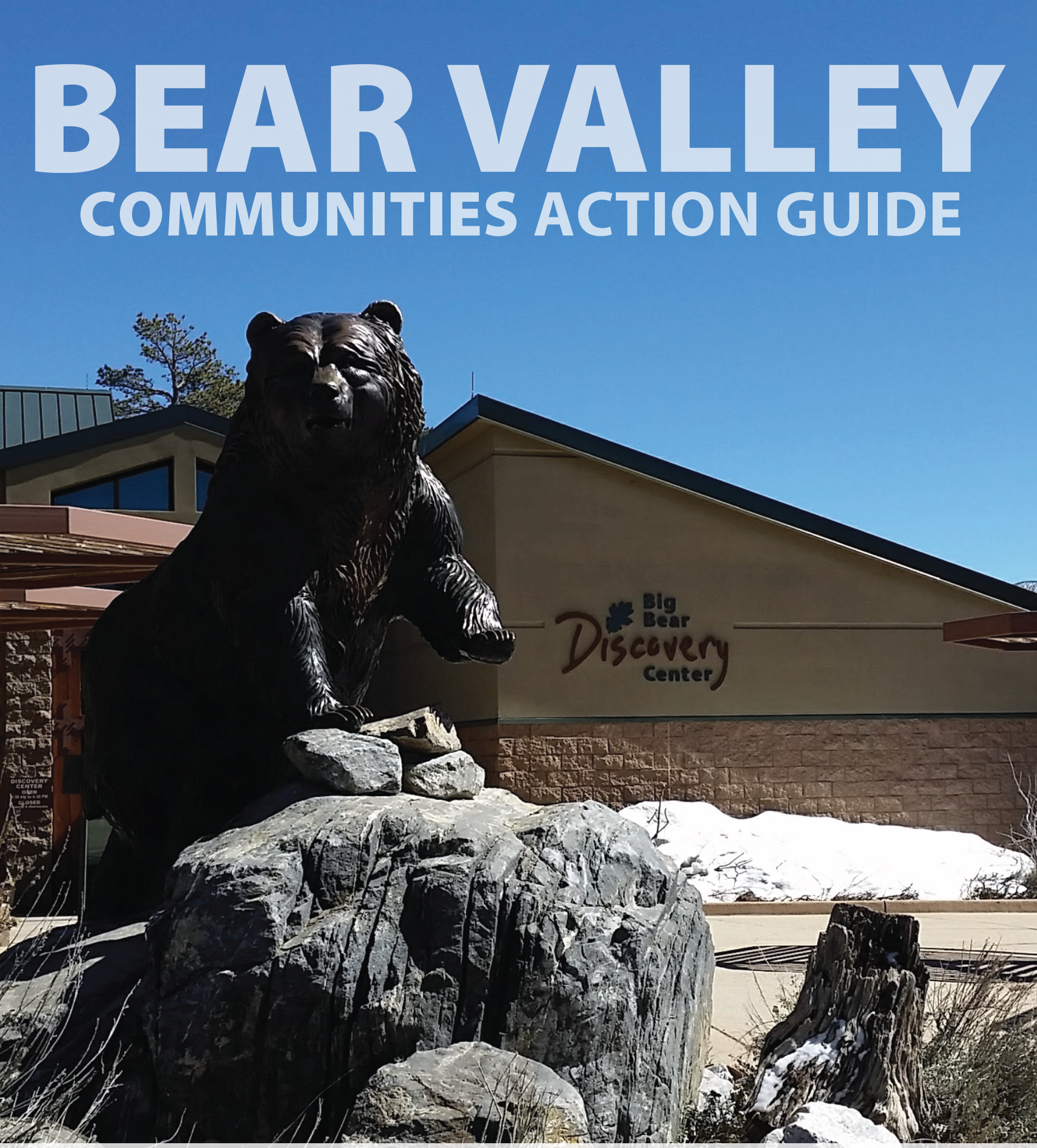
BEAR VALLEY
COMMUNITIES ACTION GUIDE



SAN BERNARDINO COUNTY

COUNTYWIDE PLAN

Bear Valley Communities Action Guide

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Introduction

Bear Valley is made up of several small mountaintop communities where residents enjoy a slow, relaxed, unhurried pace of living in the tranquil setting of the San Bernardino National Forest. Bear Valley residents value the pristine beauty of its environment, supportive and neighborly bonds, and quiet, uncrowded neighborhoods built upon a well-established tourist economy. Stakeholders in Bear Valley strive to enhance the built environment, preserve natural resources, expand recreational opportunities, promote health, safety, and well-being, diversify and balance the economy, and expand their input on local matters.

In 2016, the communities embarked on a collective planning process to develop a new community plan. Over the course of a year, residents, business and property owners, and community leaders attended three public workshops (March 3 and 31 and July 21). During the workshops, participants worked collaboratively to identify strengths and weaknesses, describe the communities' values, and define future aspirations. With an orientation toward community-based implementation, workshop participants brainstormed areas of focus and actions to help the Bear Valley Communities move forward to achieve their aspirations. This Community Action Guide is a framework of actions identified by the community and supports implementation of the actions by the community. The goals and policies from the previous Community Plan were used to inform the guide and the Policy Plan portion of the Countywide Plan.

Strengths and Opportunities

Community workshops were conducted in each community as part of the engagement process. In addition, input was gathered through the Countywide Plan website. As part of the process, participants defined the strengths of and opportunities for their community. The word cloud below was created using the input provided during the Strengths, Opportunities, Values and Aspirations exercises and served as part of the base information utilized to develop the Focus and Action Statements of the Community Action Guide. The word cloud quickly informed participants of key issues and focus areas that could be addressed in the guide. The more a word or phrase was articulated, the larger the word appears in the cloud. The full results of the strengths, weaknesses, opportunities and threats gathered as a part of the engagement process is found in the Community Profile located in the Appendix.

Where Did the Goals, Policies, and Land Use Map from the Community Plan Go?

The existing Community Plan content was used in the development of the Community Action Guide and Policy Plan of the Countywide Plan. Goals and policies from the existing community plan, as well as proposed land use changes discussed during the community workshops, were considered for inclusion in the County Policy Plan and Land Use Map, components of the Countywide Plan. The Land Use Map will be adopted as part of the County Policy Plan. The content of the Community Action Guide focuses on those actions identified by the community that the community is willing to take to make desired changes to their community. The County Policy Plan and the Community Action Guides will be web-based, with adoption of the Countywide Plan in 2019.

Relationship of the Community Action Guide to the Countywide Plan

In 2010, the San Bernardino County Board of Supervisors set out to establish a vision for the future of the county as a whole, and subsequently adopted a Countywide Vision in 2011 after two years of input from the community and the county's 24 cities and towns. Following the adoption of the Countywide Vision, which calls for the creation of a "complete county", the Board adopted the County paradigm and job statements in 2012.

In 2015, the County of San Bernardino launched an effort to go further than any county or city has ever gone with a general plan by creating a web-based comprehensive "complete county" plan. General plans are almost always strictly rule books for guiding development and growth. The County's General Plan update, last updated in 2007, goes well beyond a traditional general plan to become a comprehensive Countywide Plan that complements and informs the Countywide Vision by taking into account all services—not just land-use planning—provided by County Government, and the unique values and priorities of each unincorporated community.

The Countywide Plan serves as a guide for County decision-making, financial planning, and communications. Its web-based format provides a wealth of easily accessible data on how the County operates, and allows independent research using County data and information.

The Countywide Plan includes:

- A County Policy Plan, which serves in part as the County's General Plan for the unincorporated areas and also provides guidance for regional county services. The Policy Plan establishes goals and policies for the entire county as well as specific subregions and communities.
- A County Business Plan, which contains governance policies and operational metrics that outline the County's approach to providing municipal and regional services.
- A Regional Issues Forum, which is an online resource for sharing information and resources related to issues confronting the entire county.
- A Community Plans Continuum of 35 Community Action Guides, which articulates what is important to each Community; sets out an Action Plan based on community input, and for the most part, would be implemented by the community; and provides a Community Profile. Links will also be provided for maps, goals, and policies in the Countywide Plan.

The Draft Community Action Guide for Public Review

The final format of the Community Action Guide will be web-based and provided online. This printed version of the Draft Community Action Guide is provided as a courtesy for simplifying community review, but may not be available once the online version of the guide is finalized. A draft version of the web-based Community Action Guide can be found at www.countywideplan.com/cp. This printed version includes the information provided on the website under each tab except for the information included under the "Maps and Links" tab. A separate Community Profile can be printed from the website.

This Draft Community Action Guide was created by the community members who attended workshops, provided comments online or sent in written comments. It is written in the words of those participating in the public engagement process. Therefore, the Community Action Guide retains the voice and future image of the community presented by the community members participating in the public engagement process. However, the implementation of each Action Statement is an opportunity for additional discussion by community members and modification of the statement and action steps may be made by the community and Action Teams.

How to Use This Community Action Guide

Overall, the Community Action Guides are a framework for communities to create the future character and independent identity, as identified in the workshops as community values and aspirations, through completion of community actions. As stated at the community workshops, the Community Action Guides replace any 2007/2014 Community Plans, with a greater focus on community self-reliance, grass-roots action, and implementation. Goals, policies, land use, and infrastructure decisions are addressed in the Policy Plan of the Countywide Plan. The County Development Code will still regulate zoning and land development.

The Community Action Guide is strategic in nature and provides clear Focus Statements and Action Statements identified by the community that led to creation of an Action Plan that can be implemented at the grass-roots level within each community. Some actions may require assistance by a County department, but the community will take the lead in moving the action forward, identifying funding or scheduling meetings or requesting information from specific County departments.

A detailed implementation plan and training module will be set up by the County to guide communities in identifying Champions, setting up Action Teams, contacting County departments and answering questions. In addition, the County's role will be clarified. This information will be included on the website for easy reference by communities.

The Community Action Guide Is Not Set in Stone

This is your Community Action Guide to be used to guide community actions and is not "set in stone". Champions, Action Leaders and Action Teams should be identified by your community or created by organizations, community groups or community members who volunteer to champion, lead or participate. The Action Plan Matrix includes a general set of tasks that can be modified by the Champions, Action Leaders and/or Action Teams to best fit your community needs at the time of action implementation. The Action Teams could include people who were not at the workshops and may have additional input to enhance the Action Statement or action steps. The community should feel free to make changes and find alternatives for completing actions. You may decide to expand the action, modify it or only select to complete a few tasks of the Action Plan.

Community Action Guide Organization

The Community Action Guide is organized into three main sections, the community's Values, community's Aspirations, and Action Plans. An appendix has a Community Profile with a summary of the social, cultural, economic and historic dimensions of the community as well as the communities input on strengths, weaknesses, opportunities and threats.

Values – Those shared assets, principles, standards, mores and in the judgement of the community, what is important to the lives of its residents and businesses. (Identified in Workshop #1 and reviewed and finalized in Workshop #2)

Aspirations – A written narrative illustrating the community's desired look and function once the Community Action Guide is fully implemented. This is a long-term view of 10 to 20 years. It is written as if the community's desired changes have already occurred. (Identified in Workshop #1 and reviewed and finalized in Workshop #2)

Action Plans – The Action Plans consist of:

- A Focus Statement, which provides general direction towards realizing the Community's aspirations and help organize the plan. (Identified in Workshop #2 and reviewed and finalized in Workshop #3)
- An Action Statement, which is a measurable statement providing critical information on the program, initiative or project to complete. (Identified in Workshop #2 and reviewed and finalized in Workshop #3)

- Action Plan Matrix, which provides a general set of action steps necessary to implement the Action Statement, identifies those that would initiate and champion the action statement, a general timeline for implementation and identified resources for additional assistance. (Created to support and guide the Community's identified Focus and Action Statements)

The Focus Statements and Action Statements of the guide are not prioritized. It is up to the community to select the three to five priority Action Statements that they wish to begin implementing. The related Action Plans for each Action Statement provide guidance on the actions and timeline that may be necessary to implement the Action Statement. The Champions and Action Teams should review the Action Statement, Benchmark, and Action Steps. They may even hold a public meeting to get additional input before starting implementation of a specific Action Statement. Changes may be made as new input is received.

The Community Action Guide as a Living Document

The Community Action Guide and the Countywide Plan are designed to be web-based and therefore will be easily updated. The Community Action Guide is intended to be championed and implemented by the Community. The Focus Statements and Action Statements within the guide were created through public engagement workshops by community participants.

The guide is meant as a way to organize activities and provide overall direction to move the Community forward. The guide should never be considered to be written in stone, but should be malleable as the needs of the community continue to change. Focus Statements and Action Statements should be changed and amended as Action Statements are completed or new priorities take their place.

The Community should consider reviewing its guide annually to celebrate what was accomplished and make changes to the guide, as necessary, to ensure it is a relevant work plan. Communities should report back to the County as they complete actions to ensure their online guide is updated with success stories included on their website and to ensure their Action Plans are updated reflecting completed actions. As communities complete their Action Plans, the County will determine when to revisit the community to expand or modify their Action Plans.

How to Implement the Community Action Guide and the Community Development Toolkit

The Community Action Guide provides a general organization of the action steps necessary to implement each Action Statement. The Community may want to meet to identify the top three to five priority Action Statements to work on first. Some of these may be those actions that the community believes could be completed quickly and easily. Completion of one Action Statement will provide the community and local groups with the motivation to move forward with another Action Statement.

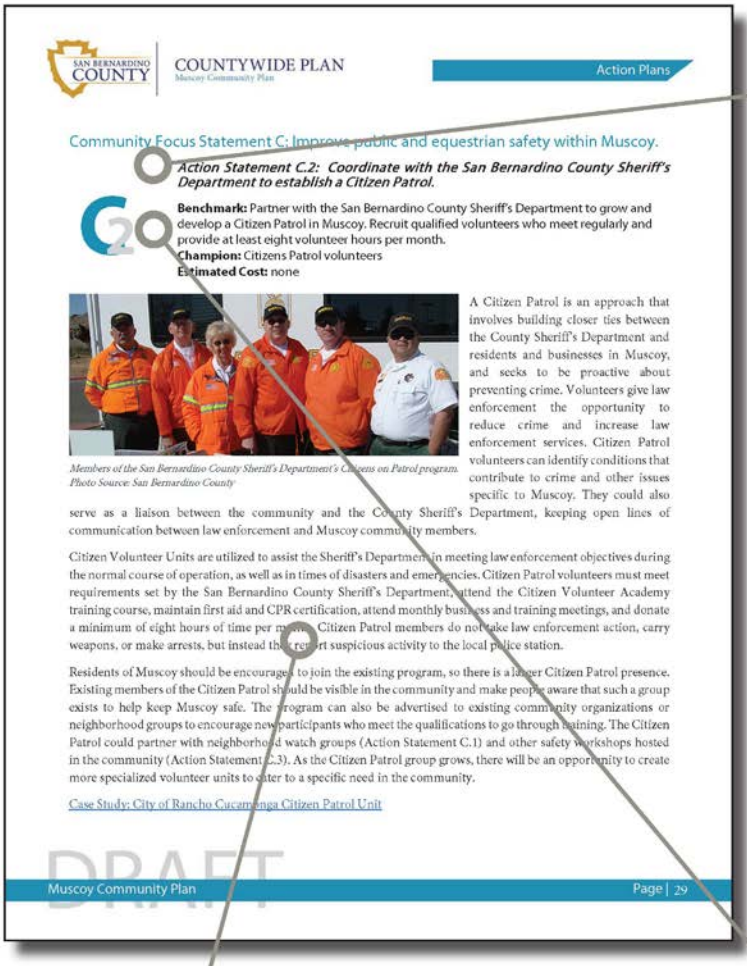
Once an Action Statement is selected for implementation, the community identifies a Champion for that Action Statement to initiate activities, identify those responsible for carrying out action steps, identify and secure resources that will be required, and develop a timeline. The champion is not responsible for completing the action, but serves to facilitate and guide the Action Team. While suggested action steps are included in the guide, each community should develop more specific assignments based upon available community resources such as volunteers (e.g.,

individuals, businesses, property owners, etc.), community groups (e.g., chamber of commerce, non-profits, etc.) and organizations (e.g., scouts, community service districts, churches, schools, etc.). This step of planning for implementation is an important first step necessary to help ensure successful implementation.

Potential resources are identified for each Action Statement. These may be guides on implementation, case studies of how other communities have implemented similar projects, sources of potential external funding, and organizations and agencies that can provide guidance and advice. In addition, San Bernardino County Land Use Services Department is creating an online Community Development Toolkit to be located at www.countywideplan.com to expand the action topics and guidance on implementation as well as ideas for future amendments or additions to the Community Action Guide.

A more detailed Implementation Plan will also be included on the website. The Implementation Plan will include information about how to inform the County about changes to your Community Action Guide. In addition, we will want to know when you start working on an Action Statement and when you complete it. It is important for the community to celebrate completion of each action.

Each Action Statement Champion and Action Team should review and refine the Action Statement and Action Steps before moving forward.



COUNTYWIDE PLAN
Muscoy Community Plan

Action Plans

Community Focus Statement C: Improve public and equestrian safety within Muscoy.

Action Statement C.2: Coordinate with the San Bernardino County Sheriff's Department to establish a Citizen Patrol.

GO

Benchmark: Partner with the San Bernardino County Sheriff's Department to grow and develop a Citizen Patrol in Muscoy. Recruit qualified volunteers who meet regularly and provide at least eight volunteer hours per month.
Champion: Citizens Patrol volunteers
Estimated Cost: none

Members of the San Bernardino County Sheriff's Department's Citizens on Patrol program. Photo Source: San Bernardino County

A Citizen Patrol is an approach that involves building closer ties between the County Sheriff's Department and residents and businesses in Muscoy, and seeks to be proactive about preventing crime. Volunteers give law enforcement the opportunity to reduce crime and increase law enforcement services. Citizen Patrol volunteers can identify conditions that contribute to crime and other issues specific to Muscoy. They could also serve as a liaison between the community and the County Sheriff's Department, keeping open lines of communication between law enforcement and Muscoy community members.

Citizen Volunteer Units are utilized to assist the Sheriff's Department in meeting law enforcement objectives during the normal course of operation, as well as in times of disasters and emergencies. Citizen Patrol volunteers must meet requirements set by the San Bernardino County Sheriff's Department, attend the Citizen Volunteer Academy training course, maintain first aid and CPR certification, attend monthly business and training meetings, and donate a minimum of eight hours of time per month. Citizen Patrol members do not take law enforcement action, carry weapons, or make arrests, but instead they report suspicious activity to the local police station.

Residents of Muscoy should be encouraged to join the existing program, so there is a larger Citizen Patrol presence. Existing members of the Citizen Patrol should be visible in the community and make people aware that such a group exists to help keep Muscoy safe. The program can also be advertised to existing community organizations or neighborhood groups to encourage new participants who meet the qualifications to go through training. The Citizen Patrol could partner with neighborhood watch groups (Action Statement C.1) and other safety workshops hosted in the community (Action Statement C.3). As the Citizen Patrol group grows, there will be an opportunity to create more specialized volunteer units to cater to a specific need in the community.

Case Study: City of Rancho Cucamonga Citizen Patrol Unit

DRAFT

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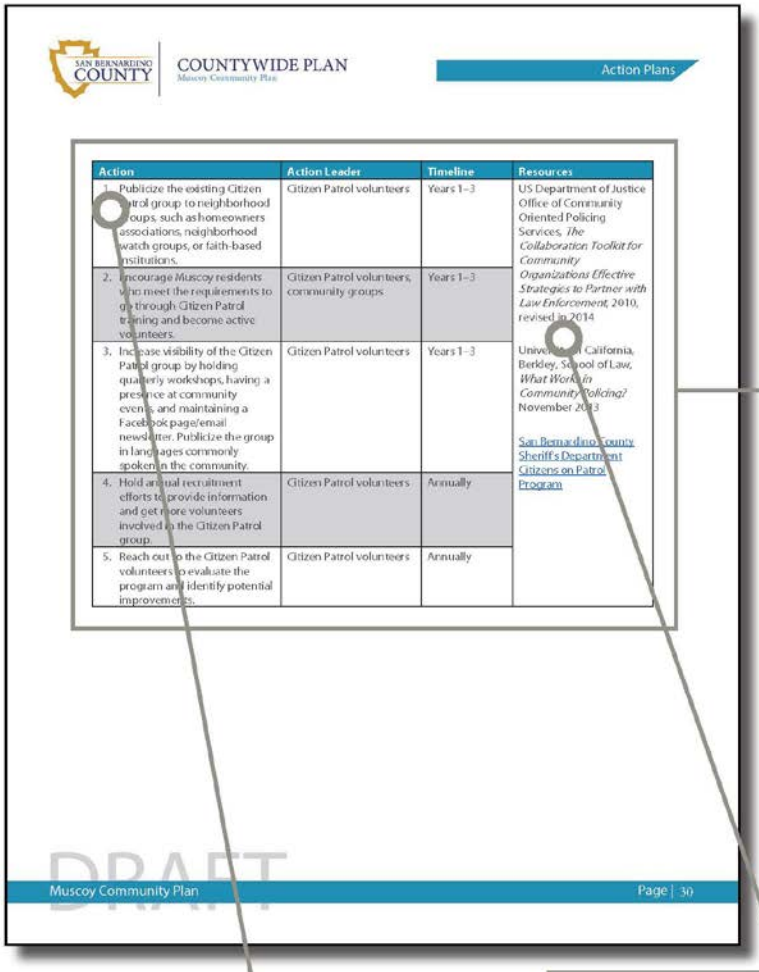
*The Action Statement is a measurable component used to accomplish the overall focus statement.**

Provides background information on the action that is to be achieved.

*The benchmark is a way to measure the success of the Action Statement. * The estimated cost is an approximate cost to implement the action, if applicable.*

*These should be reviewed with the Champion and Action Team and modified based on current community needs.



The action plan should be reviewed and modified by the Action Team and/or the community prior to implementation, including the addition of people and organizations involved. The Action Team can search the Internet to look for similar actions by other communities or groups.

Suggested steps to implement the Action Statement, along with potential leaders for each step and a timeline of when it should occur in the process. This can be modified to meet the current needs of the community.

Resources including stakeholders, human resources, and capital that may be required or provide assistance to implement the Action Statement. Action Team can also search the Internet to see if there are other resources available at the time of action implementation.

Values Statement

The Values are those shared assets, principles, standards, mores, and in the judgement of the community, what is important in the lives of its residents and businesses. A community's values are an important consideration in shaping its aspirations, focus and actions.

As a community we value:

Small-Town Mountain Lifestyle. Bear Valley residents value the beauty and tranquility of living in a small mountaintop environment where connections to community and nature are both strong and family-oriented.

Slower Pace of Life. Bear Valley residents value a slow pace of life in quiet, uncrowded crime-free neighborhoods, and respect for privacy.

Quality Environment. Bear Valley residents value clean air, dark skies, breathtaking views, natural habitats, and well-managed recreational resources.

Supportive, Neighborly Bonds. Bear Valley residents value supporting those in need and investing in community well-being by donating time and financial resources to local organizations.

Established, Evolving Economy. Bear Valley residents value recognition as a historic tourist destination with a well-established local economy offering a reasonable cost of living and opportunities for future economic growth.

Aspirations Statement

The Aspirations Statement is a written narrative illustrating how the community desired look and function once the Community Focus Statements and Action Statements are accomplished. This is a long term view of 10 to 20 years. The Aspirations Statement serves as a foundation for developing Community Focus Statements and Action Statements.

In the Bear Valley Communities, we aspire to have:

Improved Built Environment

As a four-seasons resort destination, our communities attract business-supporting tourists throughout the year. Community members prioritized improvements to our built environment, including updated and well-maintained building facades, road maintenance, street improvements, and addressing accessibility concerns throughout the communities. These improvements have helped to enhance our commercial areas and decrease traffic and safety issues during peak tourism months.

Clean, Safe, and Healthy Future

Residents created a number of programs to address health and safety within the communities. Through regular community cleanup events, volunteers work to keep the pristine mountain area free of debris that takes away from the beauty of the environment and community. As a result of increased engagement with the San Bernardino County Human Services Department, increased services are available for people of all ages to promote mental and behavioral well-being. The San Bernardino County Sheriff's Department also established an annual class with community members that teaches residents how to safely and properly protect themselves and their neighbors through the implementation of a neighborhood watch program, which empowers residents to proactively address code violations, vacation home rental problems, and other potential nuisances.

Balanced Economy

The Bear Valley communities have a vibrant and balanced economy that includes tourism, health and wellness, environmental sciences, recreation, forestry, and activities and employment for people of all ages. Residents created community groups that work with the County of San Bernardino to market all aspects of the area, boost the local workforce in all industries, and bring investment into the area.

Preservation of Natural Beauty

The Bear Valley communities are unique in terms of their location in Southern California. Residents work to create educational materials for new community members and visitors, including a "welcome packet" that gives recommendations for how to live and play within a mountain environment without having a negative impact on the area.

Recreational Opportunities

The mountain environment offers plenty of opportunities for outdoor activities throughout the year. During the winter, residents and visitors enjoy alpine and cross-country skiing, snowboarding, snowshoeing, snow play, and biking. During the other three seasons, residents and visitors enjoy hiking, biking, camping, horseback riding, off-road touring, golfing, fishing, and watersports. Local interest groups collaborate with the County of San Bernardino and the US Forest Service to increase signage on trails and in outdoor spaces, which help to increase safety and enjoyment when using these areas.

Expanded Input in Local Matters

Our communities take pride in our ability to ensure personal freedom and integrity and local strength in decision-making. Through the creation of a local committee of community leaders who are responsible for working with the County of San Bernardino and other outside agencies the voice of the communities is heard in all matters impacting the area. Opportunities for making the communities' voice heard is available through an increased number of community meetings and the preparation of formal recommendations for consideration by the County.

Action Plans

Community Focus Statement A: Improve the quality of our built environment to enhance community health, safety, neighborhood character, and the image of our business corridors.

A1

Action Statement A.1: Work with San Bernardino County Code Enforcement to develop educational materials to inform residents and property owners about County Codes, with a particular emphasis on inoperable vehicles, unpermitted construction, property maintenance, and other community concerns as they may change from time to time, and encourage local residents to report persistent problems to Code Enforcement.

Benchmark: Code Enforcement materials are accessible to community members, and regular meetings are held between Code Enforcement Education Committee and County Code Enforcement officers.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $5,000–$10,000

Abandoned vehicles are in violation of the San Bernardino County Code. Photo source: tpsdave

The County Codes include property-related regulations to protect the health, welfare, and safety of the Bear Valley communities. These codes require maintaining buildings to proper safety standards, cleaning up piles of trash on private property, requiring signs to meet certain design standards, and prohibiting abandoned vehicles, among many others. Violations of these codes are addressed by the County's Land Use Services Department's Code Enforcement section, which employs professional staff to carry out these duties. By educating Bear Valley residents about County code provisions and encouraging them to report violations, the County can help ensure more effective enforcement of the code, which in turn makes Bear Valley a safer and more attractive community.

Educational materials should include examples of common types of code violations, including clear criteria for what constitutes a violation and what does not. While the educational materials should be broadly adaptable to all of San Bernardino County, they must include information that is locally applicable to the Bear Valley communities. The County could conduct training sessions on these issues, teaching community members how to identify code enforcement violations and making sure they know how to report any suspected violations to County staff.

When creating educational materials on code enforcement, the County should ensure that these materials are widely distributed throughout the community, including making them available electronically and in multiple languages as appropriate, and regularly updated with emerging issues. If the County chooses to establish a volunteer program, it is critical that the volunteers have adequate resources, including identification and any equipment needed for

documenting code violations. It is also very important that there be a process in place for community members to provide feedback on any volunteer code enforcement participants and that any issues with the program are addressed quickly and completely.

Action	Action Leader	Timeline	Resources
1. Contact or hold a meeting for residents, property owners, and business owners and to identify a core group of committed people.	Champion	Month 1	San Bernardino County Code Enforcement http://cms.sbcounty.gov/lus/CodeEnforcement/CodeEnforcementHome.aspx City of Hawaiian Gardens Code Enforcement Manual http://www.hgcity.org/PDFfiles/CodeEnforcementManual1.pdf City of Victorville Code Enforcement Examples http://www.victorvilleca.gov/uploadedFiles/CityDepartments/Development/Keep%20it%20Safe%20Brochure.pdf
2. Form Code Enforcement Education Committee and select group leader.	Champion	Month 2	
3. Prepare educational materials on code enforcement.	Code Enforcement Education Committee, San Bernardino County Land Use Services	Months 2-5	
4. Committee members distribute educational materials to all property owners as agreed upon by action leaders.	Code Enforcement Education Committee, San Bernardino County Land Use Services	Months 6-7	
5. Revise educational materials to account for emerging issues and changes in Code Enforcement policy.	Concerned citizens, San Bernardino County Land Use Services	Every two years	

Community Focus Statement A: Improve the quality of our built environment to enhance community health, neighborhood character, and the image of our business corridors.

A2

Action Statement A.2: Establish a community cleanup program in collaboration with community service organizations, local schools, and Big Bear Disposal to assist with large item trash pickup at least two times per year.

Benchmark: Community cleanup program, organized with leadership, meeting two times a month, and holding two community cleanup days each year.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $1,000

Engaging youth groups is an effective way to gather involvement in community cleanup efforts. Photo source: Fitgym

As part of a commitment to keeping the area clean, the Bear Valley communities should hold two community cleanup days each year—for example, in April and October—and encourage citizens to get involved. Volunteers could work in groups at multiple locations throughout the community, including vacant or undeveloped areas, and the event would be coordinated with large item and nonhazardous trash pickup for residents. For each event, volunteers could receive a free event t-shirt and cleanup supplies.

Community cleanup programs and events are common throughout cities and towns in California and are an effective way to work together as a neighborhood or community in order to instill civic pride. Furthermore, as a way of leveraging the Bear Valley communities' efforts, the San Bernardino County Code Enforcement and Solid Waste Management divisions organize free community cleanups regularly in conjunction with the County's Board of Supervisors to provide a free, convenient trash disposal option to residents. These County events could be part of a local community cleanup day.

Action	Action Leader	Timeline	Resources
1. Contact residents and organize volunteers for a community cleanup program Committee.	Champion	Month 1	Rotary/ Interact Club http://www.bigbearlakerotary.org/ Big Bear Disposal http://www.bigbeardisposal.com/home.html Bear Valley Community Collaborative http://hs.sbcounty.gov/CN/Pages/CommunityCollaboratives.aspx San Bernardino County Solid Waste Management http://cms.sbcounty.gov/dpw/SolidWasteManagement.aspx
2. Select a leader to serve as chair who will provide leadership and champion the program.	Community Cleanup Program Committee	Month 2	
3. Develop key partnerships with local groups in order to assist the two cleanup days.	Community Cleanup Program Committee	Month 3	
4. Work with Big Bear City CSD and San Bernardino County Solid Waste to provide dumpsters and hauling for the cleanups.	Community Cleanup Program Committee, Big Bear City Community Services District, San Bernardino County Solid Waste Management	Month 3	
5. Schedule cleanup days and strategize marketing influences to attract people (i.e., free shirt, snacks, coupon, etc.).	Community Cleanup Program Committee	Month 4	

Community Focus Statement A: Improve the quality of our built environment to enhance community health, safety, neighborhood character, and the image of our business corridors.

A3

Action Statement A.3: Construct public restrooms in two locations accessible to people arriving to the east end of the Big Bear Valley. If permanent restrooms are infeasible due to maintenance costs, install portable restrooms during peak visitor seasons, including three-day holiday weekends.

Benchmark: Public/private partnership, formed including local banks, property owners, and/or business owners, to construct restrooms on two sites in the east end of Big Bear Valley.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $500,000–$2,500,000

Restrooms accessible to the public. Photo source: P L Chadwick

Bear Valley is substantially underserved by public restrooms. There are almost no restrooms in parks and other public places, with a limited number of restrooms in businesses that are available to customers or members of the public. Additionally, the few publicly accessible restrooms are in the central and western parts of the area, making the issue especially problematic for visitors who arrive from the east along State Route (SR) 18. To better serve the large number of tourists who visit Bear Valley, the communities should construct public restrooms accessible to all visitors, including those arriving from the east.

Public restrooms should be located along or in close proximity to SR 18. At least two restrooms should be constructed, with a planning and community engagement process to determine the number of restrooms and their locations. To reduce the costs associated with constructing and maintaining the restrooms, they can be located in parks or other public recreational facilities. Each facility should have dedicated restrooms for both sexes and provide off-street parking locations, preferably shared with other facilities as long as there is sufficient capacity. To better serve tourists, the facilities can also include vending machines and picnic tables, and be located near existing visitor-serving businesses. Signs along SR 18 and other key roadways can indicate where the restrooms are located. Their locations can also be indicated on tourist maps and in other resources that visitors are likely to have access to.

A new restroom structure costs an estimated $200,000 to $300,000, with additional costs potentially needed for parking, studies, and landscaping. There may be an opportunity for cost savings if restroom construction can be folded into other efforts, such as a park reconstruction. The construction of the restrooms will require coordination between the Bear Valley communities, San Bernardino County, and various stakeholder groups. This collaboration

will likely translate into public-private partnerships, including local banks, property owners, and businesses, to fund and construct the facilities. It may also be possible to use a grant to fund the restrooms. As the initial step, a feasibility study should be completed to assess the restrooms' potential locations.

Action	Action Leader	Timeline	Resources
1. Convene like-minded stakeholders and form a restroom committee for the east valley.	Champion	Month 1 with ongoing meetings as needed	American Restroom Association http://www.americanrestroom.org/ Community Facilities Grant Program https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program Information on Other Grants and Public/Private Partnerships to Fund Public Restrooms http://www.downtowndevelopment.com/DIXarticle5.pdf City of San Francisco, Public Toilets http://sfpublicworks.org/services/public-toilets City of Santa Cruz, Visitor Restroom Program http://cityofsantacruz.com/departments/economic-development/business-support/visitor-restroom-program
2. Describe need and identify potential locations for the restrooms. Meet with Big Bear City CSD (CSD).	East valley public restroom committee	Month 2-3	
3. Conduct feasibility study to evaluate potential locations, cost of construction, maintenance, and other factors.	East valley public restroom committee	Month 3-8	
4. Determine capacity for long-term maintenance.	East valley public restroom committee	Month 6-8	
5. Estimate costs and work with local agencies and organizations such as Big Bear City CSD to determine which agency is most feasible to manage construction and on-going maintenance and operations.	East valley public restroom committee	Month 7-12	
6. Acquire land and prepare plans.	East valley public restroom committee	Year 2	
7. Complete the necessary development review and permitting for the restroom facilities.	East valley public restroom committee	Year 2-3	
8. Fund, construct and maintain the restroom facilities.	East valley public restroom committee	Year 3-, ongoing	

Community Focus Statement A: Improve the quality of our built environment to enhance community health, safety, neighborhood character, and the image of our business corridors.

Action Statement A.4: Adopt development standards and public infrastructure in commercial areas appropriate for a rural mountain community.

Benchmark: Bear Valley advisory design review committee organized and design guidelines implemented.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $50,000–$175,000

Design standards can help create a cohesive aesthetic appearance in commercial areas. Photo source: Arpingstone

The identity of Bear Valley's built environment, particularly along commercial corridors, is threatened by the lack of development standards and design guidelines that maintain a strong sense of community character. Improving the appearance of commercial areas is important for community identity, business recruitment, and the success of existing businesses. Attractive and well-maintained businesses demonstrate pride of ownership and will draw more visitors. Few properties along commercial corridors have been updated in recent years, and economic growth is limited. The communities should adopt design guidelines that preserve the identity of the Bear Valley area.

These guidelines can focus on a number of architectural characteristics that help to create a unique feel for Bear Valley. Guidelines may encourage or require a specific roof design, frontage size and type, building color and materials, and other design-related components. Design guidelines should also emphasize public infrastructure, such as streets and sidewalks, and address issues such as street furniture, planters and landscaping, and public lighting. Design guidelines should be strict enough to create a particular type of aesthetic and discourage commercial buildings that are inconsistent with the community, but at the same time they should be sufficiently flexible to allow for variety and the individual needs and tastes of the building owners. The communities should avoid guidelines that are overly restrictive.

In order to help ensure the success of any design guidelines program, the Bear Valley communities should take steps to ensure that property owners are able to achieve consistency with the guidelines. The communities can establish matching grant programs to help provide financial resources, such as a façade and sign improvement matching grant program for commercial buildings to help property owners make physical improvements to building exteriors. This program should include a provision that allows the property owner to match the grant either in the form of financial support or in sweat equity (e.g., doing some work on the property). The communities may also

wish to consider establishing a public-private partnership involving local banks, property owners, business owners, and others.

Action	Action Leader	Timeline	Resources
1. Contact residents, and organize a Bear Valley design review advisory committee.	Champion	Month 1	Crest Forest Sign Program http://cms.sbcounty.gov/lus/Planning/DevelopmentCode.aspx Scenic America – Community Planning & Design http://www.scenic.org/issues/community-planning-a-design Improving the architectural review process http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab096257.pdf Creating and Using Design Guidelines (National Park Service publication) https://www.nps.gov/tps/education/workingonthepast/writingsteps.htm Complete Streets https://smartgrowthamerica.org/program/national-complete-streets-coalition/ http://www.dot.ca.gov/transplanning/ocp/complete-streets.html San Bernardino County Land Use Services http://cms.sbcounty.gov/lus/Home.aspx Placer County, Rural Design Guidelines https://www.placer.ca.gov/departments/communitydevelopment/planning/documentlibrary/designguidelines San Luis Obispo County, Design Guidelines http://www.slocounty.ca.gov/Assets/PL/Design+Plans/Countywide_Design_Guildelines.pdf
2. Select a leader to serve as chair of the committee.	Design review advisory committee	Month 2	
3. Secure funding for preparation of design guidelines.	Design review advisory committee	Month 3 - 8	
4. Procure consultant to develop work plan to prepare design guidelines.	Design review advisory committee	Month 9 - 12	
5. Draft and adopt development standards and design guidelines for commercial areas in Bear Valley.	Design review advisory committee, consultants	Months Year 1 - 2	
6. Educate local developers and designers about the design guidelines.	Design review advisory committee	Year 2	
7. Submit to County Land Use Service for review and consideration by Planning Commission and Board of Supervisors.	Design review advisory committee, San Bernardino County Land Use Services	Year 2, ongoing	

Community Focus Statement A: Improve the quality of our built environment to enhance community health, safety, neighborhood character, and the image of our business corridors.

Action Statement A.5: Establish and implement a façade and sign improvement program for existing and future businesses.

A5

Benchmark: Façade and signage improvement matching grant program for commercial buildings established, developed grant guidelines, and the program continues to function for a period of at least three years.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $10,000 to $200,000 dependent upon scale of the program

Clean storefront signage improves the overall appearance of commercial structures. Photo source: Michael Baker International

Improving the appearance of commercial areas in Bear Valley is important for community identity, business recruitment, and the success of existing businesses. Attractive and well-maintained businesses demonstrate pride of ownership and can help draw in more visitors by making commercial areas more appealing places. However, updates to commercial properties in Bear Valley along these corridors have been few, and economic growth is limited. The communities can help finance the rehabilitation of commercial areas in Bear Valley by establishing a matching grant program for façade and sign improvements to commercial buildings.

The grant program should allow property owners to make improvements to the outside of their buildings that may be unaffordable under traditional financing mechanisms. The program should be available for a wide variety of improvements, particularly those that help to make the buildings more consistent with any design guidelines that the community may adopt, and open to all commercial properties. The agency responsible for implementing the grant should provide easy-to-understand guidelines that clearly spell out which types of improvements are eligible and their typical costs. After some projects have been completed, the grant materials should also include information about which buildings have been renovated under the grant, allowing potential future applicants to see the results for themselves and to speak to property owners about the process.

The grant program should allow property owners to choose how to match their contribution, either through matching funds or by performing some of the improvement work to the extent their skills allow (also known as sweat equity). Local banks and other businesses may be able to provide part of the funds, particularly if there is a marketing effort publicizing the improvements and the sponsors that enabled them. As with any grant program, the

program should be carefully monitored and reported on to community members and local leaders, and the program should be revised as needed to ensure it is effective.

Action	Action Leader	Timeline	Resources
1. Meet with San Bernardino County Economic Development Agency and Land Use Services Department to discuss potential sources of funding and Bear Valley agencies who could serve as program administrator.	Design review advisory committee (established under A.4 or created new)	Month 1	How façade matching programs can benefit your community http://plannersweb.com/2013/10/how-facade-improvement-programs/ San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/Home.aspx What is a Business Improvement District? file:///C:/Users/schampion/AppData/Local/Microsoft/Windows/INetCache/IE/13ZXY9W8/BusinessImprovement.pdf Façade Improvement Program, Portland, Maine http://www.portlandmaine.gov/557/Facade-Improvement-Program Façade and Sign Improvement Program, Village of Grafton, Wisconsin http://www.village.grafton.wi.us/documentcenter/view/247
2. Meet with potential program administrators and select or form most appropriate.	Design review advisory committee	Month 2 - 8	
3. Secure funding for the façade and sign improvement matching grant program.	Program administrator	Year 1	
4. Define target area/s, eligibility criteria, matching ratio, an application process, and façade design guidelines, (See Action Plan A.4).	Program administrator	Year 2	
5. Inform local banks, property owners, business owners, and others of the new program and encourage them to take advantage of grant matching funds.	Program administrator	Year 3	
6. Process applications and provide ongoing support to commercial properties that have received grant funding, such as construction resources, permit procedures, etc.	Program administrator	Year 3, ongoing	

Community Focus Statement A: Improve the quality of built environment to enhance community health, neighborhood character, and the image of our business corridors.

A6

Action Statement A.6: Construct improved bus stops with permanent and accessible benches and shelters in order to improve comfort and safety for bus riders, in partnership with Mountain Transit and local organizations such as the Community Services District, community service organizations, and local businesses.

Benchmark: All bus stops in Bear Valley improved to include functional benches and shelters.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $16,000-25,000 per shelter (cost may be lowered if labor and materials may be donated)

Semi-enclosed bus shelters with benches and overhead structures are important in mountain areas that receive snow. Photo source: Bidgee

Bus stops are a key component in a passenger's journey. In Bear Valley, many bus stops are limited to only the sign. To increase comfort, anonymous people have placed lawn chairs near some of the signs. Without shelter or permanent seating and lighting, bus stops can be cold, windy, dark places to wait for the bus. For people with disabilities, inaccessible bus stops represent the weak link in the system and can effectively prevent the use of fixed-route bus service. Physical, cognitive, and psychological barriers at bus stops can hamper bus ridership by disabled individuals, limiting their mobility and potentially leading to increased paratransit costs.

Recognizing the problem, Big Bear firefighters have volunteered time, donated money, and worked with Mountain Transit to design a new bus stop. This model may be expanded and/or replicated by others. Additional resources are also available through grant funding. Local advocates should follow the Big Bear Firefighter's lead and work with Mountain Transit to identify and prioritize necessary bus stop improvements. Once this process is complete, these types of improvements should be added to serve the Bear Valley communities where needed as funding and other resources are available.

The table below lists two potential improvements and typical costs per item per representative transit agency standards. The Bear Valley communities would need to absorb additional costs on-going maintenance of the amenities.

Typical Costs for Improvements

Potential Improvement	Cost (typical per measure or item)
Bus Shelter	$5,000–$15,000
Bench	$2000 - $5000 per bench

Action	Action Leader	Timeline	Resources
1. Convene a meeting with like-minded citizens and form a committee for improving access to Mountain Transit	Champion	Month 1	Mountain Transit http://mountaintransit.org/ Bus Stop Guidelines – National Association of City Transportation Officials https://nacto.org/docs/usdg/bus_stop_guidelines_trimet.pdf
2. Meet with Mountain Transit and Firemen volunteers who previously initiated a similar discussion in 2016 to discuss problem and learn about process to improve bus stops.	Transit access committee, Mountain Transit	Month 2	
3. Develop a list of priority bus stops that should take priority for upgrades.	Transit access committee	Month 3-6	
4. Secure funding, donated materials, and/or volunteers	Transit access committee, Mountain Transit	Month 6-12	
5. Construct bus stop improvements to serve the community where needed, and approved by Mountain Transit, as funding and other resources are available.	Transit access committee, Mountain Transit, volunteers	Year 2, On-going	

Community Focus Statement A: Improve the quality of our built environment to enhance community health, safety, neighborhood character, and the image of our business corridors.

Action Statements A.7: Promote cleanup and repurposing of underutilized properties along Big Bear Boulevard, in Fawnskin, and in other key locations as identified by program partners.

Benchmark: Adaptive reuse campaign is organized and supports at least one reuse project as a precedent for future projects.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $2,000-$50,000 (varies based on approach)

Vacant lots that are used for storage can break up storefronts and create less desirable areas to visit. Photo source: Umberto Brayj

Big Bear Boulevard, Fawnskin, and Bear Valley's other commercial areas include vacant and underutilized properties that detract from the community's appearance, fail to adequately serve the needs of residents and visitors, and reduce San Bernardino County's property and sales tax revenue. To address these issues, the Bear Valley communities should promote the cleanup and adaptive reuse of these properties.

Adaptive reuse refers to retrofitting and/or updating existing vacant and underutilized buildings and properties with new and/or different uses that better serve the community and complement the surrounding uses. Adaptive reuse provides the potential benefits of:

- Reducing development costs through the use of existing infrastructure and buildings
- Encouraging pedestrian-oriented infill development in established areas, rather than perpetuating sprawling automobile-focused development in undeveloped areas at the communities' periphery
- Achieving greater property and sales tax revenue, while limiting additional costs associated with investments in infrastructure and community services
- Supporting additional employment opportunities
- Providing additional housing units
- Preserving historic structures

The Bear Valley communities can best support adaptive reuse efforts by encouraging San Bernardino County to institute an adaptive reuse program. The program can identify suitable tenants of underutilized and vacant properties and tenant spaces and seek out and administer funding for adaptive reuse projects. To bolster the program, San Bernardino County can also adopt an adaptive reuse ordinance to expedite the review process associated with converting vacant and underutilized commercial spaces into new, centrally located residential units.

Action	Action Leader	Timeline	Resources
1. Form an adaptive reuse committee, identifying one person to serve as a chair who will provide leadership and champion the committee.	Champion	Month 1	Creative small town reuse strategies http://www.ccim.com/cire-magazine/articles/smart-moves-small-towns/?gmSsoPc=1 Strategies for attracting infill development in distressed communities https://www.epa.gov/sites/production/files/2015-05/documents/fresno_final_report_042215_508_final.pdf Big Bear Valley Ecotourism http://bigbearecotourism.org/
2. Interview property owners, business owners, contractors, design professionals, building inspectors, and the San Bernardino Land Use Services Department to understand barriers to adaptive reuse.	Adaptive reuse committee	Months 2 – 5	
3. Identify and examine potential adaptive reuse sites and to better understand and illustrate the need and opportunity for adaptive reuse in Bear Valley.	Adaptive reuse committee in consultation with San Bernardino County Economic Development Agency	Months 3 – 4	
4. Collect examples of successful reuse projects in comparable tourist destinations.	Adaptive reuse committee	Month 5 – 6	
5. Partner with one or more property owners (and a potential tenant if one can be identified) and support and document the full process from concept through construction, including design, permitting, and construction.	Adaptive reuse committee in consultation with San Bernardino County Land Use Services Department, local partner	Months 6 – 12	
6. Prepare materials to market adaptive reuse and eco-conscious business opportunities to local and non-local investors and entrepreneurs.	Adaptive reuse committee	Year 2	
7. Distribute marketing materials and respond to inquiries.	Adaptive reuse committee	Year 2	

Community Focus Statement A: Improve the quality of our built environment to enhance community health, safety, neighborhood character, and the image of our business corridors.

Action Statement A.8: Create and maintain a healthy forest and forest fuels management program.

A8

Benchmark: A healthy forest and forest fuels management program is developed and implemented in partnership with the US Forest Service and Big Bear Fire Department.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $6,000–$20,000

Maintaining the surrounding natural environment is important to the character of the community. Source: Michael Baker International

The Bear Valley communities, like much of the rest of the San Bernardino Mountains, is a designated Very High Fire Hazard Severity Zone. As such, there is a substantive threat of a major wildfire that could affect large numbers of residents and visitors. Wildfires are a regular feature of many of California's ecosystems, but fires were largely suppressed throughout much of the twentieth century out of a concern that they would threaten communities and valuable natural resources. Today, wildland managers increasingly understand the important role that wildfires play in preserving a healthy forest, including how small wildfires help to clear the brush which may otherwise build up and lead to a major wildfire that could pose a significant threat. By creating and maintaining a healthy forest and fuels management program, the Bear Valley communities can help promote a thriving forest that contributes to the local economy and quality of life, while simultaneously helping to protect the communities from a devastating wildfire.

A healthy forest and fuels management program includes various strategies, with a primary objective of fuel reduction. If not removed, either by people or by natural processes (usually small fires), fuel such as dry or dead vegetation may build up in wildland areas, contributing to the risk of a substantial blaze. This effort can involve people physically removing accumulated dried vegetation or thinning forests by removing small trees that are a major source of fuel for large fires. In some cases, grazing animals such as goats may be set loose in an area to remove excess vegetation. Forest managers may allow some wildfires to burn themselves out naturally rather than actively trying to extinguish them, provided the fires do not threaten local communities, and in some instances may deliberately set fires. In addition to helping to clear accumulated fuel, this strategy helps the various plant and animal species whose life cycles depend on a regular wildfire regime. Wildland managers can also create fuel breaks, which are lines of partially or entirely cleared vegetation that wildfires often have difficulty crossing.

An effective healthy forest and fuels management program will require a concerted effort by the San Bernardino County Fire Department and the US Forest Service, which is responsible for fighting wildfires in the San Bernardino National Forest, in partnership with the Bear Valley communities. All involved groups should establish a process and forum for regular coordination, ensuring a unified approach in the area. Forest managers can solicit volunteers from community groups to assist with brush clearing activities. With additional training, volunteers can also conduct outreach and educate the community, which can help support fire-safe practices. If any wildfires will be allowed to burn out naturally or are deliberately set as part of this strategy, the responsible fire agency must immediately inform community members to reduce community concern and minimize the volume of false alarm calls that may overtax agency resources.

Action	Action Leader	Timeline	Resources
1. Hold a meeting of interested parties and form core team	Champion	Month 1	Landscape-Level Strategies for Forest Fuel Management https://pubs.usgs.gov/dds/dds-43/VOL_II/VII_C56.PDF Forest Stewardship Series: Wildfire and Fuel Management http://anrcatalog.ucanr.edu/pdf/8245.pdf Fire and Fuel Management http://nature.berkeley.edu/stephenslab/wp-content/uploads/2015/04/Husari-et-al-Stephens-Fuel-Man-AFE-9-06.pdf Wildfire exposure and fuel management on western US national forests http://www.cafsti.org/wp-content/uploads/briefingroom/Wilfire-exposure-and-fuel-management-on-western-US-national-forests.pdf Basic principles of forest fuel reduction treatments http://www.sierraforestlegacy.org/Resources/Conservation/FireForestEcology/FireScienceResearch/FuelsManagement/FM-Agee05.pdf Big Bear Fire Department http://www.bigbearfire.com/ San Bernardino County Fire Hazard Abatement http://cms.sbcounty.gov/lus/FireHazardAbatement/FireHazardAbatementHome.aspx
2. Engage with the US Forest Service, Big Bear Fire Department, and County Fire Hazard Abatement to form an effective working relationship on healthy forests and fuel management.	Team	Months 1 – 3	
3. Review existing healthy forest and fuel management plans, and revise strategies.	Team with agencies	Months 4 – 12	
4. Implement the revised strategies.	Team with Agencies	Month 12, on-going	
5. Monitor the effectiveness of forest and fuel management strategies, and revise as needed.	Team with Agencies	Month 12, on-going	

Community Focus Statement B: Reduce traffic congestion by improving transit services, roadways and recreational networks for pedestrians and bicyclists, and transit riders.

B1

Action Statement B.1: Advocate for improved transportation options and reduced automobile traffic through Big Bear City on State Route 18 and State Route 38, which become congested with tourist traffic during peak holiday weekends and seasons. Solutions should be integrated with valley-wide and regional strategies and may include transit improvements, shuttle services, streetscape improvements (including pedestrian and bicycle facilities), marketing, or transportation access guides implemented in coordination with Mountain Transit, the San Bernardino County Transportation Authority, the City of Big Bear Lake, the California Department of Transportation, the Big Bear Valley Tourism Business Improvement District, and/or other relevant organizations.

Benchmark: Transportation needs and an alternatives study completed and regular coordination with local agencies to implement study recommendations occurs.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $250,000–$650,000 (for studies only)

Mountain Transit is the primary public transportation service in the Bear Valley area. Photo source: Michael Baker International

Transportation infrastructure and services in the Bear Valley communities were developed to serve the resident population. However, as a tourist and second-home owner destination, Bear Valley's weekend and holiday population is significantly magnified causing congested roadways and bumper to bumper traffic. State Routes 18 and 38 are the main thoroughfares and are most heavily impacted. Solutions should be integrated with valley-wide and regional strategies and may include transit improvements, shuttle services, streetscape improvements (including pedestrian and bicycle facilities), marketing, or transportation access guides implemented in coordination with Mountain Transit, California Department of Transportation, and the Big Bear Valley Tourism Business Improvement District, and/or other relevant organizations. Any transportation system must meet the needs of local community members as well as the large number of visitors to the area, as both groups travel between different locations and have different travel schedules. The transportation system must also reflect multiple modes, including non-motorized uses such as bicycles, and ultimately offer an appealing alternative to a single-occupant personal vehicle.

A transportation study for the Bear Valley communities will help identify areas in need of improvement and the most appropriate solutions. Such a study should consider expanded transit and paratransit services, sidewalks, bike lanes, and emerging modes such as transportation network companies (TNCs, also called ride sourcing; for example, Lyft and Uber) and car share systems. The study should look at the effectiveness of Bear Valley's existing roadway network, including the use of turn lanes and traffic signals. It should evaluate parking in the communities, including whether the parking standards for new homes and businesses should be changed. Additionally, this study should consider solutions such as telecommuting.

Community outreach is a key component of such a study, and thus is an opportunity to create partnerships. Government agencies (such as the City of Big Bear Lake, the San Bernardino National Forest, and the San Bernardino County Public Works Department), business organizations (such as the Big Bear Chamber of Commerce and the Big Bear Lake Tourism Business Improvement District), local businesses, and Mountain Transit can work collaboratively to provide insight and critical input into identifying needs and opportunities. These agencies may also be able to help secure grants or other sources of financing needed for the study.

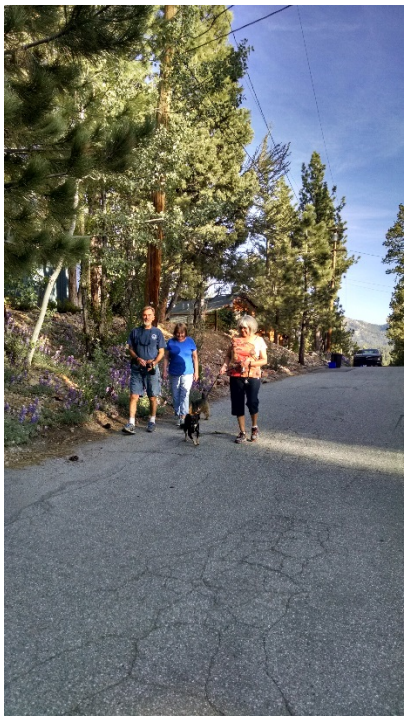
Action	Action Leader	Timeline	Resources
1. Hold a meeting to create a group of interested parties.	Champion	Months 1	SBCTA Mountain Area Transportation Study http://gosbcta.com/plans-projects/study-mountain-area.html San Bernardino County Transportation Authority, Federal, Local, Measure I, and State Funding http://gosbcta.com/plans-projects/index.html Federal Highway Administration, Bicycle and Pedestrian Program and State Highway Safety Office grants http://www.fhwa.dot.gov/environment/bicycle_pedestrian/?redirect
2. Using the 2016 Mountain Area Transportation Study conducted by SBCTA (formerly SANBAG) as a reference, define the project study area and desired project goals.	Group with Local community leaders and agencies (such as Mountain Area Transportation)	Months 1 – 2	
3. Build on existing partnership with interested parties including Mountain Transit, the City of Big Bear Lake, San Bernardino National Forest, San Bernardino County Public Works Department, Big Bear Chamber of Commerce, Big Bear Lake Tourism Business Improvement District, and the San Bernardino County Transportation Authority (SBCTA).	Group with Local community leaders and agencies	Month 3	
4. Identify potential grant funding for project planning/studies.	Group	Months 4 – 16	

Action	Action Leader	Timeline	Resources
5. Conduct a transportation needs study.	San Bernardino County Transportation Authority	Year 1 – 2	US Department of Agriculture, Rural Business Development Grants https://www.rd.usda.gov/programs-services/rural-business-development-grants San Bernardino County Community Development Division, Special Purpose Grants administration http://www.sbcountyadvantage.com/Community-Development-Housing/Community-Development-Division.aspx Planning for Transportation in Rural Areas, Federal Highway Administration https://www.fhwa.dot.gov/planning/publications/rural_areas_planning/ruralguide.pdf Principles for Improving Transportation Options in Rural and Small Town Communities http://t4america.org/wp-content/uploads/2010/03/T4-Whitepaper-Rural-and-Small-Town-Communities.pdf
6. Conduct a community meeting to discuss findings and an initial alternatives brainstorming session.	Group with Local community leaders and agencies, San Bernardino County Transportation Authority	Year 2	
7. Identify potential grant funding for the alternatives study.	Group	Year 2 – 3	
8. Conduct an alternatives analysis.	San Bernardino County Transportation Authority consult with County Public Works Department and Mountain Transit	Year 3	
9. Obtain support for potential projects from the San Bernardino County Board of Supervisors.	Group	Year 3	
10. Secure grant funding for design and construction or program implementation.	Group	Year 4 – 5	
11. Procure final design plans for proposed improvements.	County Public Works Department	Year 5 – 6	
12. Construct/implement roadway improvements.	County Public Works Department	Year 6	
13. Implement project programs.	To be determined (based on project type)	Year 6 – 7	

Community Focus Statement B: Reduce traffic congestion by improving transit services, roadways and recreational networks for pedestrians and bicyclists, and transit riders.

Action Statement B.2: Advocate for implementation of the Big Bear Valley Pedestrian, Bicycle, and Equestrian Master Plan in collaboration with partners such as the City of Big Bear Lake, County of San Bernardino Public Works, the Big Bear Valley Trails Foundation, and the Southern California Mountains Foundation and under the leadership of the Big Bear Valley Trails Coordinator.

Benchmark: Prioritized projects list in the unincorporated area developed through a coordinated effort between the City of Big Bear Lake, the Southern California Mountains Foundation, the Big Bear Valley Trails Foundation and other local advocates. Coordinate with local agencies to fund and implement priority projects.
Champion: Big Bear Valley Non-Motorized Recreational Trails Coordinator
Estimated Cost: variable



Improved pedestrian and bicycle facilities can improve safety for community members. Photo source: Michael Baker International

The Big Bear Valley Pedestrian, Bicycle, and Equestrian Master Plan was adopted by the City of Big Bear Lake and the County of San Bernardino to create a multimodal network in the Bear Valley area to support non-motorized transportation. In addition to the City of Big Bear Lake, the plan area includes all Bear Valley Communities. Top priorities include meeting the needs of both visitors and residents, connecting local destinations, creating complete streets, and establishing a better bicycle network. The plan includes an extensive list of projects to accomplish these goals, including cost estimates, applicable design guidelines, and scoring on a number of prioritization criteria. Implementing the plan will help to make the Bear Valley area safer and improve the appeal of the local communities for residents and visitors.

One of the most important considerations for implementing the Big Bear Valley Pedestrian, Bicycle, and Equestrian Master Plan is to secure the funding necessary to carry out the identified projects. The plan identifies a number of potential funding sources, including federal and state grants, the regional Measure I sales tax, and developer impact fees. The Bear Valley communities should evaluate the projects identified in the plan, determine which ones to pursue first, and decide on the appropriate funding sources.

Stakeholders in the unincorporated areas should increase their participation in ongoing efforts to implement the Master Plan by engaging with leadership from the City of Big Bear Lake, the Big Bear Valley Trails Foundation, and the Southern California Mountains Foundation.

IN PROCESS

Action	Action Leader	Timeline	Resources
1. Prioritize projects identified in the San Bernardino County Non-Motorized Transportation Plan, and set short- and long-range implementation goals. Consider sections of independent utility as appropriate since funding is to be determined. Focuses priority on bike and pedestrian facilities to reduce car traffic.	Big Bear Valley Non-Motorized Recreational Trails Coordinator	Months 1 – 3	Big Bear Valley Pedestrian, Bicycle, and Equestrian Master Plan Link to Master Plan San Bernardino County Non-Motorized Transportation Plan http://www.sanbag.ca.gov/planning2/pdf/NMTP-RevisedMay2014.pdf Alliance for Biking & Walking http://www.bikewalkalliance.org/ National Trails Training Partnership, Horses and Equestrian Trails Resources and Library http://www.americantrails.org/resources/horse/ Securing Funding for Safe Routes to School, Bicycling and Walking: Coalitions, Connections, and Creativity http://www.saferoutespartnership.org/sites/default/files/resource_files/ds-11789_vfhk_case_studies_campaigns.pdf Preserving Urban Equestrians https://www.parks.ca.gov/pages/795/files/preserving%20urban%20equestrians.pdf
2. Coordinate prioritized projects with local advocates.	Big Bear Valley Non-Motorized Recreational Trails Coordinator, local Advocates	Month 4	
3. Identify potential implementation funding sources, along with identification of local match opportunities (both funds and volunteering efforts).	Big Bear Valley Non-Motorized Recreational Trails Coordinator, local advocates	Months 4 – 12	
4. Develop grant applications as each prioritized project is addressed.	Big Bear Valley's Non-Motorized Recreational Trails Coordinator, local advocates	Months 4 – 16	
5. For larger projects, consider approaching the San Bernardino County Board of Supervisors for support.	Big Bear Valley's Non-Motorized Recreational Trails Coordinator, local advocates	Month 12	

Community Focus Statement C: Build human capital and promote enterprise, with a focus on environmentally friendly businesses, to strengthen the local economy and provide opportunities for residents and families to be self-reliant.

C1

Action Statement C.1: Promote child and youth development, social and civic responsibility, and environmental stewardship by establishing a multigenerational community council with youth in leadership positions to advocate for and support activities that enrich our community and our environment.

Benchmark: Successful establishment of a Community Council with a good generational cross-representation.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: depends on program development

Worthing Youth Council. Photo source: Milll007

Community development is facilitated by the ability of local people to mobilize resources to address local needs. Youth are in a position to be among the stable and long-term contributors who help guide this process. Youth represent a vast and often untapped resource for immediate and long-term community development efforts. They also are an invaluable resource for program planning and effective evaluation. As youth are brought into and connected with organizations and civic roles from which they have traditionally been excluded, they can participate in active and equal decision-making at multiple levels. And as youth engage in more sustained positive relationships with adults, other youth, and community organizations, they will learn that they are valued citizens of their communities. Such collaborations will lead to skill enhancement and confidence-building traits, which will help prepare them for navigating toward adulthood.

In partnership with local schools, youth-supporting nonprofit organizations and community service organizations should establish a steering committee with a clearly defined mission to lead the development and implementation of multigenerational community development programs. The steering committee should consist of youth from across the community in leadership roles, allowing them to be a driving force in the project's success. Their exuberance and creativity would be complemented by the individual knowledge and skills that adult committee members would bring.

Action	Action Leader	Timeline	Resources
1. Create a team to oversee this action.	Champion	Months 1	Live Well San Diego Intergenerational Councils http://www.livewellsd.org/content/livewell/home/community/intergenerational/councils.html Generations United http://www.gu.org/RESOURCES/IntergenerationalCenter/ToolkitsandManuals.aspx Interact Club-Rotary http://www.bigbearlakerotary.org/ Lighthouse Project http://www.bigbearlighthouse.com/Home.html
2. Open an application period for students to apply for a position on a multigenerational steering committee. Contact adult volunteers to serve on the committee.	Youth-supporting nonprofit organizations and community service organizations (i.e., Lighthouse Project and Interact Club), in partnership with local schools	Months 1 – 6	
3. Establish a steering committee with a clearly defined mission to lead the development and implementation of multigenerational community development programs.	Youth-supporting nonprofit organizations and community service organizations (i.e., Lighthouse Project and Interact Club), in partnership with local schools Interact Club)	Months 6 – 12	
4. Identify programs to expand and extracurricular activities to develop.	Youth and adult committee members in multigenerational steering committee	Year 2	

Community Focus Statement C: Build human capital and promote enterprise, with a focus on environmentally friendly businesses, to strengthen the local economy and provide opportunities for residents and families to be self-reliant.

C2

Action Statement C.2: Establish entrepreneurship, business training, and career development programs in partnership with local colleges and universities that empower locals to grow careers or businesses related to the Big Bear Valley economy such as outdoor recreation, high altitude training, health, wellness, and rehabilitation services, environmental science, and natural resource extraction and management.

Benchmarks: Identify regularly available jobs around the Bear Valley area that provide a living wage for local residents and create a database for easy access.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: Costs variable depending upon the program desired.

Business forum on vocational training. Photo source: DG EMPL

Educational programs often require basic infrastructure, including meeting space, computers, Internet access, and other amenities. One way to access those types of facilities without having to develop or fund a new building is to enter into a joint use agreement with an existing public facility. Joint use agreements between communities and universities or junior colleges take various forms, depending on the type of agreement and who owns the facility being used. The form most applicable to the Bear Valley communities is a basic joint use agreement where non-district entities are granted the use of facilities controlled, owned, or used by the school district. This type of agreement would allow universities and junior colleges to set up satellite campuses in different communities with minimal infrastructure costs and to offer adult classes or higher education learning opportunities in the communities.

Currently, the Bear Valley communities have a number of existing establishments, from elementary schools to adult schools, which have the existing infrastructure to potentially provide joint use educational opportunities for residents in most traditional subjects. Additionally, Bear Valley residents would have access to opportunities in the Rim of the World Unified School District if a regional mountain system were established. Such a system could increase the diversity of classes offered and attract a wider audience of residents.

A basic joint use agreement is fairly easy to establish and is usually a short-term agreement. This agreement would allow classes to change frequently while still allowing for renewal or a long-term agreement if the program is widely desired. Basic joint use access generally does not require an extensive legal framework and can be created with an agreement establishing basic fees and some indemnification of the school district related to liability. Communities can create a specific organization which identifies educational gaps in the community and looks for outreach from universities or colleges that specialize in those topics. Such an organization would serve as the point of contact for schools and keep information new and relevant for community members.

Action	Action Leader	Timeline	Resources
1. Convene educators, employers, non-profit organizations and/or student leaders to form a working group. Designate a chairperson.	Champion	Month 1	Big Bear Chamber of Commerce http://www.bigbearchamber.com/ Big Bear Career Institute https://www.cinow.org/ Business Training Works https://www.businesstrainingworks.com/ Big Bear Valley Ecotourism http://bigbearecotourism.org/ Bear Valley Unified School District https://www.bearvalleyusd.org/ San Bernardino County Economic Development Agency- Workplace Development http://wp.sbcounty.gov/workforce/
2. Contact major employers and identify living wage jobs, and their associated skillsets, are anticipated to be in demand in the Big Bear economy.	Working group	Months 1–3	
3. Identify local colleges and other educational institutions that offer programs relevant to the job skills listed in action step 2.	Working group	Months 4–6	
4. Work with local colleges and other educational institutions to offer academic and vocational programs that can lead to the desired types of jobs.	Working group, local colleges	Months 4–12	
5. Work with local employers to offer internships for the desired jobs.	Working group, local employers	Months 4–12	
6. Advertise educational programs and internships to high school students and underemployed residents.	Working group, Big Bear Chamber of Commerce	Year 3	
7. Report on the effectiveness of local programs, and revise the programs to improve success.	Working group	Annually, starting in Year 3	

Community Focus Statement C: Build human capital and promote enterprise, with a focus on environmentally friendly businesses, to strengthen the local economy and provide opportunities for residents and families to be self-reliant.

C3

Action Statement C.3: Coordinate with County of San Bernardino Human Services Department to assess local needs, such as wellness checks for seniors, substance abuse counseling, and support for families with children, and deliver mobile services and/or open a new service delivery location in Big Bear City.

Benchmark: Establishment of a successful delivery system for health and wellness services available to local residents.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: No cost with grant funding, or up to $500,000 per year without grant funding

Akron Children's Hospital mobile intensive care unit. Source: Raymona Wambsgans

Living in a rural area can prove challenging to people in terms of adequate access to health and wellness services. Many people move to the mountains to overcome health challenges and make lifestyle changes. However, resources to support those goals may not be sufficient. A lack of transportation can often be a barrier for people getting to doctor's appointments or wellness checks. Mobile health care has become a cost-effective and targeted solution to care for those who otherwise would not have access to health programs. Services could be provided through a mobile unit at existing school sites, the Big Bear Valley Senior Center, or other community facilities.

Mobile health care is often offered by a nonprofit or local health-care agency and provides care for children, youth, seniors, and others without access to transportation or other health-care options. The types of care offered often include comprehensive wellness exams, hearing and vision screening, immunizations, treatment of minor infections and illnesses, dental examinations and cleanings, fluoride treatments, fillings and sealants, and pre-screening and referrals for mental health, substance abuse issues, and other behavioral health services.

One example of such a service is PIH Health, a nonprofit, regional health-care network based in Whitter that provides mobile wellness services to low-income families in Los Angeles and Orange counties. Another example is in Contra Costa County where Contra Costa Health Services offers school-based mobile health services to students who are 19 years old or younger with mobile clinic vans and through satellite health centers located on more than 40 campuses in the county.

Action	Action Leader	Timeline	Resources
1. Hold an informational meeting to start a committee.	Champion	Months 1	California Endowment – Grants http://www.calendow.org/grants-and-pris/ Bureau of Primary Health Care – Funding Opportunities http://bphc.hrsa.gov/programopportunities/fundingopportunities/default.aspx Mobile Health Clinics Association http://www.mobilehca.org/ Connect Our Future, Mobile Health Clinics http://www.connectourfuture.org/tools/mobile-health-clinics/ Breakthrough Task Force http://www.rimfamilyservices.org/programs/environmental-prevention-program/breakthrough-task-force-coalition/ Arrowhead Regional Medical Center Mobile Clinic https://www.arrowheadmedcenter.org/coMobileClinic.aspx
2. Identify partners and potential funding mechanisms for starting and running a mobile clinic in Bear Valley.	Committee	Months 1 – 3	
3. Partners can include the San Bernardino County Public Health Department, local hospitals and clinics, health-oriented nonprofits, and schools.	Committee	Months 1 – 3	
4. Grant funding is available through organizations such as the California Endowment, the Bureau of Primary Health Care, and the California Healthcare Foundation.	Committee	Months 1 – 3	
5. Approach identified potential partners to create a mobile health clinic team to discuss the needs of Big Bear residents and the services that can be provided using available funding and grants.	Committee	Months 3 – 4	
6. Create an action plan to establish a mobile health care unit, provide staffing and funding, and reach out to the community for services.	Committee	Months 4 – 10	
7. Apply for grant funding to implement the action plan.	Committee	Month 10, on-going	
8. Follow up with an assessment of services offered, effectiveness, challenges and opportunities, and financial analysis.	Committee	Annually	

Community Focus Statement C: Build human capital and promote enterprise, with a focus on environmentally friendly businesses, to strengthen the local economy and provide opportunities for residents and families to be self-reliant.

C4

Action Statement C.4: Collaborate with the local chambers and County EDA to establish a valley-wide economic development initiative that links emerging entrepreneurs with mentors and potential investors and fosters new business development.

Benchmark: Healthy new business growth occurs in Bear Valley providing high-quality jobs for local residents.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $8,000–$30,000

Business mentoring and coaching sample. Photo source: 3uma

Navigating the path to starting a small business requires knowledge of a number of different topics, including finance, human resources, time management, and local regulations. People who have a great idea but no formal business training can often find this task daunting. In addition, successful business people who live in the community have shown interest in investing locally and support development of new business concepts. The Bear Valley communities have the opportunity to create an organization dedicated to connecting emerging entrepreneurs with experienced mentors or potential investors. This organization could provide new or struggling small-business owners not only with a potential source of capital, but more importantly with a resource to whom they can go to ask questions, get advice, and learn from people who have been successful in the past.

The US Small Business Association (SBA) has developed the Service Corps of Retired Executives (SCORE) Association (what is this acronym?), a nonprofit association made up of volunteer business counselors throughout the United States. The goal is to make mentors available to emerging entrepreneurs to help guide them through the start-up process. The closest current SCORE Resource Partner is the Inland Empire SCORE in Riverside. While this office is quite a distance from the Bear Valley communities, the SBA also offers free online resources and tools for mentors and mentees, and the abundance of available technology makes in-person meetings less of a necessity.

Along with the SCORE program, there is also the possibility of creating a program local to the Bear Valley communities. Accomplishing this would require:

- An organizing committee which would champion the effort of marketing the program, matching volunteers, and coordinating events.

- Identifying retired or experienced business owners willing to volunteer their time.
- Creating resources to facilitate discussion.
- Organizing formal meetings.

A local program may be preferred, as it could foster a closer relationship between the mentor and the mentee while capitalizing on community pride and the overall goal of improving the community.

Action	Action Leader	Timeline	Resources
1. Establish an organizing committee.	Champion	Months 1 – 2	US Small Business Administration https://www.sba.gov/offices/headquarters/oed/resources/148091 SCORE Association https://www.score.org/ Big Bear Chamber of Commerce http://www.bigbearchamber.com/ San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
2. Determine strategy to market the program, recruit volunteers and business owners, and coordinate events.	Committee	Months 3 – 6	
3. Launch program to link entrepreneurs with mentors and investors.	Committee	Month 7	
4. Host regular events and meetings to foster increased entrepreneurship in Bear Valley.	Committee	Month 7, on-going	

Community Focus Statement C: Build human capital and promote enterprise, with a focus on environmentally friendly businesses, to strengthen the local economy and provide opportunities for residents and families to be self-reliant.

C5

Action Statement C.5: Identify barriers to and implement solutions for building environmentally sensitive recreational businesses (including mountain biking, rock climbing, model plane and drone flying, and high-altitude field training) on publicly owned land.

Benchmark: Achieve prosperity for environmentally sensitive recreational businesses in the Bear Valley area.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $15,000–$50,000

The Big Bear Valley Ecotourism Coalition is a major advocate for the establishment and growth of ecotourism businesses in the Bear Valley communities. Photo source: Big Bear Ecotourism

Ecotourism is defined by The International Ecotourism Society (TIES) as "responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education." Mountain areas such as the Bear Valley communities offer numerous opportunities to explore the relatively untouched natural environment and take advantage of various seasonal recreational opportunities. Currently, ecotourism efforts in the area are facilitated by Big Bear Valley Ecotourism, a group of organizations, agencies, and local citizens which formed the Big Bear Valley Ecotourism Coalition. The coalition highlights verified businesses that have met a set of criteria for responsible practices.

A critical component of expanding existing and attracting new ecotourism-related businesses oriented toward guiding, training, and outfitting obstacles is to overcome challenges. Entrepreneurs in Bear Valley contend with problems related to permitting, environmental clearances, funding, the labor force, and other start-up challenges. The Ecotourism Coalition and the Big Bear Lake Tourism Business Improvement District are examples of local organizations that could work to address those issues. They could work with the USFS San Bernardino National Forest to develop a strategy to alleviate such barriers in the national forest. They could work with local schools to develop educational programs for potential employees. They could also work with local banks and investors to fund promising business concepts.

Another important part of attracting new ecotourism-related businesses is having resources available to promote the area as a tourism hot spot. Similar to the process for attracting any type of business, the more information that can be provided for potential investors, the greater the likelihood of consideration during the site selection process.

Marketing strategies must show that the tourism industry is strong enough in the Bear Valley communities to support permanent establishments, as opposed to seasonal ones.

Outside resources, such as the Practical Steps for Marketing Tourism Certification handbook from TIES, are available to help areas foster, legitimize, and promote environmentally friendly businesses. These certifications not only provide advertising material for businesses, they set strategies and objectives to enhance the services available within the area. Important steps in assessing and growing tourism-related businesses to create an increase in tourist activity include:

- Conducting a market analysis of existing conditions.
- Organizing community stakeholders, including residents, nonprofit leaders, and decision-makers.
- Easing requirements and supplying resources to guide business owners through regulatory difficulties, including how to acquire benefits and use permits.
- Establishing a clear marketing plan to pursue companies or recreational areas that are deemed to have the most potential benefit for the community.
- Focusing on creating effective and informational policies and procedures.

Action	Action Leader	Timeline	Resources
1. Bring local businesses together to form a Team	Champion	Month 1	Ecotourism Handbook, Center for Ecotourism and Sustainable Development http://www.ecotourism.org/sites/ecotourism.org/files/document/Certification/Ecotourism%20Handbook%20III%20-%20Practical%20steps%20for%20Marketing%20Tourism%20Certification.pdf Big Bear Valley Ecotourism http://bigbearecotourism.org/ Ecotourism.org https://www.ecotourism.org/what-is-ecotourism Big Bear Chamber of Commerce http://www.bigbearchamber.com/ San Bernardino County Economic Development Agency http://www.sbcountyadvantage.com/home.aspx
2. Expand the function of the Big Bear Valley Ecotourism Coalition.	Team with Big Bear Valley Ecotourism Coalition, local businesses	Month 1, on-going	
3. Convene stakeholders, with an emphasis on locals who have interest in establishing or expanding business. Identify barriers and develop resources to support new and expanded ecotourism businesses.	Team with Big Bear Valley Ecotourism Coalition, local businesses	Months 1 – 3	
4. Conduct a market analysis of existing conditions to identify and describe opportunities to expand existing or develop new types of sustainable recreation.	Team with Big Bear Valley Ecotourism Coalition, Big Bear Chamber of Commerce in consultation with the San Bernardino Economic Development Agency	Months 4 – 12	
5. Partner with groups conducting economic development activities to support an increase in recreational business activities.	Team with Big Bear Valley Ecotourism Coalition, Big Bear Chamber of Commerce	Month 4, on-going	
6. Create a marketing plan to attract new ecotourism businesses to Bear Valley.	Team with Big Bear Valley Ecotourism Coalition, Big Bear Chamber of Commerce in consultation with the San Bernardino Economic Development Agency	Months 13 – 17	
7. Revise resources as appropriate.	Team with Big Bear Valley Ecotourism Coalition, local businesses	Month 13, on-going	

Community Focus Statement D: Become a destination renowned for culture, environment, health, and well-being for people of all ages and abilities.

REMOVED

Action Statement D.1: Construct road access to Big Bear Valley Historical Museum from Greenway Drive.

Benchmark: Establish project goals, and meet with the San Bernardino County Public Works Department. Obtain roadway design and construction funding, produce design plans, and construct roadway.
Champion: Big Bear Valley Historical Society, Big Bear City Community Services District
Estimated Cost: $1,000,000 per mile per lane of new roadway (excludes right-of-way cost)

Entrance to the Big Bear Valley Historical Museum. Photo source: Michael Baker International

The Big Bear Valley Historical Museum is an important cultural destination within the community, but it is difficult to access. While the museum is located in Big Bear City Park, it is set back a significant distance and is not accessible from Greenway Drive, and it is largely obscured by a row of trees. Visitors are instead required to access the museum from East Mountain View Boulevard, a side street that is not visible or directly accessible from Greenway Drive. To increase the museum's patronage, the Bear Valley communities support the creation of direct access from Greenway Drive.

Direct access should include a paved driveway with a separate dedicated facility for pedestrians and bicyclists, an off-street parking area for museum patrons and employees, signage to direct visitors from Greenway Drive to the parking area and museum entrance, and lighting. All facilities should be designed to the current County development standards and zoning requirements.

The communities' primary action should involve the formation of a public-private partnership to fund and/or construct the facilities.

**This action is no longer possible due to changes made by the Airport.

Action	Action Leader	Timeline	Resources

1. Define desired project goals. Determine if the existing dirt driveway along Greenway Drive would meet those goals.	Big Bear Valley Historical Society	Months 1 – 2	San Bernardino County Public Works Standard Plans http://cms.sbcounty.gov/lus/LandDevelopment/CountyStandards.aspx Bear Valley Community Services District http://www.bvcsd.com Federal Highway Administration, Establishing a Public-Private Partnership https://www.fhwa.dot.gov/ipd/pdfs/p3/p3_establishing_a_p3_program_112312.pdf
2. Meet with the County Public Works Department to discuss the project, including both the roadway leading to the museum and the driveway on Greenway Drive. Obtain specific driveway requirements from Public Works.	Big Bear Valley Historical Society	Month 3	
3. Identify potential funding opportunities either through community access grants, the Bear Valley Community Services District, or a public/private partnership.	Big Bear Valley Historical Society	Months 4 –16	
4. Meet to determine if this project could fall within the Bear Valley Community Services District's current or future services.	Big Bear Valley Historical Society, Bear Valley Community Services District	Years 1 – 2	
5. Achieve support for potential project from the San Bernardino County Board of Supervisors.	Big Bear Valley Historical Society	Year 2.5	
6. Procure final design plans for proposed improvements. Plans to include traffic study and design of access intersection.	Private contractor with review by the County Public Works Department	Year 3	
7. Construct/implement roadway improvements.	Private contractor in coordination with the County Public Works Department	Years 4 – 5	

Community Focus Statement D: Become a destination renowned for culture, environment, health, and well-being for people of all ages and abilities.

D2

Action Statement D.2: Establish a resource conservation program to designate open space resources, establish a dedicated funding source, and actively promote open space protection through land acquisition, conservation easements, mitigation monitoring, volunteer support, and other similar tools.

Benchmark: Active and effective resource conservation program established in the Bear Valley area.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $10,000–$50,000, plus land acquisition and annual maintenance costs

Resource conservation programs will help to protect the surrounding natural environment. Photo source: Michael Baker International

Bear Valley is known for its scenic beauty and open space resources. These characteristics are a large part of why people choose to live in the area, as well as why an estimated 6 million people visit each year. Preserving the open space resources in Bear Valley is not only environmentally responsible and helps protect the local quality of life, but it is necessary to continue to maintain the local economy. One of the best ways to preserve the natural beauty of the Bear Valley area is to establish organizational support for a conservation program.

A local resource conservation program can create a comprehensive solution to open space protection that meets the needs and desires of the community. Under the framework of a resource conservation program, the Bear Valley communities can prioritize the appropriate protective actions for different open space resources. Local residents and businesses can provide direct input about proposed areas and strategies for protection. A resource conservation program could include establishing a formal Resource Conservation District, which could acquire open space land or secure conservation easements. Such an organization could also conduct monitoring activities, secure funding from various sources, and recruit volunteers to help with environmental stewardship activities. Alternatively, a nonprofit group could fill a similar role.

Any resource conservation efforts should be led by a dedicated group of community members, in partnership with the appropriate agencies and other organizations. Progress related to resource conservation efforts should be regularly reported to the Bear Valley communities, and the approach to these efforts should be changed if they do not appear to be working as expected.

Action	Action Leader	Timeline	Resources
1. Seek interested residents and businesses to participate on committee.	Champion	Months 1	Inland Empire Resource Conservation District https://www.iercd.org/ California Department of Fish and Wildlife https://www.wildlife.ca.gov/Explore/Organization/HCPB California Department of Conservation Resource Conservation District Resource Library http://www.conservation.ca.gov/dlrp/RCD/Pages/RCDResourceLibrary.aspx Land Trust Alliance http://www.landtrustalliance.org Nevada County Resource Conservation District http://www.ncrcd.org/ East Merced Resource Conservation District http://www.eastmercedrcd.org/ Placer County Resource Conservation District http://www.placercountyrcd.org/
2. Meet with City of Big Bear Lake and the Inland Empire Resource Conservation District (IERCD) to learn about past conservation efforts, discuss future demand for mitigation lands, and explore potential for partnering.	Committee	Months 1 – 3	
3. Identify and prioritize land protection and restoration activities, in coordination with public input.	Committee	Months 4 – 6	
4. Secure funding for land protection, restoration, and maintenance activities.	Committee	Months 6 – 12	
5. Recruit volunteers for land maintenance, tours, and other activities.	Committee	Months 10 – 12	
6. Conduct land protection, restoration, and maintenance activities.	Committee	Month 13, on-going	
7. Revisit priorities for remaining activities, and prioritize new activities as opportunities arise.	Committee	Month 25, on-going	

Community Focus Statement D: Become a destination renowned for culture, environment, health, and well-being for people of all ages and abilities.

Action Statement D.3: Promote family- and eco-friendly tourism that educates people about our natural surroundings, dark skies, and quiet nature.

D3

Benchmarks: Existing and new eco-friendly tourism businesses thrive in Bear Valley.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: $8,000–$50,000

The Stanfield Marsh Wildlife and Waterfowl Preserve is an opportunity for ecotourism in the Bear Valley Communities. Photo source: Michael Baker International

Millions of people visit Bear Valley each year. The impact of millions is significant in both positive and negative ways. For example, tourist dollars positively impact the economy. In contrast, waste (such as broken sleds) left behind in the forest negatively impacts the environment. Bear Valley stakeholders recognize that tourism is the backbone of the local economy and would like to minimize the negative impacts of tourism while boosting the positive. To that end, leaders in the Bear Valley Community can work to increase the number of annual visitors and motivate those tourists to recreate responsibly in our natural environment.

Currently, the Big Bear Visitors Bureau, as the Big Bear Lake Tourism Business Improvement District, promotes Bear Valley through advertising, promotions, public and media relations, and special events. Upon examination of their efforts, the Chamber of Commerce can identify untapped markets and develop a marketing strategy for the most favorable.

In addition, the Big Bear Visitors Bureau produces and distributes brochures, visitor guides, and literature about the Bear Valley communities. Such collateral can be modified to incorporate a campaign to educate and promote sustainable use of Bear Valley natural resources. As a result, visitors can be encouraged to recycle, leave no trace, be energy efficient, and conserve water. The Visitors Bureau can also work with the Big Bear Ecotourism Coalition to offer volunteer vacations combined with outdoor adventures that enable visitors to protect the natural surroundings while enjoying the serenity and beauty they offer.

Action	Action Leader	Timeline	Resources
1. Establish an action team	Champion	Months 1	Big Bear Visitors Bureau http://www.bigbear.com/ Big Bear Ecotourism Coalition http://bigbearecotourism.org/members/
2. Establish partnerships to promote responsible tourism and form working group.	Team	Months 1 – 2	
3. Analyze existing tourism base and identify desirable untapped markets.	Team	Months 3 – 4	
4. Develop new and/or niche marketing campaign focused on desirable untapped markets.	Team with support of Big Bear Visitors Bureau, Big Bear Ecotourism Coalition	Months 5 – 8	
5. Refine visitor information materials to promote conscientious use of recreational and hospitality resources.	Team with support of Big Bear Visitors Bureau, Big Bear Ecotourism Coalition	Months 6 - 12	
6. Monitor the effectiveness of programs, report to community members, and revise as appropriate.	Team with support of Big Bear Visitors Bureau, Big Bear Ecotourism Coalition	Month 13, on-going	

Community Focus Statement D: Become a destination renowned for culture, environment, health, and well-being for people of all ages and abilities.

D4

Action Statement D.4: Enhance existing and create new cultural attractions for diverse groups of people with programs like Shakespeare in the Forest, a vaquero/cowboy festival, mining tours, and similar events.

Benchmark: Establishment of new events within the community that attract new visitors.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: variable depending on programs proposed

Big Bear Chili Cook Off hosted by the Old Miners Association. Photo source: bigbearlake.net

A truly effective tourism attraction or experience is one that gives visitors a unique or extraordinary experience. This may include natural settings and outdoor activities, festivals and events, historic or cultural landmarks, or anything else notable to attract people from outside of the community. The Bear Valley communities can enhance tourism by improving existing attractions and adding new ones.

The Bear Valley communities will need to identify specifically what attracts visitors to the area. In addition to four seasons of recreation, the Valley's existing attractions include cultural offerings such as Antique Care Club Fun Run, Oktoberfest, Music in the Mountains, Old Miners Days, and the Big Bear Renaissance Faire. The communities should look at what draws visitors to the area and how these attractions could be improved. Additionally, the communities should investigate new attractions that could be developed in the Bear Valley area to appeal to a wider selection of visitors.

When exploring how best to expand existing attractions or to develop new ones, the Bear Valley communities should look at the quality of the attraction or experience, its uniqueness or extraordinary characteristics, and its ability to appeal to visitors. The communities should evaluate how best to market tourism attractions to attract a broader range of visitors. Tourism should build on the unique and special character of the Valley. As with any tourism promotion effort, care should be taken to minimize conflicts between visitors and the local community, and ensure that the Big Bear communities have sufficient capacity to accommodate a large number of tourists.

Action	Action Leader	Timeline	Resources
1. Form a committee to coordinate events and form partnerships with event organizers.	Champion	Year 1	Information for developing living history or interpretive programs http://www.parks.ca.gov/?page_id=21700 San Manuel Band of Mission Indians https://www.sanmanuel-nsn.gov/Contact-Us Friends of Big Bear Valley https://friendsofbigbearvalley.org/ Big Bear Historical Society http://bigbearhistory.org Old Miners Association http://www.oldminers.org Los Vaqueros de las Montanas Riding Club http://losvaquerosridingclub.org/
2. Develop races or bring back rodeos that enhance the community's cowboy, vaquero, or ranching history.	Events Committee	Year 1 – 2	
3. Develop living history mining events to educate people regarding the community's mining history.	Events Committee	Year 1	
4. Develop interpretive museum exhibits about the local Native American tribes.	Events Committee	Year 1 – 5	
5. Develop an educational pine nut harvest festival to teach about native ways of life.	Events Committee	Year 1 – 5	
6. Develop a historic jeeping tour camp-out.	Events Committee	Year 1 – 5	
7. Develop a home tour showcasing the local vernacular Maltby architectural style.	Events Committee	Year 1 – 2	
8. Develop cemetery, ghost, or garden tours.	Events Committee	Year 1 – 2	

Community Focus Statement E: Strengthen the relationship between Big Bear Valley and the County of San Bernardino to increase the County's understanding of the community.

E1

Action Statement E.1: Establish a Bear Valley Municipal Advisory Council as an avenue for accurate and transparent communications between local residents, Big Bear Valley leaders, and County officials.

Benchmark: Establish a Municipal Advisory Council to provide a consistent and inviting community forum for the public to hear about and give comments on local and countywide topics.
Champion: Volunteer group or person or can be identified by the community
Estimated Cost: variable

Website for the Bloomington Municipal Advisory Council. Photo source: San Bernardino County

A Municipal Advisory Council (MAC) is a group of people appointed by citizens that work to create a community forum for the public to voice their opinions and obtain information on local topics. These councils also serve as advisory boards to the County Board of Supervisors on issues pertaining to their communities, although they do not make decisions on matters of policy. MAC meetings are generally attended by County officials, staff, the advisory board, and the general public. Communities throughout the county have established MACs and have established a precedent for local MAC formation and management. The Bear Valley communities may establish a MAC as a more effective forum for local issues and to ensure that these matters are appropriately conveyed to County government.

MAC members can also be appointed by the County Board of Supervisors and must live within the set boundaries of the community. As with other appointed or elected bodies, MAC business is carried out at public meetings, which must be noticed and have formal agendas and minutes. Meetings typically include a public comment period (where community members may speak on items not on the agenda), information items (those that do not require any action from the MAC), and action items (where the MAC can issue a recommendation on any component of an issue). MACs may also establish standing or ad hoc committees, made up of selected MAC members and/or members of the public, which may report to the MAC on particular issues.

A Bear Valley MAC could provide a more effective channel for communication between the Board of Supervisors and Bear Valley residents, given that it can be more than an hour-long drive to the usual location of board meetings. A local MAC would make it easier for community members to speak to public officials about issues that matter, and may improve their sense of trust given that the MAC members are responsible for representing the local community rather than a vast County district.

Action	Action Leader	Timeline	Resources
1. Gather Local residents to support the creation of a MAC	Champion	Month 1	MAC of San Bernardino County http://www.morongobasinombudsman.com/government/municipal-advisory-council/2005machandbook.pdf Municipal Advisory Councils, Office of Planning and Research https://www.opr.ca.gov/docs/Municipal_Advisory_Councils.pdf San Bernardino County MAC Handbook http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=10&ved=0ahUKEwjCxP6RrOrPAhWIoD4KHTDiBAIQFghWMAk&url=http%3A%2F%2Fwww.morongobasinombudsman.com%2Fgovernment%2Fmunicipal-advisory-council%2F2005machandbook.pdf&usg=AFQjCNGTqkvdn54fOamORBcXBVAJYwCa3Q&sig2=DiMRM2GOIZp6wLD772t5oA
2. Draft establishing ordinance and submit to the Board of Supervisors for adoption.	Group with Supervisor's Field Representative	Month 1 – 6	
3. Call for councilmember applications and select individuals to serve.	Clerk of the Board's office	Month 6 – 8	
4. Host inaugural meeting and select. Thereafter, annually select a chairman, vice chairman, and secretary.	Bear Valley Municipal Advisory Council	Month 9, annually	
5. Advise the Board of Supervisors on all matters specifically referred to the council by the Board of Supervisors and authorized by Government Code Section 31010, which may include, but is limited to, matters of public health, safety, welfare, public works, and planning.	Bear Valley Municipal Advisory Council	On-going	
6. Adopt rules, regulations, and procedures as are reasonable and appropriate for the council's activity, as specifically approved by the Board of Supervisors.	Bear Valley Municipal Advisory Council	Annually	

Other Potential Actions

The following actions were included in the 2007 Community Plan, but not selected as Focus Statements by attendees during the Community Action Guide public outreach meetings held in 2016 and 2017. At the 2017 and 2018 regional meetings, members of the public indicated a desire to retain some information from the 2007 Community Plan to retain the record of past community recommendations. In response to the requests, the following actions are included in the CAG for future consideration by the community as Focus Statements and Action Plans to be championed by the community. Some actions may require assistance by a County department or other agency, but the community will take the lead in moving the action forward, identifying funding, scheduling meetings and/or requesting information from specific County departments or other agency.

Topic: Land Use

Community industrial.

Accept property from the U.S. Forest Service around the Big Bear Transfer Station for designation and use as community-serving industrial.

Community college.

Support local efforts to establish an on-site community college campus within the Big Bear Valley.

Open space areas.

Identify and work to protect such areas important open space areas that provide for wildlife movement and other important linkage values. Areas identified in the 2007 Community Plan were:

A. Shay Meadow Open Space Area
B. Big Bear Lake Watershed Open Space Area
C. Holcomb Valley Open Space Area
D. Baldwin Lake Open Space Area
E. Pacific Crest Trail
F. Potential and known day use areas of eagle habitat (especially December 1 through April 1)

Topic: Scenic Resources

State Route 18.

Seek State support and assistance for the designation of SR-18 (Rim of the World Highway) as an official State Scenic Highway.

Topic: Noise

Excessive noise.

Develop an effective implementation program to abate and avoid excessive noise exposures in the Bear Valley community planning area.

Topic: Transportation

Mountain Area Transportation Study.

Coordinate with public agencies to fund, construct, and maintain localized traffic improvements identified through the Mountain Area Transportation Study in order to relieve congestion and improve safety.

Expanded roadway capacity.

Identify funding mechanisms and coordinate with Caltrans to require detailed analysis to expand roadway capacity on the following roadways:

A. Equivalent to Mountain Major Highway
    a. Fox Farm Road, including an extension from McAlister east to Sugarloaf (Baldwin Lane), a tie into SR-38 as an alternate route, as well as connecting streets (Sugarpine, Hillendale, Woodbridge, Pinon, Sugarloaf or Rainbow, and Adams/Shore)
B. Equivalent to Mountain Secondary Highway
    a. Division Drive between SR-18 and SR-38
    b. State Lane
C. Equivalent to Mountain Collector
    a. Woodland Drive
    b. Hatchery Drive
    c. Willow Lane south of State Lane
    d. Maple Lane south of Barton Lane
    e. Barton Lane west of Maple Lane
    f. Sawmill Drive
    g. Shore Drive
    h. Maltby Boulevard
    i. Aeroplane Lane/Valley Blvd./Country Club Blvd. between Division Drive and Paradise Way
    j. Sherwood Blvd. between Division Drive and Pineview Drive
    k. Mojave Blvd. between SR-18 and Paradise Way
D. SR-18 and SR-38, as needed based on future development pressures
E. Expanded intersection capacity as needed based on future development pressures
    a. Division Drive
    b. Hillendale Drive
    c. Aeroplane Blvd.
    d. Pinon Drive
    e. Greenway Drive
    f. Paradise Way
    g. Shore Drive
    h. Maple Lane
    i. Shay Road

j. Big Tree
k. Baldwin Lane at SR-38
l. State Lane/Mitchell at SR-38

Alternative alignments.

Coordinate with Caltrans to investigate and pursue realignment alternatives for Big Bear Blvd (SR-18) between Pine View Drive and Aeroplane Blvd. (aka "Deadman's Curve").

APPENDIX A

Bear Valley Communities Profile

Bear Valley Communities, San Bernardino County

Community Profile

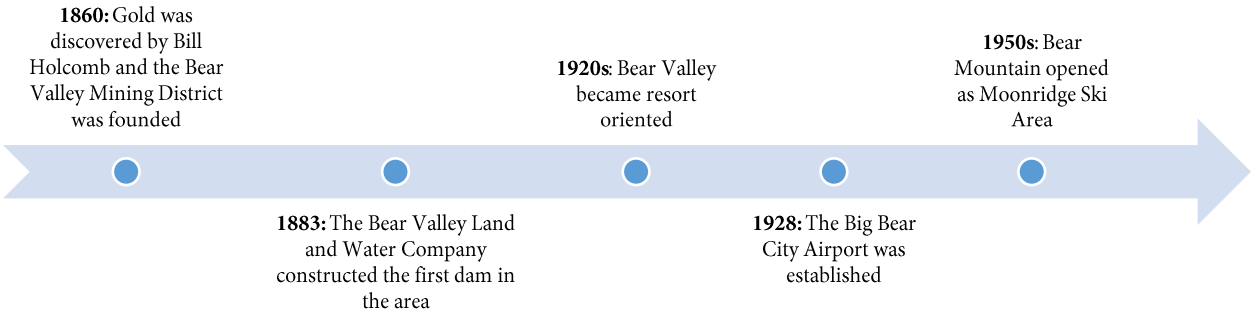
Purpose

The community profile is a summary of the social, cultural, economic, and historic dimensions of the Bear Valley Communities. It presents data collected through secondary sources to inform future actions. The profile, together with future studies and information gathered from residents, highlights essential facets and "tells the story" of the Bear Valley Communities of Baldwin Lake, Big Bear City, Erwin Lake, Fawnskin/North Shore, Lake Williams, Moonridge, and Sugarloaf.

The initial objective research prepared for the community profile was provided to participants as a handout at each community workshop to provide a basis for discussion during the SWOT (Strengths, Weaknesses, Opportunities and Threats), values, and aspirations exercises. Workshop participants were asked to review the information and provide comments as a way to infuse local knowledge into the community plans process. Their feedback was used to finalize the community profile, which includes objective research and issue identification by community workshop participants.

The objective information, community stories, and public's participation in the community profile, SWOT, values, and aspirations exercises were all used when developing the framework for the focus and action statements that make up the community plan.

History



The Serrano tribe originally settled Bear Valley. Bill Holcomb's discovery of gold in 1860 spurred the first rush of settlers to the area, who quickly developed the small town. Over time, the primary industry in the area changed from mining and logging to livestock and cattle ranches. The construction of the first dam in the area in 1883 by the Bear Valley Land and Water Company created Big Bear Lake. This led to an inflow of recreational interest, and in the 1950s, Bear Mountain was opened as Moonridge Ski Area. From 1934-1937 the airport was used as a flight training facility by the Army Air Corps. Today, the airport is used for everything from emergency transport to valley hospitals and safety trainings to kids programs to weddings and events.

Source(s): bigbearlake.net, Wikipedia, bigbearhistory.org, 2007 Bear Valley Community Plan

Location & Geography

Bear Valley is a collection of mountain communities located in the southwestern portion of San Bernardino County approximately 100 miles northeast of Los Angeles and 40 miles northeast of the City of San Bernardino. The Bear Valley communities are located near Big Bear Lake, a 3,000-acre reservoir for irrigation downstream and recreational activities. Big Bear City (an unincorporated community, part of the Bear Valley communities plan area) is located adjacent to the City of Big Bear Lake (an incorporated City, not included in the Bear Valley communities plan area).

Source(s): Big Bear City General Plan, ESRI

Figure 1: Bear Valley Communities location.
Source(s): ESRI, San Bernardino County LUS

Key Census Data

Category	*Bear Valley Communities*		*San Bernardino County*		*California*		*United States*	
	Number	*% of Total*	*Number*	*% of Total*	*Number*	*% of Total*	*Number*	*% of Total*
Population								
Total Population	14,113		2,078,586		38,066,920		314,107,084	
2020 Population Forecast	15,038 (+6.6%)		2,227,066 (+7.1%)		40,619,346 (+6.7%)		334,503,000 (+6.5%)	
Total Households	6,140		607,604		12,617,280		116,211,092	
Average Household Size	2.43		3.34		2.95		2.63	
Median Age	45.3		32.2		35.6		37.4	
Education								
High School Diploma	2,665	26.5%	330,613	26.3%	5,153,257	20.7%	58,440,600	27.95%
Education Past High School	3,629	36.1%	417,953	33.3%	7,400,714	29.8%	60,821,634	29.1%
Bachelor Degree or Higher	2,474	24.6%	336,315	26.8%	7,708,909	31.0%	61,206,147	29.3%
Housing								
Total Dwelling Units	14,402	n/a	703,737	n/a	13,781,929	n/a	132,741,033	n/a
Homeowner Occupied Units	3,783	26.3%	370,032	52.58%	6,908,925	50.1%	74,787,460	56.3%
Renter Occupied Units	2,003	13.9%	237,572	33.76%	5,708,355	41.4%	41,423,632	32.2%
Vacancy*	8,615	59.8%	96,133	13.7%	1,164,649	8.5%	16,529,941	12.5%
Median Year Structure Built	1976	n/a	1976	n/a	1974	n/a	1976	n/a
Income								
Median Household Income	$49,420	n/a	$54,100	n/a	$61,489	n/a	$53,482	n/a
Persons Below Poverty Level	1,804	18.0%	199,451	12.7%	3,354,518	11.2%	26,235,361	10.6%
Employed	5,171	83.1%	812,707	86.1%	16,890,442	89.0%	143,435,233	90.2%
Unemployed	1,050	16.9%	131,293	13.9%	2,084,564	12.3%	14,504,781	9.2%
Note: N/A indicates that the data is not available; n/a indicates that the category is not applicable								
*This figure may include seasonal households								

Table 1: Key Census Data
Source(s): 2014 American Community Survey 5-Year Estimates and ESRI

Community Structure (Physical Characteristics)

The Bear Valley Communities consist predominantly of single-family residential uses, with lot sizes up to 40 acres, and smaller multifamily residential buildings. Commercial uses are limited and focused primarily along W. Big Bear Boulevard. Houses and shops in the communities are one to two stories with craftsman, bungalow, or log cabin style architectural elements.

The major roadways throughout the communities are State Route (SR) 18, SR 38, and Baldwin Lake Road. These are paved two-lane highways with few pedestrian facilities. The WalkScore.com rating for the communities range from 2 - 50 out of 100, suggesting the need for a car to complete most errands. Mountain Transit Bus Routes 1 and 1A serve the communities and provide connection from Big Bear City to Boulder Bay, Erwin Lake, Mountain Meadows, and Gold Mountain. A regional route is also available for off-mountain service.

Source(s): Google Earth, County of San Bernardino Zoning Map, Walkscore.com, Mountaintransit.org

Community Existing Land Use

The 88,294-acre Bear Valley communities contain a mix of agriculture and resource conservation; open space; institutional; floodways; rural, neighborhood, and general commercial; office, service, and highway commercial; industrial; and residential uses of various densities. Most of the land, (86% - 75,416 acres) is in agriculture and resource use. Residential uses account for 8,115 acres, with single-family residential accounting for 5%, rural residential accounting for 4%, and multiple family residential accounting for less than 1% of Bear Valley's total acreage. Remaining uses each account for less than 1% of total communities land area.

Land Use	Acreage	% of Total Area
Agriculture/Resource Conservation	75,416	86%
Community Industrial	25	<1
Floodway	3,900	4%
Institutional	349	<1
Multiple Residential	94	<1
Office, Service, and Highway Commercial	39	<1
Rural, Neighborhood, and General Commercial	158	<1
Rural Living	3,314	4%
Single Residential	4,709	5%
Special Development	289	<1
Bear Valley Total	**88,294**	

Table 2: Land Uses by Acreage
Source(s): County of San Bernardino Land Use Services

Quality of Life Concerns

The following list was compiled from observations and calls received by the San Bernardino County Sheriff and Code Enforcement officers. Common issues noted within the communities include:

- **Residential Issues:** junk and trash, excessive outside storage, inoperative vehicles, group homes, construction without permits
- **Commercial Issues:** excessive signs and banners, outside displays of products, original land use changing without approvals, land use and zoning
- **Business Concerns:** lack of public parking areas for visitors

Source(s): San Bernardino County Code Enforcement

Community Amenities

Approximately 85% of the land within the Bear Valley Communities Plan boundary is National Forest. The plan area also contains Bureau of Land Management- and State-owned lands. The Bear Valley Communities Plan area has many recreation-based community amenities, as shown on **Table 3: Recreational Areas.**

Recreational Areas	District Parks
Big Bear Snow Play	Big Bear City Park
Centralized and dispersed campgrounds, organization camps and hiking trails	Erwin Lake Park
	Sugarloaf Park
	Grout Bay Park

Table 3: Recreational Areas

Recreational amenities draw in tourism and are important assets. The Bear Valley Communities Plan area contains many trails and dirt roads utilized as recreational facilities.

The Baldwin Lake Community Garden and the Big Bear Valley Community Gardens Project serve the community. Community gardening and community-supported agriculture are important to many local residents.

In terms of services, Bear Valley Community Hospital, the Big Bear Fire Department, and the Big Bear Police Station serve the plan area. All of the communities are located within at least a seven-minute response time of the nearest fire station, which include Big Bear Fire Department Stations 96, 282, 283, and 292.

Also located in the plan area are a number of elementary, middle, and high schools. They include:

- Big Bear Elementary School
- North Shore Elementary School
- Baldwin Lane Elementary School
- Big Bear Middle School
- Big Bear High School
- Chautauqua High School

Source(s): Zillow.com, Google Maps, California Department of Education, 2007 Bear Valley Community Area Plan, American Community Garden Association

Community Groups

Bear Valley is home to active residents and second homeowners who support hundreds of nonprofit organizations. They represent the following interest areas:

- Outdoor recreation activities and facilities
- Health, wellness, and education
- Service clubs
- History, arts, and culture

Big Bear City Community Services District http://www.bbccsd.org/
Big Bear Valley Historical Society http://bigbearhistory.org/
Big Bear Chamber of Commerce http://www.bigbearchamber.com/
Big Bear Lake Village http://www.bigbearlakevillage.com/
Big Bear Lake Rotary Club https://bigbearlakerotary.org/
Big Bear Airport Pilots Association https://www.bigbearcityairport.com/pilots-association/

Community Economics

A 2016 ESRI Community Analyst report showed that the Bear Valley communities have approximately 1,802 jobs and 478 businesses. The chart below shows the major business types.

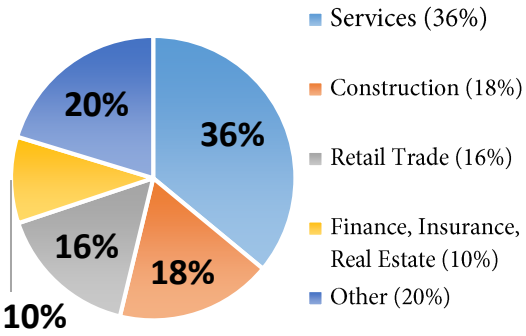


Figure 2: Major Business Industries
Source(s): 2016 ESRI Community Analyst

Community Events

Bear Valley hosts hundreds of events each year. Many of the events take place in the City of Big Bear Lake (not to be confused with Big Bear City), but they are organized, supported, and attended by residents from all over the valley. Events tend to fall into the following major categories:

- **Athletic:** running, bicycling, rowing, fishing, snowshoeing, skiing, and snowboarding
- **Cultural:** film festivals, concert series, theater performances, car shows, and Independence Day fireworks
- **Food & Spirits:** wine walks, beer festivals, cook-offs, Oktoberfest, and a weekly three-season farmers market
- **Big Bear Air Fair:** annual event
- **Young Eagles Program:** May through September on the second Saturday of each month
- **Youth Aviation Adventure Program:** single day event held at Big Bear Airport for kids age 11-17.

Source(s): BigBear.com

Public Health

Chronic Disease: Information for some of the Bear Valley Communities is not available. The predominant health concerns for the Bear Valley Communities include heart failure, diabetes, chronic obstructive pulmonary disease (COPD), and asthma. The Bear Valley Communities experiences higher rates of emergency room visits for each of these chronic diseases in comparison to San Bernardino County.

	Diabetes *Hosp./E.R.*	**COPD** *Hosp./E.R.*	**Asthma** *Hosp./E.R.*	**Heart Failure** *Hosp./E.R.*	**Hypertension** *Hosp./E.R.*
Big Bear City, Baldwin Lake, Erwin Lake, Sugarloaf	* /148.0	* /29.8	* /46.2	* / *	* /30.3
Moonridge	* / *	* /27.9	* /53.4	* /29.2	* /44.7
San Bernardino County	23.3/42.4	16.0/19.9	9.6/52.6	32.3/10.6	5.6/46.9

Table 4: Rate of Hospitalization/Emergency Room Visits per 10,000 People
Source(s): Healthy San Bernardino
** Indicates insufficient data*

Air Quality: Table 5 below shows the air quality near the Bear Valley Communities, measured at the Crestline monitoring site, in terms of the number of days that area exceeded the federal standards for pollutants (exceedance days). The table shows that the monitoring site near the Crest Forest Communities had fewer exceedance days for each pollutant than that of the overall South Coast and Mojave Air Basins, in which the Bear Valley Communities are located.

Air pollution is one of the contributing factors linked to the development of chronic diseases such as stroke, heart disease, lung cancer, and respiratory diseases. By reducing levels of ambient pollution (outdoor air pollution), communities can lessen the impact that it has on resident's health.

	Crestline Monitoring Site			South Coast Air Basin			Mojave Air Basin		
	2012	2013	2014	2012	2013	2014	2012	2013	2014
Ozone Federal 8-hour standard	54	36	51	111	88	92	81	66	86
Course Particulate Matter (PM_{10}) Federal 24-hour standard	0	1.0	1.0	0	2	1	1	1	1
Fine Particulate Matter ($PM_{2.5}$) Federal 24-hour standard	0	3.3	*	17	13	15	2	6	2

Table 5: Air Quality Exceedance Days
Source: California Air Resources Board
** Indicates insufficient data*

Modified Food Index: The Modified Food Index maps the availability of healthy food in a census tract. The lower the score, the less available healthy options are in the area.

The entire community area of Mentone ranks within the two lowest categories for food access, meaning that there are access to 15 or less healthy food outlets within that area. Lower scores indicate that these areas contain many convenience stores and fast food restaurants compared to the number of healthy food markets.
Source(s): Modified Retail Food Environment Index Score Map

Public/Active Transportation: Transit service for the Bear Valley Communities is provided by Mountain Transit, which serves the mountain region with connections to San Bernardino. One route serving the Bear Valley region provides a connection to San Bernardino. There are no dedicated bike lanes, bike trails, or identified bike-friendly roads.

Community Initiatives: A 2015 First 5 San Bernardino report entitled "Assessing the Needs and Assets of San Bernardino County Families: Big Bear" identified some potential issues. These included a lack of indoor wintertime activities, challenges accessing resources such as public transportation, walkable routes, and affordability in childcare and other services, and a lack of prenatal and pediatric services.
Source(s): First 5 San Bernardino County, 2015

Community Engagement Summary

As a part of the Community Plans Continuum process, community members from the Bear Valley Communities were invited to participate in three community workshops. The first workshop, titled "What We Value", took place on March 3rd, 2016 from 6:30 – 8:30pm at the Big Bear Regional Wastewater Agency. This workshop was attended by 30 community members. Workshop participants performed a SWOT analysis to identify strengths, weaknesses, opportunities, and threats within the community. Following that exercise, participants used that information to share what they valued about the community (Values) and what they want to see the community become in the future (Aspirations).

The second workshop, titled "Our Roadmap", took place on March 31st, 2016 from 6:30 – 8:30pm at the Big Bear Regional Wastewater Agency. This workshop was attended by 34 community members. The purpose of this workshop was to develop preliminary focus and action statements. The project team provided word for word summaries of the SWOT and Values and Aspirations exercises to use during the goal setting process. Additionally, an existing land use map was provided for each of the Detailed Plan Communities for participants to comment on and recommend changes. Participants made comments on where they would and would not like to see certain uses in the future, as well as what they saw as the true boundary of their community.

The third workshop, titled "Making it Happen", took place on July 21st, 2016 from 6:30 – 8:30pm at the Big Bear Regional Wastewater Agency. This workshop was attended by 18 community members. The workshop was used to help prioritize the focus statements developed in the previous workshop while also identifying possible champions for each effort.

Information was also made available on project websites made specifically for each community. This information included:

- Background materials on the project
- Materials developed for each workshop
- Summaries of the information collected from past workshops
- Surveys developed to follow the process of each meeting and allow for further input

Community Identified Issues

SWOT Analysis

This section contains the results of the SWOT analysis conducted during the first workshop. A SWOT exercise stands for strengths, weaknesses, opportunities, and threats and is used to help gain insight into the community through local knowledge. In the first part, participants identify their communities' biggest strengths, such as community assets like a library or community center, along with their biggest weaknesses, which could be a lack of open space or high rates of internal crime. Next, workshop participants looked at opportunities that the community could take advantage of as part of the community plans process. This builds off of what was identified in the strengths and weaknesses portion. Lastly, participants identify external threats to the community. These are generally concerns that are outside of the control of community members, such as natural disasters or changes in economic conditions. This information was then compiled and used throughout the rest of the community plans process to inform the values and aspirations exercises conducted at workshop #1, as well as the focus and actions statements.

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)
- 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

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
- 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
- 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, 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

Weaknesses (continued)

- 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
- 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

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/other signage
- 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

Opportunities (continued)

- Add a stop light (18th and Standford 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)
- Fawnskin traffic flow redirected (Big Bear Mt. in N. Shore)
- Eyesore of large construction site in N. Shore
- 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 our 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 the southern California population grows.
- Take advantage of major access routes (SR – 18 and SR – 38)

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 (sled, 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

Threats (continued)

- 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
- High drug use and low law enforcement
- Easy access to drugs
- 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