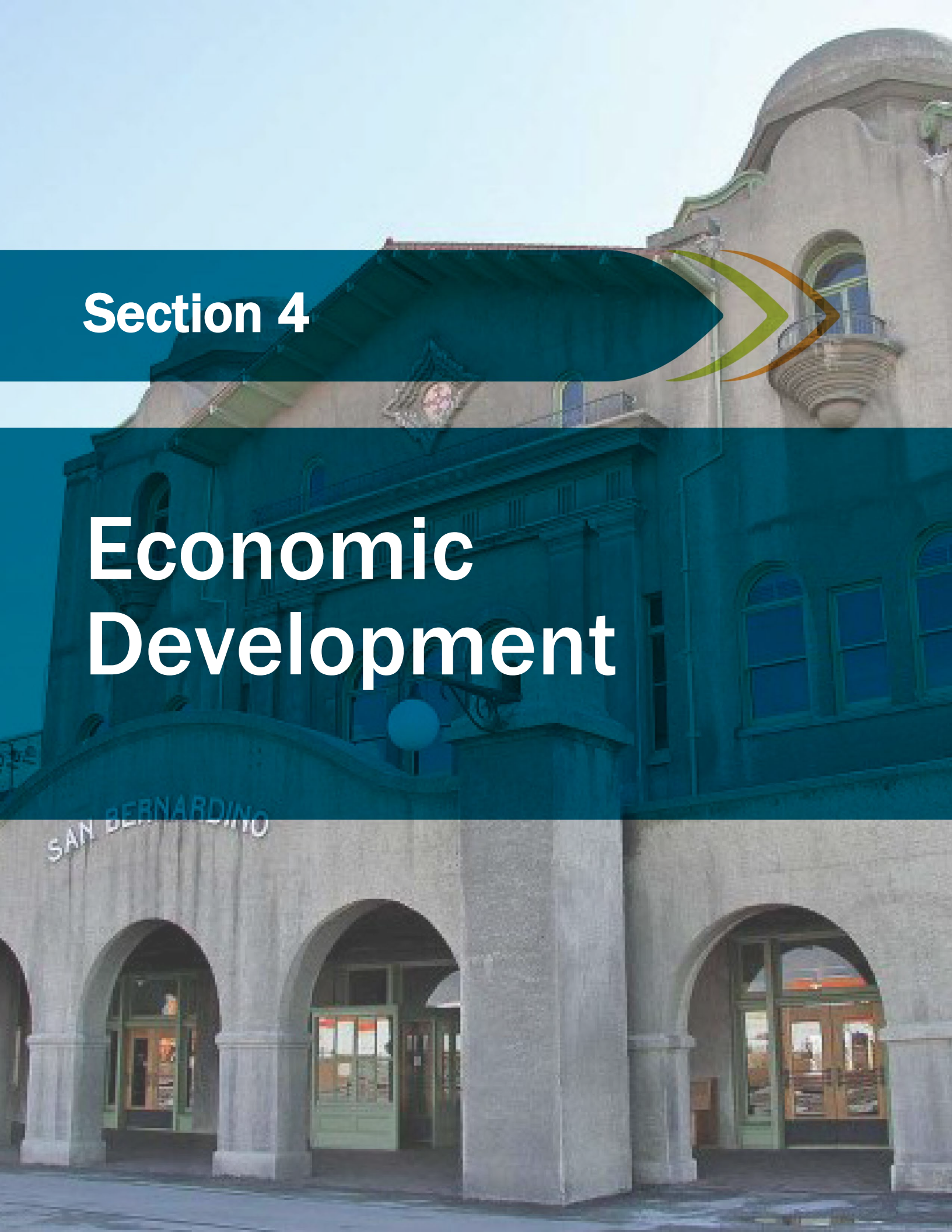




Section 4

Economic Development

SAN BERNARDINO



Introduction

San Bernardino, the county seat, is the most populated city in the county. The City boasts an extensive network of freeways, railways, and an airport that connects it to the region, the state, and the nation. San Bernardino is also home to a wealth of educational opportunities that includes a community college, private colleges, and university. And its civic leaders understand the importance of the economy, both to the health of the City and security and well-being of residents.

The Economic Development Element establishes a framework to leverage the community's assets and guide investments in business, human capital, and infrastructure through 2050. However, this element does not plan for economic growth for the sake of growth. San Bernardino's vision for economic development is rooted in the pursuit and achievement of three objectives:

- Creating new businesses, jobs, and services that may be absent, inadequate, or inequitably distributed today.
- Sustaining and improving human and social capital among the City's residents, thereby improving quality of life.
- Generating higher municipal revenues that the City can reinvest in the community's quality of life.



Overlooking Downtown San Bernardino



Regulatory Framework

California law does not require the preparation of an economic development element as part of a comprehensive general plan; therefore, there are no requirements for its content. However, the 2050 General Plan includes an Economic Development Element because civic leaders understand and appreciate the importance of a strong local economy, not only for the City's fiscal health but also for providing opportunities for upward mobility and financial security for residents and business owners.

Element Organization

The Economic Development Element covers five topics. Each topic begins with a general discussion, followed by the goal for the topic and then the policies. The five topics are:

- Economic Development Program, which will guide the priorities and strategies for an effective economic development program.
- Thriving Local Economy and Regional Jobs Center, to guide business retention/growth, startups, and attraction strategies.
- Economic Activity Centers, Districts, and Corridors, with tailored guidance for highly differentiated districts and markets.
- Economic Security, to create equitable opportunities for business success, financial security and upward mobility.
- Fiscal Resilience, to ensure that economic development strategies further the long-term fiscal health of the City.

Relationship to Other Elements and Plans

The Economic Development Element content complements the other elements of the 2050 General Plan. For example, the goal and policies for economic activity centers, districts, and corridors are directly related to land use designations and the location of planned uses in the Land Use Element and are intended to provide an economic context for some of these planned land uses. This element will be effectuated by a strategic plan that provides greater flexibility in responding to economic and market conditions. The strategic plan will have a shorter time horizon, will include short-term strategies and actions, and will guide investments during its time horizon.

Achieving the City's Vision

Economic development and the topics in the Economic Development Element are woven throughout the General Plan Vision Statement. Specific Vision Statement components that the community sees in the San Bernardino of 2050 and that are directly related to the Economic Development Element include:

- Our rich heritage as the gateway and the hub of commerce, entertainment, governance, culture, education, recreation, and transportation in the Inland Empire.

Goal 3 for economic activity centers, districts, and corridors includes policies directly related to commerce and entertainment. Support for growing an arts-and-heritage culture is a policy under Goal 4 for supporting personal and social potential.

- Residents' access to diverse employment opportunities, quality education, safe neighborhoods, reliable public services and infrastructure systems, and a healthy physical environment.

Goal 2 for a thriving local economy and regional jobs center focuses on living-wage employment opportunities for residents. Goal 5 for fiscal resilience seeks to ensure that the City generates sufficient revenues to invest in public safety and public facilities and services.

- Neighborhoods where we know one another and offer housing for everyone with quality parks, schools, and robust services.

Policies under Goal 4 for supporting personal and social potential support workforce housing and home ownership. Policies under Goal 3 for economic activity centers, districts, and corridors support housing in mixed-use and infill development and also support commercial services with access to where people live.

- A robust and resilient economy that nurtures the growth of local businesses, a thriving downtown, emergent and innovative industries, and that ensures household prosperity.

Goal 2 for a thriving local economy and regional jobs center; Goal 3 for economic activity centers, districts, and corridors; and their policies support this component of the Vision Statement.



Planning Context

San Bernardino's economy is a product of its history, unique location in the county, and broader regional and statewide economic forces. To provide context for the goals and policies proposed herein, this section discusses specific topics that define the goals and policies.

Economic Development Program

The City's Economic Development Department focuses on: 1) marketing initiatives to promote the City's assets and image; 2) business retention and attraction strategies to generate job opportunities; 3) workforce development efforts; and 4) cultivating strategic partnerships to attract funding, resources, and investment. The General Plan envisions a continued expansion of these efforts. The goal and policies provide a framework for the programs and activities that the City, working with its partners, may employ. To maximize these efforts, two initiatives are critical for success.

Partnerships

The City will collaborate with many economic development partners. Some of the key partners are:

- San Bernardino County Workforce Development Board. This agency certifies job-training providers to be paid with federal money through the Workforce Innovation and Opportunity Act; qualifies businesses as eligible for worker training; provides career planning services for residents; certifies individuals to be eligible for education, job skills, and training assistance.
- Inland Empire Small Business Development Center (IESBDC). The IESBDC, operating from CSU and partnered with the City through the Entrepreneurial Resource Center, assists small business and entrepreneurs with low-cost business advising, training, government contracting, franchise- and service-based operations, website optimization, and securing funding.
- Inland Economic Growth and Opportunity Initiative (IEGO). The IEGO is a regional, cross-sector network of community-based organizations, businesses, and institutions. In addition to services for businesses, IEGO markets the Inland Empire for investment, business relocation, and expansion.

- San Bernardino County Economic Development Department (SBCEDA). SBCEDA is the economic development department for the County. SBCEDA serves as a regional economic development organization, partnering with cities throughout the county for marketing, promotions, and other efforts.
- Chambers of Commerce. The City collaborates with various local and regional Chambers of Commerce, including the San Bernardino Chamber of Commerce, Inland Empire Regional Chamber of Commerce, Hispanic Chamber of Commerce, and the Black Chamber of Commerce. These chambers provide leadership in the interest of San Bernardino business.
- Educational Institutions. The City's educational institutions contribute in many ways to economic development. This includes CSUSB, the community college, and secondary and adult education. Given the high percentage of residents who do not have a high school diploma, school districts can partner with the city to promote education and job training.
- Real Estate Brokers. Commercial and industrial brokers talk daily with local businesses, property owners, and prospective new businesses. They often have insights from being front-line workers in selling the city as a location for business. As such, they are valuable partners in economic development.
- Community-Based Organizations. The City also collaborates with community-based organizations on economic and workforce development programs. To maximize local efforts and positive outcomes, the City seeks to maximize involvement with as many community-based organizations as feasible.

Economic Development Strategic Action Plan

Economic and market trends may follow a steady pattern for years and then become volatile before settling into a new trend. Effective economic development programs maintain flexibility to respond to changing economic and market conditions. An economic development strategic plan is the key tool to implement this element. The Economic Development Element focuses on long-term goals and policies, while reserving most of the needed strategies, programs, actions, and activities to be identified in the strategic plan. The Economic Development Strategic Action Plan is an action-oriented plan that prioritizes short-term implementation measures.



Goal ED-1 Economic Development Program

A comprehensive, citywide economic development program that sustains long-term economic growth, attracts private-sector investment in the City, grows and diversifies the tax base, and supports the vision and other goals of the General Plan.

Policies

ED-1.1 Strategic Action Plan. Adopt, implement, invest in, and regularly update a strategic action plan elaborating the City's vision for economic development, establishing economic development goals, identifying strategies and actions to work toward the goals, identify and remove impediments to economic growth, and realize the vision.

ED-1.2 Economic Development Integration. Integrate economic development thinking throughout city hall by training key city staff, discussing economic and fiscal implications in staff reports for land use cases, and regularly communicating city economic-development efforts and successes, to foster a business-friendly city.

ED-1.3 Economic Partners. Leverage investments by the federal and state governments and private and nonprofit entities by collaborating with partners:

- Educational institutions at all levels
- Workforce development and training providers
- Economic development agencies and organizations
- City and County government partners
- Chamber and other business associations
- Commercial and industrial real estate brokers
- Trade schools and unions

ED-1.4 Marketing and Communications. Grow, expand, and invest in a marketing and communications strategy that shows San Bernardino as an opportune location for new businesses and private investment, and pursue public relations campaigns to improve the City's public image.

ED-1.5 City-Owned Assets. Maintain an inventory of city-owned real estate assets. Evaluate the potential to use these assets to support desired economic development efforts and prioritize the use or disposition of the assets to incentivize economic development.

Thriving Local Economy and Regional Jobs Center

San Bernardino's central location, transportation infrastructure, and role as the county seat provides an unparalleled opportunity to become a regional jobs center in the county. At the same time, an economic development agency can take three avenues that will lead to an increase in economic activity and the number of jobs.

Business Retention and Expansion

In a regional economy, jobs are created when a business expands. Successful economic development organizations tend to invest most of their resources in assisting existing businesses. Efforts include a business visitation program, connecting a business with the workforce development board for worker training or connecting a business with banks to secure loans for equipment and facilities. Because these are the same activities pursued to assist a struggling business to remain open and retain its existing workers, retention and expansion of existing businesses are addressed together.

Business Attraction

The second avenue for re-creating a thriving local economy is business attraction efforts. This includes attracting a business (or new part such as manufacturing or distribution)) to relocate to the city. Business attraction gets most of the economic development publicity even though it tends to generate a minority of the new jobs in a regional economy. Nevertheless, business attraction is an important tool for diversifying a local economy and recruiting anchor tenants for new developments. It is also used for bringing in businesses in sectors that are underrepresented in the local market. Business attraction strategies might include marketing the community at trade shows for target sectors, maintaining up-to-date inventories of available land and facilities, or collaborating with commercial and industrial real estate brokers and developers.

Business Startups

Business start-ups typically account for the least number of new jobs in a regional economy. However, they may be tomorrow's existing-business expansion driving new job growth. Even with their relatively low job-creation potential, new business start-ups are important for diversifying the local economy, providing goods and services desired by residents, and providing authenticity in retail centers and

Economic Development in Action

Fenix Space, located at the former Norton Air Force Base, is developing hyper-sonic and high-cadence airborne testing capability for the Pentagon. Fenix's launch platform will enable a rapid launch of spacecraft payloads to orbit. Other partners include NASA, the Air Force Research Lab, and the U.S. Space Force.



commercial districts that are otherwise dominated by chain stores. Common tools for business start-ups include entrepreneurial training through a small business development center, business incubators, and outreach programs to connect residents who might consider starting a business with the assistance programs.

Demand Growth

While the preceding approaches to economic growth work through businesses that create jobs, many cities turn to demand-side tools for improving local-serving sectors of the economy. Attracting new residents and visitors increases economic activity and spending at existing businesses and spurs job growth. While housing can attract new residents that patronize existing businesses, attracting visitors to the City is more challenging. It requires hospitality and dining infrastructure, supporting activities (recreation, entertainment, and special events), and transportation infrastructure.

Goal ED-2 Thriving Economy and Regional Jobs Center

A growing and resilient local economy that provides living-wage job opportunities for residents, creates opportunities for entrepreneurs to start new businesses, sustains business growth and expansion, grows household incomes, and supports a continuing improvement in the quality of life in San Bernardino.

Policies

- ED-2.1 Business Retention and Expansion.** Facilitate the retention and expansion of local businesses through consistent dialog between City Hall and the business community and by helping to connect regional economic development service providers with local firms.
- ED-2.2 Business Attraction.** Market San Bernardino to potential new businesses by investing in public relations, attending industry events for target economic sectors, and collaborating with economic development partners promoting the city and the San Bernardino Valley.
- ED-2.3 Business Startups.** Grow the number of independent businesses to create opportunities for entrepreneurs, diversify the local economy, and provide goods and services desired by residents, by collaborating with the

Chamber and economic-development service providers to provide entrepreneurial training and assistance.

ED-2.4 Business Assistance. Provide assistance to businesses navigating City Hall and the regulatory permitting process to streamline the permit process for businesses; periodically evaluate municipal processes to identify opportunities to streamline processes and identify ineffective regulatory requirements.

ED-2.5 Workforce Development. Collaborate with San Bernardino County Workforce Development, CSU San Bernardino, San Bernardino Valley College, certified workforce training providers, and community organizations to increase local businesses' awareness of and access to workforce development assistance.

Economic Activity Centers, Districts, and Corridors

San Bernardino's economic landscape consists of varied economic activity centers, districts, and commercial corridors, each of which serve a distinctive role in the local economy. Several land use and development types presented in the Land Use Element are intended to provide economic development benefits or have been included to reflect structural changes in the broader economy.

Commercial Centers and Corridors

How and where Americans purchase and obtain retail goods has changed dramatically over the years. The shift from shopping at traditional stores to online purchasing has been building for decades but took off during the COVID-19 pandemic. And today, online shopping has splintered into omnichannel retail—from online ordering with overnight or same-day home delivery to online ordering with curbside or in-store pickup and other iterations. This trend impacts the viability of commercial centers and corridors.

The City's land use plan has long accommodated commercial enterprises that are now becoming obsolete. The City has miles of auto-oriented corridors, with individual stores on individual lots. Examples include 5th Street, Base Line, Highland, and Mt. Vernon. Similarly, the City has supermarket-anchored centers, shopping malls, and the big-box power center. Examples range from the Ralph's-anchored University Town Center and El Super-anchored



Westside Plaza to Inland Center Mall and Hospitality Lane. Both auto-oriented and big-box models are now being diluted by online retail.

The 2050 General Plan re-envision the revitalization of functionally obsolete commercial corridors with nodes of commercial centers or mixed-use buildings at key intersections and connecting to the major districts of economic activity noted below. Corridor midblock areas between nodes and districts will transition to multifamily residential uses. This can help strengthen the nodes and districts by removing excess, underutilized, or obsolete commercial space and bring in new residents and consumer spending. The development code includes modified site design standards that further incentivize this transition.

Focus Districts

San Bernardino's economy consists of highly differentiated districts, each playing a role in the economy. The 2050 General Plan envisions districts that integrate residences, commerce, employment, and activities, usually with a unique focus of economic activity. The Economic Development Element, in tandem with the Land Use Element, provide specific directions for the following districts.

Sports, Entertainment, and Hospitality District



This district encompasses three distinct areas—a proposed mixed sports-and-entertainment district adjoining and linking the San Manuel Stadium, an enhanced National Orange Show Event Center, and Hospitality Lane. As a key destination for the Inland Empire, entertainment venues, restaurants, commercial recreation facilities, offices, and apartments and condominiums would be clustered along a landscaped pedestrian promenade connecting to the downtown. The Land Use Element provides land direction for this district.

The southern portion is referred to as the Hospitality Lane, which is adjacent to the I-10 freeway in southernmost San Bernardino. It is home to more than 900 businesses (including hotels and county offices) and 16,000 employees and generates \$32.8 billion in total sales. Its central location near the I-10 freeway and San Bernardino International Airport; high speed SbX service from Loma Linda University to the California State University, San Bernardino (CSUSB); and high traffic make it an attractive spot for businesses looking to thrive in a dynamic commercial district.

Downtown

The Downtown is one of the most vibrant districts, boasting more than 2,750 businesses, 38,000 employees, and more than \$6 billion in total sales. The District is home to a cluster of local, county, and state government buildings, consulate offices, performing arts venues, a burgeoning cultural subdistrict, library, transit center, and multiple other supporting businesses and land uses. This district also contains the highest concentration of historic and cultural resources. Intensive redevelopment is slated for this area with the Downtown Specific Plan and the reuse of the former 43-acre Carousel Mall.



University District

The University District comprises areas adjacent to and including the CSUSB campus. CSUSB generates \$536 million in annual spending and \$32 million in statewide tax revenue. It sustains more than 2,000 jobs in the region and 4,700 jobs statewide. The District is surrounded by the desirable Verdemon Heights neighborhood, a growing area of the community. CSUSB's Randall Lewis School of Entrepreneurial is pursuing a long-term initiative to foster the growth of local business. It has also established an entrepreneurial center in Downtown and maintains numerous public, private, and tribal partnerships that portend considerable growth in the economic impact from CSUSB.



The Economic Development Element expects that the economic-development strategic plan will focus much of the City's business expansion, attraction, and start-up efforts in the districts identified in the Land Use Element. In some cases, market demand coupled with focused-development standards are sufficient to achieve the vision for these districts, but other districts may need further support. Therefore, this element provides guidance for the potential uses of special funding and financing districts to facilitate redevelopment, construction of infrastructure and public realm improvements, enhanced public services, and activities and events in certain districts.

San Bernardino International Airport and Environs

The San Bernardino International Airport and Trade Center (SBIA) is located in the southeastern edge of the City. The SBIA is comprised of two portions: 1) the 1,350-acre airport and related facilities of the former Air Force Base, and 2) the Trade Center, a 650-acre trade center which encompasses non-airport portions of the property. The Airport is managed by the SBIAA, a Joint Powers Authority. The



Alliance Trade Center is managed by the Inland Valley Development Agency, a JPA of San Bernardino, Loma Linda, Colton, and the County.

The Airport District plays a pivotal role in the local economy. It supports over 18,000 jobs and creates billions in economic output through its role as an air cargo hub and association with a 2,000-acre trade and logistics center. Airport tenants within the Foreign Trade Zone, can more efficiently move goods. Logistics providers, freight forwarders, manufacturers, and e-commerce benefit from duty deferrals, reductions, or eliminations on imported goods. Companies such as FedEx that utilize the airport's cargo facilities and industrial airpark for distribution and light manufacturing also leverage the FTZ program through warehousing, distribution, and processing.

The IVDA is predominantly responsible for managing the Airport and Foreign Trade Zone. Meanwhile the City's Alliance California Specific Plan provides City land use policy and regulatory framework for the adjoining trade center area. The 2050 General Plan anticipates that SBIA will continue to expand both cargo and passenger flights. Businesses benefitting from the District Airport and the Foreign Trade Zone designation will continue to locate on adjoining land. The City aims to continue cooperating with IVDA on projects of mutual interest.

Experience-Oriented Districts and Nodes

The 2050 General Plan envisions that commercial nodes along major corridors and mixed-use districts will gradually develop into experience-oriented places. With an increasing share of material needs being met with online retail ordering, in-person shopping trips will increasingly combine retail shopping with socialization, recreation, and entertainment purposes as well. This trend underscores the importance of providing customer experiences as part of otherwise daily retail-oriented trips for goods.

While experience-oriented places can materialize in different forms, successful places have common features in place. For instance, it might include convenient bike and pedestrian circulation; dining and outdoor dining; public spaces; benches and other street furniture; public art; and entertainment, recreation uses, and events. To improve access, these nodes and districts may implement share parking and/or public parking with sidewalks, bikeways, and transit routes connecting to adjacent and nearby neighborhoods.

To further this objective, the Land Use Element has established three mixed use designations along the City's major corridors than span the community. The intent is to encourage the turnover of underperforming properties into more economically viable and vibrant uses. Mixed uses will be established at a smaller scale, such as neighborhood mixed uses, along lengthy corridors in the form of either vertical or horizontally integrated mixed uses on shallower lots, or in specific centers of activities or at major intersections.

Arts and Culture

The Cultural Resources Element provides detailed information about San Bernardino's rich history and culture, and it establishes goals and policies for the preservation and celebration of this history and culture. However, the 2050 General Plan envisions not only the preservation of history and culture for its own sake but also as a catalyst for economic growth and diversification. Cultural businesses and organizations provide an opportunity to build unique and authentic destinations that serve local residents and attract visitors and spending from throughout the region. Efforts are underway to explore the designation of a Downtown Cultural Arts District that will provide a home for local artists and serve as a regional draw. Organizations such as the San Bernardino Arts Connection and the Garcia Center for the Arts are spearheading this effort.

Industrial Sector

Industrial uses associated with warehousing and transportation have been the major driver of new job opportunities in San Bernardino. Since 2000, this sector has increased from only 3 percent of jobs to the largest sector, providing one-quarter of all jobs. This increase has come as industrial development markedly changed, with the development of mega-warehouses throughout the region and, with it, raised concerns with traffic and air pollution.

The expansive growth in warehousing and logistics in San Bernardino has consumed much of the industrially zoned land. And not just land—older manufacturing and other industrial buildings have been demolished to make room for warehouses. The region has had historically low industrial vacancy rates for many years. This has made it challenging for manufacturers to expand and has limited the ability of entrepreneurs to start and grow new industrial businesses.



The 2050 General Plan seeks to preserve and improve industrial areas where manufacturing and other industrial businesses can be launched, thrive, and expand. The General Plan provides for new warehouse development in focused areas, such as around the airport, in southeastern San Bernardino, and along the freeways in northern San Bernardino where truck routes can avoid traveling through residential neighborhoods or other sensitive areas.



The Landing, a LEED silver-certified, concrete tilt-up warehouse

Goal ED-3 Economic Centers, Districts, and Corridors

Well-developed and well-maintained centers, districts, and corridors where economic activity thrives in San Bernardino.

Policies

- ED-3.1 Commercial Corridor Infill.** Reduce excess commercial building space along corridors by facilitating midblock housing development as stand-alone residential use or as vertical or horizontal mixed-use when market conditions support ground-floor commercial uses.
- ED-3.2 Mixed-Use Nodes.** Identify key nodes along commercial corridors; support redevelopment of commercial buildings at key nodes with new commercial or mixed-use development; support transit and multimodal

improvements connecting key nodes along corridors. Support enhanced landscaping along corridors to improve the aesthetics and visual appeal for housing.

ED-3.3 Experience-Oriented Commercial Districts. Promote experience-oriented improvements within mixed-use districts and in commercial nodes. Such improvements may include bike and pedestrian circulation; dining and outdoor dining; public gathering spaces; benches and other street furniture; public art; and entertainment and recreation uses, activities, and events.

ED-3.4 Warehousing and Logistics. Maintain and enhance high quality industrial areas for warehousing and logistics-related industry where they have less impact on residents and sensitive receptors.

ED-3.4 Industrial Impacts. Require the provision of adequate on-site landscaping and buffers between industrial and sensitive uses to lessen the impact of industrial uses consistent with evolving state law.

ED-3.5 Other Industrial Land Uses. Maintain and enhance a range of industrial areas to preserve and accommodate operations and expansions of manufacturing and other industrial businesses; ensure that affordable industrial building stock is available for manufacturing and other industrial business start-ups.

ED-3.6 Economic Assets. Prioritize development, businesses, and investments that capitalize on previous investments in economic assets as well as future investments in Downtown San Bernardino. Economic assets include freeway infrastructure; railways; San Bernardino International Airport; Santa Fe Depot and other transit facilities; CSU San Bernardino; San Bernardino Valley College; government facilities; hospitals; the National Orange Show Event Center; and California Theater.

ED-3.7 Tourism and Events. Facilitate the development of a complete tourism sector with lodging, dining, and entertainment; special events; and travel, including air and rail. Collaborate with lodging facilities to evaluate the feasibility and value of using transient occupancy tax revenues to fund and operate a tourism program to



promote and market San Bernardino as a destination and/or to coordinate and support special events.

ED-3.8

Downtown. Collaborate with downtown property owners, businesses, and developers to evaluate the feasibility and value of financing districts while making sure that the cumulative effect does not make the development, purchase, or lease of buildings too expensive. Coordinate and strengthen local Downtown Entrepreneurial Resource Center activities led by CSUSB's Inland Empire Center for Entrepreneurship. Market the cultural amenities in the Downtown to further attract businesses desiring this element.

ED-3.9

Entertainment District. Capitalize on the potential of visitor spending by facilitating the attraction and start-up of entertainment businesses, and support the marketing of an entertainment district. Collaborate with property owners, businesses, developers, and other stakeholders to evaluate the feasibility and value of establishing special financing districts to manage events; promote and market the district; fund enhanced public services; operate shared public parking; and fund infrastructure improvements, including streetscape improvements.

ED-3.10

Arts/Incubator District. Support refurbishing buildings in lieu of teardowns in the Downtown. Obtain grants and collaborate with partners to establish and operate a business incubator to support early-stage and new business start-ups in the downtown. Collaborate with property owners, artists, and arts organizations, and other stakeholders to evaluate establishing a business improvement district to fund and manage events and to promote and market the arts/incubator district.

ED-3.11

Hospitality Lane. Collaborate with property owners to evaluate the feasibility and value of a parking district to fund and operate shared public parking facilities in order to facilitate a higher intensity of commercial and office development and infill projects, including hospitality uses in accordance with the Land Use Element. Maximize the value of the Hospitality Lane District and its

amenities by attracting higher-end hotels, headquarter offices, and restaurants to relocate to this district.

ED-3.12 Depot District. When possible, obtain grant funding and collaborate with economic development partners to establish, operate, and market a restaurant/ hospitality incubator in this district. When the need for additional parking or the opportunity for infill development arises, collaborate with property owners to evaluate the feasibility and value of a parking district to fund and operate shared public parking facilities.

ED-3.13 University District. Support partnerships with CSUSB and their funding supporters, such as the Yuhaaviatam of San Manuel Nation, the Arts Connection, and other partners, to expand economic development efforts; explore opportunities for building on the cultural assets in the community, including downtown; market and brand the University District; and attract land uses that support the university, businesses, and the City.

Economic Security

One of the key objectives of growing and transforming the economy and creating living-wage jobs in San Bernardino is to create opportunity. Residents, business owners, and stakeholders have repeatedly expressed their desire for an opportunity to improve their economic mobility so they can purchase a home, afford education, secure retirement, or improve the quality of life for their families.

Education is the foundation for obtaining a living wage, improving economic security, and attaining a higher quality of life. This is particularly the case for residents who do not have a college degree. Local high school graduation rates average more than 90 percent; however, 25 percent of the City's working age adults age 25 to 64 do not have a high school diploma. This is more than 70 percent higher than California and 50 percent higher than in San Bernardino County. Also, college degree rates are lower than in California.

Addressing this challenge requires a multifaceted approach. First, improving educational attainment is needed so residents can compete for higher income jobs. Workforce and career training is needed to improve the readiness and resiliency of the labor force,



especially those without high school diplomas. Because the City is not directly responsible for education and workforce training, this involves partnering with public agencies, schools, and workforce agencies to provide the needed education, skills, and job training.

The City's educational and economic development partners are actively implementing measures to help school-age, college-age, and adult residents be more employable in the regional economy.

- San Bernardino Unified School District implements "Linked Learning," which links academics, technical education, and real-world experiences to help students gain an advantage in high school, post-secondary education, and careers.
- San Bernardino Valley College's Applied Technology Building houses expanded training programs, and its training center at the airport houses its aeronautics program. SBVC also has dual enrollment and pathway programs.
- San Bernardino is home to several schools and training centers that offer apprenticeship programs and vocational training. These include the Teamsters Local 1932 Training Center, the San Manuel Gateway College in San Bernardino, and other workforce training centers and organizations.



San Bernardino Valley College's new \$100 million Applied Tech Building

Goal ED-4 Workforce Development

Public and nongovernmental investments that assist in expanding, improving, and sustaining education and workforce development opportunities for San Bernardino residents and workforce.

Policies

- ED-4.1 Education.** Collaborate with and support public and charter schools, the San Bernardino Community College District, and community organizations to continually improve the quality of and access to universal preschool, K-12 education, and adult education, including general equivalency diplomas and English as a second language.
- ED-4.2 Career Development.** Collaborate with the County Workforce Development Board, CSUSB, Community College District, certified workforce training providers, and community organizations to expand residents' awareness of and access to career development services, post-secondary education, and training.
- ED-4.4 Business Startups.** Collaborate with, help build the capacity of, and assist in obtaining grants for community organizations that help residents start new businesses, including but not limited to home-based businesses.
- ED-4.5 Culture.** Encourage organizations that promote and invest in local arts training and education, exhibitions and sales, historic and heritage preservation, and events; support cultural development by obtaining and investing grants following an adopted Arts & Culture Master Plan.
- ED-4.7 Employment Challenges.** Encourage businesses to provide employment opportunities for individuals with criminal records, youth, and other marginalized groups facing employment challenges and to provide jobs suited to unskilled and semi-skilled workers.
- ED-4.8 Local Resident Hiring.** Support the prioritization of local hiring that benefits residents and supports the commitment to local workforce development.



Fiscal Resilience

Fiscal resilience refers to the City's ability to withstand and recover from financial shocks, such as economic downturns or natural disasters, while maintaining essential services and long-term financial stability. Fiscal resilience has become increasingly important to municipal corporations as federal revenues continue to be cut back and cities must absorb greater levels of responsibilities. And achieving fiscal resilience is essential for the City of San Bernardino.

The Mayor and City Council have identified financial stability as a key strategic goal. The tools and methods for achieving the envisioned fiscal resilience involve more than building contingency reserves and diversifying revenues. Methods also include sound fiscal management practices, among others. Specific objectives include:

- Securing long-term revenue sources
- Implementing a fiscal accountability plan
- Creating a framework for spending decisions
- Minimizing risk and litigation exposure
- Creating an asset management plan

As part of the City's Chapter 9 Bankruptcy settlement, the San Bernardino County Fire Protection Authority assumed responsibility for fire prevention, fire protection, and emergency medical services and the City agreed to transfer its share of the one percent general property tax and a portion of its VLF revenues to the District. The lack of property tax revenues is a major fiscal challenge. The City will need to secure other revenue sources and has established a grant division in the City's Manager Office to successfully compete for funding.

Though many fiscal management practices are part of the budget process, the General Plan impacts budget allocations to some extent. The 2050 General Plan can be viewed as the City's top-line strategy because how land is developed (e.g., the balance of land uses) and used are key determinants of how much revenue flows into the City. The 2050 General Plan is intended to spur development and grow municipal revenues, which in turn can be reinvested into the City as infrastructure, services, and amenities that improve quality of life.

Though more financially stable than in prior decades, the City is not taking anything for granted. The following goal and policies are intended to provide direction in ensuring a fiscally resilient City.

Goal ED-5 Fiscal Resilience

Fiscally sustainable land use and development patterns and well-managed municipal finances that result in a fiscally resilient City with revenues sufficient to invest in public facilities and services and the continual improvement of quality of life for residents.

Policies

- ED-5.1 Decision Making.** Incorporate the full short-term and long-term economic and fiscal implications of proposed actions into public decision making and take into consideration how proposed developments will eliminate negative fiscal impacts; evaluate fiscal implications of applicant-provided fiscal impact assessments, expenditure requests, and development plans going to the City Council for approval.
- ED-5.2 Additional Revenue Sources.** When appropriate to compensate for the lack of property tax revenue, and to provide public infrastructure and other public benefits, establish financing mechanisms, such as assessments, community facilities districts, business improvement districts, or enhanced infrastructure finance districts; regularly review policies for funding and financing mechanisms to ensure these requirements do not unnecessarily drive up the cost of housing.
- ED-5.3 Public Funding.** When providing municipal funding to community organizations, take into consideration measurable objectives of what will be accomplished with public funding, in accordance with any other standards adopted by the City for community organizations.
- ED-5.4 Long-Term Funding.** Require those requesting City funds to establish or renew a program or project lasting more than one year to disclose if and how the program or project will be funded in subsequent years.



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