

Outdoor Economy Growth Engine for the Big Bear Valley

California Trails and Greenways Conference  
 Palm Springs, CA  
 April 9, 2014

An integrated approach is critical to the process of creating a viable Master Plan. Trails should be complemented by complete streets for transit and other modes of transportation, land use planning, recognition and enhancement of natural, cultural, and recreational resources, and market analysis supporting clearly defined economic development strategies.

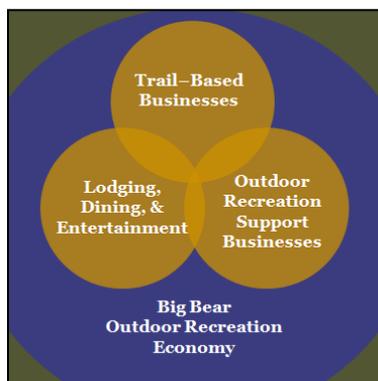


**Community Involvement.** A wide variety of outreach activities are important to assess the loci of community will and to develop a vision that reflects community character and supporting projects and programs that will be carried out by many different people and organizations rather being dependent on a single entity.

**Key Plan Elements.** The following are key elements to the Big Bear Valley Pedestrian, Bicycle, and Equestrian Master Plan. They fulfill requirements of *California Streets and Highways Code 891.2*, but the Master Plan was organized in a manner to fit local needs.

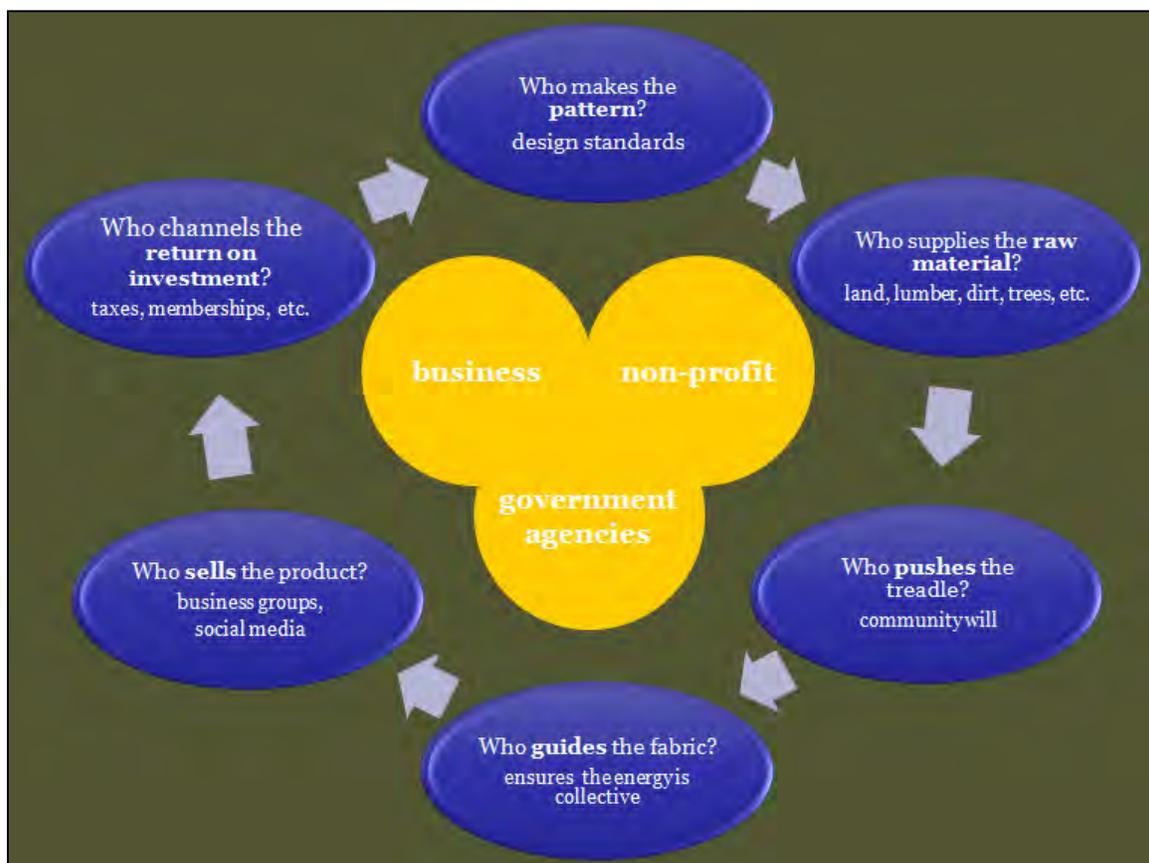
- Existing Conditions
- Planning Process
- Vision and Planning Principals
- Multimodal Network
- Pedestrian Network
- Bicycle Network
- Equestrian Network
- Outdoor Recreation Economy
- Implementation
- Design Guidelines

**Outdoor Recreation Economy.** Outdoor recreation is a very important part of the Big Bear Valley economy. However, the components and importance of the economy have never been well defined. The economy is made up of trail-based businesses, outdoor recreation support businesses, and hospitality related businesses. Without outdoor recreation, though, none of these businesses would thrive. Each need to be perceived as an important part of the economy. The *Recreation Industry Advisory Committee* assessed the Valley’s strengths and weaknesses based on these categories of businesses and then developed strategies to build and diversify the economy.



**Equestrian Economic Development Opportunities.** The outdoor recreation economy includes two predominant activities that can be leveraged for significant growth. Those are equestrian recreation and bicycle recreation. For the purposes of this presentation, we focus on equestrian opportunities as an example.

## Growth Engine Stages and Actors



### KEY QUESTIONS

**What would you like to grow?** A master plan, a specific project, a new business sector?

**Who are your partners and what are their strengths?**

- Do standards exist for what you'd like to create?
- Have you secured the raw materials you need to put into the growth engine?
- Are people ready to generate the energy needed to create forward movement?
- What or who is prepared to direct the energy of the community through the machine?
- How will the product be sold? Are people ready to promote the product to consumers as well as to entrepreneurs?
- How will the return on public investment be channeled to continue making positive change?

**If you have a gap in the engine, what might you do to fill it?**

---

Siri Eggebraten  
City of Big Bear Lake  
805.796.8613  
siri3strands@icloud.com

Jay Renkens  
MIG  
503.297.1005  
jayr@migcom.com

Jan Hancock  
Hancock Resources LLC  
877-727-7117  
HANCOCKJAN@aol.com