

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

D5

Action Statement D.5: *Coordinate with the San Bernardino County Economic Development Agency (EDA) and Lake Arrowhead Communities Chamber of Commerce to establish a marketing plan with incentives to attract new businesses to the area.*

Benchmark: A marketing plan focused on new businesses and business attraction is created.

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

Estimated Cost: \$500 - \$20,000



New investment in the community can often lead to the increased availability of goods and services for residents and a revitalized commercial core. Photo source: Anonymous

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

readily available for investors when they become interested in the area include:

- Physical characteristics
- Rental rates
- Ownership
- Identification of tax-delinquent properties and those near foreclosure
- Development requirements and process

Engaging the communities is also an important part of this process. By gathering information such as the types of new retail and services desired by the communities and targeting those specific retail types, the chances of a new retail store successfully locating in one of the Lake Arrowhead communities increase. Incentives, whether they be

community-based or financial, can also help encourage redevelopment. These incentives can include committees to help new investors navigate various permitting processes or tax incentives that initially decrease taxes to help kick-start areas which are struggling economically.

Currently the Lake Arrowhead Communities Chamber of Commerce promotes the existing registered businesses in the area, including accommodations, food and dining, shopping, and recreational activities. Additional focus areas that can assist in future attraction include:

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

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