

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

Action Statement D.1: Encourage local ownership and investment of the Village.



Benchmark: Marketing materials developed for promoting shops and services in the Village.

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

Estimated Cost: \$200–\$500



Santa Ana policymakers were advocates for the reinvestment and active preservation of the downtown's historic architectural heritage. They worked with local preservationists and community members to identify key landmarks, establish two historic districts, and provide interest-free loans to seismically retrofit structures. Photo source: American Planning Association

In most mountain communities, the bulk of the local tourism is managed by a few resort companies or private entities, and any local participation may be extremely limited. In some cases, this means that businesses run by locals are excluded from the largest market in the community. A partnership between the Lake Arrowhead Communities Chamber of Commerce, interested local residents, and the company that runs the resort or the tourist center, in this case Lake Arrowhead Village, can help to increase dialogue between locals and the tourism industry in the communities. This dialogue may lead to increased local business involvement or simply the involvement of the tourism companies in the community by hosting events or cleanups. The partnership could also create a program in which local residents are encouraged to invest their time in

the Village by acting as welcoming hosts. A program of this kind could include monthly meetings where 5 to 20 community members are assigned shifts in which they will be stationed at the Village. This type of program is proven to increase the visitor return rate and effectively involve locals in their community's tourism industry. If the community groups and businesses are interested, the Lake Arrowhead communities could benefit from becoming a Main Street community through the national organization called Main Street America. This organization provides a framework for revitalization and the creation of a partnership between entities that would like to play a part in creating a more cohesive Main Street district. In the Lake Arrowhead communities, the Main Street district would most likely be Lake Arrowhead Village.

In the Lake Arrowhead communities, a sort of partnership currently exists between the private entity that manages the Village and the Lake Arrowhead Communities Chamber of Commerce, as the chamber leases space at the

Village. This partnership could be further leveraged to stimulate dialogue between local business owners and the private entity that owns the Village. The Chamber of Commerce could take the lead in ensuring a symbiotic relationship between the resorts in the community, the entity that owns Lake Arrowhead Village, and local business owners.

Action	Action Leader	Timeline	Resources
1. Organize a meeting of business owners with the Lake Arrowhead Communities Chamber of Commerce to discuss investment opportunities in the Village.	Champion with Lake Arrowhead Communities Chamber of Commerce and Lake Arrowhead Village	Month 1	Lake Arrowhead Communities Chamber of Commerce http://lakearrowheadchamber.com/ Lake Arrowhead Village Website http://thelakearrowheadvillage.com/
2. Appoint a Village coordinating committee to discuss improvements and coordinate events.	Champion with Lake Arrowhead Communities Chamber of Commerce and Lake Arrowhead Village	Months 2–4	Business Improvement District Fact Sheet http://www.californiataxdata.com/pdf/businessimprovement.pdf
3. Look at the feasibility and potential support from local business owners for creating a Business Improvement District for funding small beautification and maintenance projects.	Village coordinating committee	Months 4–12	San Bernardino Economic Development Agency, Local Businesses Incentives and Programs http://strategic-advantages/Incentives-Programs.aspx
4. Organize two new events in the next calendar year to promote shopping local.	Village coordinating committee	Months 4–16	
5. Coordinate with the Chamber of Commerce and Lake Arrowhead Village to create an expedited way to advertise vacant spaces to potential businesses to avoid long-term vacancies.	Village coordinating committee	On-going	Main Street America http://www.mainstreet.org/ American Planning Association https://www.planning.org/great-places/neighborhoods/2016/downtownsantaana/