DRAFT

MARCH 9, 1988

TEN YEAR MASTER PLAN

THE YEAR 2000

BIG BEAR VALLEY RECREATION & PARK DISTRICT

PRESENTED TO:

SAN BERNARDINO
OFFICE OF SPECIAL DISTRICTS

BY:

Norman J. Landerman
planning & economics

PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638

ACKNOWLEDGEMENTS

The consultants would like to acknowledge the help of the following individuals and groups in the preparation of this report

- The San Bernardino County Office of Special Districts, especially
  - Vernon Knourek
  - Craig Duckworth
  - Bob Reyes
  - Ed Cameron
  - Pam Nelson
  - Mike Ferris
- The Big Bear Valley Recreation and Park District Administrative Staff:
  - Jim McDill, Director

  Commissioners:
  - Jim Chaffee
  - Art Schwabe
  - Glenn Silvius
  - David PonTell
  - Samantha Lindblad
  - Steven Ruddick
  - John Brisson
- Community organizations and their representatives who participated in the Synergy workshops

  AARP Big Bear Chapter #2598
  Bear Valley Community Nursery School
  Bear Valley Coed Softball/Women's Softball League
  Bear Valley Unified School District
  Big Bear Chamber of Commerce
  Big Bear City Community Service District
  Big Bear Lake Homeowner's Association, Inc.
  Big Bear Municipal Water District
  Big Bear Valley Boy Scouts of America
  Big Bear Valley Little League
  Big Bear Valley Property Owner's Association Coordinating Committee
  Chamber Maids
  Citizens Committee for Bear Valley Parks
  City of Big Bear Lake
  East Big Bear Valley Improvement Association
  Erwin Lake Homeowner's Association
  Health and Social Services Coordinating Council
  Historical Society of Big Bear Valley
  Hotel Motel Lodge Owners
  Lake Williams Property Owners
  Men's Softball League
  North Shore Association
  North Shore Improvement Association
  Real Estate Board of Big Bear Valley
  San Bernardino County Regional Parks Department
  Soccer League
  Sugarloaf Property Owner's Association
  United States Forest Service
- Special thanks to all the citizens of Big Bear Valley who participated in the Synergy workshops, completed survey questionnaires, and responded to the telephone survey.

TABLE OF CONTENTS

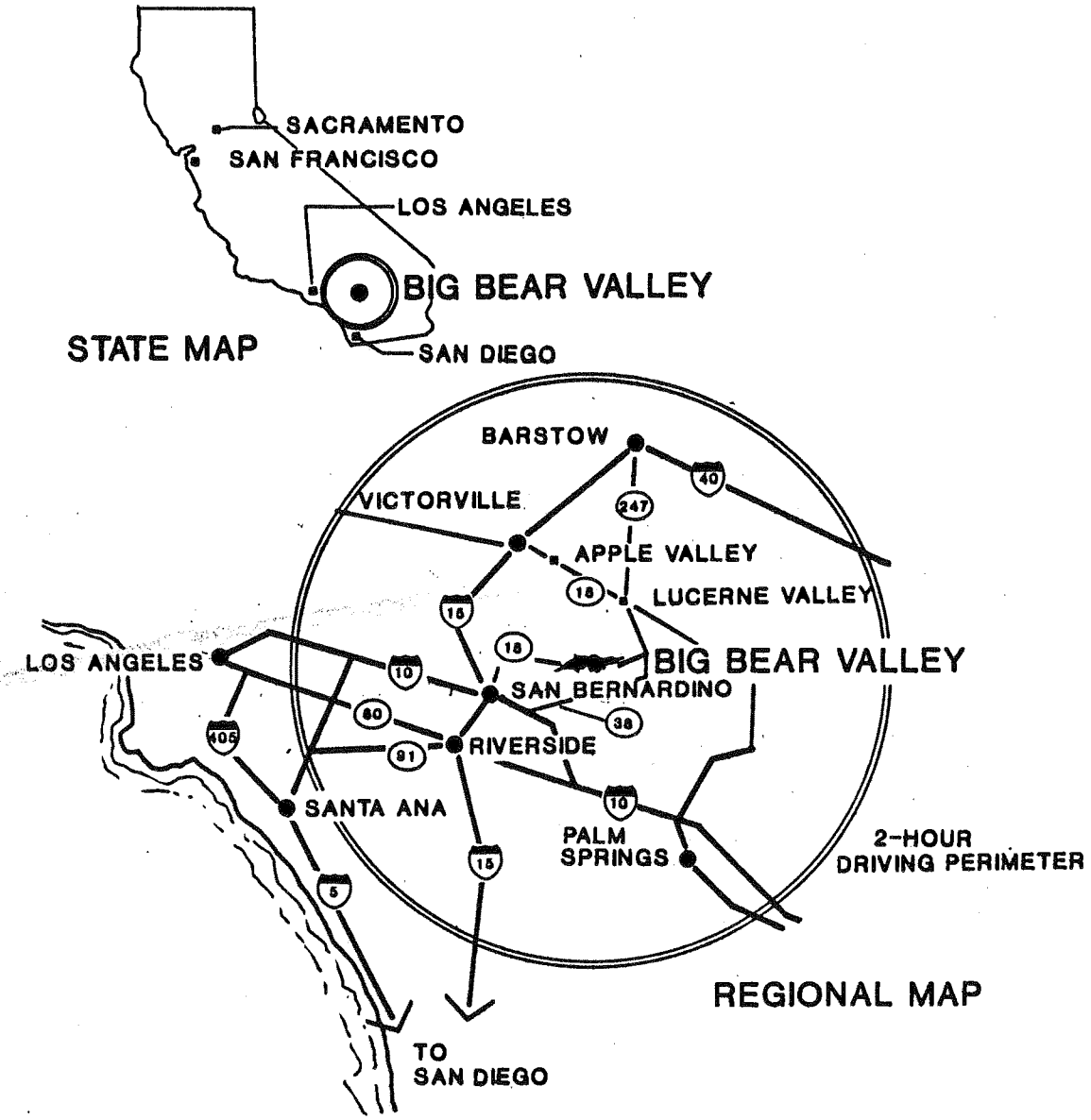
		Page
LIST OF MAPS LIST OF ILLUSTRATIONS LIST OF SCHEMATIC DRAWINGS		1
INTRODUCTION AND BACKGROUND		5
EXECUTIVE SUMMARY		23
SECTION I -	EXISTING CONDITIONS	
	Facilities and Park Lands	26
	Recreation Programs	29
	Operations and Maintenance	38
	Budgets	40
SECTION II -	NEEDS ASSESSMENT	41
	Demographics	43
	Surveys	59
	Community Workshop	63
	Park Service Areas	70
	Facilities Standards	71
	Statement of Needs	75
SECTION III -	PROGRAM DEVELOPMENT	79
SECTION IV -	ACQUISITION OF RECREATIONAL LANDS	85
SECTION V -	FACILITIES IMPROVEMENT	93
	Site/Facilities Renovation	95
	Park Standards for New Development	100
SECTION VI -	OPERATIONS AND MAINTENANCE	113
SECTION VII -	ECONOMICS AND FINANCING	119
APPENDICES		133
APPENDIX A: -	SECTION II	134
	Survey Instruments	
	o Telephone Survey	135
	o Community Organization Questionnaires Survey	140
	Workshop Agendas	
	o Community Workshop No. 1	146
	o Community Workshop No. 2	151
APPENDIX B: -	SECTION V	156
	Site/Facilities Renovation	157
	Schematic Plans for Existing Parks	159
REFERENCES		171

SECTION III

		Page
ILLUSTRATION III-A	BIG BEAR VALLEY SCHOOL DISTRICT RECREATION RESOURCE/SPACE CREDIT	88
III-B	RECREATION LAND RESOURCES OWNERSHIP, CREDIT, AND ACQUISITION BY DISTRICT ZONE	90

LIST OF SCHEMATIC DRAWINGS

	Page
SECTION V: STANDARDS FOR DEVELOPMENT	
Less Than One Acre Park	103
1 Acre to 5 Acre Park	105
5 Acre to 10 Acre Park	109
15 to 40 Acre Park	109
20 to 40 Acre Sports Park	111
APPENDIX B: SECTION V	
PROPOSED SCHEMATIC MASTER PLANS FOR:	
Miller Park	161
Dana Point Park	163
Bear City Park	165
Sugarloaf Park	167
Erwin Lake Park	169
Meadow Park	After 170



LOCATION MAP

INTRODUCTION AND BACKGROUND

The purpose of this document is to establish near term and long range objectives, policies and strategies for implementing a ten year parks improvement plan known as the Big Bear Valley Recreation and Parks District Master Plan.

The need for the Master Plan was identified through a series of agency, committee and public meetings held over a three year period prior to the initiation of this effort. Those participating in the meetings collectively recognized the strong sense of community interest in and need for recreation and the present and future importance of parks in the local setting.

A committee was appointed to address the need for a Master Plan. They worked to evolve the key elements which would become the basic structure of the plan. These elements would require a significant amount of research, planning and thought with community participation and the assistance of professionals in the field of Recreation Planning.

The objectives the committee set forth to the District office which have subsequently become components of the Master Plan are as follows:

"To prepare a comprehensive Master Plan to:

- Better serve the existing and future needs of the community on a valleywide basis.
- More accurately assess the use of existing parks, facilities, and opportunities for community recreation.
- Provide direction to the District in the form of a master plan.
- Develop priorities for park and facility development and acquisition.
- Identify financial means to achieve future development."

The Master Plan is intended to be a working document which functions as a policy guideline, describing improvements,priorities and the resources to implement long term projects and addressing short term or immediate needs of the District's park and recreational programs.

The background of the District is recorded in various documents carefully researched by individuals closely associated with its activities over the years. The following is a brief overview of the history of the District from its beginning to the present day. Also mentioned are other agencies, which in some manner have an influence on the areas which are within or near the District service boundary.

The District was named "The Big Bear Valley Park, Recreation and Parkway District" and was formed in 1934 as a special tax district, initially for the purpose of building a chair lift to encourage winter sports to the area. After court judgments and fund raising efforts extending through World War II, funds for the chair lift were accumulated and in 1949 the "Clifford Lynn" chairlift began operations. As a direct result, several ski area, resort and housing/commercial developments occurred, significantly expanding the permanent and visitor populations in the Big Bear Valley.

In 1955 the District was enlarged to its present boundaries which can be seen on Map I. The number of board members was also increased to eight persons. Later the organization of the District changed to bring it in compliance with the public resources code. Board members became commissioners with a term of office of three to four years. During this reorganization, which officially occurred September 19, 1961, the present name for the District was established. At the same time, the District was organized into four zones which contained one or more of the emerging communities in the Big Bear Valley Area. The zones are:

ZONE 1 - FAWNSKIN
ZONE 2 - BIG BEAR LAKE
ZONE 3 - MOONRIDGE
ZONE 4 - BIG BEAR CITY
SUGARLOAF
BALDWIN
ERWIN LAKE

Over the years of growth the District began acquiring park lands. The first park was donated by the Mutual Water District in 1938, a 10.5 acre site. Later the same park grew in size to the present total of 15 acres and is named Meadow Park. Since the first park land was acquired, seven additional park sites have been added to the District's recreational land resources, bringing the total acreage to 45.3, each with various levels of improvement and types of facilities for public use and enjoyment.

At the present time, the Big Bear Valley Recreation and Park District administers and maintains 8 park sites, is governed by the San Bernardino County Board of Supervisors, and employs the equivalent of 27 people in permanent positions, including management and staff and manages additional persons who serve as part time or temporary personnel.

The District also organizes and administers recreational programs for each of the seasons, spring through winter.

A key element to Big Bear Valley recreation is the lake. This body of water was initially formed in 1883. In 1911 the lake was expanded by construction of a larger dam further down stream on Bear Creek. The lake serves as a primary water resource for irrigation of citrus groves in the Redlands-Highland area. The water is also used as a hydro-electric production source by Southern California Edison. The lake serves as a recreational resource and is stocked for fishing by the State Department of Fish & Game. Boating, swimming and other water sports activities are common uses of the lake during its season.

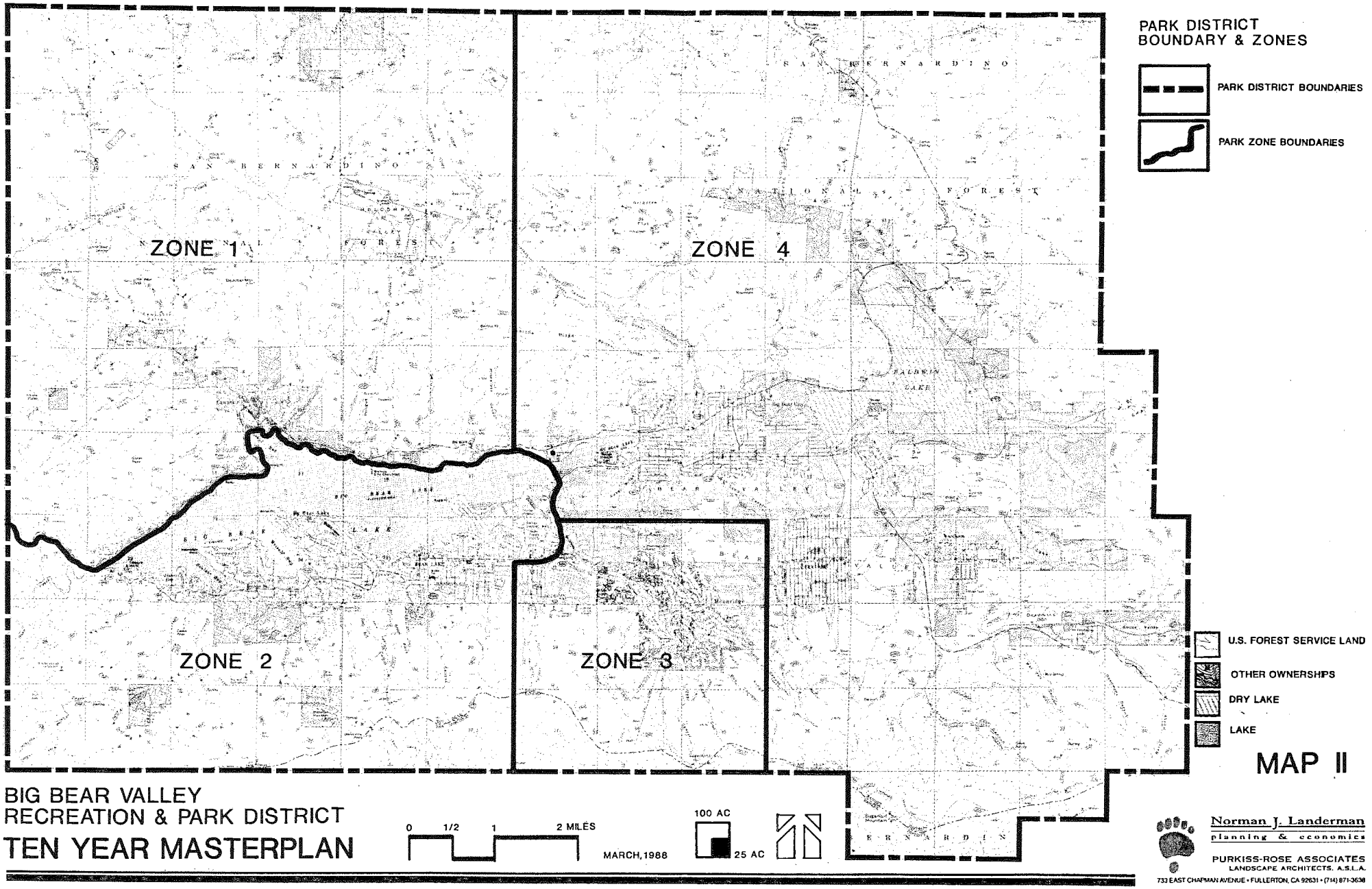
When at capacity, the lake stores 72,000 acre feet of water and covers about a 3,000 acre area with a 23 mile scenic shore line enhancing both public and private lands.

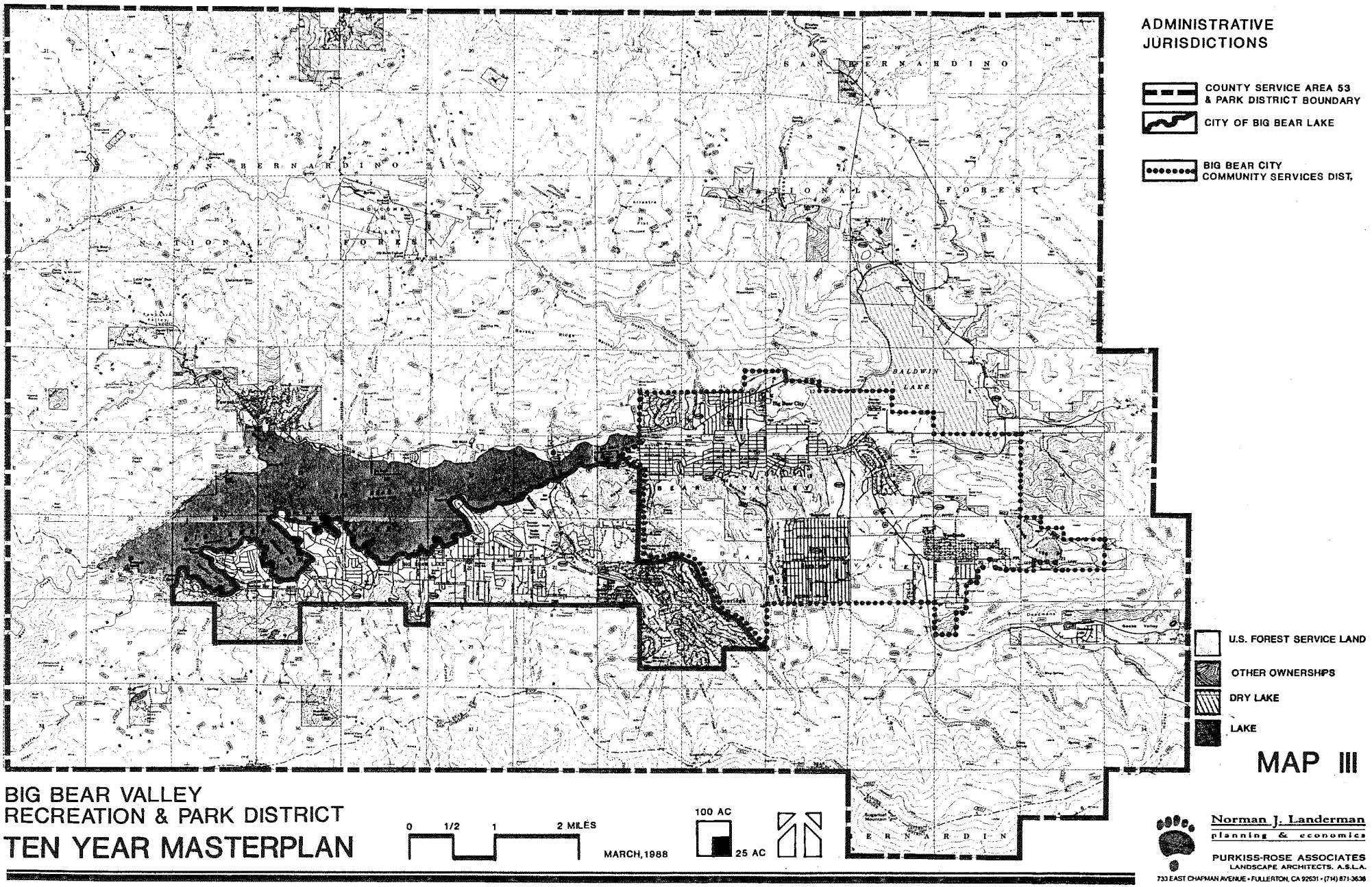
In terms of recreation services, it is important to note that the District is within a multi-jurisdictional area which includes County Services Area 53, Big Bear City Community Services District, the City of Big Bear Lake, and the U.S. Forest Service. (See Map III.) The District has the added characteristic of being a destination resort and recreational area for visitors living in the surrounding urban regions and tourists visiting the State or region from other areas of the country and other countries.

Recreation resources, opportunities and services exist in their various characteristics from passive activities to structured programs and sports, from private commercial activities, special events to camping, visual experiences and impromptu activities in forest lands, on local public lands and private properties. The service providers are the Forest Service, the District, County Regional Parks, Local City Parks, School Districts and so forth. Each either seeks to provide a service, maintain recreational resources, survive in business or simply protect and conserve open space and the natural environment, for public enjoyment.

With this as a general background, it is also important to add the fact that in recent years and months, reporting and planning agencies have revised their projections of population and growth. The rates of growth projected for the regional and local areas are astounding when it comes to addressing the issues of infrastructure, housing, employment, recreation and open-space preservation.

With these comments, we introduce the Big Bear Valley Recreation and Park District Ten Year Master Plan, a strategy for acquisition, program development and physical improvements to primarily serve the population of the Big Bear Valley area and provide quality recreational opportunities for visitors to the area throughout the year.


PARK DISTRICT
BOUNDARY & ZONES
PARK DISTRICT BOUNDARIES
PARK ZONE BOUNDARIES
ZONE 1
ZONE 2
ZONE 3
ZONE 4
SAN BERNARDINO NATIONAL FOREST
BALDWIN LAKE
BEAR VALLEY
BIG BEAR LAKE
U.S. FOREST SERVICE LAND
OTHER OWNERSHIPS
DRY LAKE
LAKE
MAP II
BIG BEAR VALLEY
RECREATION & PARK DISTRICT
TEN YEAR MASTERPLAN
0 1/2 1 2 MILES
MARCH, 1988
100 AC
25 AC
Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638

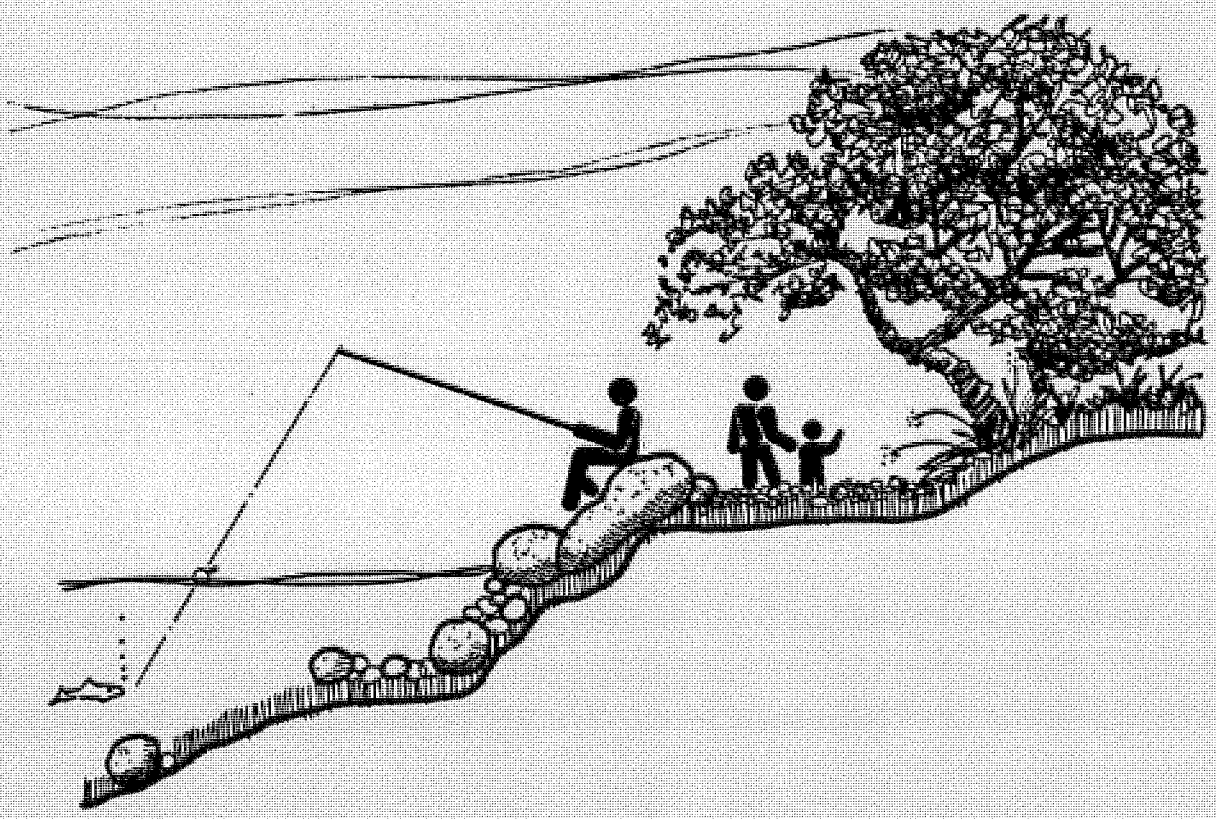


BIG BEAR VALLEY
RECREATION & PARK DISTRICT
TEN YEAR MASTERPLAN

MARCH, 1988

MAP III

Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3636



EXECUTIVE SUMMARY

This section provides a summary of the findings, conclusions and, recommendations of the Ten Year Master Plan. It is intended as a quick reference for discussion and decision-making. Each section of the summary is presented in the same order as the text; the text of the report provides the details on which this summary is based.

I. EXISTING CONDITIONS - 1987

The District has existed for over 54 years. It manages 45.3 acres of land which includes eight parks and the facilities within them. The District serves a resident population of 18,472 plus a significant number of visitors year-round.

The District operates seasonal programs for a range of recreational experiences and participates in Valley area special events as landlord or host. The District functions with the equivalent of 27 staff positions and hires temporary or part-time employees on an "as-needed" basis. The current (1986/87) operating budget is $1,013,568.00.

The area is a mountain environment with a man-made lake and village communities surrounded by Forest Service lands. Three highway routes provide access from the surrounding region. The area hosts a large number of visitors which is the principal economy.

II. NEEDS ASSESSMENT

DEMOGRAPHICS:

- YEAR 1987 POPULATION:
  - Permanent Resident 12,960
  - Temporary Resident 5,512

  Resident Population 18,472

- YEAR 2000 POPULATION:
  - Permanent Resident 19,617
  - Temporary Resident 5,619

  Resident Population 25,236

- TOURISM:
  - Year 1987: Visitor Days 5.1 million
  - Year 2000: Visitor Days 6.2 million

PROGRAM NEEDS:

According to the community workshops, existing programs should be continued with priority given to programs that most meet the public need. The following is the statement of program need in order of relative importance to the public:

A. Major Need Programs and Use Activities

- o Passive park use, walkways, picnic and benches
- o Softball (men's and women's)
- o Co-educational softball
- o Soccer
- o Senior citizen activities
- o Ski program
- o Tennis
- o Little League program
- o Swimming program
- o Bus excursions
- o Young Adult (teen) Center

B. Moderate Need Programs and Use Activities

- o Open gymnasium programs
- o Volleyball
- o Bike riding
- o Men's basketball
- o Square dance
- o Handball
- o Red Cross training
- o Fishing
- o Boating/Water safety

C. Minor Needs Programs and Use Activities

- o Golf
- o Water skiing
- o Animal obedience training
- o Child Care/Latch Key Program*
- o Pet shows
- o Tole painting
- o Film
- o Historic/Museum programs
- o Shuffleboard
- o Lawn bowling
- o Ice skating
- o Calligraphy

* Child care and latch-key program was an activity that seemed to have significant importance from a public need standpoint; however, was considered minor in terms of comparative level of importance to programs and use activities *offered by the District*.

FACILITIES NEEDS

The surveys revealed the following facilities needs as most important:

- o sports facilities, including ballfields, soccer fields, tennis courts, and basketball courts
- o lighted playfields
- o expanded childrens play areas
- o passive areas with pathways, picnic areas and bandstand

There exists a special need in Big Bear Valley for a minimum 20 acre park that can accommodate several sports fields. Analysis showed a shortfall of neighborhood parks especially in zone 3 (Moonridge) and in the Erwin Lake area. Zones 1 and 2 also need neighborhood parks.

LAND ACQUISITION NEEDS

Based on the program and facilities needs at the year 2000, there should be approximately 125 acres of land within the District area dedicated to recreation. This amount of land will provide *a ratio of 5 acres per thousand resident population*. This ratio is based on the importance of parks as a recreational resource to the residents and the visitor population alike.

OPERATIONS AND MAINTENANCE NEEDS

Operations and maintenance will need to keep pace with program development, improvement to facilities, and land acquisition. Additional staff, equipment, and supplies will be required commensurate with growth.

Specific needs defined were:

- o Operation and maintenance guidelines
- o Improvement in general care of parks
- o Attention to safety of play equipment and play areas
- o Improvement of community awareness of parks and participation in park improvement and maintenance

FUNDING NEEDS

The District has identified a need to make needed improvements while remaining self-sufficient.

III. PROGRAM DEVELOPMENT

The District should approach program development in the following manner:

- o continue and enhance programs identified in the needs assessment.
- o work toward more year-round operation.
- o consider new program opportunities:
  - Special Events
  - Fairs
  - Festivals
  - Commercial Shows
  - Youth Career Development

Symposiums
Consumer Improvement Shows
Interpretive Programs
Privatization of Concession Services
Annual Bazaar
Annual Parks Day (weekend) Festival

LAND ACQUISITION

The recommended approach to meeting the land need of 125 acres is through a combination of joint use with the schools, public utility credit, and acquisition, as follows:

o School/Park Joint Use	28.0 Acres
o Public/Utility Credit	12.0 Acres
o Existing District Land	45.3 Acres
o District Acquisition Need	39.7 Acres
Total:	125.0 Acres

Thus the District will need to acquire approximately 40 acres of new park land over the ten year period and to the year 2000.

IV. FACILITIES IMPROVEMENT

Facility improvements for existing parks include renovation and new development. The priorities for these parks are renovation to meet program needs, improve accessibility, to enhance existing uses, to improve safety and security, and to develop the aesthetic qualities of the sites and facilities.

The recommended renovation and new development for each existing park is summarized below. Proposed schematic master plans for the parks are included in Appendix B.

ZONE ONE:

MILLER PARK - 1.1 Acres

Existing Facilities	Renovation
Neighborhood Center Building	Access/Operations
Tennis court	
Basketball hoop	Relocate, enlarge to half court
Volleyball	Make safe with drainage structure
Playground equipment	"Modernize"
Parking (D.G.)	
Picnic tables	
Portable toilets	

New Development
Group picnic
Turn-stile entry at west entry

DANA POINT PARK - 6.0 Acres

Existing Facilities	Renovation
Restrooms	
Maintenance room	
Picnic/Bar-be-que	Re-install on level pads
Paved parking	
Portable toilets	
Marina and dock (Concessionaire)	

New Development

Edge treatment for erosion control/fishing
Safe pedestrian access/trail connection
Eagle watch/interpretation
D.G. parking in lower area
Fire rings
Group picnic

ZONE TWO

MEADOW PARK - 16.25 Acres

Existing Facilities	Renovation
Swim beach	Relocate fence/beautify area
o restrooms	
o snack bar/patio	
o volleyball	
o raft	
o guard house	
o picnic	
o play equipment	
Amphitheater	Relocate
Foundation	Remove
Ski beach	Remove fence/landscape
Restrooms	
American Legion building*	Re-program/retrofit/modernize
Playground area	"Modernize" - develop tot area
Picnic	Add, relocate
Shelter	Remove/design and relocate
Fire rings	Relocate
Ice rink slab	Remove
Horse shoes	Remove
Boy Scout cabin	
Mule barn/storage	Relocate

MEADOW PARK - continued

Ballfields----------Enlarge, put drainage underground;
 o bleachers develop 2 full softball fields and
 o snack bar soccer overlay
 o announcer booth
Restrooms
Indoor pool----------Relocate patio/re-design and remodel
 o restrooms
Parking----------Relocate, enlarge (250 cars)
(1/2=overflow) double as sportscourt

New Development

Path system/exercise course
Develop open space/vistas
Signage

* The American Legion building should be re-programmed to become park administrative facilities and community center.

ZONE THREE

MOONRIDGE ZOO - 2.7 Acres

Existing Facilities	Renovation
Animal, bird cages	None
Grass area	
Restrooms	
Storage	

New Development

None

ZONE FOUR

BEAR CITY PARK - 8.0 Acres

Existing Facilities	Renovation
Museum building/Log cabin/ Shay Meadow cabin	Develop heritage area and gardens
Restrooms	
Recreational hall with restrooms	
Picnic shelter	Renovate
Two ballfields	Remove
Two tennis courts	Remove/relocate
Three horseshoe pits	Relocate
Parking	Rearrange/augment
Flight clear zone	Respect-open play
Picnic area	Add tot lot

BEAR CITY PARK - continued

New Development

Volleyball court
Basketball courts
Trail/exercise course
District storage yard
Signage

SUGARLOAF PARK - 6.0 Acres

Existing Facilities	Renovation
Softball field	New seating
Restrooms	
Snack bar	
Maintenance room	
Playground area	
Group picnic	
Family picnic	Rock removal/turf/landscape
Volleyball	

New Development

Basketball court
Walkway system
Landscape/rock removal/turf
Signage

ERWIN LAKE PARK - 1.25 Acres

Existing Facilities

Trees

New Development

Lands acquisition
Tot lot
Picnic and bar-be-que
Sports court
Open Space
"Forest"
Portable toilets

SENIOR CENTER - 4.0 Acres

The Senior Center is a new facility and no improvements are considered for the site beyond those in progress or completed.

In addition to renovation and development of existing parks, new facilities need to be provided through land acquisition. New development recommended by the report follows by District zone:

ZONE 1

- o Play equipment
- o Open play area
- o Basketball/volleyball
- o Park/forest interface
- o Shore access

ZONE 2

- o Picnic
- o Sportsfields
- o Tot lot/play area
- o Open play area
- o Shore access
- o Fishing
- o Sand volleyball
- o Open space linkage

ZONE 3

- o Play area
- o Tot lot
- o Sportsfields
- o Restroom/portable toilet
- o Exercise course
- o Basketball/volleyball
- o Picnic area
- o Open space linkage
- o Park/forest interface

ZONE 4

- o Softball fields
- o Baseball fields
- o Soccer fields
- o Play areas
- o Picnic areas
- o Restrooms/portable toilets
- o Open space linkage
- o Shore access

V. OPERATIONS AND MAINTENANCE

STAFFING

The needs for staffing the operations of the District Parks and Recreation programs are a projection which assumes a completed acquisition and build-out of facilities, program development, and realization of projected growth in the resident population as well as visitors to the area. Currently, the District employs 27.25 equivalent full-time persons.

PERMANENT FULL-TIME STAFF NEEDS	YEAR 2000
o Administration	5.0 persons
o Maintenance	20.0 persons
o Recreation Programs	11.0 persons

TEMPORARY OR PART TIME STAFF NEEDS	YEAR 2000
o Maintenance	29.0 equivalent full-time persons
o Recreation Programs	15.0

The percentage of growth in staffing projected for the ten to twelve year period is as follows:

- o Permanent Staffing increases: 22%
- o Temporary Staffing increases: 13%

The average annual increase is approximately 3.5%.

EQUIPMENT AND SUPPLIES

Increases in park lands and facilities improvements will require additional inventory of specialized maintenance equipment, vehicles, tools and supplies. The projected increase overall for the ten year period and to year 2000 is 22%.

FUNCTIONAL ORGANIZATION:

As a management tool to aid in proper financial planning, we recommend that the District budget be maintained according to the categories of Administration; Recreation Programs, and Maintenance and Operations. (Refer to Functional Organization Chart).

The report recommends developing the following:

- o An operating procedures manual including such elements as:
  - Hours and Usage of Parks
  - Maintenance Schedules
  - Staffing
  - Job Descriptions
  - Program Categories
  - Activities Schedules
  - Inventories
  - Park Rules and Policies
- o A maintenance manual covering the activities of grounds, building, program support and equipment services.
- o Stronger administration of programs to improve the relationship to community needs.
- o Security training and facility improvements designed to reduce liabilities and improve overall quality of the recreational experience.

The operations increases over the term of 10 to 12 years are expected to grow at about 3% per year achieving an overall funding level increase of 35.3% from 1987 to year 2000.

BIG BEAR VALLEY RECREATION AND PARK DISTRICT
FUNCTIONAL ORGANIZATION CHART

BOARD OF SUPERVISORS

ADVISORY COMMISSION

SPECIAL DISTRICTS

BIG BEAR VALLEY RECREATION AND PARK DISTRICT

ADMINISTRATION	RECREATIONS PROGRAMS	MAINTENANCE AND OPERATIONS
<u>GENERAL</u>		
CLERICAL SUPPORT	SENIOR CENTER	GROUNDS MAINTENANCE
GRANTS	AQUATICS (POOL)	BUILDING MAINTENANCE
COMMISSION SUPPORT	SPORTS INSTRUCTION	EQUIPMENT MAINTENANCE
COMMUNITY GROUPS AND TASK FORCES	BUS TRIPS	
AGREEMENTS, CONTRACTS	CRAFT CLASSES	
CONCESSIONS AND LEASES	SWIM BEACH	
BUDGET AND C.I.P.	SPECIAL ACTIVITIES	
FACILITY RENTAL		
SCHEDULING		
<u>FACILITY DEVELOPMENT</u>		
MASTER PLAN		
CONSTRUCTION SUPERVISION		
PLAN CHECK		
ADOPT-A-PARK		

VI. ECONOMICS AND FINANCE

SCENARIOS

As a means of approaching funding decisions, the report develops two scenarios which describe different funding level objectives.

Scenario I features mitigation of costs of acquisition of land and provides for renovations, new development and operations increases. The funding objective for this scenario is about $6.2 million over the 12 years.

Scenario II features a higher level of acquisition costs through direct purchase. The capitalization for new development is shifted to later phases to allow for acquisition of land in the earlier portion of the term. The funding objective for this scenario is about $13.2 million.

Refer to Section VII of this report for a full presentation of each scenario.

VII. FUNDING SOURCES

The report recommends development of a five point funding program to supplement existing and typical funding sources for land acquisition and the development of park facilities and program services.

- o Concessions Contracts and Fees - Strengthen by preparing a revised and updated schedule of Fees and Concessions Contract Policies for the District. Concession agreements should address both per-capita expenditures and space rental which includes the cost of utilities, water, set-up and tear-down, waste removal, maintenance and repairs services conducted by District personnel.

- o Quimby Act - The legislation provides a specific vehicle for generating funds and/or property for park development and is especially appropriate to consider for the Park District. The ordinance procedures clearly requires that a Master Plan, standards and formulas be designed to meet all criteria of the Act.

- o Transient Occupancy (TO or Bed Tax) - Take advantage of supplying services to business visitors and tourists to participate in the bedroom tax revenue generated by both the City and County in the Big Bear Lake area.

- o Special Events and Festivals - Develop appropriate management, marketing, promotion and *contractural controls* with participants and/or co-producers of a given event to take advantage of growing public demand for special events and festivals.

- o San Bernardino County Tax Levy - Consider increasing the Big Bear Valley Recreation and Park District's share of this tax for the period of the development program (ten to twelve years). After that time, the District's share would be adjusted to a lower level than it *now* receives, thereby making capital available to other District's for their improvements. This change in formula takes on the character of an

investment program that could effectively put the District in a position to participate in bond financing and grants and to leverage its ability to improve revenues through discretionary spending by visitors to the area.

SELF-SUFFICIENCY

Development of these funding sources will allow the District to achieve a level of self sufficiency defined as follows:

Revenues earned plus Public Services Rendered equals self sufficiency where the cost of public services rendered are supported proportionately by tax funds and direct discretionary expenditures of the public in pursuit of recreation experiences.

The Big Bear Valley Recreation and Parks District is in a unique position, geographically and from a market perspective, to achieve the objective of self sufficiency as defined above. To achieve this goal, the District will need:

- o The infusion of capital and political support to make the changes necessary to re-direct existing tax revenues.

- o The administrative structure to organize the ordinances necessary to place in effect new revenues to support the level of funding objectives.

OTHER SOURCES OF FUNDS AND HELP FOR PARK IMPROVEMENTS

- o Annual Park Day: Community festival to make park repairs, clean-up and so forth.

- o Adopt-A-Park: Business, philanthropic and fraternal organizations, or schools take on a particular park as a pet project.

- o Gift Catalog: Lists specific contributions (from a park bench to a building) with dollar amounts attached.

- o Bear Walk: A marked and signed path connecting parking, recreation, and commercial areas developed in cooperation with the City of Big Bear Lake, the Chamber of Commerce, individual businesses, visits, and the Recreation and Park District. Bear paw plaques can be sold to help with development of the pathway.

- o Grants: State agencies may have money available for specific improvements. For example, the State Wildlife Conservation Board may have money for interpretive facilities.

ACTION ITEMS

To implement the recommendations of this Ten Year Master Plan the Recreation and Park District needs to begin immediately to set certain processes in motion. Among the actions to take are:

- o Initiate procedures for a joint use agreement with the School District.
- o Develop plans for retrofit and conversion of the American Legion building into administration facilities and community center.
- o Investigate suitability for parks of land held by other public agencies and develop lease or operations agreements for the use of the land.
- o Review programs and concessions for profitability and establish policies that will ensure profitability.
- o Work to establish a change in the Quimby Act Ordinance to include conversion properties.
- o Develop the information needed to allow the participation in the Transient Occupancy tax.
- o Work to alter the formula of the San Bernardino County Tax Levy.
- o Plan for an annual Park Day.
- o Develop Gift Catalog and Adopt-A-Park Programs.
- o Begin plans with other public agencies, cities and the Chamber of Commerce to develop linkage pathways (Bear Walk).

Start to develop Master Plans and construction documents for park improvements as priorities are given.

RESOURCE MANAGEMENT AND PRIORITIES

The following Resource Management and Priorities table is presented as a decision-making tool for the District. Fixed operations are presented first since those dollars need to be committed every year. The annual increases in expenditures are shown as if the improvement programs recommended by the Master Plan are implemented. The improvement programs are given a priority ranking by the consultants based on all of the analysis performed. Probable cost is given for park renovation based on the improvements recommended. New development is given a cost per acre. Acquisition projects are not given costs because of the variability. The most likely funding source columns and the annual columns are provided for District use as a worksheet in budget planning.

RESOURCE MANAGEMENT AND PRIORITIES

FIXED OPERATIONS							'87 1.2	'88 1.46	'89 1.73	'90 2.0	'91 2.3	'92 2.6*
ADMINISTRATION												
PROGRAM												
MAINTENANCE AND OPERATIONS												
IMPROVEMENT PROGRAMS												
PRIORITY RANKING	DESCRIPTION	** TYPE	DISTRICT ZONE	PROBABLE COST	***MOST LIKELY FUNDING SOURCE							
1.	ERWIN LAKE PARK	D	4	$ 84,000								
2.	REPROGRAM AMERICAN LEGION BUILDING	R	2	75,000								
3.	20-40 ACRE PARK	A	4									
4.	MEADOW PARK	R	2	1,000,000								
5.	5-10 ACRE PARK	A	1/3									
6.	ERWIN LAKE PARK (ADDITIONAL LAND)	A										
7.	BEAR CITY PARK	R	4	275,000								
8.	JOINT USE PARKS	S	2/4									
9.	20-40 ACRE PARK	D	4	1,000,000/AC.								
10.	OPEN SPACE NEAR SCHOOLS	A	4									
11.	LINKAGES/ACCESS PARKS	A	1/2/4									
12.	LINKAGES/ACCESS PARKS	D	1/2/4	84,000/AC.								
13.	ERWIN LAKE PARK, PHASE II	D										
14.	5-10 ACRE PARK	D	3	1,000,000/AC.								
15.	SUGARLOAF	R	4	90,000								
16.	DANA POINT PARK	R	1	54,000								
17.	MILLER PARK	R	1	27,500								
18.	5-10 ACRE PARK	D	1	1,000,000/AC.								
19.	OPEN SPACE NEAR SCHOOLS	D	2/4	84,000/AC.								
20.	MULTI-USE RECREATION BUILDING	D	4									

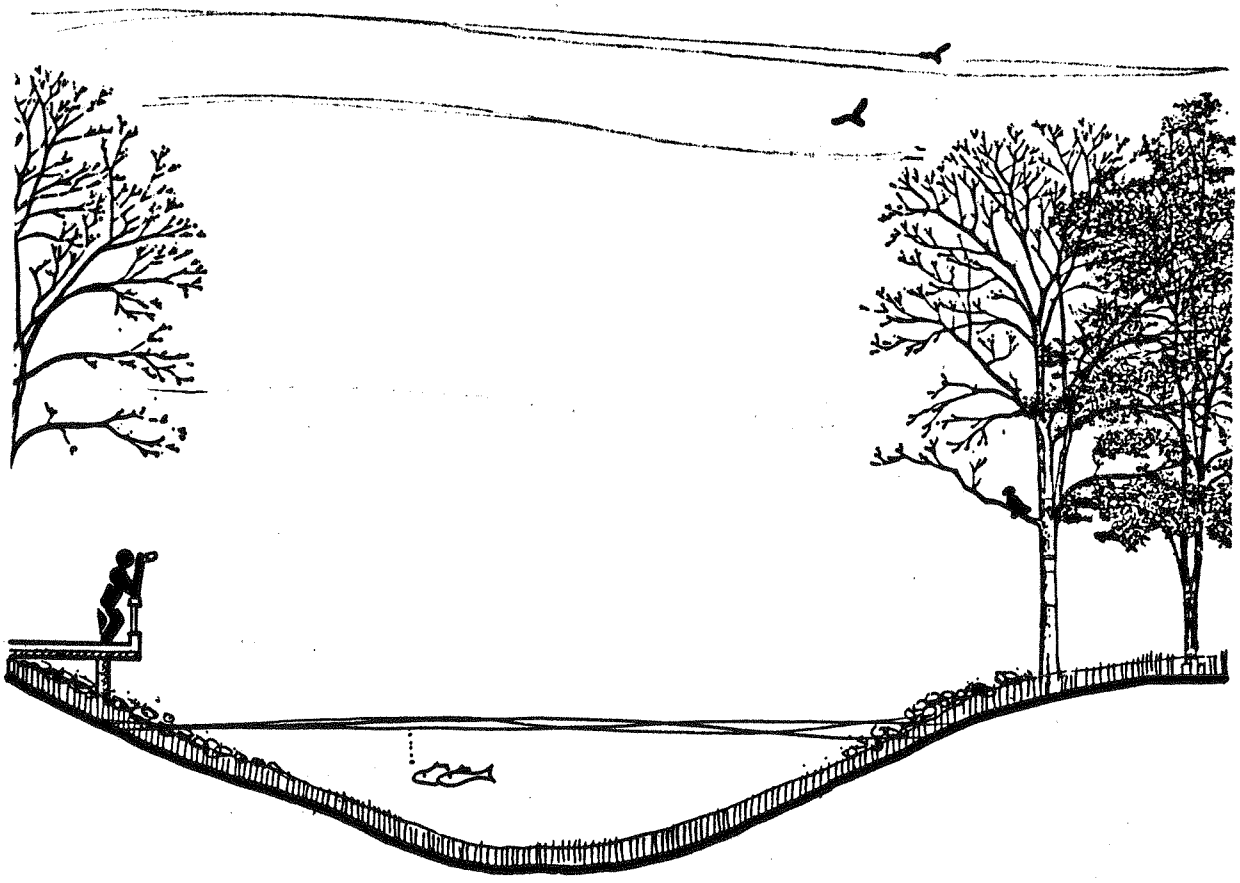
* DOLLARS ARE SHOWN IN MILLIONS AND AS IF IMPROVEMENT PROGRAMS ARE IMPLEMENTED

** A = ACQUISITION
D = DEVELOPMENT
R = RENOVATION
S = SPECIAL CONDITIONS: LEASE AGREEMENTS; OPERATIONS ARRANGEMENTS, ETC.

*** REFER TO SECTION VII OF THIS REPORT FOR FUNDING SCENARIOS.

SECTION I

EXISTING CONDITIONS



EXISTING CONDITIONS

The Big Bear Recreation and Parks District is a special district administered by the office of Special Districts, San Bernardino County. The area of operations and land holdings includes communities around Big Bear Lake situated in the San Bernardino mountains and near the national forest.

The District has existed for 54 years and has grown in ownership to a total of approximately 45 acres. Its service to the community has expanded to a wide range of programs and recreational opportunities. The District presently serves a resident population of 18,472 people while hosting a large number of visitors and tourists.

Access to recreation opportunities is dominated by the car in the current transportation system. (See Map V.) The valley has three vehicular access points; the major roads, which encircle the lake, are two lane. Because of terrain and development patterns there is no real chance for alternate routes. Road widening is proposed but problematic. Therefore, traffic jams are common, affecting not only the tourist but also the local resident trying to maneuver within the valley. This traffic can be an obstacle to use of the parks and other recreational facilities. The map shows proposed transit, park and ride facilities and bicycle trails that may take some pressure off the roads and also make recreation more accessible.

In order to better understand the recreational characteristics of the District and the general area, information regarding facilities, land area, park and recreation programs, recreational resources of the area and operations and maintenance procedures were examined. This information was provided by the District Office, the Chamber of Commerce, Local, County, State, Federal Agencies and various utility service organizations and other organizations in the area.

The following is a synopsis of the existing conditions as relevant to the operating year 1987 and in the following categories:

- Facilities and Park Lands
- Recreational Programs
- Recreational Program Users
- Calendar of Events
- Private Recreational Facilities/Services and Points of Interest
- Operations and Maintenance
- Budgets

FACILITIES AND PARK LANDS

Information regarding District facilities, park lands and resident use of recreation resources is generated from identifying and understanding several inter-related factors which are listed as follows:

- o Park Location and Land Area
- o Park Facilities and Designated Purpose
- o Park/Recreation Programs Provided
- o Seasonally and Weather Influences
- o Visitors From Outside Local Area
- o Population and community profile
- o Other Recreational Resources and Opportunities

With these and other considerations, such as the state of repair or condition of the parks and operating procedures, we can begin to evaluate current characteristics.

Since there has been little data available in the form of actual counts of park visitors, this study has developed its information using recreation program sign-up sheets, population statistics, District records, surveys and community workshops.

The map of Districts parks shows each site location. (See Map IV.) The following is a more detailed description of land area and facilities.

ILLUSTRATION I-A

BIG BEAR VALLEY RECREATION AND PARK DISTRICT
PARK DESCRIPTIONS

1. Miller Park:
   - Location - Fawnskin
   - Land Area - 1.1 acres
   - Facilities - Community Center Building, Tennis Court, Basketball Hoop, Volleyball Court, Playground with Equipment, Picnic Tables, Unpaved Parking Area

2. Dana Point:
   - Location - Fawnskin
   - Land Area - 6.0 acres
   - Facilities - Restrooms and Maintenance Room, Picnic Tables with Bar-B-Que's, and Paved Parking Area for 20 Cars

3. Meadow Park:

Location	-	Big Bear Lake
Land Area	-	16.25 acres
Facilities	-	Office and Maintenance Building, Maintenance Yard, the Historic Stables, Announcer's Booth for the Ballfield, Restrooms and Recreational Storage Room, Electrical Building, Picnic Shelter, Log Cabin, Snack Bar, Indoor Swimming Pool, Flagpoles, Waterfall, Small Equipment Storage Building, Fire Circle with Benches, Ski Beach Restrooms, Park Sign and Flagpole, Old American Legion Building
		2 Baseball Diamonds with Dugouts, Lights and Bleachers, 3 Tennis Courts with lights, Volleyball Court, Shuffleboard Court, Horseshoe Pits, Drinking Fountains, Bicycle Rack, and 2 set of Floodlights
		Playground Area with Play Equipment, Picnic Area, and Paved Parking for 138 Cars
		Swim Beach Area - Restrooms, Snack Bar with Patio Slab, Entry Sign, Volleyball Court, Swim Raft, Bicycle Rack, Life-Guard Towers and Guard House, Picnic and Play Area, Unpaved Parking for 85 Cars

4. Moonridge Zoo:

Location	-	Moonridge
Land Area	-	2.7 acres
Purpose	-	Animal/Bird Sanctuary
Facilities	-	Animal and Bird Cages and Support Facilities, Restrooms, Storage Area, Warehouse, Deer Shelter, Benches, Flag Pole

5. Big Bear City Park:

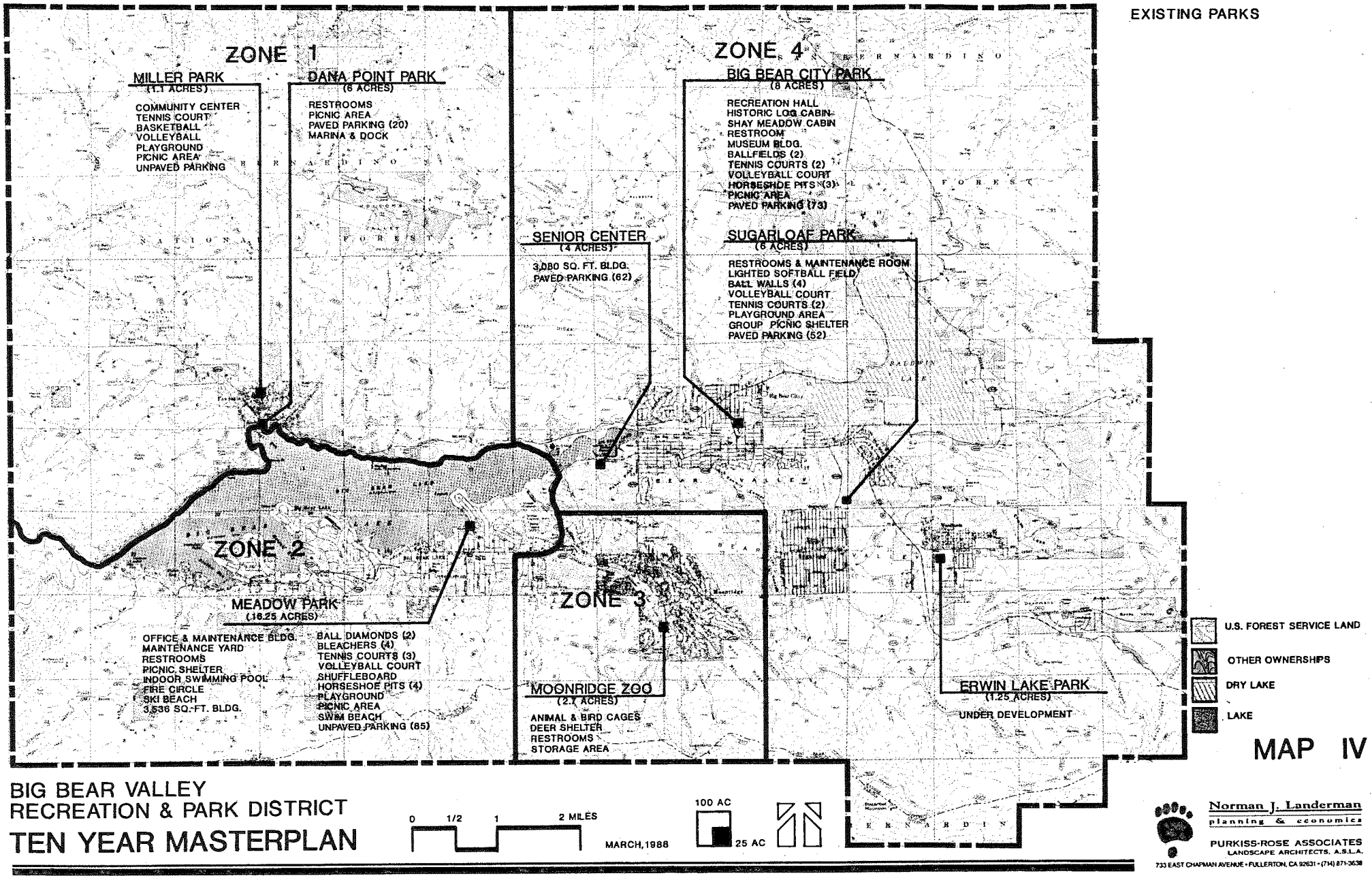
Location	-	Big Bear City
Land Area	-	8.0 Acres
Facilities	-	Museum Building, Log Cabin, Shay Meadow Cabin, Restrooms, Picnic Shelter, Old Caddy House, Restrooms,Recreation Hall, Snack Bar, Two Ball Fields, Two Tennis Courts, One Volleyball Court, Three Horseshoe Pits, Bike Racks, Drinking Fountains, Flag Poles and Lighting, Picnic Area with 23 Tables and 6 Bar-B-Que's, and Paved Parking for 73 Cars

6. Sugarloaf Park:
   - Location - Sugarloaf
   - Land Area - 6.0 acres
   - Facilities - Softball Field with Bleachers and Announcers Booth, Restrooms, Snack Bars, Maintenance Room, Lighting and Electrical Room. Playground Area with Play Equipment, Picnic Area with 20 Tables and 8 Bar-B-Que's, Paved Parking for 52 Cars

7. Erwin Lake Park:
   - Location - Erwin Lake
   - Land Area - 1.25 acres
   - Facilities - (Currently planned for improvement)

8. Senior Center:
   - Location - Big Bear Lake
   - Land Area - 4.0 acres
   - Facilities - Building, Landscaping and Parking for 62 Cars

Source: Big Bear Valley Recreation and Park District


EXISTING PARKS
ZONE 1
MILLER PARK
(1.1 ACRES)
COMMUNITY CENTER
TENNIS COURT
BASKETBALL
VOLLEYBALL
PLAYGROUND
PICNIC AREA
UNPAVED PARKING
DANA POINT PARK
(6 ACRES)
RESTROOMS
PICNIC AREA
PAVED PARKING (20)
MARINA & DOCK
ZONE 4
BIG BEAR CITY PARK
(8 ACRES)
RECREATION HALL
HISTORIC LOG CABIN
SHAY MEADOW CABIN
RESTROOM
MUSEUM BLDG.
BALLFIELDS (2)
TENNIS COURTS (2)
VOLLEYBALL COURT
HORSESHOE PITS (3)
PICNIC AREA
PAVED PARKING (73)
SENIOR CENTER
(4 ACRES)
3,080 SQ. FT. BLDG.
PAVED PARKING (62)
SUGARLOAF PARK
(6 ACRES)
RESTROOMS & MAINTENANCE ROOM
LIGHTED SOFTBALL FIELD
BALL WALLS (4)
VOLLEYBALL COURT
TENNIS COURTS (2)
PLAYGROUND AREA
GROUP PICNIC SHELTER
PAVED PARKING (52)
ZONE 2
MEADOW PARK
(16.25 ACRES)
OFFICE & MAINTENANCE BLDG.
MAINTENANCE YARD
RESTROOMS
PICNIC SHELTER
INDOOR SWIMMING POOL
FIRE CIRCLE
SKI BEACH
3,536 SQ.-FT. BLDG.
BALL DIAMONDS (2)
BLEACHERS (4)
TENNIS COURTS (3)
VOLLEYBALL COURT
SHUFFLEBOARD
HORSESHOE PITS (4)
PLAYGROUND
PICNIC AREA
SWIM BEACH
UNPAVED PARKING (85)
ZONE 3
MOONRIDGE ZOO
(2.7 ACRES)
ANIMAL & BIRD CAGES
DEER SHELTER
RESTROOMS
STORAGE AREA
ERWIN LAKE PARK
(1.25 ACRES)
UNDER DEVELOPMENT
U.S. FOREST SERVICE LAND
OTHER OWNERSHIPS
DRY LAKE
LAKE
MAP IV
BIG BEAR VALLEY
RECREATION & PARK DISTRICT
TEN YEAR MASTERPLAN
0 1/2 1 2 MILES
MARCH, 1988
100 AC
25 AC
Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638

RECREATION PROGRAMS

The District's recreational programs offer the community a number of activities structured on a fee or sign-up basis with instructors or supervision to administer the programs. The following is a listing of programs currently being offered by seasons of the operating year.

ILLUSTRATION I-B

BIG BEAR VALLEY RECREATION AND PARK DISTRICT
EXISTING RECREATION PROGRAMS

SPRING

- Swimming pool activities, classes, rental
- Exercise Classes
- Dog Obedience School
- Men's Softball
- Women's Softball
- Bus Trips

SUMMER

- Swimming Pool Activities, Open Swim, Special Swim Program, Elks Program
- Carnival
- Swim Beach
- Bridge
- Baton Class
- Calligraphy
- Crafts and Arts
- Creative Dance
- Dog Obedience
- Exercise to Music
- Etched Glass Class
- Stained Glass Class
- Golf
- Knot and Crochet
- Nature Study
- Sailing
- Sewing
- Tole Painting
- Tennis
- Water Skiing
- Films for Kids
- Open Gym
- Elks Swim Carnival
- Childrens Pet Show
- Adults Craft Show
- Bus Trips
- Bicycle Safety Check
- Men's Softball
- Women's Softball

ILLUSTRATION I-C

BIG BEAR VALLEY RECREATION AND PARKS DISTRICT
INDIVIDUAL PROGRAM PARTICIPANTS

1987 OPERATING YEAR

This illustrates individual recreation program participants in the programs offered by the District. The number of participants are tabulated from sign-up sheets provided by the District.

RECREATION PROGRAM	AGE GROUP	PARTICIPANTS
Women's Softball	Adult	96
Men's Softball	Adult	117
R.O.P. Lifeguard Prep	Adult	14
Tiny Tots Swimming	3 to 5 yrs.	96
Beginner Swimming	5 to 8 yrs.	148*
Advanced Beginner Swimming	5 to 12 yrs.	53*
Intermediate Swimming	5 to 12 yrs	30
Swimmer Swimming	7 to 12 yrs	9
Swim and Trim	Adult	42
Lap Swimming	Adult	136
Ballet Introduction	4 to 6 yrs	13
Baton Beginners	4 to 9 yrs	12
Bridge Beginners	Teens & Adults	8
Bridge Intermediate	Teens & Adults	7
Calligraphy	Teens & Adults	38
Knit and Crochet	Adult	4
Dog Obedience-Novice	Adult	21
Exercise to Music	Teens & Adults	145
Etched Glass	Teens & Adults	4
Golf Beginners	Teens & Adults	17
Hiking	9 to 12 yrs.	10
Nature Study	6 to 12 yrs.	8
Photography-Beginners	Teens A adults	11
Oriental Brush Painting	Adults	6
Quilting-Beginners	Teens & Adults	8
Bus Tour-Baseball	Adults	83
Bus Tour-Las Vegas Casinos	Adults	243
Bus Tour-Tijuana	Adults	46
Bus Tour-Laughlin	Adults	87
Bus Tour-Raging Waters	Kids & Adults	43
Bus Tour-San Diego	Kids & Adults	50
Tole Painting	Teens & Adults	45
Sewing Beginners	7 to 11 yrs.	7
Racquetball Ladies	Adult	4
Racquetball Beginners	9 to 13 yrs	12
Tennis Beginner	9 to 12 yrs	38
Tennis Inter. & Advanced	Teens & Adults	29
Water Skiing	All ages	8
Wrestling	8 to 18 yrs.	50
Skiing	Kindergarten	70

RECREATION PROGRAM	AGE GROUP	PARTICIPANTS
SKIING	1ST & 2ND GRADE	178
SKIING	3RD,4TH,5TH & H.S.	205
SKIING	6TH,7TH, & 8TH	58
SKIING ELKS MEET	ALL AGES	196

*Waiting list for participation

SUMMARY:

*TOTAL NUMBER OF PROGRAMS 44

TOTAL NUMBER OF PROGRAM CATEGORIES..... 24

TOTAL NUMBER OF PARTICIPANTS.....2,505

PARTICIPANTS BY AGE GROUP, BOTH SEXES:

ADULTS ..... 1,126 PERSONS

*3 TO 12 YEARS ..... 981 PERSONS

13 TO 18 YEARS ..... 209 PERSONS

SENIOR CITIZENS ..... 189 PERSONS

*Includes "Tiny Tots"

ILLUSTRATION I-D

BIG BEAR VALLEY AREA
CALENDAR OF EVENTS

The following is a calendar of events for May through December 1987:

May 23 - June 7	Big Bear Valley Spring Jamboree
June 6	Big Bear Valley Chili Cook-Off
June 6 - 7	Firemans Association Fun Muster
June 12	Big Bear Valley Kiwanis Annual
June 13 - 14	Mountain Bike Race
	Windsurfing Competition
	Optimist Club Fishing Tournament
June 20	Big Bear Lake Annual Amateur Chili Cook-off
June	Alpine Competition Expo
June 20 - 21	Waterskiing Event
	Childrens Swim Carnival
June 27 - 28	Hobie Regatta
	Triathalon
July 4	Fireworks Display Over Big Bear Lake
July 4, 5, 6	Annual Arts and Crafts Festival
July 5	Rotary Annual Antique and Classic Car Show and Brunch
July 18 - 19	Firemans Association Speed Boat Race
July 25 - August 2	Old Miners Day
July 25 - 26	California State Mountain Bike Championships
July 26	Triathalon
July 26	Big Bear Lions club Annual Deep Pit BBQ
August 1 - 2	Arts and Crafts Festival
August 2	Bill Leonard's 5K Run for the Dam
August 23	Triathalon
August 29	Duck Race
September 3 - 5	Bear Valley Rodeo
September 5 - 7	Bear Valley Art Association Annual Festival of Arts Show
Sept. 5 to Nov. 1	Octoberfest
October	Fall Festivities
October 18	Fall Classic Mountain Bike Race Downhill Skiing, Cross Country Skiing and Snowmobiling
November 27 - 30	Harvest Bazaar
December 4	Christmas Tree Lighting Ceremony

ILLUSTRATION I-E

BIG BEAR LAKE
RECREATION FACILITIES
AND
SERVICES

Big Bear Marina:	launch ramp, rental dock, slips, fuel dock, restrooms, fishing skiff, pontoon boats, sailboats, canoes, dock fishing, snack bar, groceries, fishing tackle, boat permits, fishing license
Big Bear North Mobile Home Park and Resort:	R.V. hook-ups, picnic area, camp sites, restrooms, fishing tackle, showers, cook stoves, picnic tables
Boulder Bay Marina:	Rental dock/moorings, fuel dock, chemical restrooms, fishing skiff rental, canoe rental
Cluster Pines:	launch ramp, rental dock, slips/moorings, picnic area, camp sites, chemical restrooms, restrooms, fishing skiff rental, pontoon boats, dock fishing, snack bar, groceries, fishing tackle, showers, bbq's, tables, horseshoes, volleyball
Dana Point Landing:	rental dock, slips/moorings, picnic area, restrooms, chemical restrooms, fishing, skiff rental
Gray's Landing:	rental dock, slips/moorings, chemical restrooms, fishing skiff rental, pontoon boats, dock fishing, snack bar, groceries, fishing tackle, fishing license sales, ice
Holloway's Marina and R.V. Park:	launch ramp, rental dock, slips/moorings, fuel dock, R.V. hook-ups, restrooms, fishing skiff rentals, pontoon boats, snack bar, groceries, fishing tackle, boat permit sales, fishing license, water skiing lessons, boat repair, tour boat, windsurfing, showers, boat cleaning
Juniper Marina:	rental dock, slips/moorings, picnic, chemical restrooms, fishing skiff rentals, pontoon boats, dock fishing, snack bar, groceries, fishing tackle, boat repair

Illustration I-E (continued)

Lighthouse Trailer Resort and Marina:	R.V. hook-ups, restrooms, fishing skiff rentals, snack bar, groceries, fishing tackle, fishing license sales, boat cleaning, horseshoes, volleyball, showers, cabins
Meadow Park Swim Beach:	picnic area, restrooms, snack bar, groceries, volleyball, tennis, bbq, picnic tables, playground
MWD Duane Boyer Public Boat Launch:	launch ramp, picnic area, restrooms, boat permits
MWD East Boat Ramp:	launch ramp, picnic area, restrooms, boat permits
Pine Knot Landing:	launch ramp, rental dock, slips/mooring, fuel dock, chemical restrooms, fishing skiff rental, pontoon boats, sailboat rental, canoe rental, snack bar, groceries, boat permit sales, water skiing lessons, boat repair, tour boat, jet ski rentals
Pleasure Point Landing:	launch ramp, rental dock, slips/moorings, fuel dock, chemical restrooms, fishing skiff rental, pontoon boat rental, canoe rental, snack bar, groceries, fishing tackle, boat permit sales, fishing license, boat repair
USFS Meadow Edge:	picnic area, restrooms, bbq's, picnic tables

Source: Big Bear Municipal Water District - 1987

ILLUSTRATION I-F

BIG BEAR LAKE
LAKE RECREATION USE
1983 - 1987

The data presented in this illustration was collected over the five year period from 1983 to 1987. Counts taken by patrol staff were done on a visual contact basis during a 155 day period of the 214 day season, April 1st through October 31st. The numbers presented are considered by the MWD to be 15% to 20% low. All numbers are daily averages of morning and afternoon counts.

ACTIVITY	YEAR					
	1983	1984	1985	1986	1987	% INCREASE
Boating	191	204	233	272	276	30%
Fishing	123	132	160	175	157	23%
Skiing	11	13	11	13	15	27%
Sailing	14	9	7	10	11	-21%
Other	45	51	56	72	20	44%
Shoreline Use	351	429	449	519	578	39%
TOTALS:	**735**	**838**	**916**	**1061**	**1119**	**34%**

Source: Big Bear Municipal Water District; 1987

ILLUSTRATION I-G

BIG BEAR VALLEY AREA
PRIVATE RECREATION FACILITIES
AND
SERVICES

The following identifies private/commercial recreational facilities within the District Service Area:

- Alpine Slide and Waterslide
- Athletic Clubs:
  - Appollo's Arena
  - Sports Chalet
- ATV Rentals:
  - Adventure Expeditions
  - Forest Service Trail Maps
- Bicycle Rentals:
  - Barry's Sports
  - Team Big Bear
- Boating:
- Boat Launch and Permits:
- Camping:
- Carriage Rides:
  - Old Time Carriage Company
- Horseback Riding:
  - Bolin Stables
  - Magic Mountain Stables
  - Davis Ranch
- Miniature Golf:
  - The Hot Shot
- Movie Theater:
- Racquetball:
  - Lakeview Racquetball
- Rifle Range
- Roller Skating
- Scenic Flights
- Skiing
- Snowmobiles
- Tennis
- Video Game Arcades
- Video Movie Rentals

Source: Big Bear Chamber of Commerce

Refer to Map VII for locations of recreational resources.

ILLUSTRATION I-H

BIG BEAR VALLEY AREA
POINTS OF INTEREST & RECREATION

The following illustrates some points of interest and recreational opportunities in the Big Bear Valley Area.

- Alpine Slide
- Big Bear Dam
- Big Bear Chamber of Commerce
- Big Bear Convention Center
- Big Bear Valley Historical Society
- Big Bear Valley Sportsmans Club Rifle Range
- Campgrounds U.S. Forest Service
- Castle Rock
- Cedar Lake
- Gold Fever Lake
- Goldmine Golf Course
- Hot Shot Miniature Golf
- Los Vaqueros De Los Montanas Riding Club
- Moonridge Zoo
- Pan Hot Springs
- Sierra Boat Tour
- Ski Areas
- Solar Observatory
- U.S. Forest Service Ranger Station
- School District Facilities/Classes
- Roller Rink
- MWD Boat Ramps/Swimming
- Big Bear Lake Performing Arts Center
- Golf Course
- Commercial Boat Landings
- Tennis Ranch
- Scout/Church Camps
- Athletic Clubs
- Equestrian Stables
- Historical Museum
- Trout Pond
- Lodges, Motels, and Restaurants
- Sportsman Club
- Bear Valley Dance Studio
- Bear Valley School of Dance
- Kung Fu Studio
- Square Dance Club
- Theater Groups
- Scout Troops
- Church Youth Groups
- R.O.P. Programs
- Lake Boating, Swimming, and Water
- Sports
- Bicycling
- City and District Recreation Programs

Refer to Map VI and VII for locations. Map VI, Historic Resources, emphasizes the relevance of the history of Big Bear Valley to recreation.

OPERATIONS AND MAINTENANCE

The District is professionally staffed and operates its parks and facilities on a year around basis emphasizing different programs for each season. The administrative staff includes the manager and administrative assistant, secretary and clerk positions. About eighteen persons are employed in the district services and maintenance units to carry out the tasks of operations and maintenance. Numerous part-time and temporary employees are hired to assist in programs and recreation services on a seasonal basis and as needed for specific program activities. If staffing is considered on a function basis, i.e., job classifications, the following would be the existing staffing pattern:

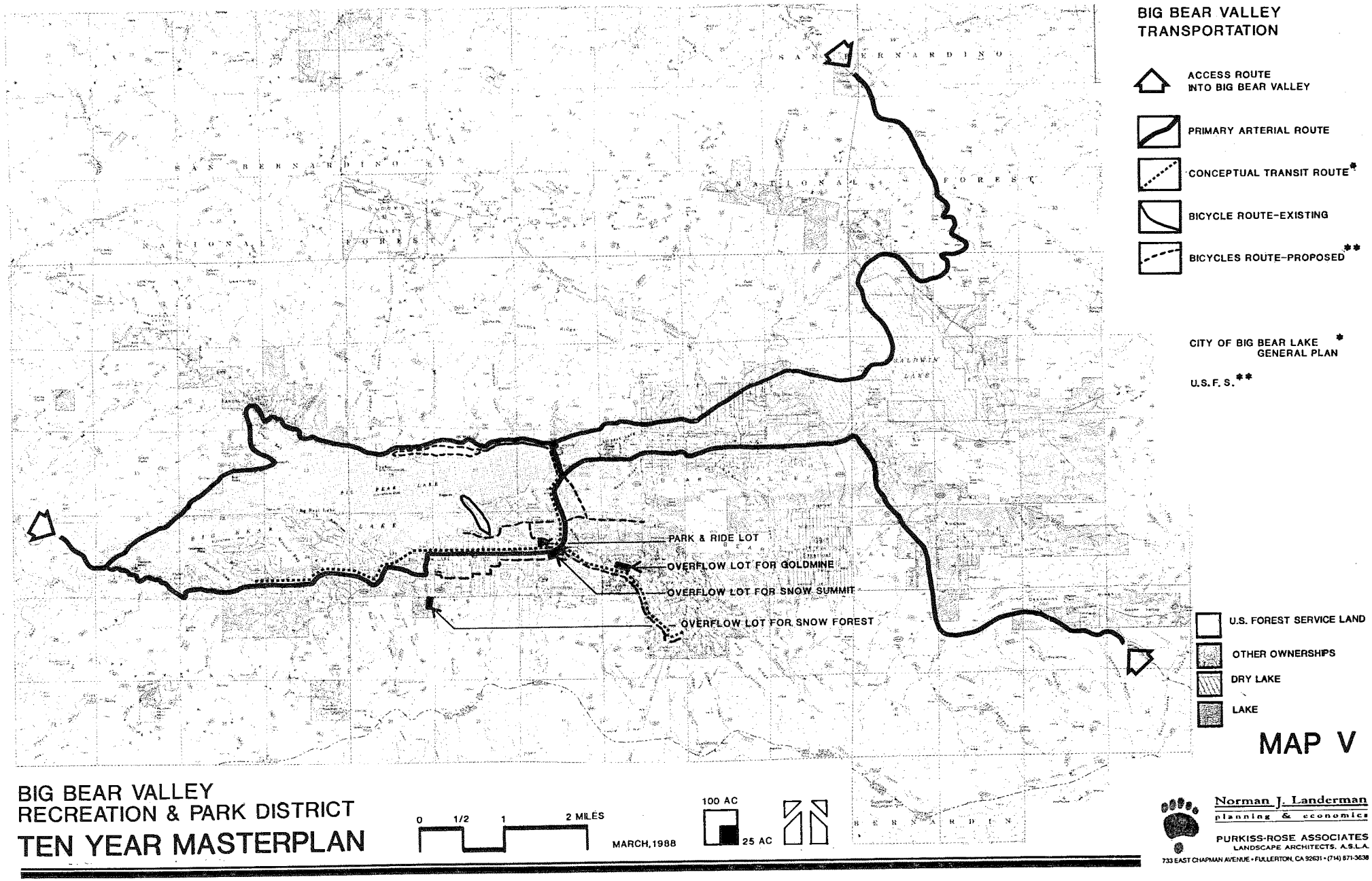
o Administrative Staff	7.3%	2	employees
o Clerical Support Staff	6.4%	1.75	employees
o Maintenance	56.9%	15.5	employees
o Recreation Supervisors	29.4%	8	employees
	100 %	27.25	employees

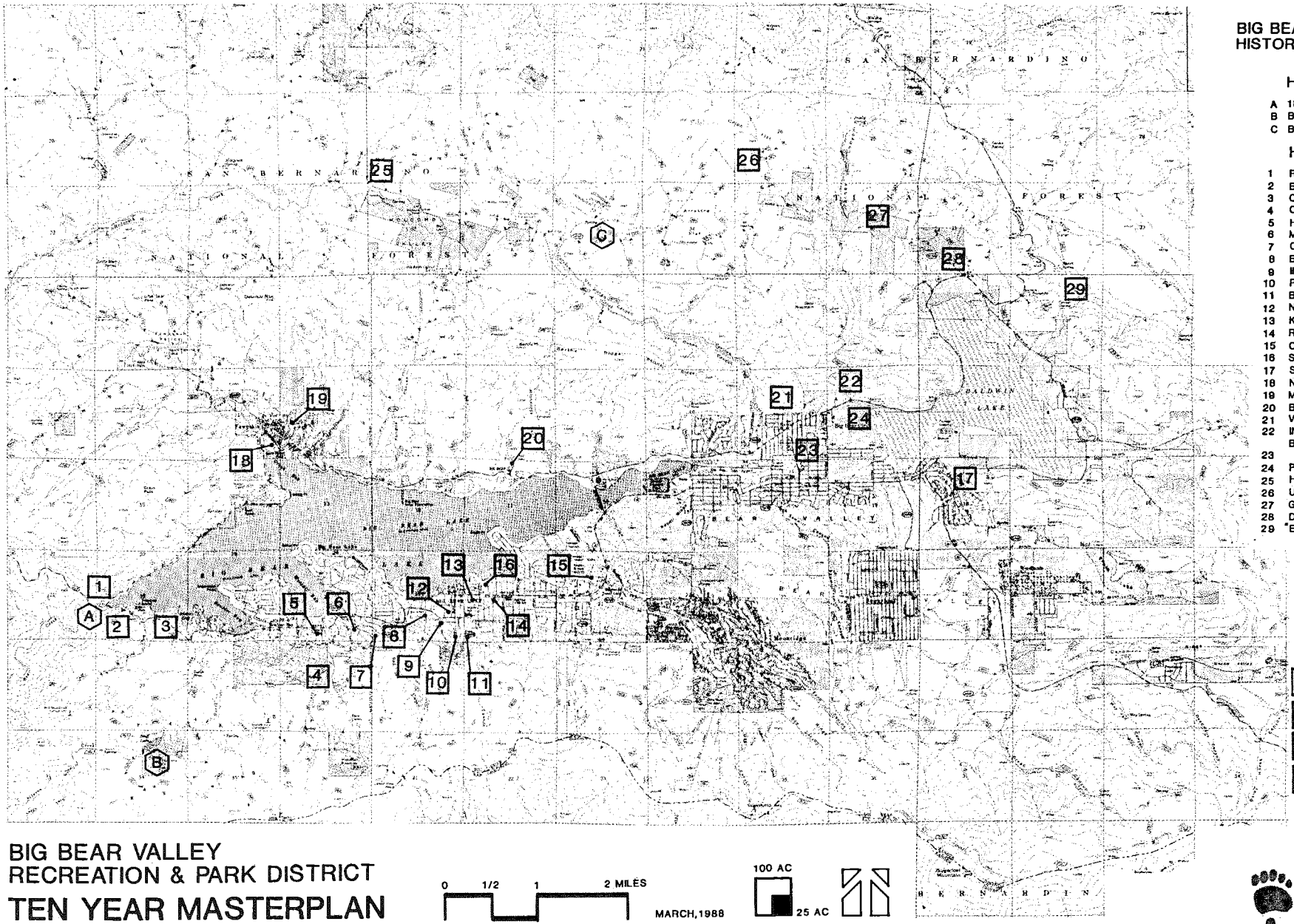
Additional temporary or part-time employees may be hired to address short term needs of either program services, facilities/site maintenance or special circumstances which occur as a result of weather impacts and seasonal change in the area. Generally however, the classification of employment in the District is Administration, Recreation, and Maintenance. If expressed as a function of total employees to park land acres total, there are about 1.7 employees per acre per year of operation. This type of ratio, however, can be misleading if not considered with the detail of type of facilities, land characteristics, seasonal influences and park usage. Since all park systems are unique to a degree, such a ratio should be considered for reference purposes only and not as a standard of measure.

Maintenance activities in the District are organized on the basis of a.) frequency per daily schedule and b.) as required. This means that during the operating year there are daily or routine activities which include restroom cleaning, trash removal, watering, cleaning facilities, repairs and public interface.

The "As required" maintenance functions, otherwise expressed as remedial maintenance, are equipment services, facilities repairs, replacement of equipment, broken implements, etc. Some of these activities are done on a scheduled basis, such as vehicle servicing and small engine/equipment service while other maintenance activities occur on an as required basis.

The following illustration outlines maintenance activities performed by the District staff in current operating conditions.


BIG BEAR VALLEY
TRANSPORTATION
ACCESS ROUTE
INTO BIG BEAR VALLEY
PRIMARY ARTERIAL ROUTE
CONCEPTUAL TRANSIT ROUTE*
BICYCLE ROUTE-EXISTING
BICYCLES ROUTE-PROPOSED**
CITY OF BIG BEAR LAKE GENERAL PLAN *
U.S.F.S. **
PARK & RIDE LOT
OVERFLOW LOT FOR GOLDMINE
OVERFLOW LOT FOR SNOW SUMMIT
OVERFLOW LOT FOR SNOW FOREST
U.S. FOREST SERVICE LAND
OTHER OWNERSHIPS
DRY LAKE
LAKE
MAP V
BIG BEAR VALLEY
RECREATION & PARK DISTRICT
TEN YEAR MASTERPLAN
0 1/2 1 2 MILES
MARCH, 1988
100 AC
25 AC
Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638



BIG BEAR VALLEY HISTORIC RESOURCES

HISTORIC MARKERS

- A 1884 ROCK DAM
- B BLUFF LAKE STAGE STOP
- C BELLEVILLE TOWN SITE 1861

HISTORIC SITES

1. ROCK DAMKEEPER'S HOUSE
2. BELLOWS CAMP (1911 DAM)
3. CASTLE ROCK
4. CEDAR LAKE
5. HAPPY HILL RESORT
6. METCALF, LS. RANCH HDQ.
7. OAK KNOLL LODGE
8. BIG BEAR SCHOOL
9. INDIAN LODGE
10. PINE KNOT POST OFFICE
11. BILL KNICKERBOCKER MANSION
12. NAVAJO HOTEL
13. KNIGHT'S CAMP
14. REDWING LOG CABIN
15. CHINA GARDEN
16. STARVATION FLATS
17. SHAY RANCH HOUSE
18. NORTH SHORE TAVERN
19. MILLER PARK AND & SCHOOLHOUSE
20. BIG BEAR RANGER STATION
21. VAN DUESEN LOST MINE
22. INDIAN METATES
23. BIG BEAR VALLEY HISTORICAL SOCIETY MUSEUM
24. PAN HOT SPRINGS
25. HOLCOMB VALLEY
26. UNIONTOWN SITE
27. GOLD MOUNTAIN MINE
28. DOBLE CEMETARY
29. "EYE OF THE GOD"

SOURCE: BIG BEAR VALLEY HISTORICAL SOCIETY

- U.S. FOREST SERVICE LAND
- OTHER OWNERSHIPS
- DRY LAKE
- LAKE

MAP VI

BIG BEAR VALLEY RECREATION & PARK DISTRICT

TEN YEAR MASTERPLAN

0 1/2 1 2 MILES

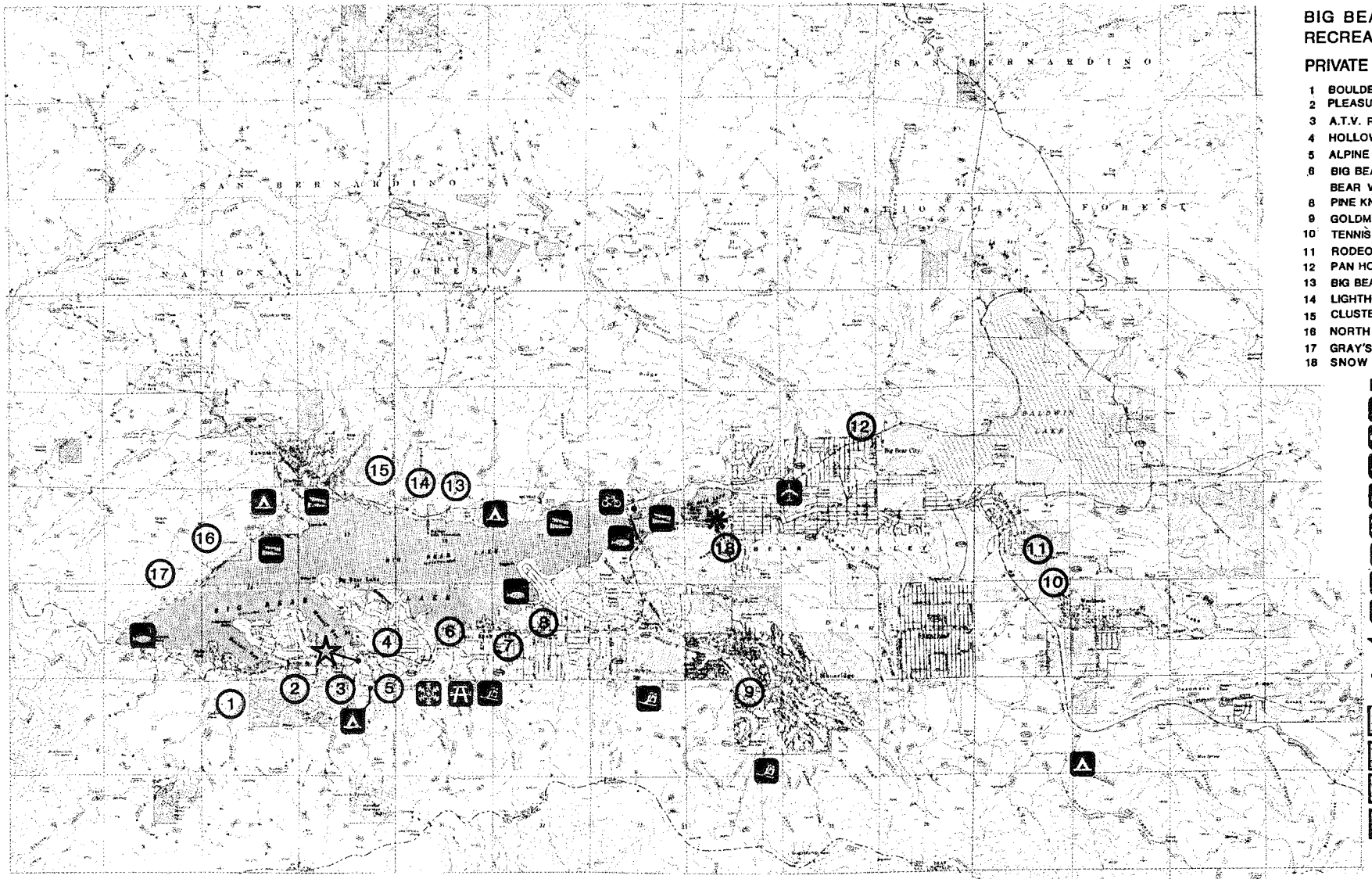
MARCH, 1988

100 AC

25 AC

Norman J. Landerman
planning & economics

PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638



BIG BEAR VALLEY RECREATIONAL RESOURCES

PRIVATE RESOURCES

1 BOULDER BAY MARINA
2 PLEASURE POINT BOAT LANDING
3 A.T.V. RENTALS
4 HOLLOWAY'S MARINA & R.V. PARK
5 ALPINE SLIDE & WATER SLIDE/ STABLES
6 BIG BEAR MARINA
BEAR VALLEY ATHLETIC CLUB
8 PINE KNOT LANDING
9 GOLDMINE GOLF COURSE/STABLES
10 TENNIS RANCH
11 RODEO GROUNDS
12 PAN HOT SPRINGS
13 BIG BEAR NORTH RESORT
14 LIGHTHOUSE LANDING
15 CLUSTER PINES
16 NORTH SHORE LANDING
17 GRAY'S LANDING
18 SNOW SLIDE

PUBLIC RESOURCES

- IMPROVED CAMPING AREA (USFS)
- IMPROVED PICNIC AREA (USFS)
- SKI AREAS
- BOAT LAUNCH OR MARINA
- SNOW PLAY
- BICYCLE PATH (IMPROVED)
- FISHING
- AIRPORT
- CIVIC CENTER
- CONVENTION CENTER
- U.S. FOREST SERVICE LAND
- OTHER OWNERSHIPS
- DRY LAKE
- LAKE

MAP VII

BIG BEAR VALLEY RECREATION & PARK DISTRICT

TEN YEAR MASTERPLAN

0 1/2 1 2 MILES

MARCH, 1988

100 AC

25 AC

Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638

ILLUSTRATION I-I

BIG BEAR VALLEY
RECREATION AND PARKS DISTRICT
PARK MAINTENANCE ACTIVITIES

The following outlines some of the typical activities and duties performed by District Park Maintenance Staff.

DAILY ACTIVITIES

- o Performing Flag Honors
- o Cleaning/Servicing Restroom
- o Picking-up and Removing Trash
- o Cleaning Play Courts and Shelters
- o Watering Landscape Areas (Hose Systems)
- o Repairing and Adjusting Equipment
- o Making Safety Checks
- o Interfacing with Public

WEEKLY ACTIVITIES

- o Mowing
- o Edging
- o Weeding Flower Beds, Play Areas
- o Cleaning Recreation Room
- o Setting Up/Taking Down Chairs and Tables
- o Maintaining Landscape: Fertilize, Spray, Debris Removal

REMEDIAL MAINTENANCE

- o Repairing/Restoring Signage
- o Repairing and Replacing Equipment
- o Repairing Tools and Service Equipment
- o Maintaining Equipment
- o Making Erosion and Site Repairs
- o Maintaining Buildings
- o Maintaining Vehicles
- o Conducting Public Interface and Tours

Source: Big Bear Valley, Recreation and Parks District

BUDGETS

The District Budget is prepared on an annual fiscal basis with mid-year adjustments. The budget proposal for a given year is reviewed by the District Board and submitted to the Office of Special Districts County of San Bernardino for reviews and approvals.

The funds which support the District operations come from a combination of sources which are Park and Recreation fees; rents and concessions; interest on deposits; services; and a county wide tax which is a proportional amount of the one percent levy. The income (revenue) estimate total for the District in the funding year of 1986-1987 was $1,013,568.00.

The funds are used to address the costs of operations and to provide capital for improvements to park facilities. The following are costs categories and budgeted amounts for 1986-1987 fiscal year:

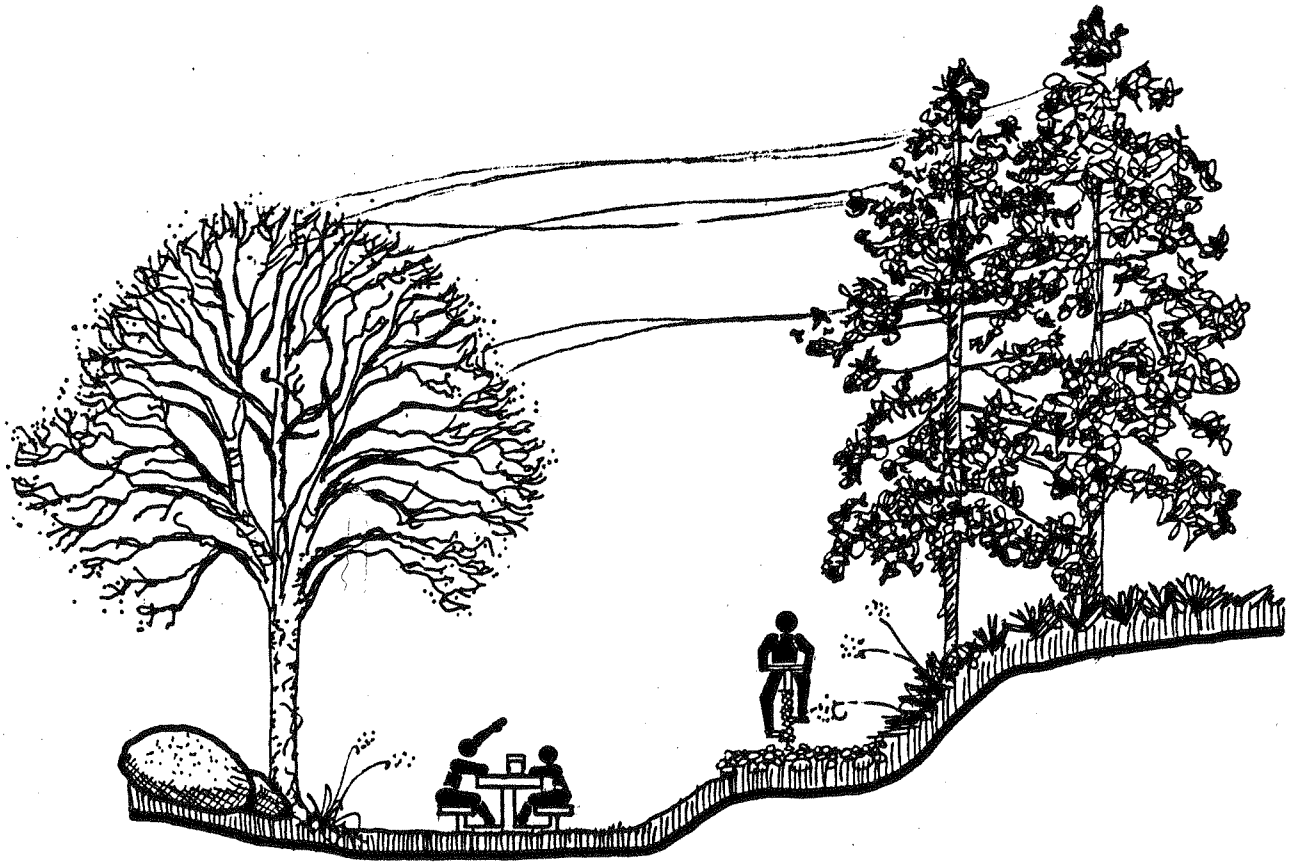
o Salaries, Wages and Benefits	590,340
o Services and Supplies	253,972
o Capital Outlay - 010 Fund - Fixed Assets	163,256
o Total Expendable Budget	$1,013,568

Source: Big Bear Valley Recreation and Parks District

The budgeted funds are managed by the District Managers Office and periodic reports are presented to the Board and Office of Special Districts.

SECTION II

NEEDS ASSESSMENT



Community needs for present and future park lands, facilities and programs are considered the primary basis or "baseline" information necessary to develop specific objectives and draft plans and policies which make up the Master Plan.

To accomplish the objective of determining needs, several activities have been undertaken and are listed as follows:

- o Gathering of plans, agency records, reports, studies, management plans and historical data relevant to recreation services, facilities, programs and service areas. (Refer to Section I.)

- o Researching current demographic data including population, housing, employment, income, age groups, tourist activity, and infrastructure; analyzing projected growth.

- o Conducting surveys of both the general resident public and groups, agencies, organizations, and individuals who represent the community according to its profile and diverse socio-economic interests. A telephone interview of the general population and a questionnaire survey of interest group representatives were conducted.

- o Conducting community workshops which focus on existing conditions and develop thought and ideas regarding present and future needs for recreation, and employ local knowledge to address wants and ideals related to the future of recreation in the area.

- o Analyzing the park land and facilities of the District in terms of national and state standards.

- o Analyzing the baseline information, evaluating all data, and preparing descriptions of needs to develop a statement of Needs and Objectives.

These steps and procedures have produced the following information which is presented in the sequence discussed above.

DEMOGRAPHICS

A compendium of reporting agencies and research institutions have regularly and consistently organized data that is evaluated and interpreted to assess the effects of change in population, housing, employment and other demographic factors. There are different numbers given from the various reporting agencies.

In order to understand the influence of demographics in the Big Bear Valley, an examination of the regional characteristics has been combined with statistics which represent the District area. The regional areas consists of Los Angeles, San Bernardino, Riverside and Orange Counties as discussed below.

The demographics analysis uses the information developed by the Southern California Association of Governments (SCAG), which is their "Baseline Projection" and subregional breakdown updated in March of 1987. In their reports, there are a number of demographic factors which could likely influence the District's recreational needs for facilities and program development in the coming decade.

The following information, statements and illustrations provide an understanding of the regional influences which are occurring at the present time and projected to occur in the future. The planning year of 2000 has been used as the relevant time frame for the District Master Plan. However, the statistics have been interpreted from the projection year of 2010, now used by most demographic or reporting agencies.

REGIONAL DEMOGRAPHICS

The regional demographics focus on population, housing and employment and the dynamics of growth as it is occurring and projected to occur within the region.

The SCAG baseline projection suggests a significant regional growth stating that "by 2010, the population is expected to grow to 18.3 million people". This projection covers the period from 1984 when 12.4 million people were counted. The increase would mean a 47% increase overall or about 5.9 million more people with two-thirds coming from natural increase and a third from immigration. Employment is projected to grow from about 6 million jobs to nearly 9 million jobs for the same period.

The ethnic composition is projected to change dramatically with the Hispanic population becoming nearly as large as the non-Hispanic and white populations combined. By the year 2010, minority ethnic groups (Hispanic, Black, Asian and Other) are predicted to make up nearly 60% of the population compared to 39% in the 1980 census. The age structure of the region is also changing, showing a population which is becoming older. The projections show that the age group 65 years and older will grow by 104% for the next 25 to 30 years, compared to a 58% growth for the same preceding period. The growth projected, magnitude of change, and the dynamics of such change on the economic and social structure of the region is certain to have impacts on recreational resources, programs and operating characteristics. This effect is further amplified when consideration is given to some of the detail of the SCAG report and comments of other demographic institutions.

The SCAG region is broken down into fifty-five sub-regions or statistical units. The area referred to as the "Mountain Sub-Region" was of special note because of the way the growth analysis translated current change.

"The baseline projection shows very high levels of population and housing growth occurring in most areas of the region, but particularly in the urbanizing and mountain/desert sub-regions." The percentage of population increase given for the period of 1986 to 2010 are:

- o HIGHLY URBANIZED SUB-REGION 17%
- o URBANIZING SUB-REGION 123%
- o MOUNTAIN/DESERT SUB-REGION 149%

The "urbanizing" areas most likely to have a primary influence on recreational resources within the District boundaries are the San Bernardino County communities, Riverside area, and some of the East Los Angeles and North Orange County communities, each of which contains the sub-regions referred to above. For example, the sub-region of the East San Bernardino Valley area is projected to increase 86% in population by the year 2010 to a population of 705,700 people. The San Bernardino Desert area is expected to grow 123% to a population of 93,300 people. The Riverside Desert area is expected to grow 174%. The combined mountain and desert sub-regions are projected to have nearly 1.6 million people, a growth of 149% by the year 2010.

SCAG also points out that there could be modifications to the projections resulting from impacts, many of which, such as infrastructure, could be significant to a level that would cause stringent mitigations that might restrict growth. Conversely a lack of effective mitigations to address traffic, smog, water, schools, recreation, etc., could have a reducing effect on growth in general. The following are graphic illustrations which will aid in understanding the projections of growth and demographics of the region.

ILLUSTRATION II-A

BIG BEAR VALLEY AREA
PROFILE - 1987

POPULATION:			
	o Permanent resident		12,968
	o Temporary resident		5,512
		Resident population	18,472
HOUSING:			
	o Dwelling units, all classifications		18,540
	o Occupied D.U.'s		5,460
	o Un-occupied D.U.'s		13,080
	o Temporary occupied D.U.'s (12.5%)		1,635
EMPLOYMENT:			
	o Government		596
	o Private salaried		3,341
	o Self employed		816
	o Unpaid family		45
INCOME:			
	o Median household		$14,447
	o Household		$19,144
RACE:			
	o White		11,239
	o Black		10
	o Hispanic		500
	o Asian/american		139
	o Other		40
AGE GROUPS:			
	0 to 5 years	.08%	962
	6 to 12 years	.11%	1,060
	13 to 18 years	.08%	996
	19 to 25 years	.09%	1,060
	26 to 35 years	.17%	2,051
	36 to 45 years	.14%	1,503
	46 to 55 years	.11%	1,322
	56 to 65 years	.12%	1,383
	66 to 85 years	.10%	1,251
		100%	11,938*

*Number reported by County Planning is different from permanent resident population.

NOTE: The youth population age prior to 18 years of age is approximately 27% of the total; the 18 to 65 adult age group is 63% of the total; and adult seniors, 65 and above, are 10% of the population.

Source: City of Big Bear Lake
NJL, Planning and Economics

ILLUSTRATION II-B

BIG BEAR VALLEY AREA
DEMOGRAPHICS/PROJECTIONS

o POPULATION:	
1987 Population	
o Permanent Resident	12,960
o Temporary Resident	5,512
Resident Population	18,472
o 2000 POPULATION:	
o Permanent Resident	19,617
o Temporary Resident	5,619
Resident Population	25,236
o HOUSING:	
1987 Housing (D.U.'s* all categories)	18,000+
2000 Housing (D.U.'s all categories)	22,000+
o GROWTH OF POPULATION estimated at 2.3% to 2.8%	
o PERSONS PER HOUSEHOLD	
o Permanent Resident	2.8 Persons
o Temporary Resident	3.4 Persons
o Average	3.1 Persons
o TOURISM:	
1987 Visitor Days	5.1 million
2000 Visitor Days	6.2 million
o AGE GROUPS:	
0 to 18	27%
18 to 65	63%
65 and over	10%
o DISTRICT PARK LANDS:	
Acreage Total	45.3 Acres
Park Sites	8
People Per Acres Ratio (1987)	1 acre to 431 people

*D.U.= Dwelling Unit

SOURCE: City of Big Bear Lake
County of San Bernardino
NJL, Planning & Economics

Illustration II-B (continued)

INDUSTRIES AND OCCUPATIONS:

INDUSTRIES

Agriculture	Communication	Business
Construction	Wholesale Trade	Repair Services
Manufacturing	Retail Trade	Professional
Transportation	Financial	Public Administration

OCCUPATION

Managerial	Service
Technical/Sales	Farming
Skilled Laborer	Forestry
Craft	Operators

NOTE: The general economy of the Big Bear Valley area is heavily dependent on recreation, tourism, and second home/vacationists. This has a direct influence on the higher numbers of service and transportation jobs at moderate pay scales.

ENVIRONMENTAL INFORMATION:

o Elevation	6,750 Feet
o Average Rainfall	14.5 Inches
o Average Snowfall	72 Inches
o Days of Sunshine Average	300
o Average Summer Temperature	72
o Average Winter Temperature	30
o Lake Area	Length 8 miles Width 1 mile Size 4.7 square miles 23 miles of shoreline

Source: NJL, Planning and Economics

BIG BEAR VALLEY SUB-REGION DEMOGRAPHICS

The somewhat generalized statistics of the region surrounding the Big Bear Valley area are interesting and important. They should, however, be taken with reference to the demographics specific to the study area. The Big Bear Valley Recreation and Park District area and the communities which make up its populations, housing and employment are the focus of the sub-region research for demographics of the Big Bear Valley area. Sources for this information include agencies of the County, City, and the State, Local Utility Service Companies, the Chamber of Commerce, School District and census data from the 1980 census. The organization, basic format and results of reporting statistics varied agency to agency. However, the objective of identifying a current base population and assessing the growth of population, housing and employment for the area within a reasonable degree of accuracy was aided by examining as much other information that could be gathered for comparison to previous studies and research being conducted by others.

First it is important to state the obvious, which is that the Big Bear Valley area is unique in that it is geographically like an "Island," a destination recreational area, weekend recreational area, second home area and is known as a "resort community". This characteristic suggests the need for identification of the population into categories as follows:

- o PERMANENT RESIDENT POPULATION "PERMS"
- o TEMPORARY RESIDENT POPULATION "TEMPS"
- o VISITOR POPULATION

The Permanent Resident populations are those persons who reside full time and year around in a residential dwelling and are owners or renters of the dwelling unit.

The Temporary Resident population are those persons who may reside in a residential dwelling unit as either an owner or a renter on a temporary or seasonal basis which could be for a week to several months.

The Visitor Population is the recreationist, vacationist, tourist and business person that is physically in the area at any given time. Their stay may be for a few hours, overnight, a week or several weeks and they are quartered in a commercial motel unit, rented cottage, campground or recreation vehicle facility operated by government or private industry.

The first two of the three categories of population make up the "Resident" population which identifies the unique population characteristics of Big Bear Valley. While most communities receive visitors or travelers, comparatively few are second home or destination resort areas or areas of intense weekend and seasonal recreationist activity combined with second homes and retirement homes.

The following discussion focuses on the demographics of the Big Bear Valley area and suggests the population and growth statistics to be used in determining recreation demand and planning for recreational resource development over the next decade and through the year 2000.

POPULATION

As defined above, the population of the Big Bear Valley area has been growing in all three categories with the most significant growth, in terms of numbers of people, in the visitor population category. Some recent estimates show a visitor population of between 50,000 and 80,000 people on a summer weekend and nearly 5 million people per year. The permanent residential population has also grown significantly over the past 25 to 30 years. Annual growth projections have been consistently understated when compared to actual. Where some agencies projected growth rates of 2.5%, the actual growth was 6.2%. Population growth exceeded and is continuing to exceed projections for the area in each of the three categories being considered in the preparation of this plan. Population growth over the last 3 years has been 2.91% annually.

With changes in the economy, tax laws, interest rates, and recreational/ leisure time habits and interests, an increasing number of housing units which presently serve the temporary resident population category will likely be sold for permanent residential use or converted to rental units for people who desire to live in the Big Bear Valley area. The conversion of the temporary resident dwelling units to permanent status will increase the permanent population, reducing demand for new dwelling units. However, it will have an effect on demand for recreational resources within the District service area.

Each of the three population categories, will, in its respective ways, influence the demand for recreation. To understand the extent of influence each will have, we have evaluated the various reports for population and believe a consensus can be maintained for the following figures:

- 1987 BIG BEAR VALLEY AREA PERMANENT RESIDENT POPULATION 12,960
- 1987 BIG BEAR VALLEY AREA TEMPORARY RESIDENT POPULATION 5,512
- 1987 VISITOR POPULATION (ANNUAL VISITOR DAYS) 5.1 MILLION

It is known from the Electric Company, that the number of private residential units in all categories is about 18,000 D.U.'s. We also know that approximately 30% of the D.U.'s that exist in the area are occupied by permanent, full time residents who either own or rent the unit, generating a population of 12,960 persons.

This leaves about 12,600 D.U.'s which are unoccupied on an intermittent or temporary basis and that between 10% to 15% of these D.U.'s are occupied at any given time throughout the year generating a constant population of 5,512 persons when using a household figure of 3.5 persons per unit for 12.5% of the D.U.'s. If all available private housing units were occupied at any one time, a total residential population would be approximately 57,000 people.

The visitor population, as reported by the Chamber of Commerce, the U.S. Forest Service and California Highway Patrol is seasonal and cycles during the month and on weekends in both the summer and winter seasons. As previously mentioned, the 1986 visitor estimates are 5.1 million people. The number will, in all probability, continue to increase. The indicators for the visitor population increase include significant growth in the

"Inland Empire" and the urban areas surrounding Big Bear Valley; the development of more tourist/visitor accommodations in the Big Bear Valley area including the communities of Big Bear City and Forest Service lands; proposed improvements to the main highways accessing the area; improvements to local streets, parking areas and other active efforts to market and promote the Big Bear Valley Area for the visitor/tourist market for all seasons.

The Big Bear Lake in-person visitor survey summary is illustrated to provide a basic understanding of the current visitor profile to the area. The detailed report and tabulations are available at the Chamber of Commerce or may be reviewed at the Big Bear Valley Recreation and Park District office.

ILLUSTRATION II-C

BIG BEAR LAKE IN-PERSON SURVEY
SPRING 1987 REPORT
EXECUTIVE SUMMARY AND ANALYSIS

Visitor Origin

Most visitors came from the greater Los Angeles basin. Los Angeles County accounted for 42%, Orange County for 15%, San Bernardino area for 12%, and San Diego County for 5%. Twelve percent of the visitors came from outside California. There was no change in the percentage of visitors from Orange County compared with interviews conducted in Spring '86. There was a slight increase in visitors from San Bernardino (10% in Spring '86) and visitors from "other California" which is basically northern California (1% in Spring '86).

Visitor origin shifted significantly based on weekend vs. midweek and length of stay. During midweek, visitors from outside California increased to 17% of the respondents, and among day-trippers, visitors from outside California accounted for 16% of the respondents.

Trip Characteristics

Big Bear was the primary destination of 85% of the respondents.

Twenty-four percent of the parties were visiting Big Bear for the day, compared with 18% in Spring '86. Forty-six percent were visiting for 1-2 nights, 21% were staying for 3-5 nights, and 9% were staying 6 nights or more.

Thirty-six percent of the respondents were staying at a friend or relative's property and 23% were staying at a hotel. Fifteen percent owned property, and 11% were renting property. In Spring '86 hotel or motel accounted for 29% and friend's property accounted for 25%.

Thirty-seven percent of the respondents were staying in the Big Bear Lake area and 26% in Big Bear City.

Visitor Characteristics

The average party size was 2.7 adults and 0.5 children. Seventy-seven percent of the parties did not include children.

Seventy-nine percent of the respondents had been to Big Bear before. Of these, 39% visit Big Bear one time per year or less frequently. Twenty-seven percent make six or more trips per year.

With respect to trip planning, 4% made their decision after they began their trip, 44% made their decision within one week, 35% made their decision within one week to one month, and 17% made their decision in one month or longer.

Big Bear Visitor Survey - Spring 1987 Report

Sixty-three percent of day visitors made their trip plans within one week compared with 38% of overnight visitors.

Sixty-five percent of the respondents cited prior trips as their sources of information about Big Bear, and 19% received information from friends or relatives.

Ninety percent of overnight visitors described Big Bear as their primary destination compared with 68% of day visitors.

Activities

The primary activities were fishing by 38%, shopping by 31%, hiking by 25%, and 22% visited the zoo.

The most popular activities for day visitors were shopping and sightseeing.

Five percent of the overnight visitors attended special events compared with 9% of the day visitors.

Attitudes

The characteristics liked best about Big Bear are weather/climate (31%), air (25%), and scenery (22%).

Following weather/climate, the characteristics liked best by day visitors were scenery and everything/atmosphere.

Characteristics liked least were traffic (36%), crowds (15%), and bad roads (9%).

Suggestions for improvements were visitor information (10%), add public restrooms (9%), and traffic control (9%). The addition of restrooms was the primary suggestion during Spring '86 as well.

Illustration II-C (continued)

Ninety percent of the respondents definitely plan to return to Big Bear and 99% would recommend it to their friends.

Big Bear Visitor Survey - Spring 1987 Report

Characteristic and Service Rating
In rating various characteristics and services, combined Good and Excellent ratings were as follows:

	JUNE	AUGUST	WINTER	YEAR	SPRING
Restaurants	83%	77%	68%	76%	75%
Evening Entertainment	66%	51%	49%	57%	55%
Overnight Accomm.	89%	82%	80%	83%	88%
Shopping	80%	84%	68%	78%	80%
Sightseeing	94%	88%	94%	92%	94%
Children's Activities	56%	81%	69%	70%	64%
Parking	48%	76%	38%	54%	66%
Traffic	37%	45%	24%	35%	48%
Cleanliness	86%	85%	84%	85%	85%
Friendliness	97%	95%	95%	96%	93%
Information	84%	85%	77%	83%	83%
Directional Signs	62%	85%	67%	72%	72%

Compared with June (Spring '86), ratings went down for restaurants and evening entertainment, and improved for traffic and directional signs.

Visitor Demographics
In terms of occupation, 15% of the respondents were employed in professional/technical positions, 13% were executive/managers, 8% were employed in the trade/factory/mechanic category compared with 18% of the overnight visitors.

With respect to annual household income, 27% earned less than $25,000, 45% between $26,000 and $50,000, 16% between $51,000 and $75,000, and 12% over $75,000.

Seventy-five percent of day visitors were 49 or under compared with 62% of the overnight visitors.

GROWTH

There have been several studies completed over the past decade that suggest growth projections for population of the Big Bear Valley. Some of the projections by governmental agencies offer a figure of between 2.3% to 2.6% annual population increase. Some studies presented by private organizations suggest growth will occur at an annual rate of 2.2% to 2.8%. According to the census statistics and recent reports prepared for utility companies, the actual growth in population has been about 6.2% per year over the 25 year period prior to 1980. Since 1980 growth has slowed to an average of 2.9%.

The County of San Bernardino Planning Department has studied population growth in relationship to several influencing factors such as land use, water resources, sewage, and housing. The Big Bear Valley/Mountain Communities Land Use and Build Out Calculations were revised in June of 1987 (See Illustration II-E). The County indicates that total build-out of the area would result in 76,778 acres of land being developed, 24,566 dwelling structures of various types would exist, the permanent resident population would be 18,422, the temporary resident population would be 45,980 and that the total resident population would be 61,416 people if all residential units were occupied.

The Big Bear Municipal Water District commissioned a study which discusses growth in population in relation to water consumption, utilization and production. The report, prepared by the firm Camp Dresser and McKee Inc., suggests future water needs to range between 6,000 acre feet per year to 7,000 acre feet per year. The report recommends a series of projects which suggests a range of estimated water production/supply of between 6,940 to 11,600 acre feet per year. The report also presents an estimate of future water requirements for the Big Bear Valley in the year 2000 based on a permanent population maximum of 20,000 people and a water demand of 7,000 acre feet per year. The base figure used for consumption of water considers the same population categories previously discussed, i.e., permanent, temporary and visitor.

There are several other studies and reports suggesting capacity or build out levels, each giving a figure and each suggesting the uncertainty of the projections due to a lack of information or the way base data is reported and organized by reporting agencies.

If we accept the "build-out" or capacity suggestions made by the County Planning Department and the MWD study, the following calculation would give some indication as to where we are on the subject of population.

As mentioned before, the existing number of housing units is almost 18,000; about 30% of these units are occupied by permanent full time residents and there are statistically 2.8 persons per unit or:

1. 18,000 D.U.'s X .30% = 5,400 D.U.'s X 2.8 = <u>15,120</u> people in the permanent resident category.

2. Of the remaining dwelling units (18,000 - 5,400 = 12,600 D.U.'s) there are an estimated 12.5% D.U.'s occupied at any given time by temporary residents; 12,600 D.U.'s X 12.5% = 1,575 D.U.'s which are occupied by 3.4 persons per unit, or 1,575 D.U.'s X 3.4 persons = 5,355 people in the temporary resident category. If we add the "perms" and the "temps" together, we can assume that there are 20,475 in the Big Bear Valley area at any given time, today, in 1987.

This means that there could be more people in the Valley now than was predicted for the year 2000 and that they presumably consume all the available water that was targeted for production and consumption for the year 2000, i.e., 7,000 acre feet per year.

It also means there are more people than the County Planning Department targets for "build out" of the Big Bear Valley area.

As near as we can determine, this assumption as outlined above may be as near to correct as any that can be offered, with the exception that there would appear to be more water, land and housing resources available for the area to continue to grow in terms of population. Also the figure of 3.4 persons per household for the temporary resident category could be adjusted down to 2.8 or 3.0.

The School District also commissioned a study (Master Plan) which is in progress and at the second draft stage. The report projects growth of population at 2.3% (same as projected by the City of Big Bear Lake). The household size, based on a telephone survey is estimated at 2.73 (median size) persons per dwelling unit. The report also suggests there are 18,000 D.U.'s and that 29.5% are occupied by permanent residents and 70.5% by temporary residents. The report projects there will be about 7,000 new housing units built over the next 20 years, a growth of about 38.8% or about 2% annual growth rate for housing development. This would mean that by the year 2,010 there would be approximately 25,000 residential units in the Big Bear Valley area. The County "Build Out" analysis for 1986 General Plan Amendment is 24,159 D.U.'s. If we apply the 2.8 person per household figure, the total population of the Valley (100% occupied) would be 70,000 people. The "Perms" would be 20,650 residents and the "Temps" would make 49,350 people with about 6,200 living in the area at any given time or a Total Resident Population of 26,850 people.

PROJECTIONS OF DEMOGRAPHIC CHANGE

After evaluation of various studies, agency statistics, reporting documents, and projections made by private entities, we concluded that significant demographic change will occur over the next 10 to 20 years and that it will impact the recreation facilities and programs of the District. The following suggests the changes that are likely to occur.

POPULATION

Analysis shows that the resident population will continue to grow at or above the estimated 2.3% * annual rate. This growth will continue for about 5 to 8 years and then adjust to about 1.5%, adjusting further to a 0% growth in 15 to 20 years. The community population will then cycle at about 8.5% per year turn over. The following illustration is the the projected numbers of population and growth for the "Perm" resident and "Temp" resident percentage which makes the base population. Note that the ratio of "Perm" and "Temp" adjusts as is explained in the housing section which follows.

ILLUSTRATION II-D

BIG BEAR VALLEY AREA
POPULATION CHANGE
1987 TO 2000

The following projections of population change are for permanent and temporary residents. Persons per household is 2.8% for both "perms" and "temps." The percent of temporary residents is 12.5% of the unoccupied housing units. Annual rate of increase is 2.3%* to the year 1995 and 1.5% to the year 2000.

YEAR	PERMS	TEMPS	RESIDENT POPULATION
1987	15,120	4,410 (30%)	19,530**
1988	15,434	4,545 (29.1%)	19,979
1989	15,769	4,669 (27.0%)	20,438
1990	16,125	4,783 (24.2%)	20,908
1991	16,505	4,884 (21.0%)	21,389
1992	16,901	4,980 (19.5%)	21,881
1993	17,308	5,076 (19.0%)	22,384
1994	17,725	5,174 (19.0%)	22,899
1995	18,152	5,274 (19.0%)	23,426
1996	18,436	5,341 (19.0%)	23,777
1997	18,725	5,409 (19.0%)	24,134
1998	19,018	5,478 (19.0%)	24,496
1999	19,315	5,548 (19.0%)	24,863
2000	19,617	5,619 (19.0%)	25,236

* The State Franchise Tax Board report shows an annual rate increase over the previous 5 years of 2.91%. An economic report done for the City of Big Bear Lake, shows an annual increase of 2.76% over the past 6 years. The probability exists that 1988 through 1990 will experience population increases higher than the 2.3% projection.

** The figure is adjusted from the county projection for 1987 of 18,472 resident population

Source: NJL, Planning and Economics

ILLUSTRATION II-E

BIG BEAR VALLEY
AND MOUNTAIN COMMUNITIES
LAND USE AND BUILD-OUT CALCULATIONS
DRAFT

LAND USE

ACRES DESIGNATED		DIFFERENCE	% REDUCTION
1979	1986		
9699 A.C.	8921 A.C.	-778 A.C.	8.02%

DWELLING UNITS

NO. OF UNITS AT BUILD-OUT		DIFFERENCE	% REDUCTION
1979	1986		
34,586	24,159	-10,427 D.U.	20.2%

POPULATION

100% OCCUPANCY		DIFFERENCE	% REDUCTION
1979	1986		
86,466	60,428	- 26,038	30.1%

30% OCCUPANCY		DIFFERENCE	% REDUCTION
1979	1986		
22,579	18,128	- 7,451	29.1%

30% OCCUPANCY		DIFFERENCE	% REDUCTION
1979	1986		
64,850	45,321	- 19,529	30.1%

Source: County Planning Department

ILLUSTRATION II-F

BUILD-OUT CALCULATIONS
BIG BEAR VALLEY GENERAL PLAN-1979
(REVISED 1986)

LAND USE	ACRES DESIGNATED	UNITS AT BUILD-OUT
AGR	466	446
RL 1/2.5	1,791	716
RES-1	61	61
RES-2	1,029	2,058
RES-3	1,816	5,448
RES-4	3,655	14,620
RES-6	111	666
RES-12	12	144
SUB-TOTAL	8,921	24,159

	PERMANENT RESIDENTS (30%)	TEMPORARY RESIDENTS (70%)	TOTAL POPULATION (100%)
AGR	335	836	1,115
RL 1/2.5	537	1,343	1,790
RES-1	46	115	153
RES-2	1,544	3,859	5,145
RES-3	4,086	10,215	13,620
RES-4	10,965	27,413	36,550
RES-6	500	1,249	1,665
RES-12	108	270	360
	18,128	45,321	60,428

Source: County of San Bernardino
NJL, Planning & Economics

KEY:
AGR = AGRICULTURE
RL = RURAL
RES = RESIDENCE

SURVEYS

For the purposes of evaluating needs on as broad a basis as possible, two surveys were conducted.

A telephone interview survey was organized and conducted to sample at random the views of the resident populations in each of the communities within the District area. The survey asked a series of 29 questions regarding Recreation and Parks, interviewing 300 respondents throughout the Big Bear Valley area.

The second survey was a questionnaire organized to ask specific questions regarding use of recreational facilities, needs, and opinions of various community organizations and user groups identified by the District, agencies of local government, the School District and individuals who participated in the community workshops. A total of 101 surveys were returned by mail and tabulated to achieve a better perspective of needs and priorities of the user groups within the District.

The survey instruments are printed in the appendix of this report.

TELEPHONE SURVEY

Initially, attempts were made to survey an equal number of households from Big Bear and Big Bear City and a smaller but equal number from the other communities included in the District. It became evident that some communities had more renters and fewer telephones, so equal numbers were not possible.

Of the three hundred households included in the telephone surveys, responses by communities were as follows:

- Big Bear Lake 80
- Big Bear City 95
- Fawnskin 17
- Erwin City 23
- Moonridge 37
- Sugar Loaf 45
- Baldwin 2

The majority (275 households) are full-time residents although 7% (20) are residents for less than 6 months and 2% (5) are residents for 6 months to a year.

The respondents were almost all Caucasian (97% or 288 households); with 2% (5) identified as Hispanic, 1% (3) as Asian and 1 each reported as Pacific Islander or Blank. The mean of the number of individuals in the household ranged from a low of 2.7 in Big Bear Lake to a high of 3.1 in Sugar Loaf for an overall mean of 2.8.

Two hundred fifty-seven households reported more than one adult, 103 reported seniors over 60 years, 158 included teens between the ages of 13-20 years, and 96 households reported children under 13 years. Two hundred forty-three answered the question about gross income. Ninety-one indicated a range between $20,000 and $39,000, 67 reported $40,000 and above, 60 from $10,000 to $19,999 and 25 less than $10,000.

Although the percentage varied by area, the overwhelming majority (255) reported use of the parks last year, and 176 were there at least once a month. The most frequently used parks were:

o Meadow park	156
o Big Bear City Park	108
o Sugarloaf Park	55
o Moonridge Zoo	28
o Dana Point Park	15
o Miller Park	7
o Erwin Lake Park	3
o Senior Center Park	1

Cars are the preferred method of transportation to parks (241) and walking the second highest (51). Another 6% bike or take the bus. Eighty-five percent (247) rated the condition of the parks as either good or excellent and noted that the accessibility was close (243). In addition, the parks were described as attractive (263), well-maintained (271), and generally clean (278). Parking spaces are perceived as adequate (220) and the facilities are open at convenient hours (241).

The parks are generally considered safe (235) and the equipment is also in good condition (230) and is readily available (211).

Fewer respondents indicated participation in the programs than visited the parks. Only 30% (91) of the households participate in the programs although 152 rated the programs as either good or excellent. Most (63) participated in programs less than once a month during the past year and 192 have never participated. It was generally felt, however, that the programs are offered at convenient hours (136).

Most indicated that there are adequate staff (132), they are helpful and courteous (156), and are effective in directing programs (133).

Although the respondents indicated a willingness to pay for new programs (210), they are not willing to pay a user fee for use of the parks (209).

COMMUNITY ORGANIZATION QUESTIONNAIRES SURVEY

Ten questionnaires each were initially distributed to community organizations on October 25, 1987. In the event more questionnaires were desired by the organization, they were invited to make copies. A deadline of November 20, 1987 was established as the cut-off date for the completed questionnaires to be returned.

A total of 101 questionnaires were returned by the deadline. Some questions were not answered and therefore there are fewer than 101 responses. In several instances, the surveys were incorrectly reproduced and pages were left out. The overall response, however, was sufficient to establish a basis of tabulation and analysis.

The respondents by organization include:

Citizens for Support of the Park District	42
North Shore Improvement Association	9
Real Estate Board	7
Erwin Lake Homeowners	7
Nursery School	7
Historical Society	1
Big Bear Municipal Water District	3
AARP	2
Big Bear City Community Service District	4
Men's Softball League	6
Soccer League	9
Big Bear Valley Recreation and Park District	1
Citizen-at-Large	2
Big Bear Valley Property Owners Assn Coord. Council	1

The respondents by residential zone include:

Zone I	15	(Fawnskin)
Zone II	43	(Big Bear Lake)
Zone III	6	(Moonridge)
Zone IV	29	(Baldwin, Erwin Lake, Big Bear City, Sugarloaf)

All of the respondents are full-time year-round residents with a median of 3.3 members in the household. Eighty-six report more than one adult, 63 have seniors (over 60), 45 have children under 13 and 39 have teens. All are caucasians with the majority reporting that they have had some college education. The income level for the majority was reported as $20,000 to more than $40,000.

All but one respondent used the parks. The park ranking by use from the greatest number to the least were:

- Meadowpark 84
- Moodridge Zoo 59
- Big Bear City Park 55
- Sugarloaf 42
- Miller Park 25
- Dana Pt. Park 22
- Erwin Lake 3
- Senior Center Park 2

The parks were rated as good or excellent by more than 73%. Twenty-two percent visit the parks daily, 34% once a week, 23% once a month, 17% less than once a month and 2% had never visited the parks.

The programs were rated as excellent by 40% and good by 35%. The rating of fair was given by 20% and 2% rated the programs as poor. Participation rates depended in part on the season. However, 21% took part daily in programs, 21% participated once a week, 12% participated once a month, 21% less than frequently given responses for never participating indicated that they either had no interest in the programs, or, there weren't programs available at the facility.

Cars are the primary method of transportation (88) although 5 respondents indicated that they walked to the facility.

When asked to evaluate the parks, 34% rated the parks as excellent. Thirty-nine percent evaluated the parks as good, 21% fair and 4% poor. It was not possible to accurately determine which park the respondents were assessing, but the parks were given an excellent rating by (42%) for the park being close and that staff were helpful and courteous (38%), and effective in directing programs (36%). The park was evaluated as good in the categories of parking (40%), safety (44%), condition (42%) and availability of the equipment (43%), attractiveness (42%) and cleanliness (41%) of the park and general maintenance (42%).

Only 16 (17%) favored a user fee for parks compared to 76 (82%) who were opposed. The majority of the written comments suggested that since they paid taxes, that should cover the park requirements. In contrast, 56 (63) were in favor of fees for new programs compared to 33 (36%) who were opposed. Sixty-four (77%) would like to see additional park facilities developed. The facilities mentioned most frequently were:

- o sports facilities, including ballfields, soccer fields, tennis courts, and basketball courts
- o lighted playfields
- o expanded childrens play areas
- o passive areas with pathways, picnic areas and bandstand

Facilities also mentioned include:

- o development of the Erwin Lake Park and one at Baldwin
- o expanded facilities at the east end of the valley
- o fishing access points on Big Bear Lake
- o new teen center
- o equestrian park
- o additional public restrooms

COMMUNITY WORKSHOPS

The following list of needs are the results of combination workshops One and Two. The list is a summary of information generated in the sessions by the following groups:

GROUP A: Programs and Use Activities

GROUP B: Sites, Locations and Facilities

GROUP C: Operations and Maintenance

The agendas for each workshop are printed in the appendix of this report.

GROUP A - PROGRAMS AND USE ACTIVITIES

Focus Session One:

The group identified several programs and use activities which are currently offered or presented on the District's printed programs. Most of those currently conducted within the parks were viewed as good programs, are appropriate to community needs, and should be continued. Those programs which require additional emphasis and attention within the community perspective were presented with the following informal ranking:

A. Child care programs focused toward low-income families and potential "Latch-Key" situations within the community.

B. Teen (young adult) center for social activities and events focused toward providing recreational and social programming for youth of Junior High and Senior high school ages.

C. Gymnasium operations need to be more open and programmed to a greater extent, improving accessibility, level of use and quality of programs offered.

D. Pathways for bicycles, walking and equestrian circulation with accessibility to lake waters edge and view areas in proximity to the lake are needed.

E. Greater emphasis on passive park use, open space preservation and facilities to support passive and impromptu use of parks, such as picnic, BBQ, volleyball, green space, walkways, etc..

F. Greater emphasis on multi-use play fields which enhance opportunities for soccer games and other sports activities.

G. Senior citizens programs need attention providing specific use areas and accessibility including facilities for shuffle board, game tables, lawn bowling and other lawn games, conversation areas and walkways.

H. Youth interpretive programs, natural history, ecology, environment, self improvement and physical fitness. Suggested a "campfire interpretive center" amphitheater which could serve as entertainment and special events center also.

I. Men's and women's (co-ed) sports programs, with emphasis on volleyball and other similar activities.

J. Museums and historical interpretation center with workshops and seminars, outreach programs and other activities or special events drawing attention to historical qualities of region.

K. Effective programs and use activities awareness program, program descriptions and notices of activities.

Focus Session Two:

During the second focus session, the group identified major program uses of the District's recreational resources and those which appeared to be lesser used and occur only a few times a year. Their report is condensed as follows:

MAJOR PROGRAMS AND USE ACTIVITIES

- o Softball (Men and Women's Teams)
- o Soccer
- o Co-Ed Softball
- o Ski Program
- o Tennis
- o Little League Program
- o Animal Obedience Programs
- o Swimming Program
- o Child Care and Latch-Key
- o Bus Excursions

LESSER PROGRAMS

- o Open Gymnasium
- o Volleyball
- o Arts and Crafts
- o Men's Basketball
- o Ice Skating
- o Shuffleboard
- o Lawn Bowling
- o Square Dance
- o Handball
- o Calligraphy

MINOR PROGRAMS

- o Golf
- o Water Skiing
- o Bike Riding
- o Pet Shows
- o Tole Painting
- o Films

GROUP B - SITES, LOCATIONS AND FACILITIES

This Group of participants, consisting of about 15 people, focused their discussions on park sites, location and types of facilities and park characteristics. The group entered into a constructive and lively discussion using the materials and provided them and using their individual and collective knowledge of local conditions to report the following to the entire workshop:

Focus Session One:

The group worked up a listing of observations on the basis of individual parks and specific elements of each facility which were presented as follows:

MILLER PARK - Recreation building not kept in good state of repair and is limited in terms of use with inadequate space. The grounds are not suitable for basketball and other game court uses. Bathroom facilities are not available to the public during normal operating hours.

DANA POINT - Park needs additional picnic and bar-be-que facilities, interpretive center (telescope viewing station), walkways, paths, campfire rings, restrooms, fishing stations and parking for additional autos.

ERWIN LAKE - Park presently under consideration for development. Potential for bicycle path and walking/jogging path, playground, picnic and bar-be-que facilities, open play field with ballfield, restrooms, shelter, horse shoe pits, children's facilities and family type character throughout the park.

MOONRIDGE ZOO - Not withstanding potential need for relocation, the zoo is viewed to be very good and is highly prized by local residents and visitors alike. There was a suggestion that storage needs attention and that the site in limited in terms of space for growth.

SUGARLOAF PARK - General remedial maintenance and clean-up of the park is needed. Suggested improvements include games areas installed, rock removal, pathways, senior citizen areas, restroom improvements and general maintenance improvements.

MEADOW PARK - General need to maintain the use of land for park purposes, not for park maintenance functions. Suggested improvements include, expanded picnic areas in the west portion of the site. Implement a landscape plan that includes low maintenance (native) plants. Other thoughts included a "BMX" bike track, volleyball play area, open play field, repair broken concrete, install hedge or plant screen to prevent basketballs from going into the street, relocate basketball court to an area away from the street. There seems to be an excessive number of buildings that do not get uses and occupy space that could be used for picnic areas with tables and bar-be-que pits. Other improvements or changes to the park are listed as follows:

- Pathways
- Toddler/Children's Play Area
- Improve Swimming Pool Facilities
- Improve Site for Softball/Soccer and Baseball Use
- Remove Unnecessary Buildings

Focus Session Two:

The group discussed which parks would require major improvements or changes. They also prepared a list of suggested improvements by categories outlined in the group assignment. The following represents their suggestions as a list with no special ranking:

A. Make improvements to all parks and park facilities for the handicapped.

B. Construct a comprehensive and unified signage program including directional, informational and interpretive signage to improve identity and use of park facilities. Include direction kiosks, public information signs, park identification, etc.

C. Renovate swimming pool building, provide roof windows or sky-lights to improve visibility and brighten interior to improve desirability for use.

D. Construct major multi-purpose building for community meetings, events, etc., perhaps done in conjunction with the civic center school district needs.

E. Develop joint-use play fields and playgrounds for children and with school district.

F. Acquire additional acreage specifically for the purpose of baseball/ soccer fields and other support facilities.

G. Develop parking for park access, coordinate with city and visitor needs as well as for local park use. Consider special parking needs for handicapped, for equipment and supply deliveries and bus or truck parking.

H. Improve landscaping throughout parks properties.

I. Construct parkway or paths at lake's edge and accessing and linkage to other areas such as parks and community commercial amenities.

J. Construct sports complex at a centralized site (20 to 30 acres).

K. Acquire land area at lake's edge and near schools for open space and future park improvements and for large assembly of people.

L. Develop a new park for Big Bear City Park.

M. Improve restrooms and add new restrooms where needed.

N. Improve maintenance/service facilities for the parks.

GROUP C - OPERATIONS AND MAINTENANCE

This group consisting of about 11 people were assigned the task to review existing park operations and maintenance procedures, examine areas of improvement and focus on subjects of safety, general care, security and other considerations outlined in the tasks provided them. The following describes the two focus sessions and suggested needs outlined by the group.

Focus Session One:

The group examined materials including schedules, budgets, maintenance information and photographs of parks and park facilities. The focus session discussion resulted in the following information and comments.

OPERATING PROCEDURES - Concerns were expressed over apparent lack of clear operational procedures as seen by inconsistencies in various functions of the parks. This includes hours of operation, maintenance activities/event or use conflicts, a "Trial and Error" process and lack of job descriptions related to job category and performance requirements.

GENERAL CARE AND MAINTENANCE - Consensus expressed that substantial improvement is needed. Examples were given which identified play fields, buildings, children's play equipment, walkways, facilities not working, deteriorated tables and benches, senior citizens needs not addressed, a general sense that the parks are falling increasingly short of an acceptable level of care and quality that is effecting desirability and use by the public.

PROGRAM ADMINISTRATION - Program promotion is perceived to be good; however, there is a need for better advertising, broader coverage and location information could benefit public awareness and use of parks. Programs seem to be well administered overall.

SECURITY AND SAFETY - Security is of concern; however, there are mixed views as to how it should be addressed. Some see the community as the "Police Force". Others have negative views about police citing "over board protection". Generally, the parks are considered safe; however, there is concern over safety of play equipment and facilities which have not been built in the right location or left unrepaired. Safety of the parks is a very definite need that requires on-going administration.

CLEANLINESS - The general view is that the parks are kept clean and that a good trash removal program is needed to be maintained including trash bin locations, trash receptacles, and access for removal vehicles.

OTHER COMMENTS - The group continued its discussion of operations and maintenance related to needs and made the following additional observations:

- Budget amounts would appear adequate; however, they may be re-examined once all needs are identified and understood. User fees and other forms of financing operations and maintenance are needed to support costs and cost increases.

- Landscape designs and improved areas should consider low-maintenance using native plants characteristic of mountain environment.

- o Maintenance programs may include a volunteer effort on a continuing or interim basis, involving community groups, civic organizations and school classes.

- o Deficiencies apparent in management of parks should be addressed and improved upon.

- o Signage is needed for parks including park use, identity, direction, information, activities, etc.

- o Inter-agency coordination and cooperation is needed and should carry common goals.

The group concluded and made their report to the entire workshop.

Focus session two:

The group utilized information gained in the first focus session and other information expressed by the groups A & B in their reports to prepare a list of needs related to operations and maintenance activities. The following are the suggestions of the group.

Operations:

A. Organize an operations manual and establish appropriate and effective job descriptions and education/training for employees to enhance job performance.

B. Develop a community participation program for parks employees to promote parks and parks programs/activities and general use.

C. Organize an administrative manual consistent with the ten year plan.

D. Conduct periodic user surveys to monitor use of the parks and address needs as they evolve and more effectively respond to the public.

E. Organize a maintenance procedures manual and maintenance program for preventative and remedial maintenance.

F. Improve program promotions using flyers, signage, outreach, annual events (Arbor Day) and other means to improve use and awareness of parks. Develop local events.

G. Increase program operations for year around activities such as swimming, red cross life saving classes and other programs which would be on-going through the winter.

H. Improve security and safety for the following: drainage trenches, observation points, tot lot areas, playground equipment, basketball courts and lighting systems.

I. Develop joint use park/school operations program for recreation activities coordinate park use addressing special needs and opportunities to create special events and other activities.

J. Examine flow of funds for parks to be sure the values are equitable, i.e., zoo is "best liked"; however, it receives a major amount of funds but runs at highest deficit. Evaluate priorities in terms of budget for user interests related to the parks.

K. Additional park lands needed to expand facilities and operations to address needs.

L. Develop service club "Adopt-A-Park" type relationship to aid in promotions, maintenance and organizing volunteer programs.

M. Develop Parks Marketing Program for expanded use and revenue production, emphasizing parks as a recreational resource for special events and other passive and active uses.

N. Organize an "Open House" parks tour program.

O. Organize gift catalogue for donations to the parks improvement fund or special programs promotions and operating costs.

P. Organize and/or actively seek promoters to produce special events, festivals, rallies, fairs, and other sporting events and contests such as fishing tournaments, special olympics, nature study, historic celebrations and so forth. Develop a rental or user fee schedule that is a basis of contracting use of parks and controlling revenues.

Q. Develop an equipment inventory and equipment schedule for maintenance programs.

PARK SERVICE AREAS

Aside from understanding the implications of demographics and developing an awareness of the community's desires for their parks, we compared the park sizes, locations, and facilities to national and state standards to look at needs from another standpoint. Such standards can only serve as guidelines in the planning and decision process. They are one means to help assess the attainment of objectives. These standards should never be applied in the abstract, but in each case should be oriented to the people they serve and be feasible, practical, and relevant.

Typically, park locations are talked of in terms of services areas: the smaller the park, the smaller the service area. A small park of an acre or less with tot play area, picnic, and open play area is generally considered to serve a population within a quarter mile radius. It is a park to be walked to; therefore, major roads are considered a barrier to use. In the Big Bear District, Miller Park and Erwin Lake Park fit this size description. Miller Park is unusual for a park this size in that it has a community building and a tennis court to which people may drive; for these uses, the park serves a larger area.

A larger park, ranging from 5 - 20 acres, generally called a neighborhood park, usually has tot and older children's play areas, group and individual picnic, a sportsfield large enough for informal soccer and softball games. It may have tennis or a sports court. Usually these parks serve a population within a half mile area. One would expect neighborhood children to be able to bicycle safely to the park; therefore, major highways are a barrier to use of neighborhood parks. Sugarloaf, Dana Point, and Bear City Park roughly fit the size descriptions of such a park. But again, in Big Bear Valley, these parks do not fit a set standard. Dana Point, because of its terrain, its location between the road and the water, and its lake edge, is really a special use park that could attract people from all over the Valley as well as tourists. Bear City Park, though in size like a neighborhood park, tends to serve a larger area because of its recreation hall.

A district park, usually 20 - 100 acres by national standards, serves an area of one to three miles. In Bear Valley, Meadow Park with its swim beach, indoor pool and lighted ballfields serves as a district park.

We can see from looking at the locations, sizes, and uses of the parks that national standards do not apply well to a special district like Big Bear Valley. The District is different from most in its mountain and lake setting, in the linear layout of the valley, and in the number of communities served. Parks here tend to be smaller than average, to have more facilities in each, and to have special uses.

Even so, it is useful to analyze the parks from the viewpoint of service areas. Map VIII illustrates the service areas of existing parks using typical standards to evaluate their neighborhood park function. Roads are displayed as a barrier because a neighborhood park should be accessible on foot by a child to provide *effective* service. Moonridge Zoo and the Senior

Center are considered to serve the whole valley as special parks; and larger service circles could be drawn around Meadow Park and Bear City Park as they fulfill a district park function.

Map VIII suggests in particular that the Moonridge area is notably deficient in neighborhood park facilities. Erwin Lake is underserved. Fawnskin may be underserved. Areas on the south side of Highway 18 are not served by a neighborhood park.

FACILITIES STANDARDS

Park districts are also typically evaluated in terms of a particular type of facility provided per each 1000 population. Again, these standards are developed by state and national recreation advisory groups and serve only as guidelines for a district like Big Bear Valley. Illustration II-G lists typical facilities, the National Park and Recreation Association (NRPA) standard, the number of facilities needed to meet that standard in the year 2000, and then indicates a surplus or deficit relevant to that standard. It is interesting to note that community expressed needs are revealed here: there is a shortage of sportsfields, basketball courts, and gymnasiums. On the other hand, there appears to be enough tennis courts, horse shoes, and restrooms.

Of course, standards of this kind cannot address the qualitative aspects of facilities. Quality is another area in which community evaluations are especially pertinent. So while these standards suggest that there are nearly enough play areas, there was general community consensus that the play areas needed enhancement and modernization. Also, the service areas approach would suggest that Big Bear Valley may need to provide more playgrounds than the facilities standards would suggest in order to have play areas and tot lots close to homes.

ILLUSTRATION II-G

STANDARDS FOR FACILITIES

Major Facility	Standard Per Pop.	Total* Req'd.	Existing Facilities	Total Exist	Surplus/ Deficit	Proposed Facilities
Amphitheater/ Stage	1/20,000	1	Meadow Park	1	0	Relocate in Meadow Park
Adult Softball (1/2 Lighted)	1/3,000	8	Big Bear High School (2)[a] Northshore Elementary (1) Sugarloaf (1)	1	7	Zone 2 Zone 4
Baseball- Official Lighted	1/30,000	1	Big Bear High School (2) Big Bear Middle School (1)	1	0	
Baseball 300' Field	1/3,000	8	Meadow Park (1) Big Bear High School (3) Big Bear Middle School (1)	3.5	-4.5	Meadow Park Zone 4 (4)
200' Field			Big Bear Elementary (1) Meadow Park (1)			
Basketball/Multi Purpose Court	1/1,500	16.5	Miller Park (.3) Northshore Elementary (2) Big Bear Elementary (1)	.6	-16	High School Bear City Park (3) Sugarloaf Park Zone 1,2,3,4
Community Center	1/25,000	1	City of Big Bear Lake Civic Center Senior Citizen's Center[b]	1 .2	0	
Football/Soccer Stadium	1/25,000	1	Big Bear High School	1	0	
Football/Soccer Field	1/5,000	5	Big Bear High School (2) Big Bear Middle School (1) Northshore Elementary (2) Chatauqua School (1)	1.8	-3.2	Meadow Park Zone 4 (2)
Gymnasium	1/5,000	5	Big Bear High School Big Bear Middle School	.6	-4	Zone 2 Zone 4
Handball Court (3 wall)	1/3,000	8	Sugarloaf Park (4) Big Bear High School (4)	5.2	-2.8	Zone 2 Zone 4
Horseshoes	1/40,000	.5	Meadow Park Bear City Park	2	+1.5	
Maintenance Structure	1/25,000	1	Meadow Park	1	0	
Meeting/Craft Room	1/3,000	8	Big Bear Elementary Northshore Elementary Big Bear Middle School Big Bear High School Senior Center Meadow Park Miller Park Bear City Park	8	0	
Neighborhood Recreation Center	1/8,000	3	Miller Park Bear City Park	2	-1	Meadow Park
Picnic Shelters	1/5,000	5	Meadow Park Bear City Park (2) Sugarloaf Park	4	-1	

Major Facility	Standard Per Pop.	Total* Req'd.	Existing Facilities	Total Exist	Surplus/ Deficit	Proposed Facilities
Play Area/ Tot Lot	1/5,000	5	Miller Park Meadow Park Sugarloaf Park Big Bear Elementary	3.6	-1.4	Bear City Park Erwin Lake Park Zone 3
Pool-Community	1/25,000	1	Meadow Park	1	0	
Restrooms	1/5,000	5	Sugarloaf Park (1) Miller Park (1) Dana Point (1) Moonridge Zoo (1) Meadow Park (2) Bear City Park (2)	8	+3	
Swim/Sand Beach	25 ft.[c]. Shoreline/ 1,000	625 Feet	Meadow Park (240 feet)[d].	240	385	Zone 2
Tennis-Single Court	1/2,500	10	Miller Park (1) Meadow Park (3) Bear City Park (2) [relocate] Sugarloaf Park (2) Big Bear Middle School (3) Big Bear High School (6)	+10.7	+.7	
Shuffleboard	1/10,000	2.5	Meadow Park	1	-1.5	Zone 4
Track/Jogging Course	1/10,000	2.5	Big Bear High School Big Bear Middle School	.6	-2	Meadow Park Bear City Park
Volleyball Court	1/2,500	10	Sugarloaf Park (1) Miller Park (1) Meadow Park (1) [relocate] Bear City Park (1) [relocate]	4	-6	High School Meadow Park Bear City Park (1) Zone 4

* Based on 25,236 resident population in the year 2000.

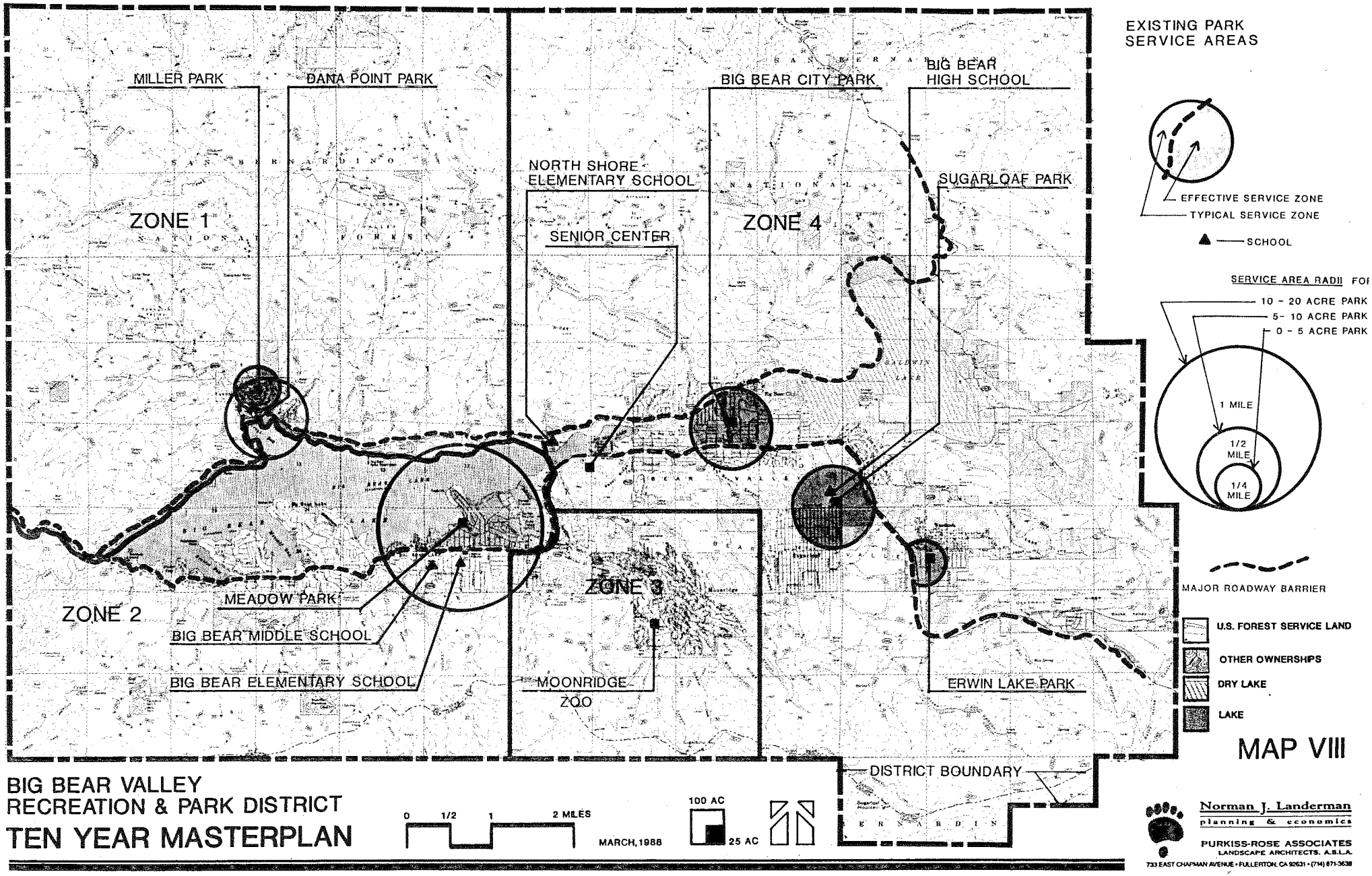
a. School facilities are given a .3 rating toward filling the recreation requirement.

b. The Senior Citizens Center is given a rating of .2 toward filling community recreation needs.

c. One lineal foot of shoreline to be effective for recreation purposes includes 100 foot wide band of water suitable for swimming; 200 foot wide strip for beach sun bathing; 100 foot wide buffer zone for utilities and picnicking.

d. Meadow Park has more shoreline, but 240 feet would be considered "effective."

Source: California Committee Planning for Recreation, Park Areas, and Facilities
National Park and Recreation Association (NRPA)
Purkiss-Rose Associates



BIG BEAR VALLEY RECREATION & PARK DISTRICT

TEN YEAR MASTERPLAN

MARCH, 1988

MAP VIII

Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638

STATEMENT OF NEEDS

The Big Bear Valley Recreation and Parks District needs for the coming decade are expressed in the following categories:

- Program Development
- Land Acquisition
- Facilities Improvement/Site Renovation
- New Facilities
- Operations and Maintenance

PROGRAM DEVELOPMENT NEEDS

The analysis and workshops indicated a need to maintain existing programs and recreational activities. The evaluations also showed a need to give priority to program or emphasis as to promotion of programs to improve the relationship of those programs offered to the public need. The following is the statement of program need in order of relative importance to the public:

A. Major Need Programs and Use Activities

- Passive park use, walkways, picnic and benches
- Softball (men's and women's)
- Co-educational softball
- Soccer
- Senior citizen activities
- Ski program
- Tennis
- Little League program
- Swimming program
- Bus excursions
- Young Adult (teen) Center

B. Moderate Need Programs and Use Activities

- Open gymnasium programs
- Volleyball
- Bike riding
- Men's basketball
- Square dance
- Handball
- Red Cross training
- Fishing
- Boating/Water safety

C. Minor Needs Programs and Use Activities

- Golf
- Water skiing
- Animal obedience training
- Child Care/Latch Key Program*
- Pet shows
- Tole painting
- Film
- Historic/Museum programs

- o Shuffleboard
- o Lawn bowling
- o Ice skating
- o Calligraphy

* Child care and latch-key program was an activity that seemed to have significant importance from a public need standpoint; however, it was considered minor in terms of comparative level of importance to program and use activities *offered by the District.*

Needs relative to funding and operating budgets are identified in the Economics and Financial section of this report.

LAND ACQUISITION NEEDS

Based on present and projected use of the parks, participation in recreation programs, visitor population growth and resident population growth over the period of 1987 to the year 2000, there is a need for approximately 125 acres of land within the District area dedicated to the function of recreational activity. This amount of land will provide a ratio of 5 acres per thousand resident population. This ratio is a reasonable objective considering the importance of parks as a recreational resource to the visitor population. Visitors to the area rely heavily on parks for their recreational enjoyment which is a direct benefit to economic activity within the communities of Big Bear Valley. However, the ownership of the total 125 acres of land does not need to be entirely vested in the District. A credit of recreational functions can be achieved by applying the following breakdown of ownership and recreational land in terms of acres dedicated.

- o School/Park Joint Use 28.0 Acres
- o Public/Utility Joint Use 12.0 Acres
- o Existing District Land 45.3 Acres
- o District Acquisition Need 39.7 Acres

TOTAL: 125.0 Acres

This combination of credit, joint use and acquisition identifies the prudent use of existing resources for recreation while expanding land area ownership of the District to effectively meet the demand of recreation in its various categories of leisure activity. Thus it is stated that the District will need approximately 40 acres of new park land over the ten year period and to the year 2000.

OPERATIONS AND MAINTENANCE NEEDS

The District operations needs will change in relation to the development of new programs and activities, increased land area, facility development and use of the parks in terms of numbers of people and use days.

The critical influencing elements on operations will also be seasonality and "year-round" operations, hours of operations and how recreation programs are offered to the public i.e., by the District or by service contract.

The following outlines the projected operational needs in the categories provided:

Staffing Needs - Full Time Permanent Positions

Administration:	o Manager/Administrator	(1)
	o *Assistant Manager	(1)
	o**Chief of Facilities & Maintenance	(1)
	o Secretary/Bookkeeper	(1)
	o Clerical Support	(2)
		(5)

* New position principally responsible for program management/development marketing, special events and promotions. (Dual role as Security Chief.)

**New position principally responsible for maintenance and facilities renovation and construction activities.

Maintenance:	o Building Maintenance Supv.	(1)
	o Grounds Maintenance Supv.	(1)
	o Building Services Leaders	(3)
	o Grounds Services Leaders	(4)
	o Laborers	(8)
	o Equipment Operators	(2)
	o Mechanic	(1)
		(20)

Recreations Program Operations:	o Sports Coordinator	(1)
	o Swimming Coordinator	(1)
	o Interpretive Coordinator	(1)
	o Ski Coordinator	(1)
	o Special Events Coordinator	(1)
	o General Programs Staff	(6)
		(11)

Projected total permanent staffing needs year 2000: (35) positions

Staffing Needs - Temporary/Part Time Employees

All temporary or part time employee positions are on an as needed basis, adjusted in terms of number of individual employees, hours worked and duration of employment as program and operations require. The following are the program and maintenance categories and corresponding temporary part time employee needs expressed in terms of full time equivalents:

Programs:	Employee
o Swim Beach	3.0 Equivalent
o Meadow park Pool	4.5 Equivalent
o Ski Instructors	2.5 Equivalent
o Program Instructors	1.5 Equivalent
o Recreation Supervisor	1.5 Equivalent
o Supervision (General)	2.0 Equivalent
Total:	15.0 Equivalent

Maintenance:	Employee
o Supervision (General)	2.5 Equivalent
o Grounds Laborer	23.5 Equivalent
o Equipment Operators	3.0 Equivalent
Total:	29.0 Equivalent

- Total Temporary, Part Time Employee needs in terms of full time equivalent by year 2000 is 44.0.

These needs for staffing the operations of the District Parks and Recreation programs are a projection which assumes a completed acquisition and build-out of facilities, program development and realization of projected growth in the resident population as well as tourists and visitors to the area.

The growth in staffing projected for the ten year period percentage basis is as follows:

- Permanent Staffing increases: 22%
- Temporary Staffing increases: 13%

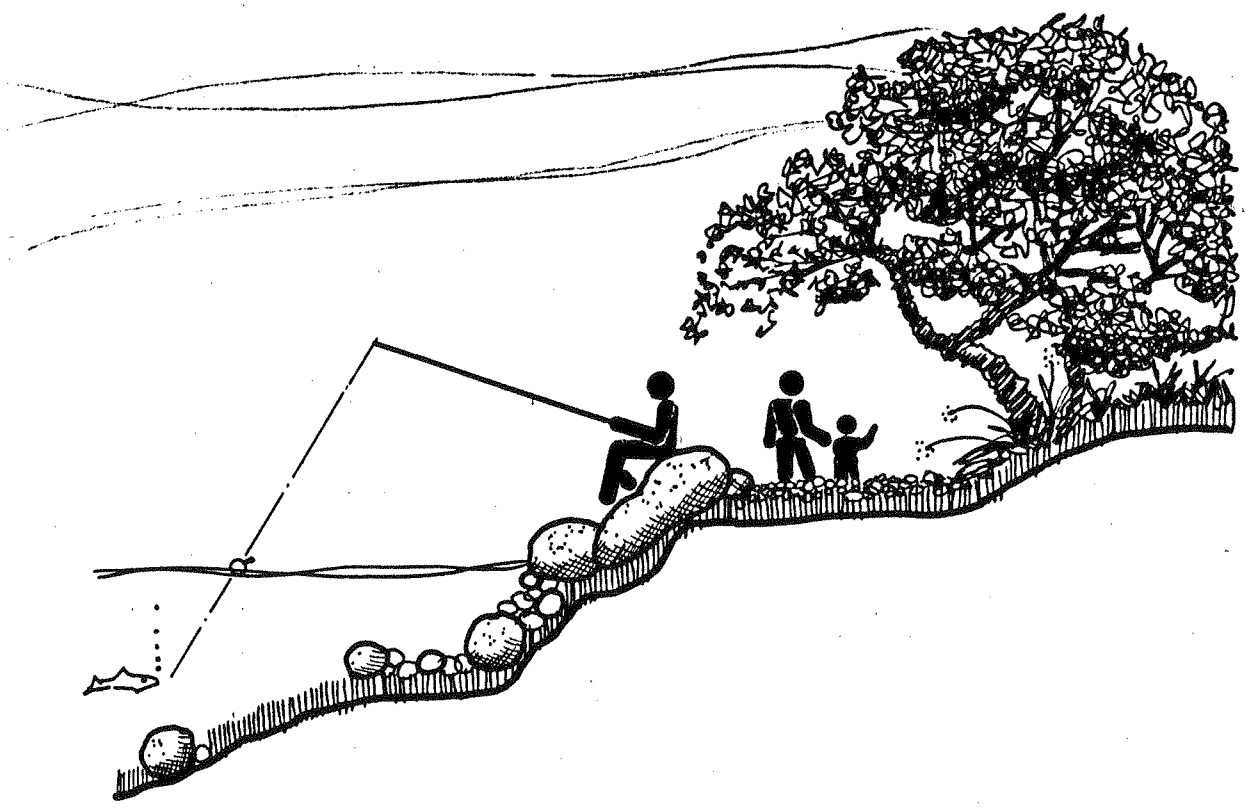
The average annual increase is approximately 3.5%. After reaching build out, changes will moderate and/or stabilize, adjusting to serve changes in program activities.

Equipment and Supplies - The district can anticipate an increase in equipment needs for general maintenance, administration and repairs. Much of the existing equipment inventory is sufficient to serve the District needs through the next year to eighteen months. However, once an increase in park lands and facilities improvement occurs, it will be necessary to purchase additional inventory of specialized maintenance equipment, vehicles, tools and supplies.

The projected increase overall for the ten year period and to year 2000 is 22%. A list of equipment and general supplies categories can be reviewed in the general text of the section on Operations and Maintenance (Section VI).

SECTION III

PROGRAM DEVELOPMENT



PROGRAM DEVELOPMENT

As indicated in the program information and descriptions of Section I, Existing Conditions, there are a number of programs which serve the community and are presently offered by the District. There are also numerous recreational resources offered by private industry, the Forest Service and other entities including the Municipal Water District and School District.

As a result of the search of recreational programs participations, community workshops and surveys, there evolved a listing, in order of importance to the community, of programs determined to be desirable and which should be continued and enhanced. These programs are as follows with priorities ranked in each category:

A. Major Need Program and Activities

- o Passive park use, walkways, picnic and benches
- o Softball (men's and women's)
- o Co-educational softball
- o Soccer
- o Senior citizen activities
- o Ski program
- o Tennis
- o Little League program
- o Swimming program
- o Bus excursions
- o Young Adult (teen) center

B. Moderate Need Programs and Activities

- o Open gymnasium programs
- o Volleyball
- o Men's basketball
- o Square dance
- o Handball
- o Red Cross training
- o Fishing
- o Boating/Water safety

C. Minor Needs Programs and Activities

- o Golf
- o Water skiing
- o Animal obedience training
- o Child Care/Latch Key Program
- o Pet shows
- o Tole painting
- o Film

- o Historic/Museum programs
- o Shuffleboard
- o Lawn bowling
- o Ice skating
- o Calligraphy

New program development, for the most part, is considered in relation to seasonal change and weather conditions thus a number of expanded, new or different types of programs can be produced throughout the year to achieve a year round, full service recreational program. Such programs should definitely include revenue generating activities that serve to strengthen the financial resources of the District.

The swimming pool operation is an example of program enhancement where renovation of the facility and changes in the operations will provide year around operations, an "All Seasons" facility, increasing use and providing access for increasing populations.

The future of recreation programs will principally grow on the basis of demand through increases in resident population and visitors to the area. However there are new programs that could be developed in the District which are suitable for the existing population and current visitor profiles.

The following describes several types of programs and use activities that would be of recreational and economic value.

Special Events: This category of recreational activity has already established itself in the Big Bear Valley Area but could be expanded. Participation in special events by the District could be structured in several ways:

- o Landlord - Rent land and facilities
- o Producer - Organize, promote and produce events
- o Co-Producer - Co-operate agreement with Producer

The type of special event varies; however, typical use categories include festivals, fairs, entertainment events, celebrations, music, arts, commemorative events and so-forth.

The role the District plays in participating in a special event, i.e., Landlord, Producer or Co-producer will have varied impacts on the ability to generate revenue and the level of effort as well as liability. Generally, however, if special events are well organized within carefully established guidelines, they can become a positive element of the recreation experience and have a major influence in terms of financial benefit to the community and the District.

Another category of program development is interpretive/educational and cultural programing. The natural (outdoors) qualities of the area, geology, flora and fauna, cultural history (native American) and settlement; its wildlife and current events are subjects of recreational interest and blend well with the expressed need for passive leisure activity in the parks.

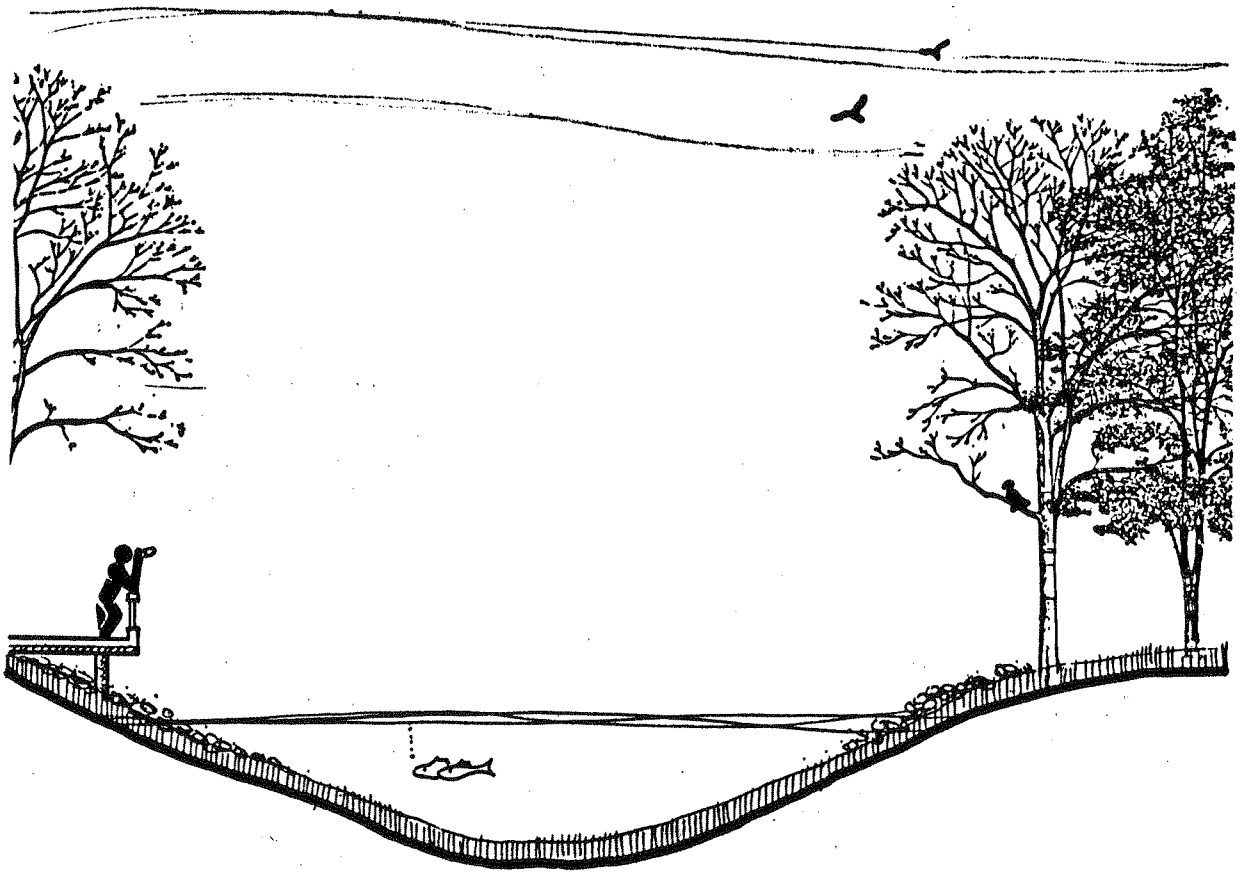
Yet another category of events is commercial shows which are oriented toward recreational interests. Such events are sponsored by manufacturer's associations. Such programs offer opportunity for purveyors of recreation equipment, resources and training programs to hold a commercially oriented show in a festive, outdoor environment.

These and other new program development opportunities should be considered and implemented in the Districts' composite of services to the area. The following is a list of the new programs suggested for development:

- Special Events
- Fairs
- Festivals
- Commercial Shows
- Youth Career Development
- Symposiums
- Consumer Improvement Shows
- Interpretive Programs
- Privatization of concession services
- Annual Bazaar
- Annual Parks Day (weekend) Festival

SECTION IV

ACQUISITION OF RECREATIONAL LANDS



ACQUISITION OF RECREATIONAL LANDS

LAND ACQUISITION

Land acquisition is directly related to meeting identified community recreation needs for program and facilities. Some of the major needs expressed by the community and in the facilities analysis were:

- o sports facilities, especially for adult use
- o lighted play fields
- o improved and accessible children's play areas
- o passive areas and lake access

Some of these needs can be met through renovation in existing parks. (Refer to Section V of this report.) Some needs may be met through a joint use agreement with the schools. Through such an agreement, summer use of the schools by the community could be facilitated. Also, a passive-type lakeside park could be developed on the south side of Northshore Elementary school to help meet Zone 4 recreation needs. Eagle watch interpretive facilities could be developed to benefit the school and the community. But while schools may continue to satisfy the demand for yough League play, school facilities are highly scheduled; it may prove that school fields will not entirely meet the community needs even if a joint use agreement is signed. Certainly the standards for facilities evaluation (See Illustration II-G) would suggest that the schools can only partially meet the needs for sports facilities. Therefore, we have translated the community program and facility needs into a land acquisition objective.

Primary factors in establishing land acquisition objectives are the relationships between resident population growth, visitors to the area, land ownership and availability, intended use, needs and priorities as expressed by the community. An evaluation of these and other influencing factors such as infrastructure, revealed as a reasonable and effective objective a total recreational land area with a service ratio of *five acres per thousand population*. As explained in Section II of this report, this land area to population ratio is essential to provide the necessary recreational land and facility resources to the local residents and to absorb the effect of visitors to the area.

Thus, the total recreational land area needed to meet demands of program, use and population (resident and visitor) projection for the year 2000 is 125 acres. At present the District owns 45.3 acres distributed by zone as follows:

o	Zone One	7.1 Acres
o	Zone Two	16.25 Acres
o	Zone Three	2.7 Acres
o	Zone Four	19.25 Acres
	TOTAL:	45.3 Acres

To reach the 125 acre total land area objective, the District will need to add 79.7 acres by the year 2000. For the District to buy that amount of land would be prohibitive. Therefore, in order to develop an approach to this objective, consideration was given to recreational resource credits: that is, land areas such as school/park lands, public utilities land, rights-of-way and so forth that may be factored into the total of land needs for recreation.

The results of this analysis recommend an acquisition/credit program which is outlined as follows and explained in the accompanying illustrations.

SUMMARY
ACQUISITION OBJECTIVES - YEAR 2000

o Existing District Park Lands (1987)	45.3 Acres
o School/Park Land Use Credit	28.0 Acres
o Public/Utility Land Use Credit	12.0 Acres
o District Land Acquisition Objective	39.7 Acres
Total Recreation Land Area	125.0 Acres

The school/park land use credit was arrived at by taking the total site area for each school in the Big Bear Valley area and crediting 33% of that land to recreation to allow for slope, drainage and other site restrictions to recreation use.

The following illustration shows how these credits work.

ILLUSTRATION III-A

BIG BEAR VALLEY SCHOOL DISTRICT
RECREATION RESOURCE/SPACE CREDIT

SCHOOL	TOTAL SITE	AREAS IN STRUCTURES	ACCESS NET AREA	RECREATION PER SPACE CREDIT
Big Bear Elementary	11.05	.74	10.31	3.5 acres
Big Bear High School	51.0	1.58	49.42	16.3 acres
Big Bear Middle School	12.05	.85	11.2	4.3 acres
North Shore Elementary	9.05	.86	6.65	3.9 acres
TOTALS:	83.15	4.03	79.58	28.0 (28)

Illustration III-A - (continued)

ALLOCATION OF RECREATIONAL/SPACE CREDIT BY ZONE

Park District Zone	School	Credit
Zone One	- 0 -	- 0 -
Zone Two -	Big Bear Elementary	3.5 acres
	Big Bear Middle School	4.3 acres
Zone Three -	- 0 -	- 0 -
Zone Four -	Big Bear High School	16.3 acres
	North Shore Elementary	3.9 acres
	TOTAL	28.0 Acres

For the Recreation and Park District to consider school land in its total recreation land area, a joint powers agreement needs to be signed between the two. The agreement should have a priority in the District policy.

The public/utility land use credit recognizes the existence of public rights-of-way and utility easements which serve recreation purposes such as access to park land. A modest twelve acre credit has been given, distributed by zone as shown in Illustration III-B.

The school recreation land credit and the public/utility land use credit provides the District a total of 30 acres credit. This credit added to the existing park acreage means the District would need to acquire, through purchase, lease, public land transfer and dedication, or operating agreement, 40 acres of land to meet the objective of 125 acres.

In order to define acquisition priorities, consideration of population growth by zone, of service areas, of recreation program needs and of facilities use was given. Population growth was interpreted by district zone and percentage projections of total growth applied as follows:

Zone	Percent Growth	Number of Persons
Zone One	10%	676
Zone Two	18%	1,218
Zone Three	14%	947
Zone Four	58%	3,923
TOTALS:	100%	6,764

There are many factors influencing population growth within a target geographic area. The smaller the area, the more difficult to assess which neighborhood will develop first or fastest, thus impacting recreation demand. Certainly population growth is not the only means to gauge acquisition decisions. However, the preponderance of information concerning the planning area indicates that the east end of the Valley will develop more rapidly than the rest. It represents the land acquisition priority area both in need and in number of acres.

The west Valley area and the Moonridge area are presently experiencing an increase in conversion of properties and re-cycling of "old" properties to new development. Densities in some cases are increasing and a general absorption of lots and land areas previously exhibiting open space to structure ratios which maintained a mountain rural character are giving way to a more urbanized appearance. This conversion is creating pressure on land availability for park purposes.

Considering population growth, park service areas, program and facility needs, the consultants recommend an acquisition program as follows: Zone 1, 3 acres; Zone 2, 8.95 acres; Zone 3, 5 acres; Zone 4, 23.5 acres. (Refer to Map IX.) The total program of ownership, credit and acquisition of recreation lands is presented in the following illustration.

ILLUSTRATION III-B

RECREATION LAND RESOURCES
OWNERSHIP, CREDIT, AND ACQUISITION
BY DISTRICT ZONE

ZONE	EXISTING OWNERSHIP	SCH/PARK CREDIT	PUB R/W CREDIT	ACQUIRE	TOTAL
Zone One	7.1	-0-	1.0	3.0	12.5
Zone Two	16.25	7.8	2.7	8.95	35.0
Zone Three	2.7	-0-	4.5	5.0	12.2
Zone Four	19.25	20.2	3.8	23.5	65.65
TOTALS:	45.3	28.0	12.0	40.0	125.0

Note: All figures are expressed in acres and are totaled to the nearest even number.

With the assumption that the Master Plan is adopted with a policy objective for acquisition of approximately 40 acres of land by the year 2000, priority should be given to the acquisition component of the plan in order to mitigate against increased land values and costs associated with the acquisition process.

Acquisition need not involve outright purchase but may come through a lease arrangement or an operations agreement. Several public entities in Big Bear Valley own land which may be available for park use. These entities are San Bernardino County Regional Parks, Big Bear City Community Services District, Big Bear Area Regional Wastewater Agency, City of Big Bear Lake, and the U.S. Forest Service. Map X illustrates lands held by the public agencies.

Other criteria relevant to land acquisition are the following:

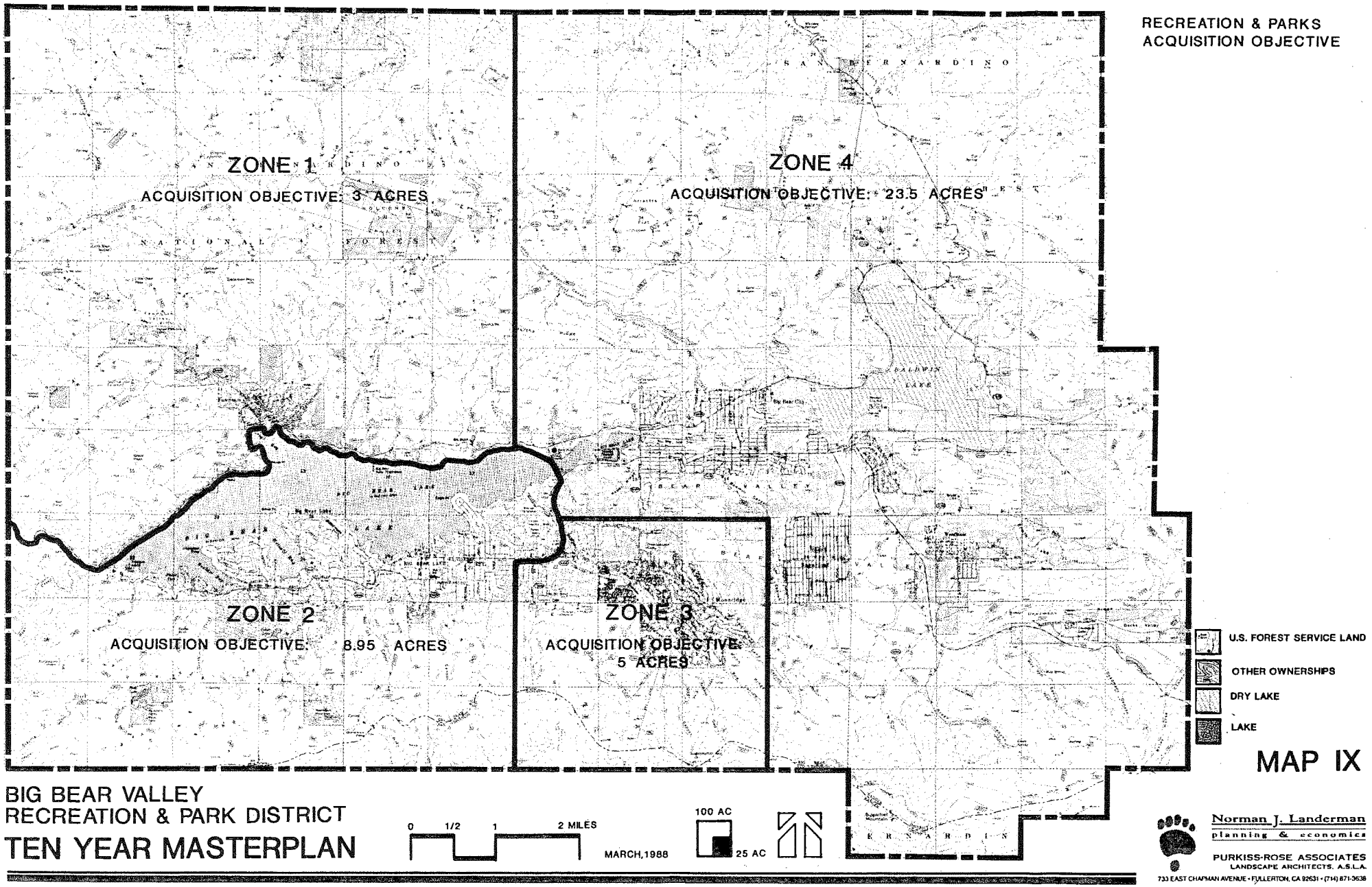
- The community desire for the development of a sports park with several fields in one location leads to the need to find a *minimum* of 20 acres at a 3% or less gradient.

- The typical facilities of a neighborhood park are best suited to a minimum 5 acre site although smaller sites can be justified in the mountain community. Because these parks usually provide flat space for informal ball games, approximately 50% of the site should have a 3% or less gradient. But varied topography with gradients up to 30% can be used for picnic areas, snow play, overlooks, linkages, connections with Forest Service land, nature interpretation and so forth.

- If there is a choice, land should be acquired with potential for connection to the proposed tertiary treated water line from the sewage treatment facility. Turfed play areas have a high water demand and water is a precious resource anywhere, but especially in the mountain communities. Use of treated water can help lessen the impact of park land on the water resources.

- With each acquisition choice, consideration should be given to the potential for trail linkage of the new land to existing parks and recreation facilities in the community.

These and other factors such as infrastructure, general plan status and surrounding land use characteristics should be monitored carefully in making final decisions on the priority of acquisition of park lands.


RECREATION & PARKS
ACQUISITION OBJECTIVE
ZONE 1
ACQUISITION OBJECTIVE: 3 ACRES
ZONE 2
ACQUISITION OBJECTIVE: 8.95 ACRES
ZONE 3
ACQUISITION OBJECTIVE: 5 ACRES
ZONE 4
ACQUISITION OBJECTIVE: 23.5 ACRES
U.S. FOREST SERVICE LAND
OTHER OWNERSHIPS
DRY LAKE
LAKE
MAP IX
BIG BEAR VALLEY
RECREATION & PARK DISTRICT
TEN YEAR MASTERPLAN
0 1/2 1 2 MILES
MARCH, 1988
100 AC
25 AC
Norman J. Landerman
planning & economics
PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638

- *North Shore Environmental Analysis*
  San Bernardino National Forest
  U.S. Forest Service, Department of Agriculture

- *Recreational Facilities/Calendar of Events - 1987*
  Big Bear Municipal Water District

- *Recreation Development Handbook*
  The Urban Land Institute, Washington D.C.

- *Recreational Planning and Design*
  Seymour Gold

- *Review of Water Quality Control as it Relates to Baldwin Lake*
  Big Bear Area Regional Wastewater Agency
  By: Joseph A. Rowe and Richard Bueermann
  CM Engineering Associatesf
  Neste, Brudin & Stone
  A Joint Venture

- *School Site Selection and Approval Guide*
  School Facilities Planning Division
  California State Department of Education

- *Site Planning Standards*
  De Chira and Koppelman

- *Strategy for Water Development and Mangement*
  Big Bear Valley
  Big Bear Municipal Water District
  By: Camp Dresser & McKee, Inc.

- *The Business of Leisure - Special Report*
  The Wall Street Journal
  Dow Jones & Company, Inc.

- *The Forest Service Roles in Outdoor Recreation*
  San Bernardino National Forest Service
  U.S. Forest Service, Department of Agriculture

- *Urban Planning and Design Criteria*
  De Chira and Koppelman

BIG BEAR VALLEY
RECREATION AND PARKS DISTRICT

REFERENCE DOCUMENTS

- *Bear Valley Community Plan (Draft) - 1987*
  County of San Bernardino - Planning Department

- *Big Bear Lake In-Person Survey - Summer 1987*
  Executive Summary and Analysis
  Big Bear Chamber of Commerce

- *Big Bear Lake Use Data 1983 through 1987*
  Big Bear Municipal Water District

- *California Growth in the 1980's* - 1987 Edition
  Center for Continuing Study of the California Economy

- *City of Big Bear Lake: Economic and Tourism Development Strategy Improvement Agency*
  City of Big Bear Lake
  By: Landerman Associates, Inc.

- *Draft Baseline Projection - Subregional*
  Southern California Association of Governments

- *Draft Environmental Impact Report - Krausmeier - Haus 'Wil Serve' Request*
  Big Bear City - Community Services District
  By: Environmental Perspectives

- *Draft Management Plan*
  Draft Environmental Impact Statement
  San Bernardino National Forest Land and Resource Management Plan
  U.S. Forest Service, Department of Agriculture

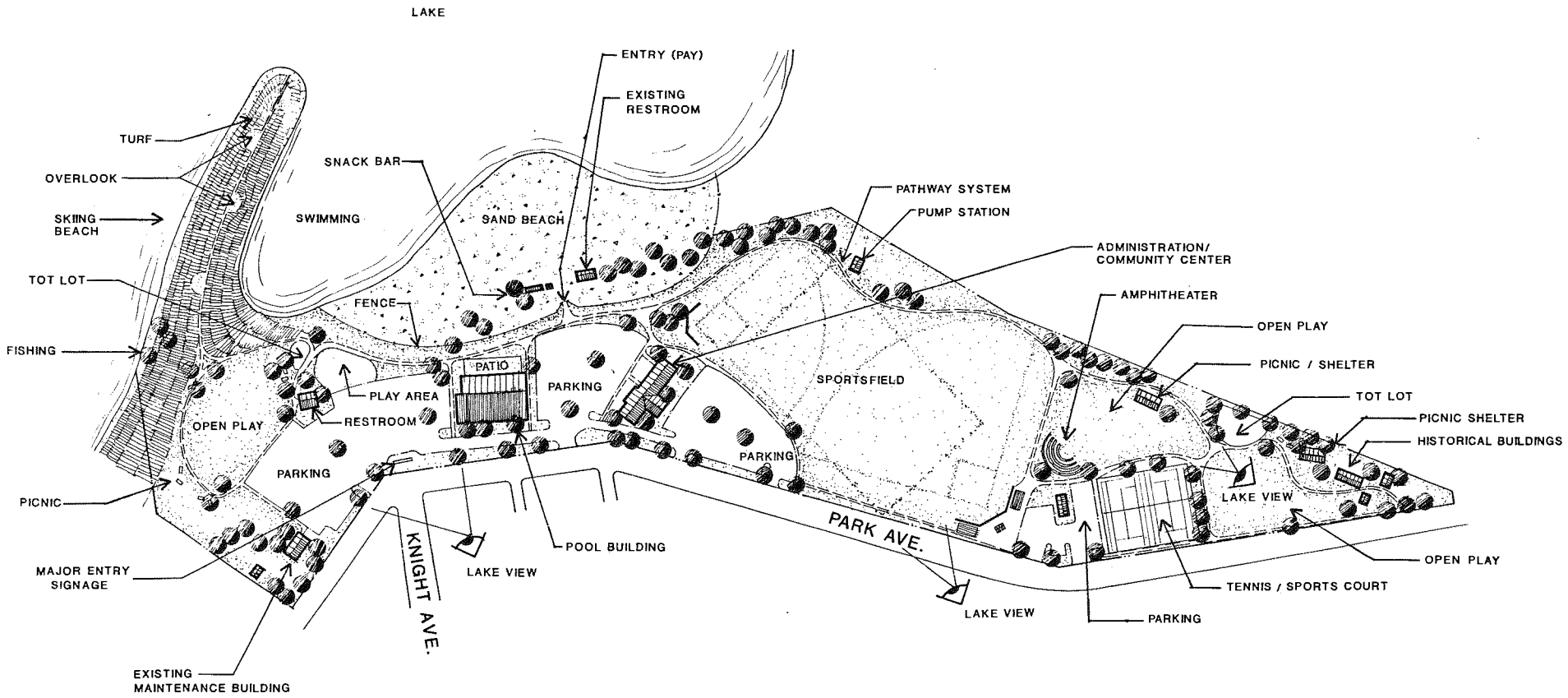
- *East Baldwin Lake*
  Sewer Feasibility Study - 1986
  By: Neste, Bruden & Stone, Incorporated

- *General Plan*
  City of Big Bear Lake

- *Guide to Public Debt Financing in California*
  By: Rauscher Pierce Refsnes, Inc.

- *Impact Assessment*
  Draft Baseline Projection
  Southern California Association of Governments

- *Management Guidelines for Open Space*
  Reference Book for the Economics of Open Space Planning
  WK, Incorporated



PROPOSED SCHEMATIC MASTERPLAN FOR:

MEADOW PARK

Meadow Park - 16.25 acres, Zone 2

The most popular park in the current park system, Meadow Park has a prime location and offers many activities. It has developed over the years following a 1947 master plan. Since that time, the lake level has become stabilized and the lake has become a dependable recreation resource as well as year round visual amenity.

The park offers several opportunities to provide facilities identified in the needs assessment: Ballfields, administration building, community center, open space, children's play areas. The park can be reviewed in seven segments. All recommendations are displayed on the schematic plan.

First, enlarge the existing ballfield area to accommodate two full-sized softball fields and one full-sized soccer overlay. This enlargement can be accomplished by putting drainage between the existing fields underground and by removing the parking lot that runs the length of the east side of the fields. By grouping the Mule barn and storage building with the Boy Scout cabin in a mini-historic area, parking can be developed near the road side at the restrooms. The amphitheater can be relocated and redesigned to face an open space and relate to the ballfields for awards ceremonies and similar group functions.

Second, develop much-needed administrative offices and community center in the existing American Legion building. Hire an architect or space planner to develop plans for retrofitting this building to meet community needs. Parking can be provided on both sides of the building.

Third, provide an expanded and improved children's play area and tot lot at the east end of the park. By relocating the volleyball and removing the ice rink slab, a turfed open play area can be developed which will also increase the opportunities for views *through* the park to the water. This part of the park can serve the function of a neighborhood park.

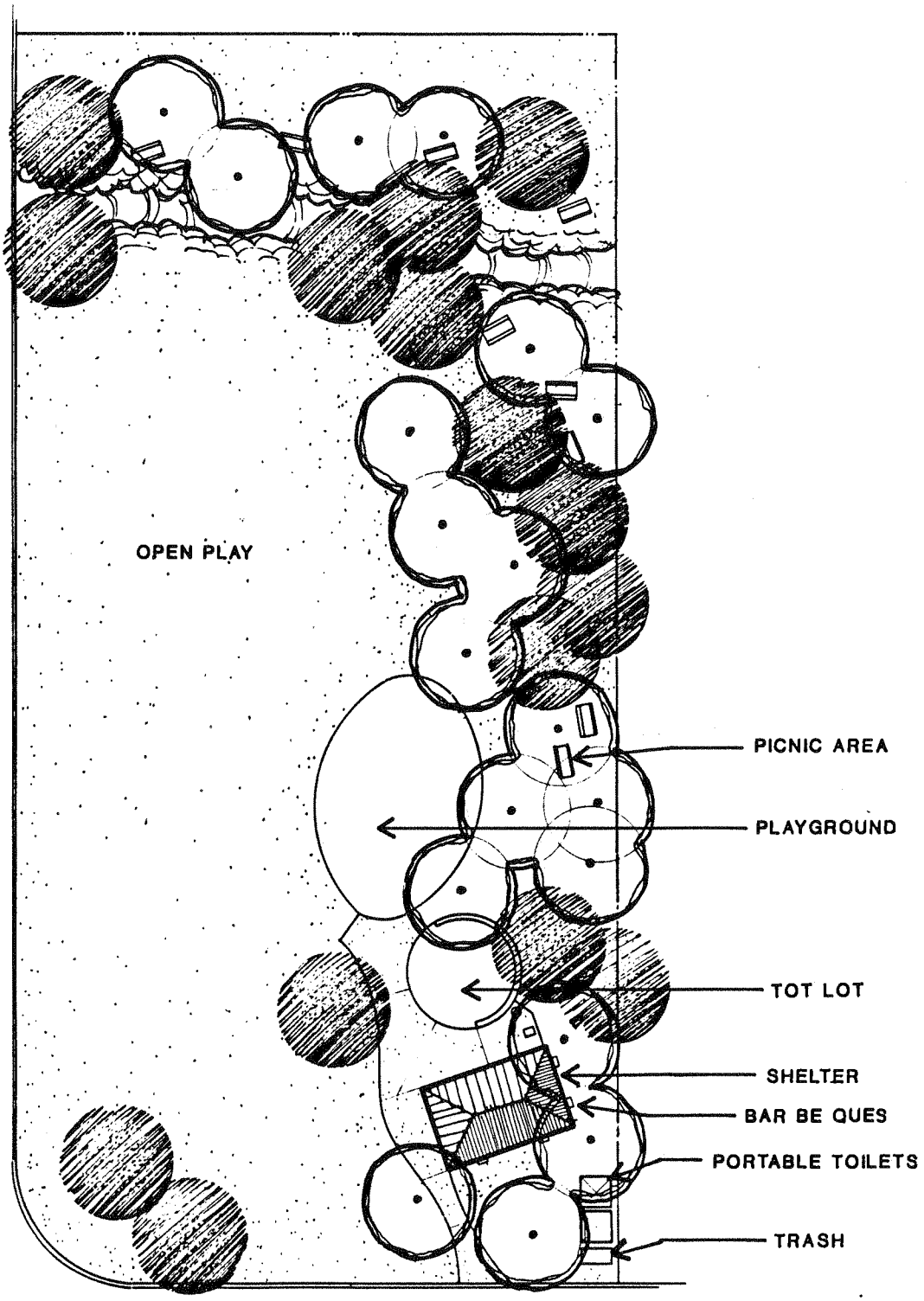
Fourth, renovate the pool building to encourage its use as a year-round facility. Retain an architect with experience with indoor pools to find the best way to open up the building to light and views. Perhaps the west wall of the building could be glass or skylights could be installed. Relocate the patio to have a pleasant relationship to the park and the swim beach.

Fifth, augment the swim beach to make more of its shoreline "effective" by moving the fence. (Refer to the standards for facilities, Section II.) Soften the impact of the fence itself by developing a turf area on the park side of the fence. Also, consider a material other than chain link.

Sixth, make the ski beach peninsula more inviting by removing the fence and turfing parts of it. Develop overlooks and fishing areas.

Seventh, develop as a turfed open play area the area of the park east of the restroom and maintenance building. Develop fishing opportunities, picknicking, and children's play areas. Preserve views to the lake. Keep the maintenance building to serve maintenance only. Store equipment in the most southeasterly corner of the park. Storage of materials has been suggested for Bear City Park.

Finally, develop a pathway system throughout the park which would link facilities and serve as an exercise course.



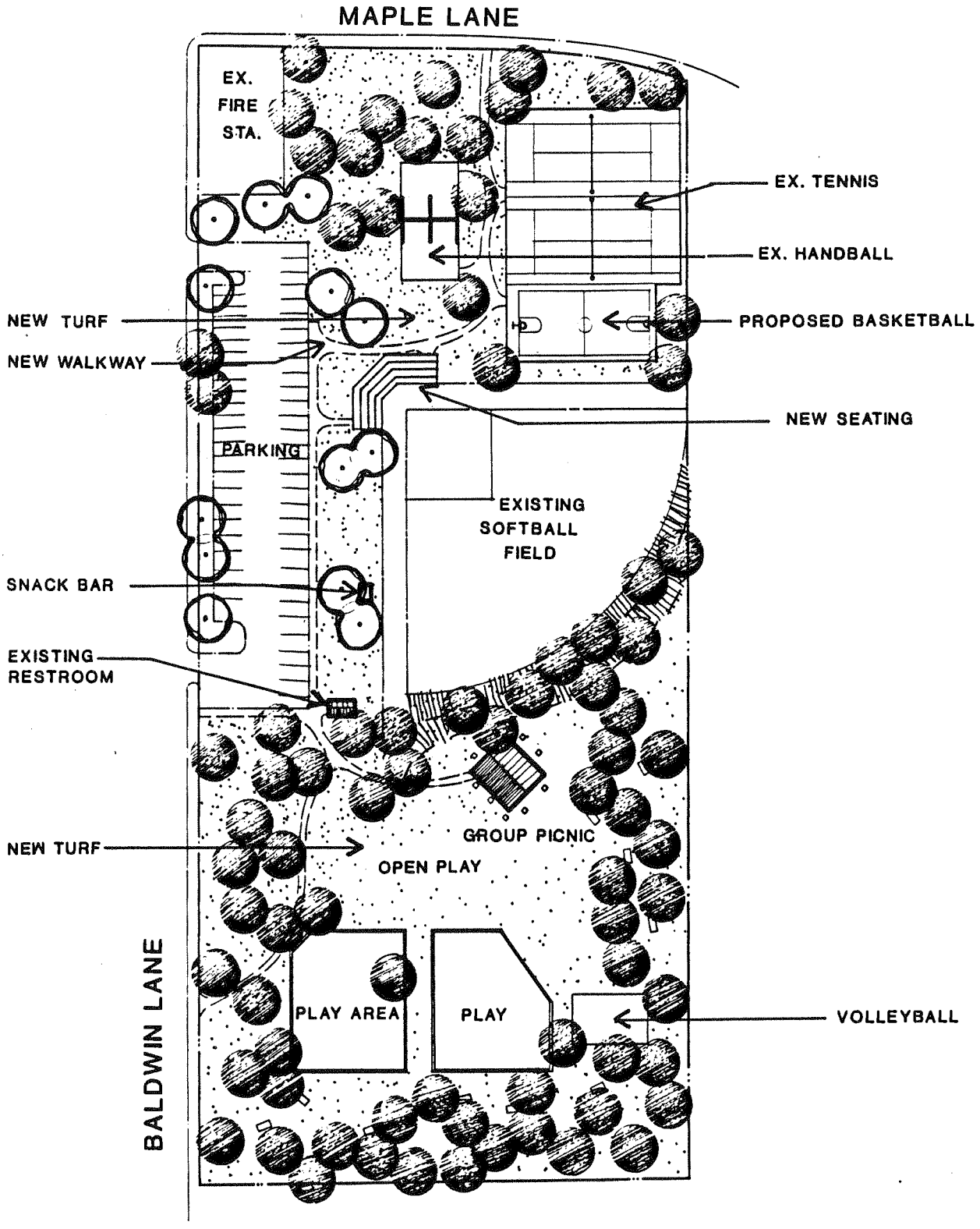
PROPOSED SCHEMATIC MASTERPLAN FOR:

ERWIN LAKE PARK

Erwin Lake Park - 1.25 acres, Zone 3

Erwin Lake Park is smaller than current standards for the typical neighborhood park, but it represents a beginning for this community. The schematic plan represents the requests of the Erwin Lake Property Owners for the facilities they would like to see in their park. The one exception is parking. Parks of this size effectively serve residents within a quarter mile or within walking distance. Even though some people may drive to the park, valuable park space should not be given over to parking in a park this size.

Facilities are located on the south side of the park in the schematic plan because of the road easement on the north side of the park. However, if there is any chance that this park could be expanded by land acquisition on the west or south, the plans should be reversed to allow access to the new acquisition. The "forest" would then buffer the park from the road.



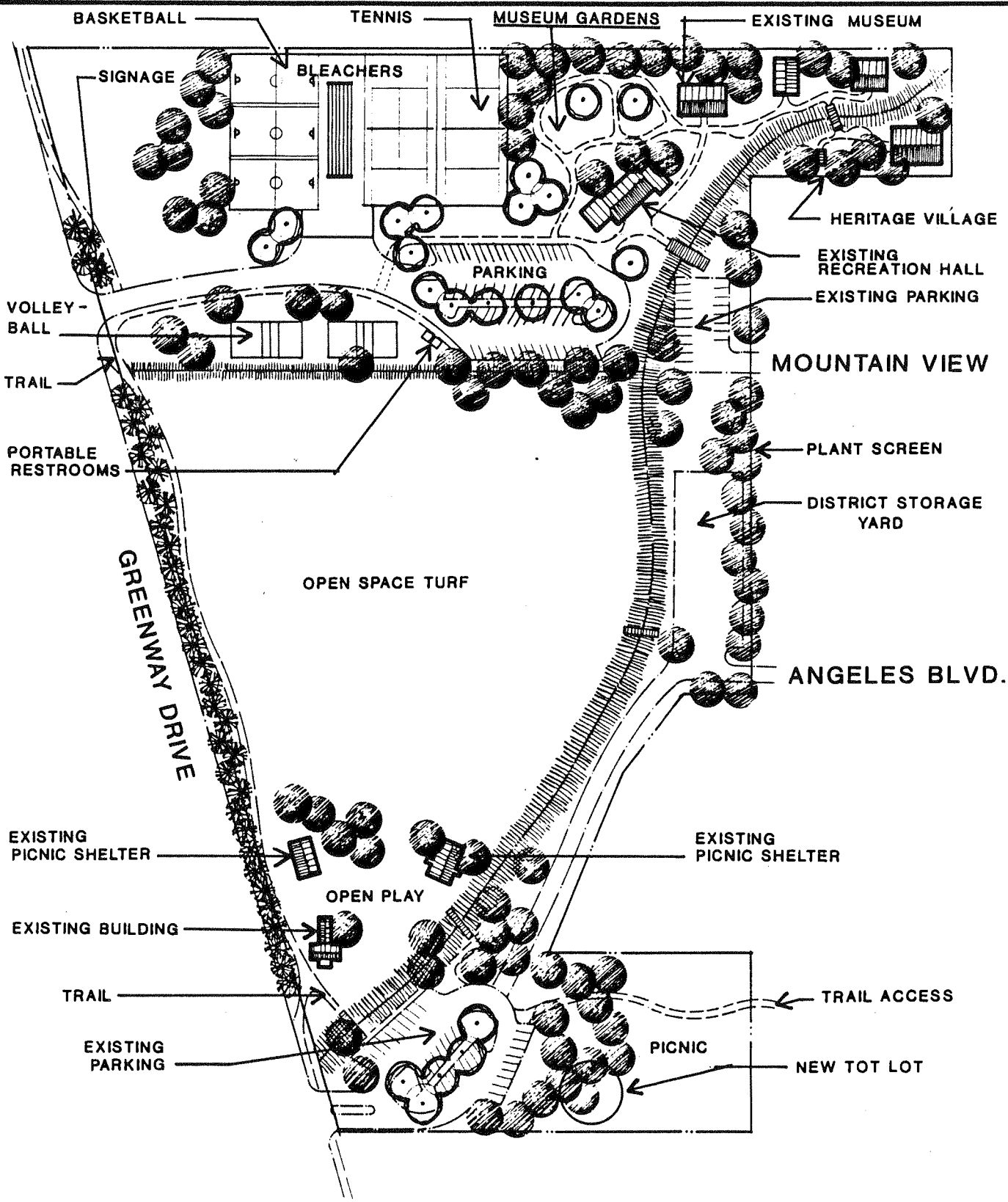
PROPOSED SCHEMATIC MASTERPLAN FOR:

SUGARLOAF PARK

Sugarloaf Park - 6 acres, Zone 3

Sugarloaf Park is a well-used and well-appreciated park. The ballfield gets regular use even though the outfield is 190 feet.

Development at this park includes new seating at the ballfield; walkways connecting the existing facilities; rock removal; landscape and turf. The park provides the opportunity to add one basketball court.



PROPOSED SCHEMATIC MASTERPLAN FOR:

BIG BEAR CITY PARK

Bear City Park - 8 acres, Zone 3

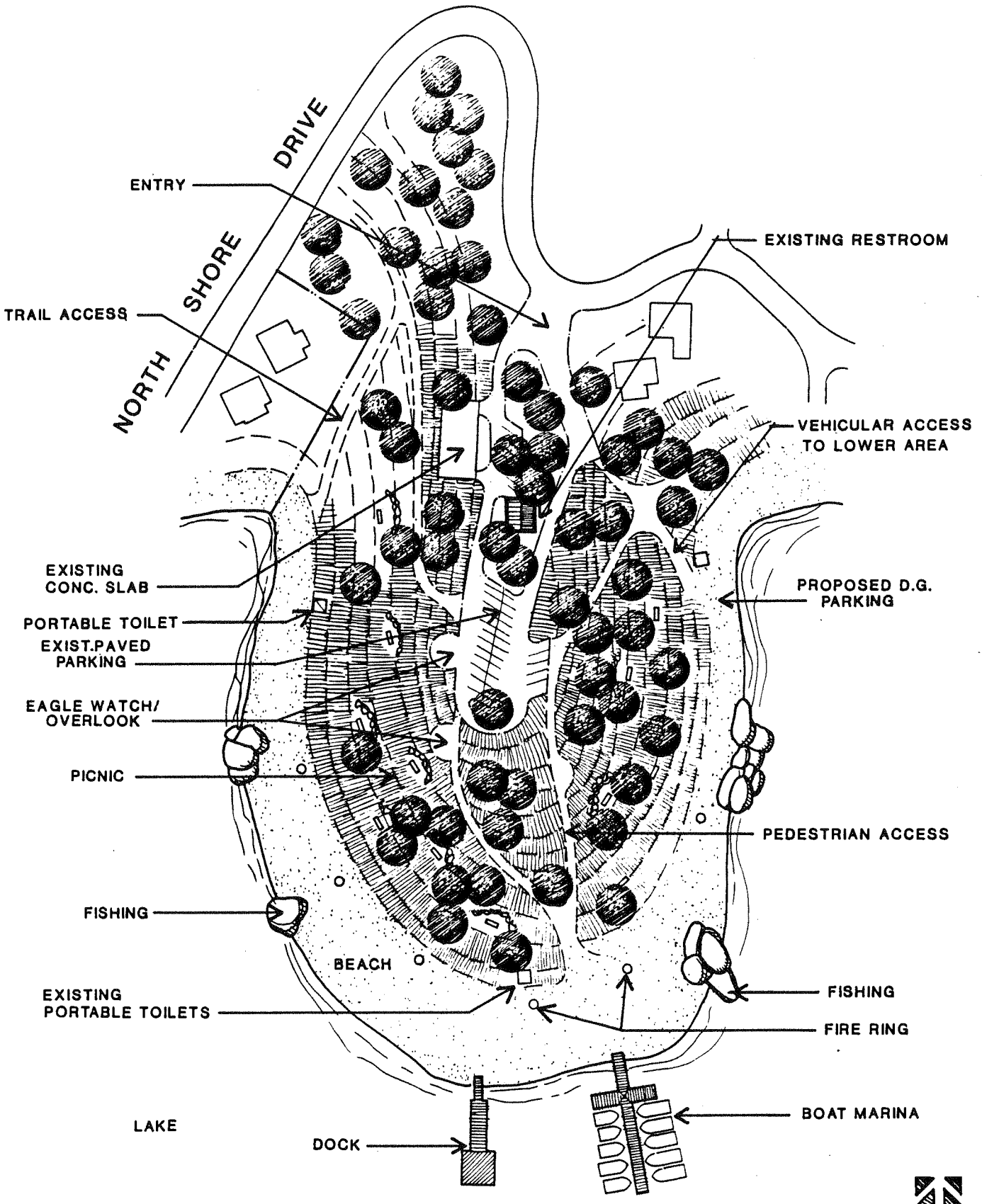
In spite of its location at the end of the airport runway, Bear City Park is a conveniently located, reasonably sized park that should be kept in the park system. Park uses are legitimate for clear flight zones as long as facilities do not attract large crowds.

The tennis courts and play area should be removed from the clear flight zone to develop an open turf free play space. Since the ball diamonds' use has been compromised by the plane crash in the park, the diamond should be removed and the north end of the park developed. This development can include a new entry and parking for the recreation hall, 2 tennis courts, 3 or more basketball courts and two volleyball courts.

Opportunities exist to develop a heritage village with the addition of more historic buildings and to create museum gardens. These gardens would be an asset to the Recreation Hall. However, the recreation hall serves a valuable function in the Park and Recreation system and should not become part of the historic area.

Access to a portion of the existing parking would be maintained off of Mountain View Avenue. The remainder of the paved area could become the district storage yard for brickdust, decomposed granite, and other materials.

The entry and parking at the south end of the park could remain. The wooded picnic area can be augmented with a tot lot. In addition, the schematic plan shows trail access, suggesting ways the park might be connected to a community-wide trail system.



PROPOSED SCHEMATIC MASTERPLAN FOR:

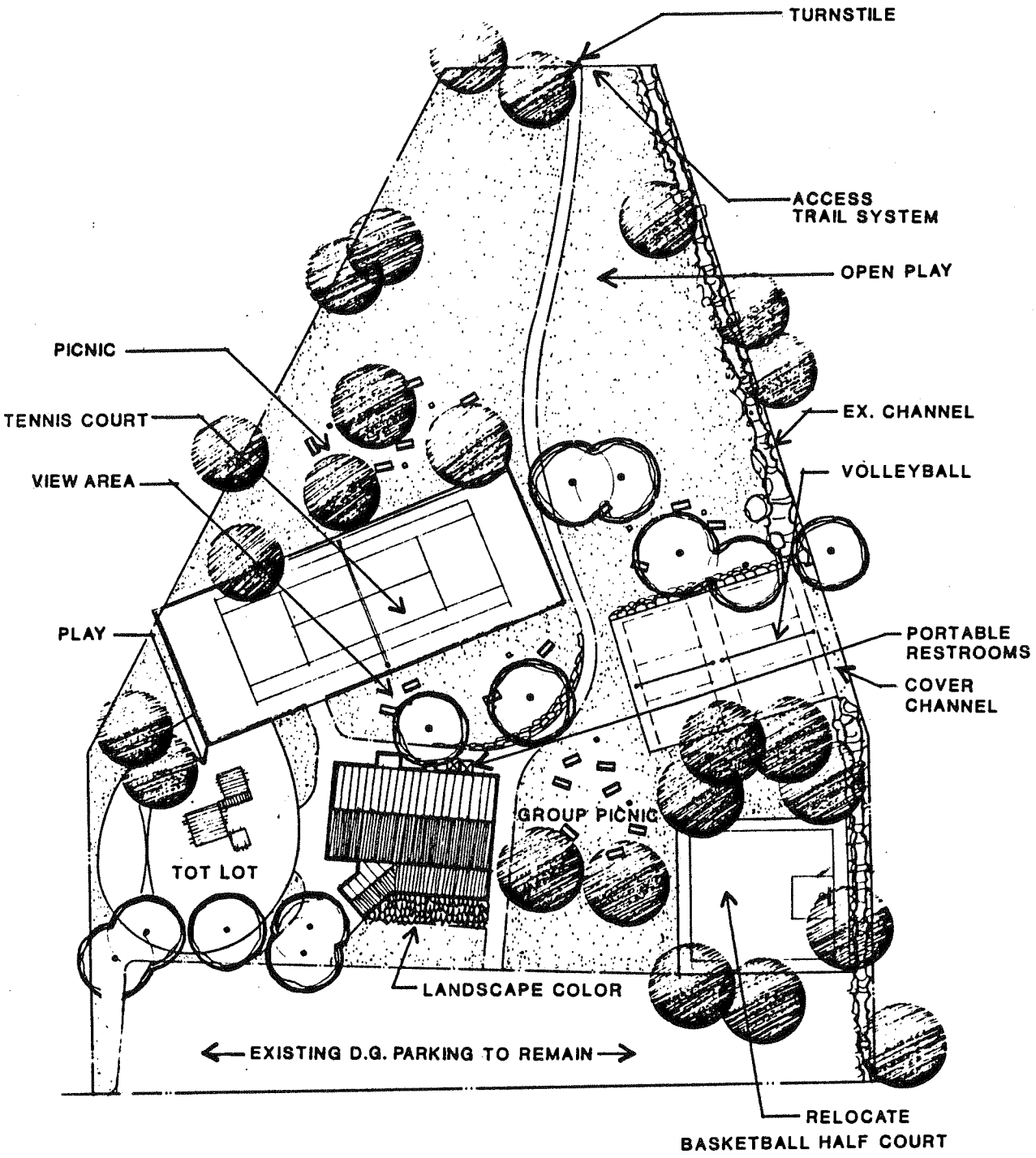
DANA POINT PARK

Dana Point Park - 6 acres, Zone 1

Dana Point Park is in the Fawnskin Community. By virtue of its topography, its separation from the community by North Shore Drive, and its lakeside location, it actually serves the whole valley as a special use park. Typical features of a neighborhood park such as a tot lot and turfed areas, would not be appropriate for this park. Instead, the park offers an opportunity to develop facilities unique to Big Bear Valley; development can take advantage of the mountain character; the lake; the views to the lake, the mountains, and the Gray's Peak eagle nesting areas.

New development could include improvement of the vehicle access to the lower level of the park and discouragement of vehicles from driving over the slope at will; a decomposed granite parking area at the lower level; stabilization of the shore with boulders which can also serve as fishing areas; a beach area with fire rings; overlook areas which might include telescopes for eagle watching; picnic pads which are leveled, perhaps using a small retaining wall at each.

Trail access and a safe pedestrian entry should be developed. The existing concrete slab has potential for several uses: group picnic; interpretive area for displays; an area for special events. The use should be decided by the community at the time of park renovation.



PROPOSED SCHEMATIC MASTERPLAN FOR:

MILLER PARK

Miller Park - 1.1 acres, Zone 1

Miller park is well located but small for a neighborhood park. Its turfed open space represents the only area of its kind in the Fawnskin community; yet, it does not have the gradient or the size to accommodate a pickup ball game. On the other hand, the community benefits from the pleasant quality of the park, an extremely nice community building, and a tennis court.

Development in Miller Park involves maximizing the existing facilities in the following ways: enlarge and relocate the basketball area to provide a full half-court; enlarge the volleyball area and make it safe by covering the channel. Develop a group picnic area near the community center to take advantage of the park's character. Augment the tot lot equipment with a play structure that provides a more interesting and challenging play environment. Maintain the parking area in decomposed granite, an appropriate surface for the mountain community. Add a pedestrian entry such as a turnstile at the west entry to prevent motor vehicles from entering the park.

Provide some flowers and color at the community building.

APPENDIX B: SECTION V - Site/Facilities Renovation

As required in the request for proposals and defined in the scope of work, the consultant team was to "produce a specific site plan for existing and proposed park sites, demonstrating best locations of various facilities (schematic plans)." The standards and schematic plans for potential park sites have been presented in Section V of the body of this report.

The plans for existing parks are presented in this appendix. Schematic plans have been developed for Miller Park, Dana Point Park, Erwin Lake Park, and Meadow Park because these are parks at which new facilities can be developed. The Senior Center and Moonridge Zoo serve special purposes and appear from workshops, surveys, and needs assessment to have adequate facilities for those purposes. The Baldwin Lake site is not shown because its acquisition and development is not confirmed.

Each park is described with a schematic plan and a written summary of how the proposed plan meets the facilities needs and design standards for development identified in the needs assessment.

These plans are simply schemes to show how identified needs can be partially met in the existing parks. We would strongly recommend that a professional park designer be hired to develop specific plans and construction documents for each park renovation. These drawings can be phased and developed with additive or deductive alternates so that the parks can be developed as the monies become available.

APPENDIX B:

SECTION V

Site/Facilities Renovation

Schematic Plans for Existing Parks

8:30 P.M. TO 8:45 P.M.

FOCUS SESSION PRESENTATION

GROUP A - 3.5 MINUTES
GROUP B - 3.5 MINUTES
GROUP C - 3.5 MINUTES

8:45 P.M. TO 9:00 P.M.

General discussion and close of Workshop No. 2.

FOCUS SESSION TWO

8:10 P.M.
FOCUS SESSION BEGINS

8:10 P.M. TO 8:30 P.M.
GROUP A - PROGRAMS

ASSIGNMENT:

1. Finalize list of program goals for each season. Make any amendments considered appropriate based on information developed by reports of other groups.

2. Finalize list of program goals for priorities in terms of expansion and new programs, including any appropriate recreational activity.

3. Prepare PROGRAMS GOALS OVERVIEW STATEMENT for presentation to workshop which summarizes the tasks listed above.

GROUP B - FACILITIES
8:10 P.M. TO 8:30 P.M.

ASSIGNMENT:

1. Finalize list of projects (facility improvement goals) for the parks and facilities needed for the District.

2. Finalize priorities of improvements and facilities.

3. Prepare and FACILITIES GOALS OVERVIEW STATEMENT incorporating the information developed in tasks 1 and 2 above. The statement should summarize the groups' goals and be presented to the entire workshop.

GROUP C - ZONE/LAND ACQUISITION
8:10 P.M. TO 8:30 P.M.

ASSIGNMENT:

1. Finalize listing of acquisition requirements and note the locations by zones within the District boundaries.

2. Finalize listing of acquisition priorities.

3. Prepare a ZONES/LAND ACQUISITION GROUP GOALS OVERVIEW STATEMENT for presentation to the entire workshop utilizing the information given us in the First Focus Session and the tasks above.

GROUP C - ZONE/LAND ACQUISITION
7:00 P.M. TO 7:45 P.M.

ASSIGNMENT:

1. **Review** the reference materials provided regarding District area, zones, park lands and existing facilities. Review information regarding needs for park lands and facilities and programs evaluated from Workshop No. 1 and study maps to familiarize the group with locations of parks, recreational resources and public/open lands.

2. On the basis of zones and with the demographics (growth) projections for the Valley Area, discuss potential needs and goals for parks and recreational programs. **Assess** potential need for additional park land and facilities, expansion of existing parks, new facilities and general type of park and recreational activity.

3. Using the yellow information sheet provided, **list** the groups' preference and consensus for land acquisition in each zone and/or improvement to existing parks and facilities. Also, **identify** approximate location of new park lands without being site specific.

4. **List** the priorities for acquisition: for example, zone one, 20 acres by year 3 of 10 year plan. The yellow information sheet provided will aid in the listing of priorities.

5. Prepare for report to workshop.

7:45 P.M. TO 8:00 P.M.

FOCUS SESSION PRESENTATIONS

GROUP A - 3.5 MINUTES
GROUP B - 3.5 MINUTES
GROUP C - 3.5 MINUTES

(Group leaders' reports manually recorded and taped to walls for review by entire workshop)

8:00 P.M. TO 8:10 P.M.

A 10 MINUTE BREAK (Coffee/cookies and conversation)

FOCUS SESSION ONE

GROUP A - PROGRAMS
7:00 P.M. TO 7:45 P.M.

ASSIGNMENT:

1. **Review** reference materials regarding programs and recreational activities. Briefly familiarize group participants with content of materials. Particularly review the program information generated in Workshop No. 1.

2. **Discuss** programs, classes and recreational activities that are needed and desirable for the community.

3. Using the yellow tabulation sheet, list in order of the seasons beginning with Spring, Summer, Fall and Winter, the programs most needed in diminishing order of importance.

4. **Describe** the groups' preference as to the location (zone) in which a particular program should occur or be offered in the future.

5. Prepare to report to workshop.

GROUP B - FACILITIES
7:00 P.M. TO 7:45 P.M.

ASSIGNMENT:

1. **Review** reference materials regarding facilities and park use. Briefly familiarize the group with the Districts zones, park lands, private recreation resources and public/open space lands. Review park standards information and list of needs generated in Workshop No. 1.

2. Using the yellow information sheet provided, **discuss** and **list** specific facility (projects) goals for each of the existing parks. Include recommendations for demolition and removal, relocation of structures, facility renovation and new facilities to the park site.

3. Using the yellow information sheet provided, **identify** the groups' preference or consensus of priorities, thus providing a ranking for the facilities goals.

4. **Prepare** to report to workshop.

BIG BEAR VALLEY RECREATION AND PARK DISTRICT

TEN YEAR MASTER PLAN

WORKSHOP NO. 2 - ASSESSMENT OF GOALS

DATE: December 1, 1987 (Tuesday)

TIME: 6:30 p.m. to 9:00 p.m.

PLACE: BIG BEAR CITY PARK RECREATION HALL

MATERIALS: Timer, Markers, Newsprint, Tablets, Pencils, Masking Tape, Pointer

PARTICIPANTS: Public Interest Groups
Public Agencies
Civic Organizations
Individuals

WORKSHOP COORDINATORS:
Norman J. Landerman, Facilitator
Steve Rose, Recorder
Marilyn Jensen, Recorder
Meredith Kaplan, Recorder

ROOM ORGANIZATION:
1. Facilitator table and chair
2. Recorder tables and chairs
3. Sign-In table and ledger
4. Group tables
5. Coffee and snack table

WORKSHOP NO. 2

ASSESSMENT OF GOALS

6:30 p.m. Welcome, opening remarks, introductions and brief discussion of study objectives and purpose of workshop.

6:45 p.m. Present detail of and explain workshop procedures, reference materials. organization of focus groups and selection of group leaders.

GROUP A - PROGRAMS
GROUP B - FACILITIES
GROUP C - ZONE/LAND ACQUISITION

7:00 p.m. Start workshop Focus Session No. One.

BIG BEAR VALLEY

RECREATION AND PARKS DISTRICT

WORKSHOP NO. 1

FOCUS GROUPS REFERENCE MATERIALS

Group A - Programs and Use Activities
- o 1982 thru 1987 Recreation Programs Pamphlets
- o Parks Locations Map
- o Recreation Program Summary
- o History of the Big Bear Valley Recreation and Park District 1934 to 1987
- o 1986 - 1987 Ski Program
- o General Program/Use Information
- o Demographics Data

Group B - Sites, Locations and Facilities
- o Map of Parks Locations
- o District Service Area Map
- o Photographs of Facilities
- o Listing of Buildings and Facility Improvements
- o Listing of Land Area
- o General Use Data

Group C - Operations and Promotions
- o Map of Parks and Locations
- o Description of Parks, Size and Facilities/Improvements
- o Examples of Program Announcements
- o User Fee Data
- o Operations/Maintenance Data

Note: These materials will be available at the workshop.

GROUP C - OPERATIONS AND MAINTENANCE

ASSIGNMENT:

1. Discuss and prepare a list of operating procedures which are viewed as most essential or appropriate to provide quality recreational services to the Big Bear Valley area.

   Example:
   - A. Park site and facility use schedules
   - B. Public awareness of recreation programs
   - C. Maintenance of parks
   - D. Security and safety programs
   - E. User fees;
     and so forth

2. Prepare a list of what are considered new promotional ideas to encourage use and awareness of park programs, sites and facilities.

3. Prepare notes for presentation.

8:40 P.M.

FOCUS SESSION PRESENTATION

- o Group A - 3 min.
- o Group B - 3 min.
- o Group C - 3 min.

8:50 P.M. - General workshop discussion and comments.

9:00 P.M. - Adjourn workshop No. 1.

Note: All group leaders please hand in notes and materials to facilitator. All recorded material to be collected for review by consultant team, who will prepare a synopsis of workshop for the District.

Thank you for your participation.

7:40 P.M.

FOCUS SESSION PRESENTATIONS

- o Group A - 3 min.
- o Group B - 3 min.
- o Group C - 3 min.

(recorder to tape news prints to walls)

7:50 P.M. **A 10 MINUTE BREAK**

8:00 P.M. - FOCUS SESSION BEGINS

GROUP A - PROGRAMS AND USE ACTIVITIES

ASSIGNMENT:

1. Focus discussion on types of recreational programs and use activities (existing and additional or new). Assessing those which are dominant or are major uses, those which are lesser use and those programs which are interim use, that is once or twice a year such as a special event. Outline your notes.

2. Provide a ranking of importance or need using a scale of 0 to 5 where 0 is the least needed and 5 the highest needed.

3. Prepare notes for presentation.

GROUP B - SITES, LOCATIONS AND FACILITIES

ASSIGNMENT:

1. Considering the information gained in the first focus session, review existing sites, locations, and facilities and discuss which would require major improvements, expansion or other changes to enhance the quality of recreation in the district.

2. List site and improvements by catagories, i.e.;
   - o Land Acquisition
   - o Facility Expansion
   - o New Facilities
   - o new Park Sites;
     and so forth

3. Discuss and make notes as to priorities which should be given to improvements and/or acquisition.

4. Prepare notes for presentation.

GROUP A - PROGRAMS AND USE ACTIVITIES

ASSIGNMENT:

1. Review and discuss existing recreation programs and use activities. Make notations as to those which are considered "highly needed" and those which may not be as needed but are useful. Also discuss those programs which may not serve a recognized need.

2. Discuss and briefly outline the profile of the community in terms of its population, age groups and general interests toward recreation and use of local parks. Note the most predominant types of use activities which exist.

3. Prepare a list of recreational programs and park use by major category. The list should expand on existing programs and list separately "new" or additional programs. The list can be as extensive as the group perceives appropriate.

4. Organize your notes for presentation.

GROUP B - SITES, LOCATIONS AND FACILITIES

ASSIGNMENT:

1. Review maps and descriptions of existing parks and facilities.

2. Discuss the general condition of facilities, park facilities size to accommodate intended use; location of parks to serve population, facilities which are not used very much and list a general "positive/negative" commentary regarding existing park sites, locations and facilities.

3. Organize your notes for presentation.

GROUP C - OPERATIONS AND MAINTENANCE

ASSIGNMENT:

1. Review existing park operating procedures, general care and maintenance, program administration, promotion of recreation activities and community events. Discuss as well security, safety and cleanliness of parks and facilities.

2. List those operating procedures which may be perceived as working well, deficient or needing improvement. Also, list perceived positive and negatives of promotion of public parks, i.e., programs, events advertising, park schedules, activities promotions.

3. Prepare notes for presentation.

BIG BEAR VALLEY RECREATION & PARK DISTRICT

TEN YEAR MASTER PLAN

WORKSHOP NO. I - ASSESSMENT OF NEEDS

Date: October 1, 1987

Time: 6:30 p.m. to 9:00 p.m.

Place: Big Bear City Park - Recreation Hall

MATERIALS: Timer, Markers (Red/Blue/Green/Brown/Black), Newsprint Tablet, Pencils, Writing Pads, Masking Tape, Pointer.

PARTICIPANTS:

- o Facilitator - Norman J. Landerman
- o Recorder - Meredith Kaplan
- o Recorder - Steve Rose/Marilyn Jensen
- o Observers - District Representatives
- o Public representation by groups and general public

ORGANIZATION OF ROOM:

1. Facilitators table and chair
2. Recorders table and chairs (2)
3. Group(s) tables (3) and chairs (50)
4. Sign-in table
5. Coffee/Tea and cookies table
6. Wall space for pin-up of notes
7. Reporting stand/podium

WORKSHOP NO. 1
ASSESSMENT OF NEEDS

6:30 P.M. - Opening remarks, introductions and brief discussion of study objectives and purpose of workshop

6:45 P.M. - Present workshop procedures and reference materials. Organize focus groups:

Group A - Programs and use activities
Group B - Sites, locations and facilities
Group C - Operations and Maintenance

Select group leader

7:00 P.M. - Start workshop focus sessions

PROGRAM ACTIVITIES

Big Bear Valley Recreation and Park District

PLEASE INDICATE THE NUMBER OF PEOPLE IN YOUR HOUSEHOLD WHO HAVE PARTICIPATED IN EACH OF THESE ACTIVITIES DURING THE PAST YEAR.

ARTS

1.__ CALLIGRAPHY

2.__ CRAFTS AND ART

3.__ CRAFT SHOW (ADULT)

4.__ GLASS ETCHING

5.__ STAINED GALAS

CLASSES

7.__BATON

8.__BRIDGE

9.__CREATIVE DANCE

10.__DOG OBEDIENCE

11.__EXERCISE TO MUSIC

12.__KNITTING AND CROCHET

13.__NATURE STUDY

14.__SEWING

15.__SWIMMING

SPORTS

16.__CO-ED SOFTBALL

17.__GOLF

18.__MEN'S SOFTBALL

19.__WOMEN'S SOFTBALL

20.__OPEN GYM

21.__SAILING

22.__SKI PROGRAM

23.__TENNIS

SPORTS

24.__WATER SKIING

MISCELLANEOUS

25.__BIKE SAFETY CHECK

26.__BUS TRIPS

27.__ELKS & ROTARY SKI RACE

28.__ELKS CARNIVAL (SPECIAL SWIM PROGRAM)

29.__FILMS FOR KIDS

30.__PET SHOW

31.__TOWLE PAINTING

ACTIVITIES THAT YOUR WOULD PARTICIPATE IN IF OFFERED:

_____

_____

_____

_____

49. What was the approximate **income** of your household last year?

1___under 10,000 2___10,000-19,999 3___20,000-39,999

4___40,000 or more

50. What is the highest level of **education** you have completed?

1___some high school or less 2___high school

3___some college 4___college grad

5___graduate degree 6___no answer

50. What is the **race** of most of the people in your home?

1___Asian 2___American Indian 3___Black

4___Hispanic 5___Pacific Islander 6___White

7___Other

51. Any additional **comments** you would like to make?

_____

_____

_____

Thank you for your assistance.

40. Do you feel it's appropriate to pay **user fees** for: access to the park, parking or use of the facilities?

1___yes 2___no

Comments? _____

41. In order for **the Big Bear Valley District** to offer new programs, provide additional services,or build new facilities, would you be willing to pay a fee for them?

1___ yes 2____ no

Comments? _____

42. Are there additional **park facilities** you would like to see developed?

1___yes 2____no

If your answer is YES, what are those facilities?

_____

We would like to know more about the people we serve. **DO NOT IDENTIFY** yourself, but please answer these questions.

43. What is your **residency** in Big Bear Valley District?

Are you a

1___fulltime year-round resident

2___resident for 6 or more months a year

3___resident for less than 6 months?

44. What is the **number of people** in your household? _____

45. Is there more than one **adult?** 1__yes 2__no Number__

46. Are there any **seniors** (over 60)? 1__yes 2__no Number__

47. Are there any **teens** (13 to 20 years)1__yes 2__no Number__

48. Are there any **children** under 13? 1__yes 2__no Number__

BIG BEAR VALLEY DISTRICT
Questionnaire - Nov 1, 1987

The rating scale for these next questions will be excellent, good, fair or poor. Please identify the park you are describing (24_)

_____

ACCESSIBILITY

	EXC	GOOD	FAIR	POOR
25. Is the park close?	___	___	___	___
26. Is there enough parking space?	___	___	___	___
27. Are programs offered at convenient hours?	___	___	___	___
28. Is the park open at convenient hours?	___	___	___	___

SAFETY

29. How safe is the park/facility?	___	___	___	___
30. Is equipment in good condition?	___	___	___	___
31. Is equipment readily available?	___	___	___	___

MAINTENANCE

32. Is the park attractive?	___	___	___	___
33. Is it well maintained?	___	___	___	___
34. Is it generally clean?	___	___	___	___

35. Additional comments about the park?_____

STAFF

6. Are there enough staff available?	___	___	___	___
37. Are staff helpful and courteous?	___	___	___	___
38. Are staff effective in directing programs?	___	___	___	___

39. What programs not currently offered would you like to see added?

_____

BIG BEAR VALLEY DISTRICT
Questionnaire - Nov 1, 1987

The first question is, how do you rate our **parks?** Are they excellent, good, fair or poor?

	excellent	good	fair	poor
15. How are our parks?	1___	2___	3___	4___

Using the same rating scale, how do you rate our **programs?**

16. How are our programs?	1___	2___	3___	4___

17. About how often have you or others in your home visited any of our **parks** in the past year?

1___daily 2____once a week 3___once a month

4___less than once a month 5___never

If never, why not? _____

18. About how often have you or others in your home participated in any of our **programs** in the past year?

1___daily 2___once a week 3___once a month

4___less than once a month 5___never

If never, why not?_____

19. How do you usually get to the **facility?**

1___car 2___bike 3___walk 4___bus 5___other

Please answer the next questions about the **Big Bear Valley District** parks and programs you know the most about. Please assist us by identifying your community.

20. **Zone 1** __ Fawnskin

21. **Zone 2** __ Big Bear Lake

22. **Zone 3** __ Moonridge ___Sugarloaf

23. **Zone 4** __ Baldwin ___Erwin Lake ___Big Bear City

BIG BEAR VALLEY DISTRICT
Questionnaire - Nov 1, 1987

Name of the **Organization** _____ Date_____

DIRECTIONS: We are conducting a survey for the Big Bear Valley Park and Recreation District. It will take just a few minutes of your time, and the information will be of great help as we prepare a ten-year master plan for the District.

TEN SURVEYS HAVE BEEN INCLUDED FOR MEMBERS OF YOUR ORGANIZATION. PLEASE FEEL FREE TO MAKE AS MANY ADDITIONAL COPIES AS YOU MAY REQUIRE. TO BE INCLUDED IN THE STUDY, SURVEYS MUST BE RECEIVED ON OR BEFORE NOVEMBER 20, 1987 . MAIL TO:

NORMAN LANDERMAN
POST OFFICE BOX 3569
LONG BEACH, CA 90803

Please answer these questions for your HOUSEHOLD (all persons in your home). If the answers would be different for some persons in your home, please give the answer that is best for most persons.

1. Does anyone in your home use any of the Big Bear Valley District **PARKS?**

1.1 ____ yes If yes, which of these 8 **parks** have you used during the past year? Check all that apply.
1.2 ____ no

2___Dana Point Park
3___Big Bear City Park
4___Moonridge Zoo
5___Erwin Lake Park
6___Sugarloaf
7___Meadowpark
8___Miller Park
9___Sr. Center Park

10. Does anyone in your home participate in any of the our **PROGRAMS** (such as arts, sports, classes, special events, etc.).

10.1 ____ yes If yes, which programs have you or members of your **HOUSEHOLD** participated in during the
10.2 ____ no past year? Check all that apply.

11___sports
12___arts
13___organized classes
14___special events/one time programs

What is your **GENERAL FEELING** about our Department in these areas? Please help us by rating each item as excellent, good, fair or poor.

30. What was the gross income of your household last year?

42-1 under 10,000

-2 10,000-19,000

-3 20,000-39,999

-4 40,000 or more

31. What is the race of most of the people in your home?

43-1 Asian

-2 American Indian

-3 Black

-4 Hispanic

-5 Pacific Islander

-6 White

-7 Other

32. Any additional comments you would like to make?

_____ 44-

_____ 45-

_____ 46-

_____ 47-

Thank you for your assistance.

80-1

22. Do you feel it's appropriate to pay a user fee for the use of the parks?

Yes 32-1
No -2

23. In order to offer new programs or provide additional services, would you be willing to pay a fee for them?

Yes 33-1
No -2

We would like to know more about the people we serve. DO NOT IDENTIFY yourself, but please answer these questions.

23. Where do you live? In the community of:

34-1 Big Bear

2 Big Bear City

3 Fawnskin

4 Erwin City

5 Moonridge

6 Sugarloaf

7 Baldwin

24. What is your residency in Big Bear Valley District?

Are you a:

35-1 fulltime year-round resident?

-2 resident for 6 or more months a year?

-3 resident for less than 6 months?

In your household (living in your home)

25. What is the total number of people in your household?

_____ 36-
37-

26. Is there more than one adult? 38-1 yes 2 no

27. Are there any seniors (over 60)? 39-1 yes 2 no

28. Are there any teens (13 to 20 years) 40-1 yes 2 no

29. Are there any children under 13? 41-1 yes 2 no

Please answer the next questions about Big Bear Valley District parks and programs you know the most about. The rating scale for these next questions will be the same 4 point scale where 4 means excellent and 1 means poor. You may give me a 1, 4, or any number in between.

Accessibility

		EXC	GOOD	FAIR	POOR
8.	Is the park close?	16 -1	-2	-3	-4
9.	Is there enough parking space?	17 -1	-2	-3	-4
10.	Are programs at convenient hours?	18 -1	-2	-3	-4
11.	Are parks open at convenient hours?	19 -1	-2	-3	-4

Safety

12.	How safe is the park/facility?	20 -1	-2	-3	-4
13.	Is equipment in good condition?	21 -1	-2	-3	-4
14.	Is equipment readily available?	22 -1	-2	-3	-4

Maintenance

15.	Is the park attractive?	23 -1	-2	-3	-4
16.	Is it well maintained?	24 -1	-2	-3	-4
17.	Is it generally clean?	25 -1	-2	-3	-4

Staff

18.	Are there enough staff available?	26 -1	-2	-3	-4
19.	Are staff helpful and courteous?	27 -1	-2	-3	-4
20.	Are staff effective in directing programs?	28 -1	-2	-3	-4

21. What programs not currently offered would you like to see added?

_____ 29-

_____ 30-

_____ 31-

The first question is, how do you rate our parks? Are they excellent, good, fair, or poor?

	EXCELLENT	GOOD	FAIR	POOR
3. How are our parks?	9-1	2	3	4

Using the same rating scale, how do you rate our programs?

4. How are our programs?	10-1	2	3	4

5. About how often have you or others in your home visited any of our parks in the past year?

11-1 daily

2 once a week

3 once a month

4 less than once a month

5 never

6. About how often have you or others in your home participated in any of our programs in the past year?

12-1 daily

2 once a week

3 once a month

4 less than once a month

5 never

If never, why not?_____ 13-

_____ 14-

7. How do you usually get to the facility?

15-1 car

2 bike

3 walk

4 bus

5 other

BIG BEAR VALLEY DISTRICT
Questionnaire for Davis Market Research

SUGGESTED DIRECTIONS: We are conducting a survey for the Big Bear Valley Park and Recreation District. It will take just a few minutes of your time, and the information will be of great help as we prepare a ten-year master plan for the District.

Please answer these questions for your HOUSEHOLD (all persons in your home). If the answers would be different for some persons in your home, please give the answer that is best for most persons.

1. Does anyone in your home use any of the Big Bear Valley District PARKS?

Yes 4-1 If yes, which of these 8 parks do you use most of from?

No -2

5-1 Dana Point Park

2 Big Bear City Park

3 Moonridge Zoo

4 Erwin Lake Park

5 Sugarloaf Park

6 Meadowpark

7 Miller Park

8 Sr. Center Park

2. Does anyone in your home participate in any of our PROGRAMS (such as arts, sports, classes, special events, etc.).

Yes 6-1 If yes, which program do you attend most often?

No -2 _____ 7-

_____ 8-

What is your GENERAL FEELING about our Department in these areas? Please help us by rating each item as excellent, good, fair, or poor.

Please use a 4 point scale where 4 means excellent and 1 means poor. You may give me a 1, 4, or any number in between.

APPENDIX A:

SECTION II

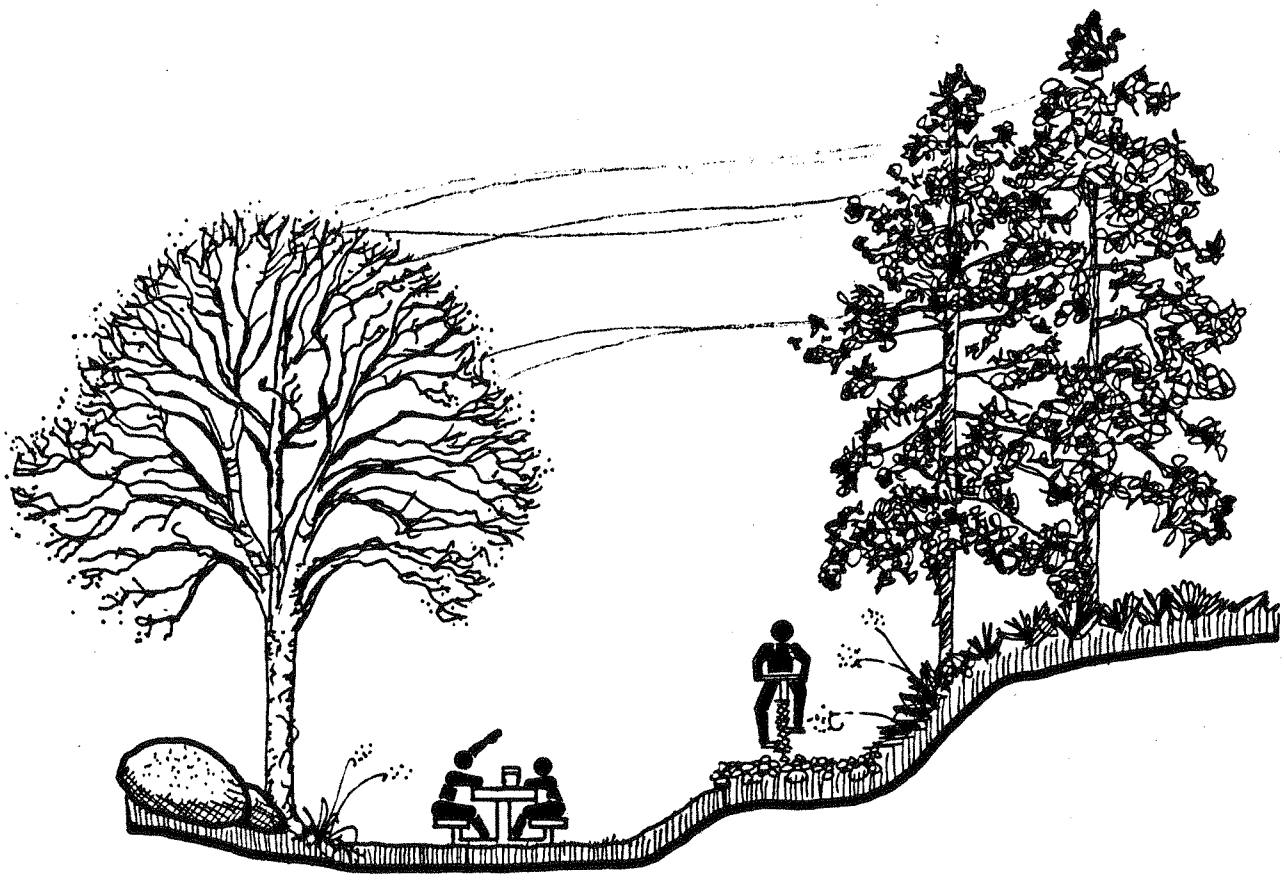
Survey Instruments

- o Telephone Survey
- o Community Organization Questionnaires Survey

Workshop Agendas

- o Community Workshop No. 1
- o Community Workshop No. 2

APPENDICES



resources and visitor requirements, generating funds through other direct revenue sources. This takes on the character of an investment program that could effectively put the District in a position to participate in bond financing with greater financial strength, in participation grants and to leverage its ability to improve revenues thru discretionary spending by visitors to the area.

These five revenue centers are a combination of local and visitor discretionary funds, tax revenues, property taxes, direct and indirect revenues that combine to support the objectives of acquisition, development and on-going operations.

The economic objective in this regard is to achieve a level of self-sufficiency. Self-sufficiency in this instance does not mean that the District should be totally self-supporting in terms typical of private enterprise. If it were, it would be in conflict with private business interests. The self-sufficiency objective should be considered on the basis of the following principle:

> Revenues earned plus Public Services Rendered equals self sufficiency where the cost of public services rendered are supported proportionately by tax funds and direct discretionary expenditures of the public in pursuit of recreation experiences.

The Big Bear Valley Recreation and Parks District is in a unique position, geographically and from a market perspective, to achieve the objective of self-sufficiency as defined above. It will need, however, the infusion of capital and political support in the changes necessary to re-direct existing tax revenues to make the initial investments work toward achieving the goals set forth. It also needs the administrative structure to organize the ordinance necessary to place in effect new revenues to support the level of funding objectives.

- Transient Occupancy (TO or Bed Tax) - As discussed in the report, visitors and tourists come to the area for recreation and to experience the out-of-doors. This means they do not sit in hotel rooms or cabins, but use and enjoy the parks and other public and private recreational resources that the area and especially the District supplies.

  It is appropriate that the District continue to improve its facilities to serve local needs; but, it also must accommodate the region's general public, tourists business visitors who use the parks. The tax is presently applied to the use of rooms (bedrooms) rented by visitors to the area. The county levies a 6% tax and the City of Big Bear levies a 7% tax on bedrooms rented throughout the year. Participation in the tax revenue generated by both the City and County in the Big Bear Lake area will be of benefit primarily to serve support costs of operations and equipment and to aid in promotions of the Parks and Recreational Services the District provides in coordination with the Chamber of Commerce. Since the apparent land use policies of the area support growth of visitor populations, it is equally apparent that there will be an increase in use of the parks and recreational programs placing increased demand on service requirements.

- Special Events & Festivals - The growing interest in special events and festivals is generated out of public demand and the perceived opportunities they represent for generating new revenues. The down-side is potential public criticism should an event get "out-of-hand" and/or create problems in local neighborhoods. Also, the risks and liabilities that are incurred create the need for a stronger insurance coverage than may be typically used. The Special Events & Festival source of direct funds is, however, an excellent revenue center that can significantly increase the funding resources of the District. The key to its success is appropriate management, marketing, promotion and contractual controls with participants and/or co-producers of a given event. The Big Bear area is beginning to grow in terms of Special Event activity as can be seen by reviewing the Calendar of Events.

  The District should begin its involvement as a co-producer of well thought out events and identify its markets for the type of special event or festival it should conduct or co-produce. There should also be care to insure that the event will generate direct revenues at levels that justify the District's involvement.

- San Bernardino County General Tax Levy - Under the provisions of this tax, which is now in place, there is a formula which allocates a certain amount of funds to each park District for the revenues collected county-wide. The formula treats each District on a relatively equal basis and concerns are raised at the suggestion of altering the formula. Notwithstanding, there is justification to consider increasing the Big Bear District's share of the tax for the period of the development program and then adjusting the amount to a reduced level that will contribute toward the support of the operations of the District. In other words, there would be a 10 to 12 year increase then an adjustment to a lower level that considers the advantages the District will have by the development of recreational

REVENUE CENTERS

As listed previously, revenue development is structured as a five point program, supplemented by funding sources that are typically used in acquiring and developing park facilities and program services. Following is a discussion of the five revenue centers in the order they were previously presented.

- o Concessions Contracts and Fees - This revenue source should be strengthened by preparing a revised and updated schedule of Fees and Concessions Contract Policies for the District.

  The relationship of the District to private concessionaires should, for instance, be strictly on a business controlled basis. The amount of charges and fees for concession activities should reflect current market level amounts. For instance, the percentages charged for gross receipts and booth space rental rates for food and beverage services should be consistent with Festival and Fair industry standards and charges made accordingly. Concession agreements should also address both per-capita expenditures and space rental which includes the cost of utilities, water, set-up and tear-down, waste removal, maintenance and repairs services conducted by District personnel. This revenue source should be directed toward the support of operating cost increases.

- o Quimby Act - This legislation provides a specific vehicle for generating funds and/or property and is especially appropriate to consider for the Park District. The ordinance procedures clearly require that a Master Plan, standards and formulas be designed to meet all criteria of the Act.

  Since there are limited land and utility resources in the District's Service area, a significant amount of "conversion" type development will continue to occur which increases densities and population the District is mandated to serve. A formula which addresses land, land conversion, residential development and development housing the visitor/temporary population should be structured in the ordinance. The amount of tax per dwelling unit varies by jurisdiction. In 1974 after the Quimby Act came into being, some single family dwelling units were originally taxed from $800 to $1,000 dollars; multi-family dwelling units were taxed from $700 to $900 each. Credit for land dedication is also provided in the ordinance so that developers may have the option of working out recreation objectives with local government. Since the Quimby Act came into use as a vehicle for funding parks and open-space development, significant improvements to local park systems have been made. This revenue center is an essential element of the financing and should be carefully structured to serve the intended purpose and objectives of the District in financing acquisition and generating capital for facility improvements.

Phase III

Activity	Year 7	Year 8	Year 9	Totals
a. New Development	$450	$450	$350	1.250(m)
b. Acquisition	-0-	-0-	-0-	-0-
	$450	$450	$350	1.250(m)

Phase IV

Activity	Year 10	Year 11	Year 12	Totals
a. New Development	$350	$350	$50,000	$750 K

This scenario achieves a projected funding requirement of $13,385,000 over a 10 to 12 year period.

SUMMARY OF FUNDING SCENARIOS

Scenario I

Phase I	
Capital	1.235(m)
Operations Increase	81.6 K
Phase II	
Capital	3.6(m)
Operations Increase	89.1 K
Phase III	
Capital	1.0(m)
Operations Increase	97.4 K
Phase IV	
Capital	350 K
Operations Increase	75 K

Scenario II

Phase I	
Capital	5.485(m)
Phase II	
Capital	5.0(m)
Phase III	
Capital	1.250(m)
Phase IV	
Capital	750 K

SCENARIO TWO

This scenario differs from the first in that it assumes a much greater requirement to fund acquisition of land by direct purchase. There are again phases in this scenario; however, the emphasis of capital priorities change, placing acquisition at a higher level to hedge against the inflationary effects of land costs and its availability in unit sizes sufficient for park purposes. Also, this scenario acknowledges the same levels of increased amounts for operations; therefore, the numbers for operations are not repeated. The following describes the principal funding objectives of this scenario.

o Renovation	1.5 million
o Erwin Lake	85 thousand
o New Development	4.0 million
o Acquisition of Land	7.8 million*

* The amount of 7.8 million was assumed by averaging land costs and applying the average to the number of acres suggested to acquire in fee.

Phase I

Activity	Year 1	Year 2	Year 3	Totals
a. Renovation	$200	$350	$350	900 K
b. Erwin Lake Park	85	-0-	-0-	85 K
c. Acquisition	1.6(m)	1.8(m)	600	4.0(m)
d. New Development	-0-	-0-	500	500 K
	1.885(m)	2.15(m)	1.45(m)	5.485(m)

Phase II

Activity	Year 4	Year 5	Year 6	Totals
a. Renovation	$300	$200	$100	$600 K
b. Acquisition	1.5(m)	1.5(m)	800	3.8(m)
c. New Development	500	500	500	1.5(m)
	2.3(m)	2.2(m)	1.4(m)	5.0(m)

Phase I

Activity	Year 1	Year 2	Year 3	Totals
a. Renovation	$300	$300	$400	$1.0(m)
b. Erwin Lake Park	50	35		85 K
c. Acquisition	50	50	50	150 K
	$400	$385	$450	$1.235(m)
d. Operations Increase	$26.4	$27.2	$28.0	$ 81.6 K

Phase II

Activity	Year 4	Year 5	Year 6	Totals
a. Renovation	$300	$200	- 0 -	500 K
b. New Development	800	1.0(m)	1.0(m)	2.8(m)
c. Acquisition	100	100	1.0(m)	3.6 K
	$1.2(m)	$1.3(m)	1.0(m)	3.6(m)
d. Operations Increase	28.8	29.7	30.6	89.1K

Phase III

Activity	Year 7	Year 8	Year 9	Totals
a. New Development	$250	$300	$300	$850K
b. Acquisition	30	50	50	150K
	$300	$350	$350	$1.0(m)
c. Operation Increase	31.5	32.5	33.4	97.4K

Phase IV

Activity	Year 10	Year 11	Year 12	Totals
a. New Development	$200	$100	$ 50	$350K
b. Operations Increase	34.5	35.5*	-0-	

*The operations budget increase is achieved at year eleven to a level of the projected 1.2 million total operating budget.

This scenario clusters major capital requirements in the second and third phases. The scenario also allows 2 years at the beginning of the ten year period for start up and budget preparation activity, design and project formulation and financing.

In order to establish a financing program for the ten year plan, we identified a need to establish new or modified revenue centers that relate specifically to a given financing need. With the analysis addressing local resident population needs and the importance of serving visitor population recreation demand and the economic ties both population categories maintain, we suggest the following five primary revenue centers be developed and employed as funding mechanisms.

1. Parks and Recreation Concession Contracts and Fees
2. Quimby Act Ordinance Formula
3. Transient Occupancy Tax (county & City) Participation
4. Special Events Production/Co-Production, Direct Revenues
5. San Bernardino County General Tax Levy Formula Modification

In addition, the use of bond authority, as previously mentioned, may also include joint powers authority for special circumstances which may be considered with the following:

- o District Services Reimbursements
- o Grants, Federal and State
- o Promotional/Advertising Programs
- o Notes and Tax Exempt Commercial Paper (for short term capitalization requirements)
- o Fees, Rentals and Leases

Since there are a series of administrative and political decisions that are required to structure the appropriate level of financing, we present the revenue/financing recommendation in scenario format which makes certain assumptions regarding acquisition, capitalization and operating funding objectives. The following presents two scenarios.

Scenario One

This scenario suggests a ten to twelve year (year 2000) improvement program which is based on funding objectives as shown in the following outline:

- o Acquisition (land transfer, minimal cost projected) 600,000
- o Capitalization of Renovation 1.5 million
- o Capitalization of New Development 4.0 million
- o Erwin Lake Park 85 thousand
- o Operations Budget Increase @ 3%/year

This scenario also assumes that existing park renovation activity would be given priority along with development of Erwin Lake Park. Also, there would be some acquisition with the time objective of three years for the initial phase of implementation. At the completion of the initial three year term, the operations budget would increase by 9% and completion of the work would have expended $1,235,000 for capital cost and acquisition. The following provides an outline for each phase of this scenario. All numbers are presented in thousands and are 1987 dollar values.

FINANCE

The District identifies several revenue centers as sources of financing to support operations, maintenance and capital improvements to its facilities.

The revenue centers currently in effect are:

- o San Bernardino County General Tax Levy
- o Rents and Concessions
- o Park and Recreation Fees
- o Services
- o Interest Earnings

The combined revenues of these centers for the 1986-1987 operating year was estimated at $659,935 or about $660,000. By adding the fund balance brought forward from 1985-1986 funding year ($353,633) the total estimated revenue for the District was 1,013,568 or about 1 million and 15 thousand dollars which is the stated budget for the year.

We have projected for operations an annual cost increase of 3.0% reaching a total increase by the year 2000 of 35.3%.

In addition, there is a projected capitalization requirement of $5,585,000 over the next 10 to 12 years to address renovation and new development. The acquisition of new land (approximately 40 acres) suggests an additional range of costs between 4.4 million and 12.0 million. If an acquisition program is initiated, where purchase of land from private ownership is undertaken, there will be an initial funding requirement of up to 12 million dollars.

As previously stated, we strongly suggest examining public land ownerships and negotiated agreements for land transfers and other mechanism such as use agreements and long term operating/lease agreements to achieve the land acquisition objective.

Should there remain a requirement for direct purchase of land for parks as to buffer surrounding land use encroachment, such acquisition costs should be considered a basis for formulation of an assessment District. Also the use of Revenue Bonds and Certificates of Participation (COP's) should be considered. Private development through a ground lease is also considered appropriate or tax allocation bonds where pledged tax revenues secure the bond in relation to redevelopment agency activity.

The use of contributions in cash, land or property may also be used to finance acquisition of properties needed or right of way for access to park lands.

Note: Proposition 13 eliminated the ad valorum tax as secondary security on 1915 Act Bonds; however subsequent legislation permits formation of a reserve to safeguard delinquencies. The 1915 Act Bonds continue to be receptive to investors and is a viable financing tool for capital improvements and acquisition of land. Also such bond funds may be combined with Federal and State funds to finance a given municipal improvement.

The following provides a summation of operations budget increases and level of funding projected as a result of the expanded sites, facilities and program activities and services provided the area.

1.	Staffing Increase	$144,000 annual
2.	Services and Supplies Increase	$157,000 annual
3.	Equipment and Vehicles	$ 10,000 annual

Projected Annual Budget Increase:	$311,000
Year 2000 Annual Operations Budget Projection:	$1,200,000

This represents a projected 35.3% increase in the total operating budget over the next 12 year term. Actual percentage or incremental increases may not occur on a yearly basis. The requirements for staff, services, supplies and equipment are linked to the justification process based on the level of facilities and services needed to protect the public investment and serve the recreational needs of the District.

The following presents the current operating budget and projected operations budget summary for the year 2000.

OPERATIONS BUDGET
1986-1987

o Regular Wages/Salaries	$223,980
o Extra Labor Wages	263,313
o Employee Benefits	103,047
Salaries/Wages & Benefits	$590,340
o Services & Supplies	$253,972
o Equipment & Vehicles	36,585
Total Operations Budget	$880,897

PROJECTED OPERATIONS BUDGET
YEAR 2000

o Salaries & Wages, Including Benefits	$734,340
o Services & Supplies	410,972
o Equipment & Vehicles	46,585
Total Operations Budget	$1,191,897
Rounded To:	$1.2 million

The projection indicated results in an annual increase average of approximately 3.0%.

Taking the costs and value assigned only to site and facilities renovation and new development over the next 10 years or until the year 2000, the projection indicates a funding level of $5,585,000 or approximately 5.6 million is needed. By adding acquisition cost projections to the funding level needed, the following range is identified:

Funding Level 'A'	9.9 million
Funding Level 'B'	17.5 million

The importance of mitigating such costs through addressing the land acquisition program on a basis other than direct acquisition or purchase of private lands at current market values is readily apparent.

OPERATIONS

There are three key areas of increased operating costs resulting from the expanded site areas, facilities, and new program development: staffing, services and supplies, and equipment.

Permanent staffing requirements over the period to the year 2000 indicate a 22% increase in the categories of administration, maintenance and program support services. Temporary staffing increases for the same period are projected at 13%. The projection of cost increases to support staffing requirements is as follows:

22% - Permanent Staff Increase	$75,000 annual
13% - Temporary Staff Increase	$42,000 annual
Plus approximately 23% Employee Benefits	$27,000 annual
Staffing Costs Increase:	$144,000 annual
Year 2000 Annual Staffing Budget:	$735,000

Services and supplies costs will vary with program requirements, weather conditions, and use/demand impacts on facilities and recreational sites. The present level of services and supplies is considered to be adequate for current operations (1986/1987).

The increase of services and supplies is based on expanded facilities, programs and park use to the year 2000 as described in the needs statement. The level of funding increase is projected at 62% over present budgeted levels which translates to an additional $157,400 to a budget level of $411,000 as compared to current budgeted amounts of about $254,000. A major contributor to these increases will be liability insurance. Some equipment items may be treated as capitalized purchases and are considered essential to adequate supervision, maintenance, and control of the parks and the facilities.

Current equipment budgeted amounts, including vehicles shows a level of funding at $36,856. The projected increase is 27% which would bring the level of funding for the year 2000 to approximately $50,000.00. Equipment purchases, replacement and inventories are assumed to occur on a budget cycle basis and to take advantage of equipment services provided by the county for heavy equipment needs.

ECONOMICS AND FINANCING

If the recommendations of this report are followed, by the year 2000 the District will have doubled its land area, significantly increased its operations, and expanded its programs to include more revenue generating activities. The following describes the funding levels suggested by such increased activity.

LAND ACQUISITION

If the District were to acquire the land area of 40 acres at current market prices (1987) the cost could range between $110,000/acre to $300,000/acre which is a 4.4 million to 12 million financing level depending on location and numerous other factors. The objective of land acquisition is a principal element in providing future recreation services to the area. Every effort should be made to acquire the land area needed through public land transfer or dedicated land to reduce the obvious burden of acquisition costs created by direct purchase. Such opportunities for land transfer do exist and should be explored.

FACILITIES RENOVATION AND NEW DEVELOPMENT

Improvements to the existing parks and facilities to meet the statement of needs suggests a cost of approximately 1.5 million dollars at 1987 values.

The improvements proposed for Erwin Lake Park are projected to cost $85,000 at today's values. However, the facilities proposed at Erwin Lake Park are inadequate to serve the population of the surrounding neighborhood. This suggests additional costs would result from either expanded facilities or additional land area and infrastructure.

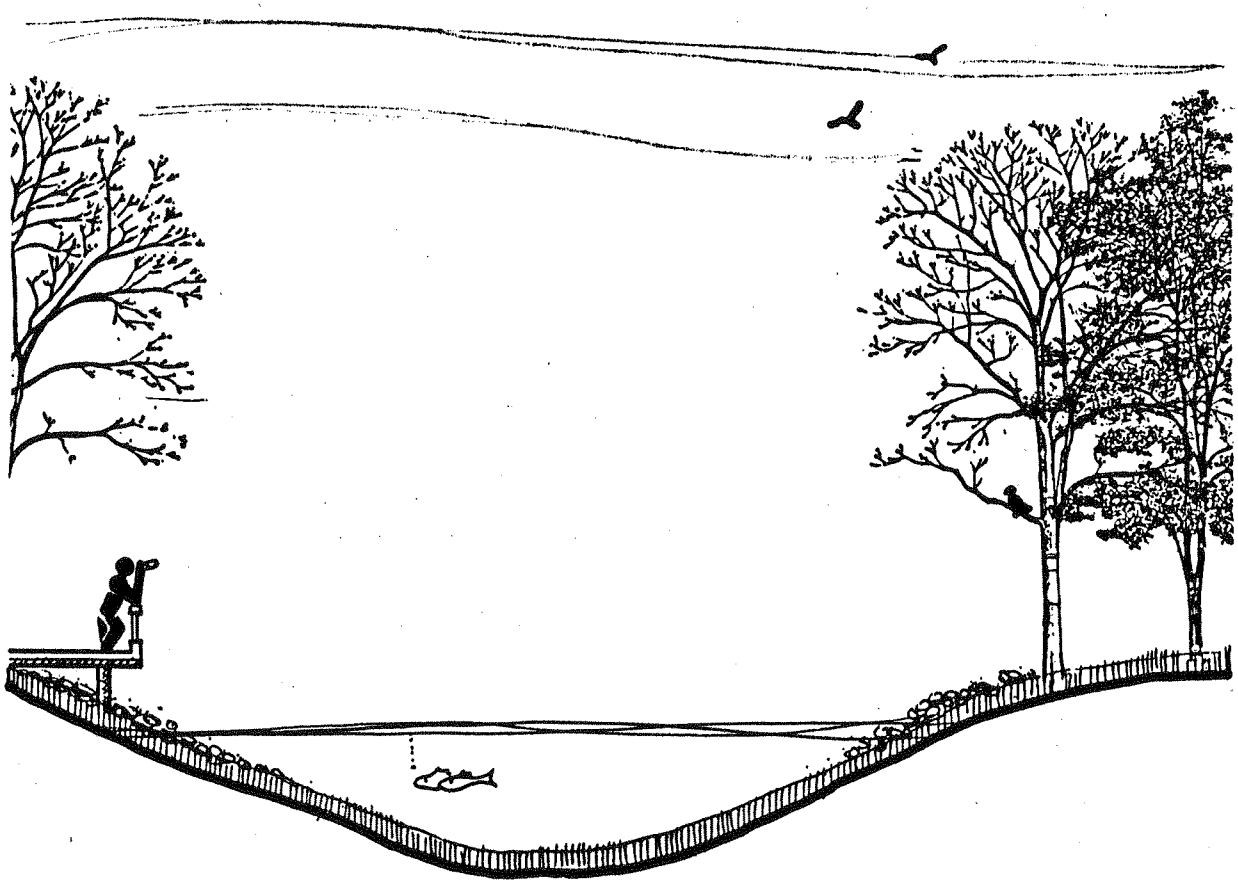
The projection of probable costs assigned to new facilities which are identified in the needs statement indicate a funding level of 4.0 million dollars over the ten year period (or to the year 2000).

The following provides a summation of projected costs for land acquisition, site/facility renovation, Erwin Lake Park and new development:

1.	Land Acquisition Cost Projection:	
	Low Value Range 110,000/Acre	4.4 million
	High Value Range 300,000/Acre	12.0 million
2.	Renovation of Existing Sites & Facilities	1.5 million
3.	Erwin Lake Park Improvements	85 thousand
4.	New Development, Site/Infrastructure/Facilities	4.0 million

SECTION VII

ECONOMICS AND FINANCING



The statutory authority for security through law enforcement agencies and the services they provide seems adequate for the projected level of park development.

Some security training of key district personnel is appropriate and should be considered for future operations. As suggested in the future staffing, a person in charge of security in the parks would, along with others, receive some training through seminars and conferences or special programs offered by law enforcement agencies. This security training would be beneficial in making decisions regarding program activities, park use, facilities. It would establish a higher level of awareness to keep the parks safe. Security training would also aid management in developing a greater awareness of methods of protecting the general public by observing potentially harmful situations. Safety, security and cleanliness are a high public priority when it comes to parks use.

B. MAINTENANCE: Maintenance items currently scheduled should be further organized into a maintenance program that will offer the District a more controlled and responsive structure for maintenance services in all seasons of the year.

The organization of a two level maintenance schedule is recommended. The first level is a Preventative Maintenance Schedule of service. The second is a Remedial Schedule of maintenance services.

These two schedules combined would make up the District's maintenance manual. The manual should include a reporting method to track the completion of certain tasks, recording work accomplished.

The general maintenance services categories would be as follows:

- o Grounds maintenance
- o Building Maintenance
- o Program Support Services
- o Equipment Maintenance

Each of the categories should have defined responsibilities, procedures and schedules of services. Grounds maintenance, for instance, will have schedules for turf areas, trees, shrubbery, fences, benches, etc. Some of the schedules will include first level services i.e., lawn mowing, edging and fertilizers which is a preventative maintenance activity.

The District has been provided examples of park and park facility maintenance manuals developed by others and for use as an example of structuring a maintenance program and preparing a manual that adequately meets the Districts future needs.

C. PROGRAM ADMINISTRATION: An active and expanded promotional program should be maintained for the parks. This includes organizing a coordinated advertising program with the Chamber of Commerce. Such programs as the "On Hill Tourism," administered by the Chamber are opportunities to market the recreational resources for resident populations and visitor alike.

Program expansion should include special events and particularly a special event promoting the parks which involves the communities within the District. A Bear Valley Parks Festival, focused for two days on clean up and repairs with community volunteers and service clubs, could include a day of festivities and a spring barbecue. Such an event creates community pride and awareness of the parks and establishes an annual event focused to practical needs of repairs and maintenance, mitigating public cost for support of the parks.

D. SECURITY AND SAFETY: The recommendation for security and safety is made in two categories: a.) policing rules and enforcement and b.) equipment safety.

OPERATIONS AND MAINTENANCE

The Big Bear Valley Recreation and Parks District operates as a subdivision of local government under the Office of Special Districts, County of San Bernardino.

Its primary functions are to manage and maintain park lands and facilities, provide recreational programs and serve the public need for recreation and leisure activities in the Big Bear Valley area.

The basic operational functions the District performs on a daily and year around basis are:

- Management of Recreational Programs
- Maintenance of parks and facilities
- Management of concession contracts
- Management of budgets, staffing and material

Those functions typically associated with operations include program administration, contract services and maintenance activities. In addition the District operates with the requirement of advancing a capital improvements program. The detailed activities of operations and maintenance are explained in more detail in Section I, Existing Conditions.

Future operational requirements of the District will expand the need for staffing, equipment, office facilities and maintenance/storage facilities.

The research, analysis, and community workshops revealed a number of improvements which are recommended for operations of the District parks. The following is a discussion of the operations procedures, maintenance, programs,and other elements of operating functions.

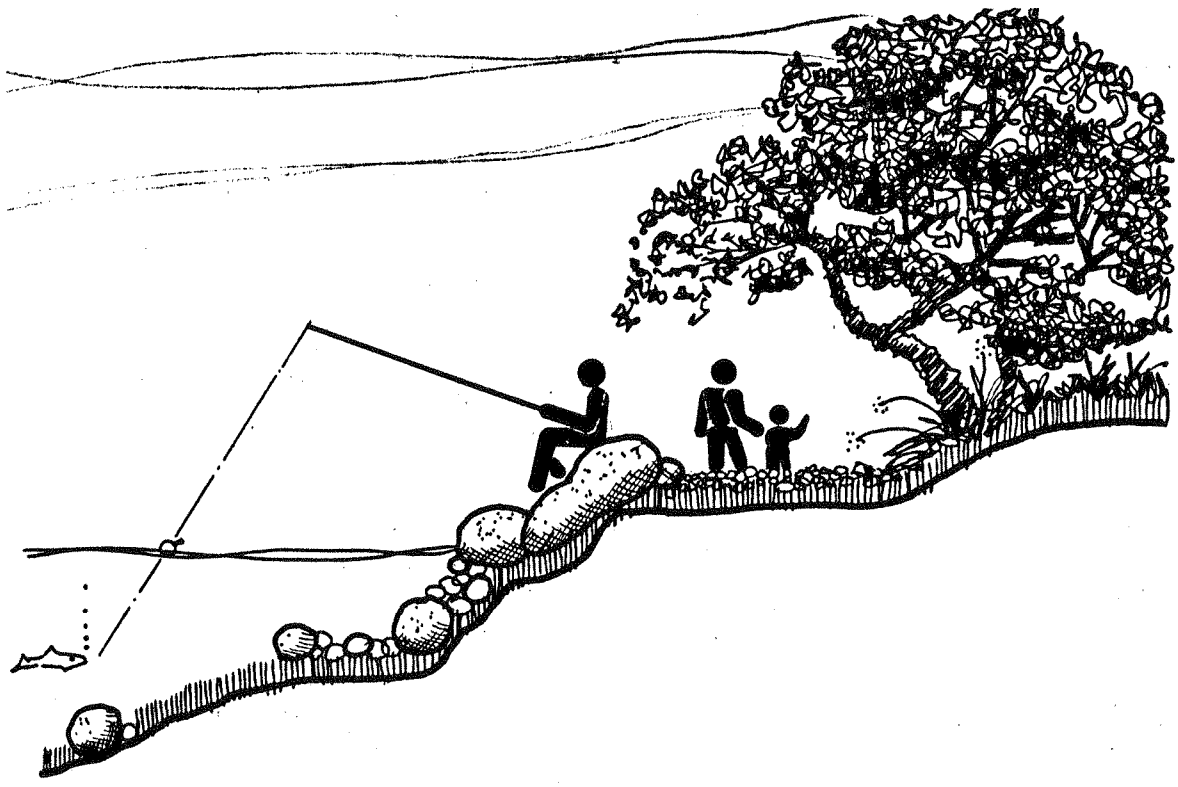
A. Operating Procedures: The District should develop a specific operations manual which defines the overall operating elements and includes the following:

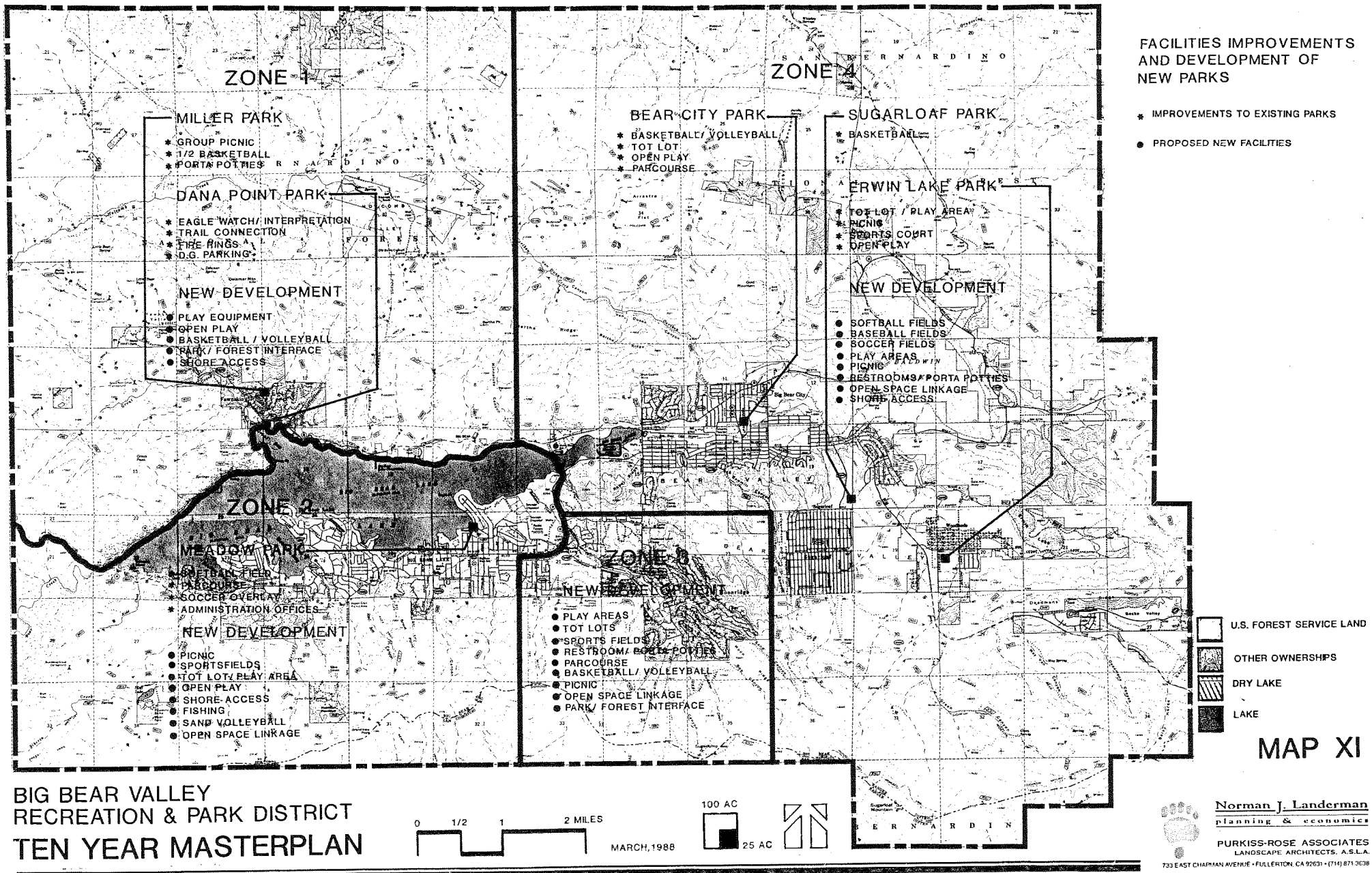
- Park operations hours and usage
- General maintenance schedules
- Staffing requirements/classifications
- Job descriptions
- Program categories
- Activities schedules
- Park unit inventories of sites and facilities
- Park rules

The manual for operations can be expanded to include as many elements as determined necessary to serve the District's need to establish consistency with regard to operating procedures.

SECTION VI

OPERATIONS AND MAINTENANCE





FACILITIES IMPROVEMENTS AND DEVELOPMENT OF NEW PARKS

* IMPROVEMENTS TO EXISTING PARKS

● PROPOSED NEW FACILITIES

U.S. FOREST SERVICE LAND

OTHER OWNERSHIPS

DRY LAKE

LAKE

MAP XI

BIG BEAR VALLEY RECREATION & PARK DISTRICT

TEN YEAR MASTERPLAN

0 1/2 1 2 MILES

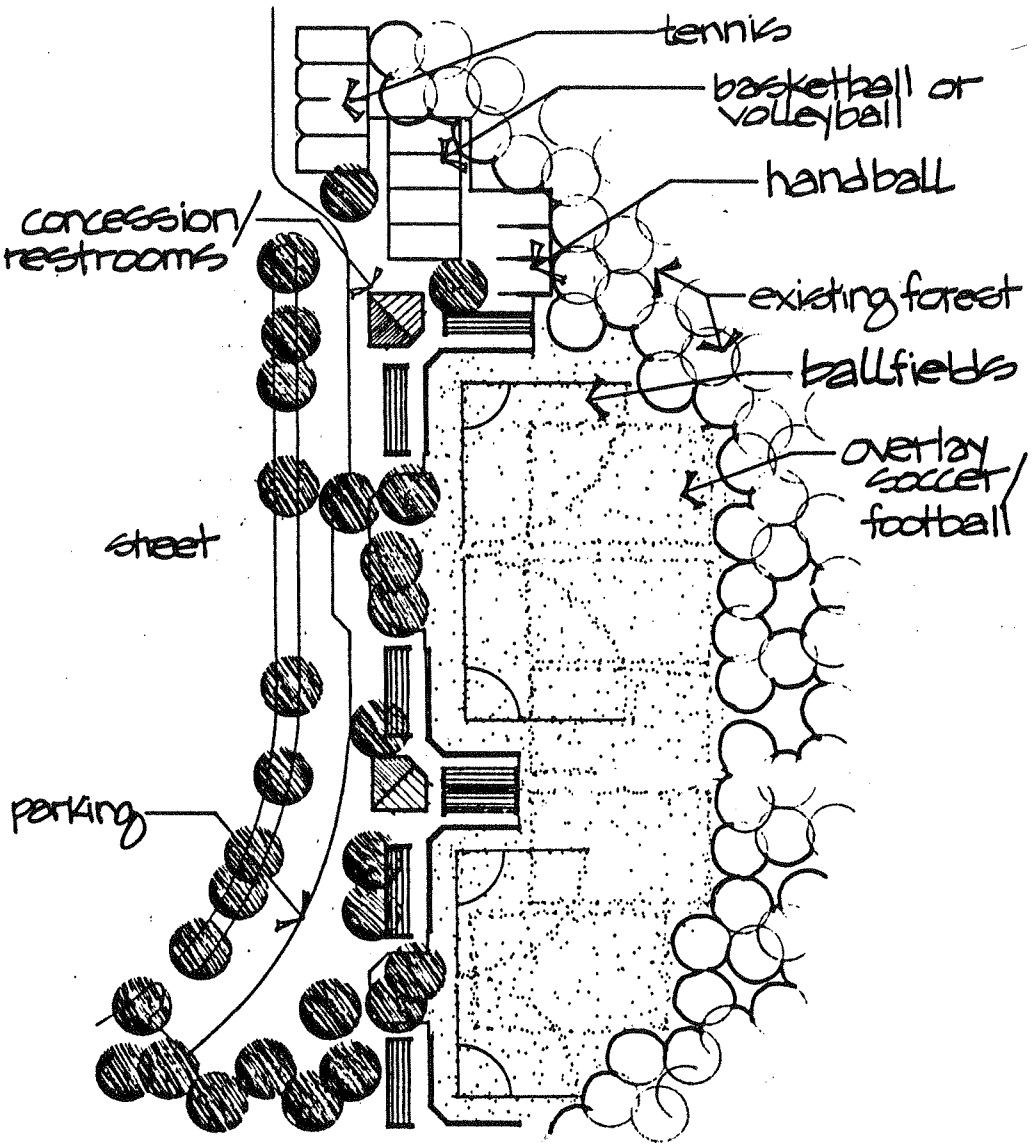
MARCH, 1988

100 AC

25 AC

Norman J. Landerman
planning & economics

PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3038



0 100

50 300

PROPOSED SCHEMATIC PLAN FOR A:

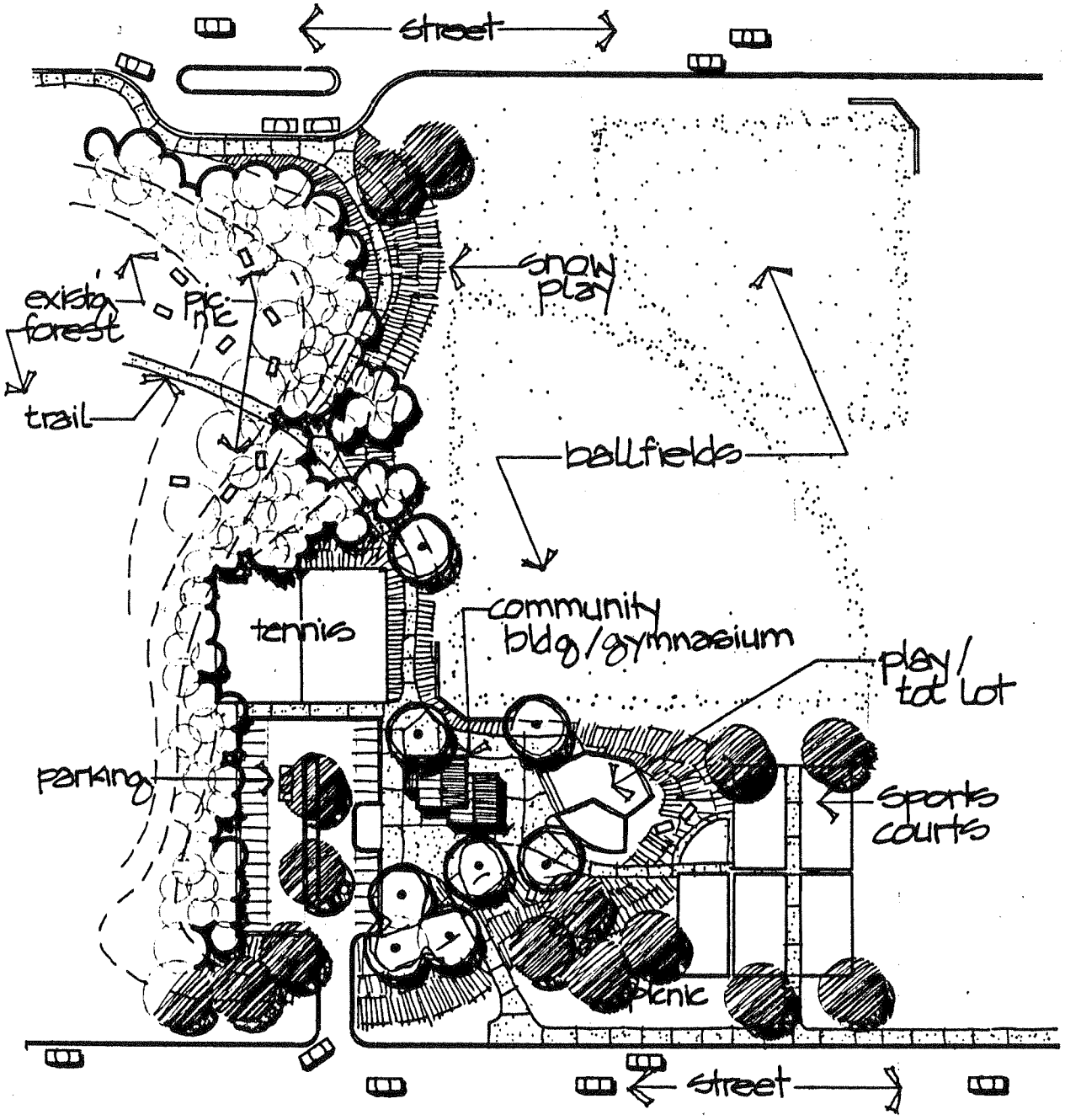
20 TO 40 ACRE SPORTS PARK

20 TO 40 ACRES SPORTS PARK

The needs assessment indicated a priority for development of sports facilities and lighted ballfields. A park of 20-40 acres could be specially designed to facilitate sports activities and similar uses. Layout or orientation should be well thought out to provide the best playing conditions. All fields should be lighted to extend their use.

The park site could consist of the following items:

- o Stadium/bleachers
- o Football field(s)
- o Baseball field(s)
- o Soccer field(s)
- o Softball field(s)
- o Basketball court(s)
- o Tennis complex
- o Recreation building/gym/concessionaire
- o Batting cages
- o Handball courts
- o Parking lot/park and ride
- o Track and field events area
- o Trail system rest area or destination
- o Site amenities
- o Overlook
- o Park maintenance yard
- o Interpretation of natural site features



0 60 30 120

PROPOSED SCHEMATIC PLAN FOR A:

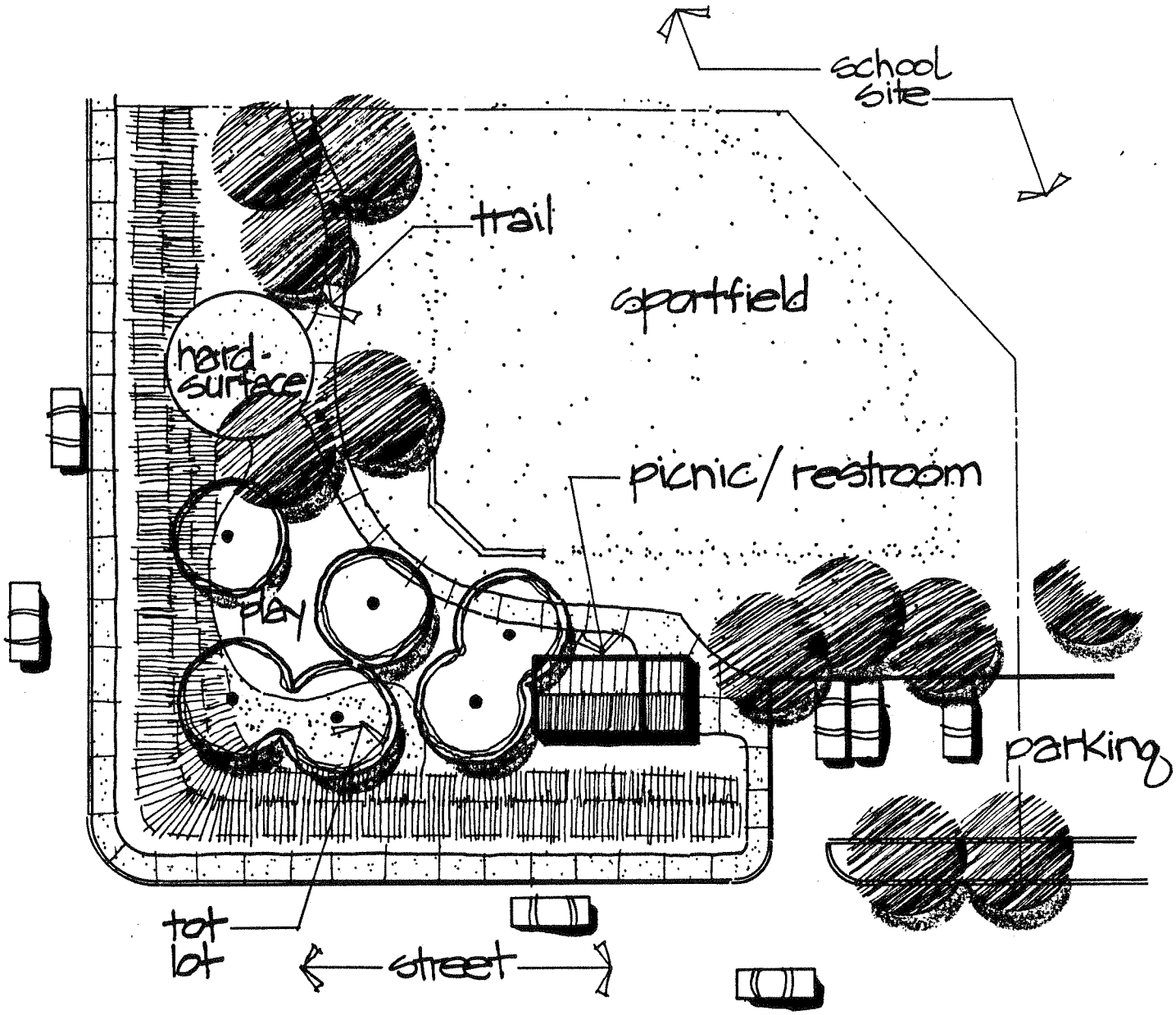
15 TO 40 ACRE PARK

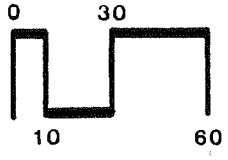
15 TO 40 ACRE PARK
(Community park/Special event park)

The design objective of a park of this size is to serve a large segment of the population and a variety of age groups. If acreage of this size becomes available through purchase or an operations agreement, full-scale sports field development would have a major priority according to the needs assessment. However, limited flat terrain or community input at the time could give the park a Community Center emphasis while also providing sports facilities.

The park site could consist of the following items:

- o Tot lot area for preschool age children
- o Playground for older children
- o Basketball courts (lighted)
- o Volleyball courts (lighted)
- o Handball courts (lighted)
- o Tennis complex (lighted)
- o Lighted sportsfields
- o Large turf play area
- o Recreation building/gymnasium
- o Restrooms
- o Snow play area
- o Outdoor theater
- o Swimming pool
- o Family picnic
- o Group picnic
- o Off-street parking/park and ride
- o Special events areas
- o Trail system linkage, rest area or trail head destination
- o Site amenities (benches, drinking fountains, etc.)
- o Overlook
- o Park maintenance yard
- o Interpretation of natural site features





PROPOSED SCHEMATIC PLAN FOR A:

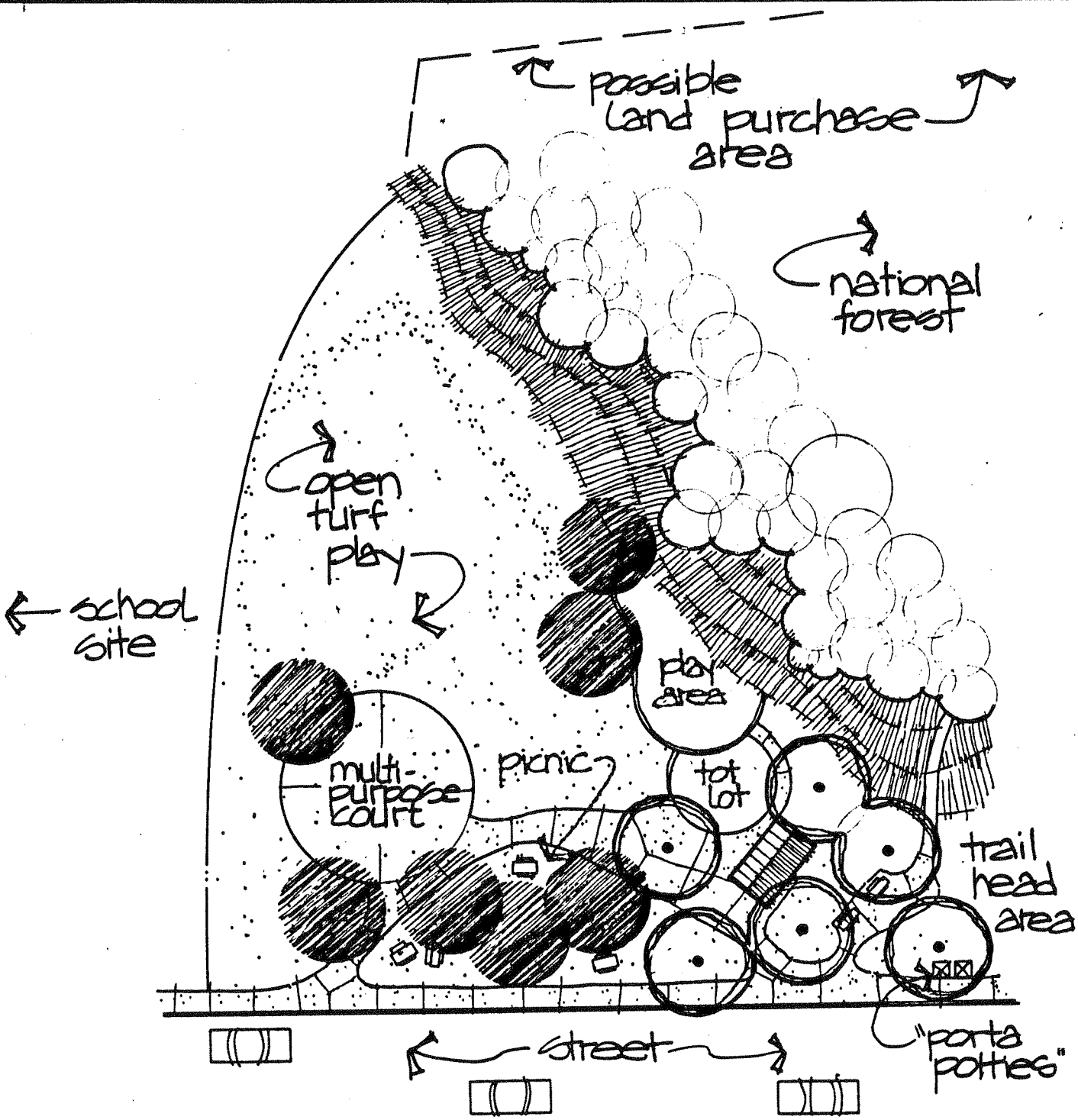
5 TO 10 ACRE PARK

5 TO 10 ACRE PARK
(Neighborhood Park)

The design objective of a neighborhood park is to serve the adjacent community within a half mile radius of the park. In some cases it may reach out for a broader spectrum of citizen participation if a facility such as a recreation center is included. The park site could be next to a school and field facilities be shared.

The park site could consist of the following items:

- o Tot lot area for preschool age children
- o Playground for older children
- o Multi-purpose hardsurface courts
- o Recreation center/gymnasium
- o Sportsfields (could be lighted)
- o Sand volleyball
- o Passive areas
- o Family picnic
- o Group picnic
- o Open free play area
- o Snow play area
- o Off-street parking
- o Site amenities (benches, drinking fountains, etc.)
- o Jogging course
- o Overlook
- o Trail system linkage, rest area, or destination
- o Environmental interpretation (mountain, stream, or lake ecology)



0 15 5 30

PROPOSED SCHEMATIC PLAN FOR A:

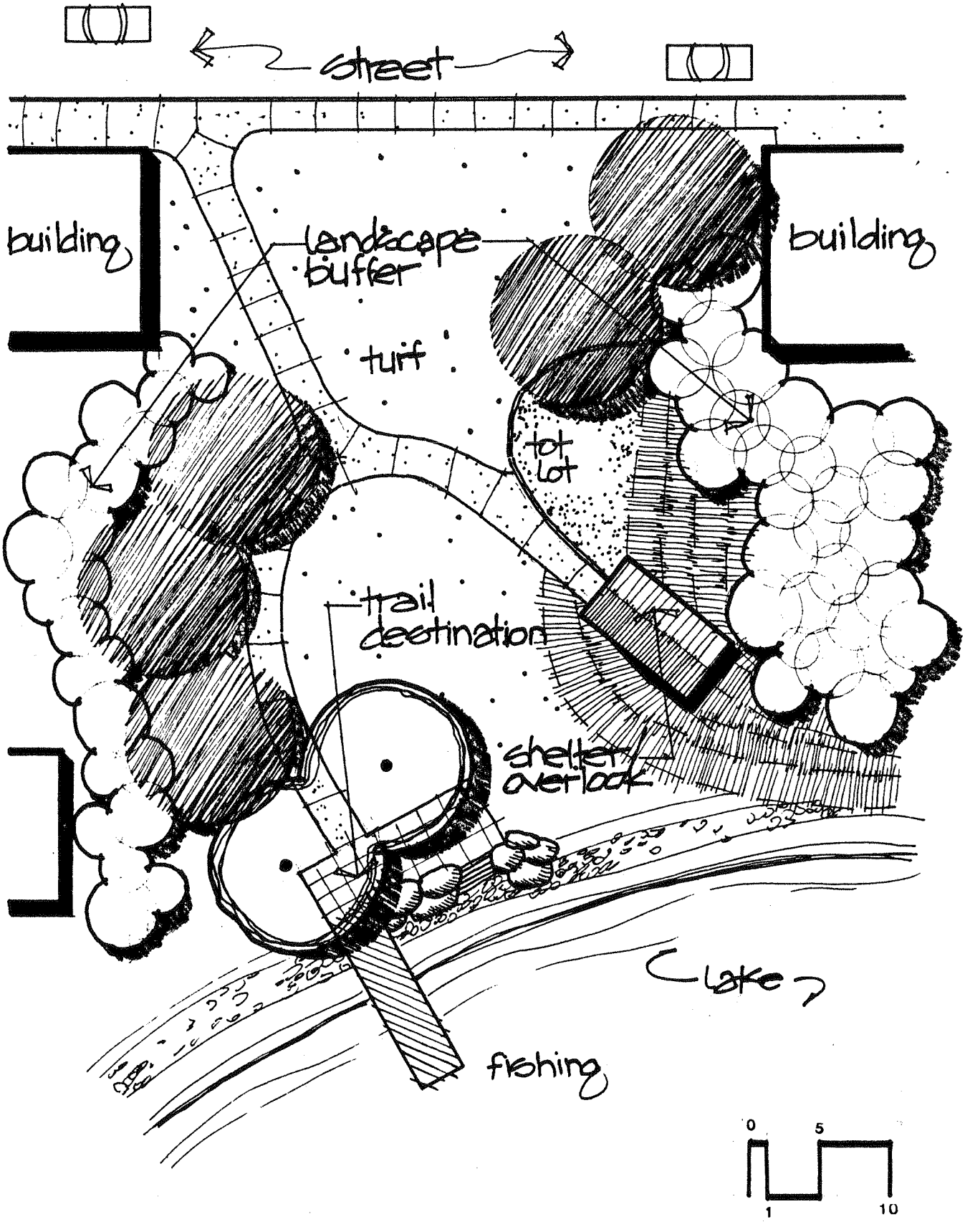
1 TO 5 ACRE PARK

1 ACRE TO 5 ACRES
(Small neighborhood park or playground)

The design objective is to serve a small portion of the District where emphasis is on the recreational need of the adjacent community rather than on specialized facilities. Generally, 5 acres is considered a minimum size for a neighborhood park. If the park is located adjacent to a school where facilities can be shared, the park site can be smaller. However, given the expense of land in the Big Bear Valley, the size of a park parcel will be determined by the availability of land.

The park site could consist of the following items:

- Tot lot for preschool age children
- Playground
- Multi-purpose court
- Sportsfield area (unlighted)
- Picnic area with shelters
- Landscape buffer
- Trail system linkage or rest area
- Restroom/area for portable toilet
- Drinking fountain
- Trash receptacle
- Parking (optional depending on size of park)
- Overlook



PROPOSED SCHEMATIC PLAN FOR A:

LESS THAN 1 ACRE PARK

LESS THAN AN ACRE*
(Access/Linkage Park)

The design objective is to provide public access and gathering space along the waterfront, at an overlook or vista point or perhaps as part of the development of a historic site. The park area can provide play space in a populated area or a linkage segment or trail head in an overall trail system. In fact, parks of this size should only be developed as part of a system and not as isolated small parks; parcels should be purchased or operated in locations at which they can be linked to similar parks and to larger neighborhood and district parks. There may be an opportunity for the Park District to work with the City of Big Bear Lake as it develops its 26 lake access parcels.

The park site could consist of the following items:

- o Visual access to natural amenity (overlook/vista)
- o Benches/Picnic
- o Shade
- o Open space or small turf area
- o Trail system linkage or trail head
- o Play area with small apparatus for small children
- o Drinking fountain
- o Trash receptacle
- o Portable toilet area
- o Landscape buffer
- o Lake edge treatment

*Most park districts no longer recommend purchase or operations of parks this size because users tend to prefer larger parks for recreation and because they are expensive to maintain on a per acre basis. But Big Bear Valley with its lake and mountain setting is unique. Participants in the community workshops emphasized that public access to the lake is important and should be increased and enhanced. Since lakefront properties are expensive, small parcels may be what are available and affordable.

These guidelines present typical facilities for each size park and demonstrate appropriate functional, visual, and spatial relationships between facilities. These guidelines can become the basis for the community in-put process for each park as it is developed. A professional landscape architect or park planner should be engaged for each park to develop a master plan with the community and to develop construction documents. In addition, an Architect should design any buildings. The District can expect to pay from 6%-8% of the construction budget for such services.

Even though not called out specifically on each plan, several features should be incorporated in every park design:

- o handicapped access throughout the park and to restrooms. At least one park should incorporate an accessible playground.
- o adequate grading and drainage plans.
- o winterized and vandal resistant restrooms that can be kept open year round.
- o trail system connections to other parks, to the forest service land, to the lake, to the various communities.
- o site amenities such as drinking fountains, benches, bike racks, trash receptacles, and so forth.

Schematic drawings and descriptions follow.

PARK STANDARDS FOR NEW DEVELOPMENT

Standards for park size and facilities have been developed for the Big Bear Recreation and Park District Ten Year Master Plan using three references:

- o national standards
- o needs assessment
- o the make-up of Big Bear Valley

Standards for the size of parks in relation to use and to facilities have been developed by a number of universities, research institutions, and recreation associations throughout the nation. Similarly, standards have been developed for specific types of facilities in relation to a particular population size. This Master Plan report relies on standards developed by the National Recreation and Park Association (NRPA) and the California Committee Planning for Recreation, Park Areas and Facilities tempered by the community needs assessment and the make-up of Big Bear Valley.

For instance, the needs assessment gave the highest priority to sports facilities especially field activities such as softball and soccer. Comparison to national standards indicates that the District is indeed short 4.5 softball fields and 3 soccer fields. What the standards don't say, but the needs assessment does, is that the residents of Big Bear Valley would prefer the convenience of having all of those facilities in one location.

Again, the needs assessment placed emphasis on children's play areas and passive areas with pathways. Interesting and challenging play apparatus is something a park district can provide. Also, parks can provide opportunities to walk, exercise, or sit quietly to view the lake or mountains. Linkages between parks become a means of recreation in themselves as well as a means to make recreation accessible in a community in which the roads are more often than not jammed with tourist traffic. Such needs and motives cannot be built into national standards but must be considered in this particular Valley.

The make-up of Big Bear Valley also has an effect on the way standards are applied. The Valley is linear and contains several distinct communities. It is blessed with an accessible lake and with mountains, both of which make it a tourist destination. These characteristics affect the application of standards and the ability to meet them: land, water, infrastructure are all limited resources. The Park District will have to do the best it can to meet acquisition needs under these circumstances. And as the workshops revealed, sharing of existing public facilities by all recreation providers may be one of the best ways to meet recreation needs in Big Bear Valley.

Because land acquisition cannot be approached in Big Bear Valley as it may be in other communities, the consultants have prepared guidelines for park development in relationship to the size of parcel. The following descriptions and guidelines show development of parks of less than one acre, one acre to five acres, five to ten acres, 15 to 40 acres, and a 20 to 40 acre sports park.

SUGARLOAF PARK - 6.0 Acres Neighborhood Park

Sugarloaf is an active park which includes many of the typical neighborhood park facilities. The renovation projects identified are basically to enhance the existing use and to improve the visual qualities of the park through landscaping. The following lists the improvements recommended for Sugarloaf.

Existing

Softball field
Restrooms
Snack bar
Maintenance room
Playground area
Group picnic
Family picnic
Volleyball

Renovation

____ New seating

____ Rock removal/turf/landscape

New Development

Basketball court
Walkway system
Landscape/rock removal/turf
Signage

ERWIN LAKE PARK - 1.25 Acres Neighborhood Play Lot

This park is a recent addition to the Districts' recreational resources. The current programing for the site is for a neighborhood play lot facility serving the immediate surrounding neighborhoods. Improvements to the site are subject to design decisions since the site is basically unimproved. The following suggestions have been made and are identified as new development projects.

Existing

Trees

New Development

Land acquisition
Tot lot
Picnic and bar-b-que
Sports court
Open space
"Forest"
Portable toilets

SENIOR CENTER - 4.0 Acres Special Use Park

The Senior Center is a new facility and no improvements are considered for the site beyond those in progress or completed.

ZONE THREE

MOONRIDGE ZOO - 2.7 Acres Special Use Park

The character and conditions at Moonridge Zoo Park are generally good and the status should remain as is. There were some suggestions that minor improvements to accommodate some storage needs would be appropriate. The following indicates the list of existing features.

Existing	Renovation
Animal, bird cages	None
Grass area	
Restrooms	
Storage	

New Development

None

ZONE FOUR

BEAR CITY PARK - 8.0 Acres Neighborhood Park

This park is located in proximity to the airport and several concerns have been expressed regarding safety and use of the park. The results of community in-put and analysis of existing and future use of the park identified several renovation projects and some new development which would eliminate concentrations of spectators such as the baseball facility creates and re-programs use of the park to more passive recreational activity.

The following lists the improvements for renovation and new development for the park.

Existing	Renovation
Museum building/Log cabin/ Shay Meadow cabin	____ Develop heritage area and gardens
Restrooms	
Recreation hall with restrooms	
Picnic shelter	____ Renovate
Two ballfields	____ Remove
Two tennis courts	____ Remove/Relocate
Three horseshoe pits	____ Relocate
Parking	____ Rearrange/Augment
Flight clear zone	____ Respect-open play
Picnic area	____ Add tot lot

New Development

Volleyball court
Basketball courts
Trail/exercise course
District storage yard
Signage

ZONE TWO

MEADOW PARK - 16.25 Acres A District Park

Meadow Park is the largest and most developed and used park in the District. The analysis and workshops identified many renovation projects that are essential to enhance recreation experience of the public and to support program development.

The renovation projects are listed below as they relate to existing facilities and site features. New development projects are identified in the list and relate to improvements the community views as important additions to the park.

Existing		Renovation
Swim beach	____	Relocate fence/beautify
o restrooms		
o snack bar/patio		
o volleyball		
o raft		
o guard house		
o picnic		
o play equipment		
Amphitheater	____	Relocate
Foundation	____	Remove
Ski beach	____	Remove fence/landscape
Restrooms		
American Legion building*	____	Re-program/retrofit
Playground area	____	"Modernize" - develop tot area
Picnic	____	Add, relocate
Shelter	____	Remove/design and relocate
Fire rings	____	Relocate
Ice rink slab	____	Remove
Horse shoes	____	Remove
Boy Scout cabin		
Mule barn/Storage	____	Relocate
Ballfields	____	Enlarge, put drainage underground; develop 2 full softball fields and soccer overlay
o bleachers		
o snack bar		
o announcer booth		
Restrooms		
Indoor pool	____	Relocate patio/Re-design and Remodel
o restrooms		
Parking	____	Relocate, enlarge (250 cars) (1/2=overflow) double as sportcourts

New Development

Path system/exercise course
Develop open space/vistas
Signage

* The American Legion building to be re-programed to become park administrative facilities and community center.

DANA POINT PARK - 6.0 Acres Special Use Park

A principal renovation need for Dana Point Park is re-installation and addition to Picnic and Bar-be-que facilities. This very special park with its natural setting and water access has a number of new development projects which would enhance and protects its qualities. These are treatment for erosion control, access and trail connections, interpretive stations, parking improvements, fire rings and group picnic facilities. General site and natural features enhancement should also be undertaken. The following lists existing facilities, renovation projects and new development projects for the park.

Existing Facilities	Renovation
Restrooms	
Maintenance room	
Picnic/Bar-be-que	____ Re-install on level pads
Paved parking	
Portable toilets	
Marina and dock (Concessionaire)	

New Development

Edge Treatment for erosion control/fishing
Safe pedestrian access/ trail connection
Eagle watch/interpretation
D.G. parking in lower area
Fire rings
Group picnic

FACILITIES IMPROVEMENT

The facility improvements identified are a direct response to the needs analysis. They are separated into two categories: first are those projects which are renovation and repairs to the existing sites and structures. Second are those improvements such as new park sites which may also include equipment and infrastructure.

The improvements listed below are organized by Park District zone. Map XI presents a summary of this information.

Please refer to proposed schematic master plans in the appendix for graphic representation of each park and improvements.

ZONE ONE:

MILLER PARK - 1.1 Acres — Neighborhood Play lot/Park with a Neighborhood Center

The priority renovation and improvement projects for Miller Park are to improve accessibility to the Neighborhood Center, to expand its use for community functions and recreational activity. In addition, relocation and enlargement of the basketball court is necessary. Infrastructure and public safety improvements include a drainage structure and general upgrading of utilities.

New projects for Miller Park include development of a group picnic facility and turn-stile entry at the west entry to the park. The following is a listing of existing facilities, renovation projects and new development.

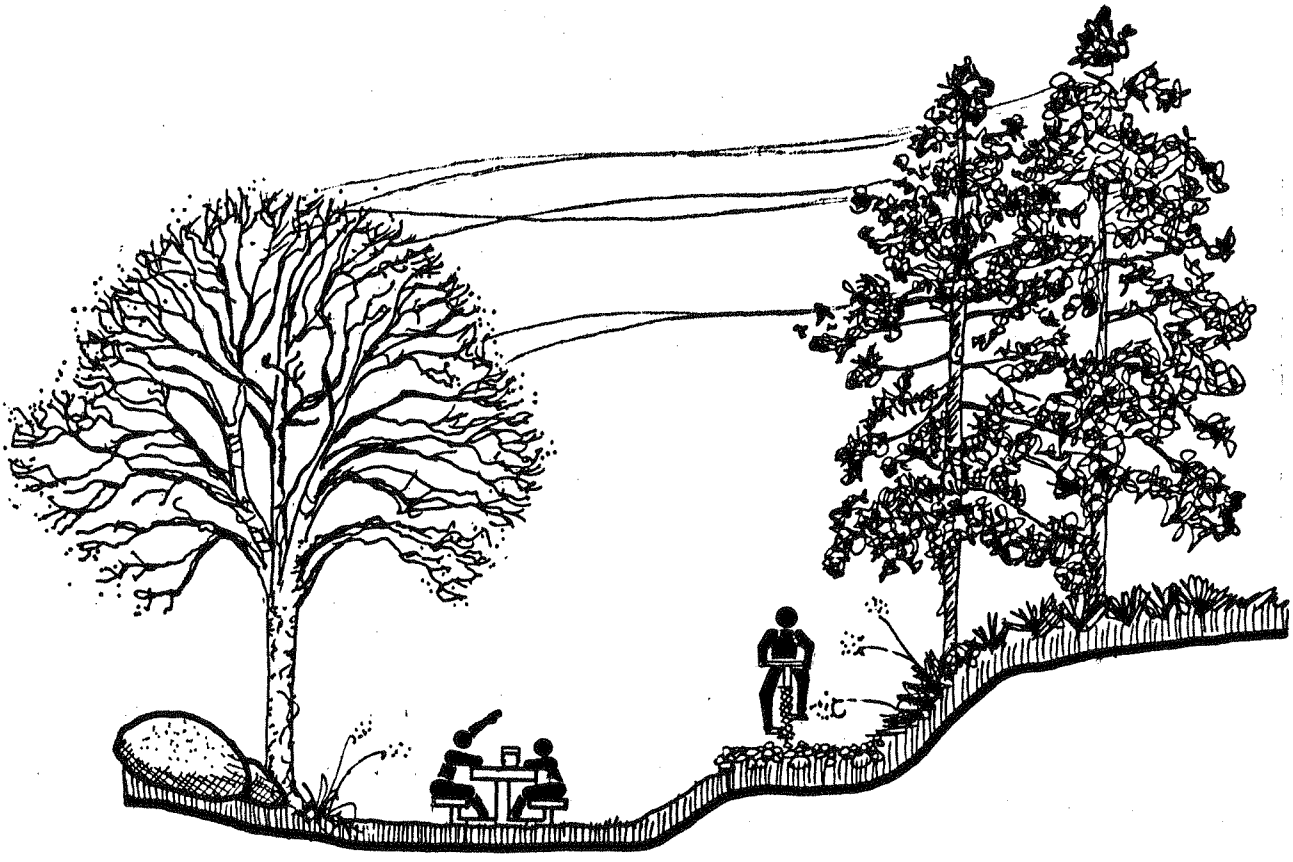
Existing Facilities		Renovation
Neighborhood Center Building	____	Access/Operations
Tennis court		
Basketball hoop	____	Relocate, enlarge to half court
Volleyball	____	Make safe with drainage structure
Playground equipment	____	"Modernize"
Parking (D.G.)		
Picnic tables		
Portable toilets		

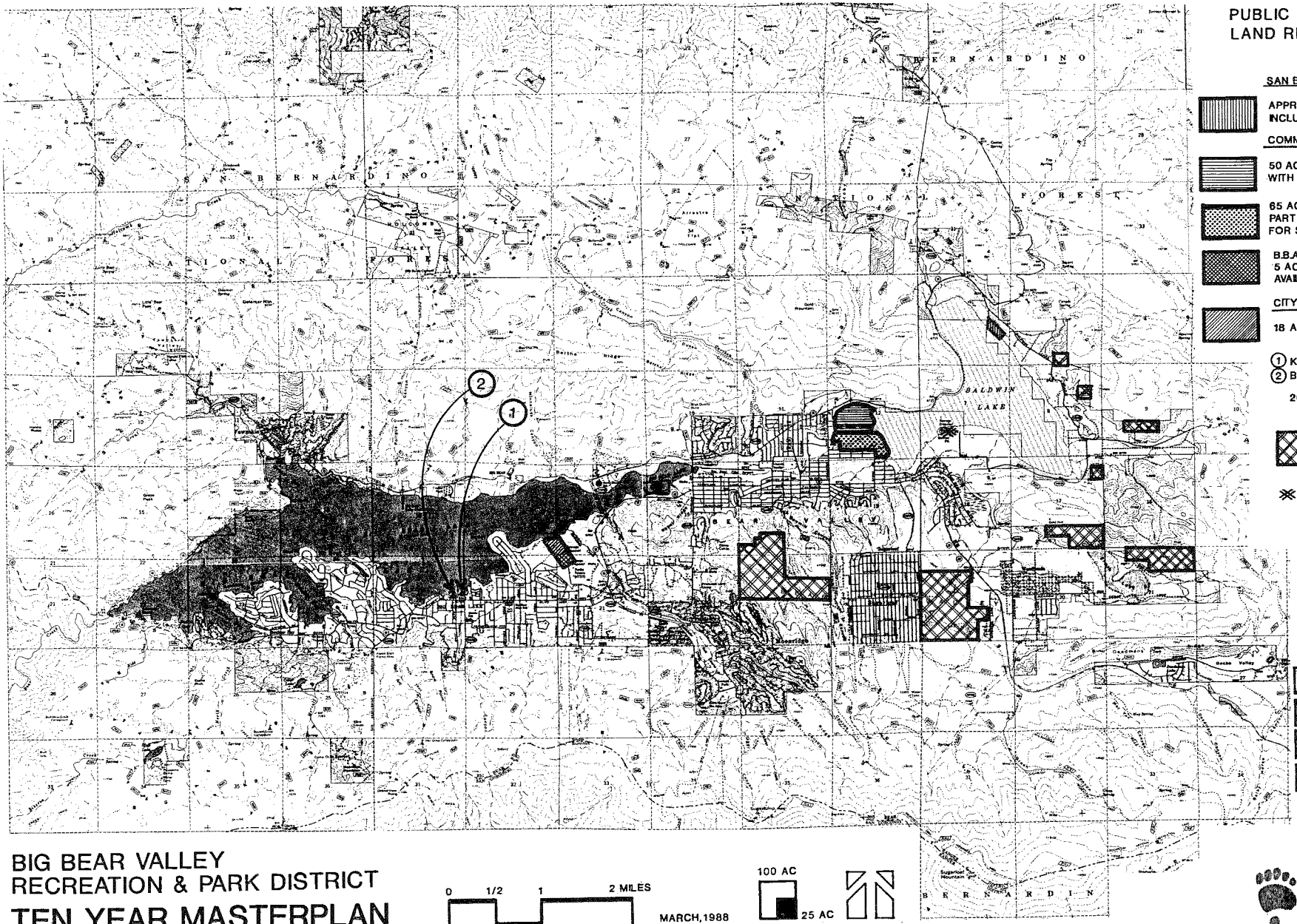
New Development

Group Picnic
Turn-stile entry at west entry

SECTION V

FACILITIES IMPROVEMENT





PUBLIC LAND RESOURCES

SAN BERNARDINO COUNTY REGIONAL PARKS

APPROXIMATELY 21 ACRES
INCLUDING PRIVATE INHOLDINGS

COMMUNITY SERVICES DISTRICT

50 ACRES
WITH ENDANGERED PLANTS

65 ACRES
PART OF WHICH IS SUITABLE
FOR SPORTS FACILITIES

B.B.A.R.W.A. POND #1
5 ACRES
AVAILABLE FOR PARK USE

CITY OF BIG BEAR LAKE

18 ACRES PONDS 2,3,4,5,

① KNICKERBOCKER PARK: 1 ACRE.
② BARTLETT PARK: .85 ACRE.

26 LAKEFRONT ACCESS POINTS

U.S.F.S. EXCHANGE LAND

WASTEWATER
TREATMENT PLANT

U.S. FOREST SERVICE LAND

OTHER OWNERSHIPS

DRY LAKE

LAKE

MAP X

BIG BEAR VALLEY
RECREATION & PARK DISTRICT
TEN YEAR MASTERPLAN

0 1/2 1 2 MILES

MARCH, 1988

100 AC
25 AC

Norman J. Landerman
planning & economics

PURKISS-ROSE ASSOCIATES
LANDSCAPE ARCHITECTS, A.S.L.A.
733 EAST CHAPMAN AVENUE • FULLERTON, CA 92631 • (714) 871-3638