



4. Economic Development

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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 increases in 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 with 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 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 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 that directly relate 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 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. This section provides an overview of the local economy followed by specific topics that define the goals and policies.

San Bernardino's Local Economy

With a population of over 220,000, San Bernardino is the largest city in the county and serves as the seat of government for San Bernardino County. San Bernardino is also the 17th largest city in California and the 100th largest city in the United States.

Employment Opportunities

San Bernardino economy is home to approximately 125,000 jobs and nearly 7,000 businesses. Typically, the local workforce can be classified into five major sectors, each serving a different role in the economy and providing a different service. The five major sectors are:

- **Goods-producing sector.** This sector includes the production of goods, from the commodity stage through finished products. This sector includes agriculture, forestry, fishing and hunting; natural resources; construction; and manufacturing. This sector provides approximately five percent of all jobs, which represents half the share compared to the County and region.
- **Knowledge-based sectors.** This sector relies on educated and skilled workers. The group includes four sectors: information; finance and insurance; professional, scientific, and technical services; and management of companies. This sector provides for only five percent of the City's employment opportunities—a much smaller part of the local economy than in the region.
- **Base-serving sectors.** This sector includes services to goods-producing businesses and to other types of businesses and households. The group includes utilities; wholesale trade; transportation and warehousing; and administration/support. This sector provides about 30 percent of jobs in the City. The City's international airport, freight rail routes, trucking centers, and multiple freeways make it an intermodal logistics hub.

- **Health care and educational services.** The health care and educational service sector provides 25 percent of all jobs in the community—twice as many jobs per capita than the County. This is due, in part, to the presence of CSUSB, San Bernardino Valley College, and the local school district. With the development of new clinics, medical centers, and schools, this sector will continue to keep pace with the City's growing population.
- **Local-serving sector.** This sector provides services directly to individual customers—retail trade; real estate and rental and leasing; arts, entertainment, and recreation; hospitality and food services; and public (governmental) administration. The local serving sector provides 30 percent of all jobs. However, the governmental subsector provides more than half (18 percent), which is five times more jobs per capita than in the County.

Figure ___ shows the location of the five largest subsectors. Health services are oriented around the hospitals in the community. The educational subsector is most concentrated at CSUSB and SBVC, with smaller concentrations elsewhere. The transportation and warehousing subsector is located primarily southwest of the airport. And the public administration subsector is located in Downtown. Retail businesses are dispersed along major corridors.

Role of Commuting

Commuting is common for cities across southern California. As is the case with adjacent cities, San Bernardino relies on a commuter workforce to fill many of the positions within the City. More than 100,000 employees commute from other communities to work in San Bernardino, while approximately 75,000 residents leave the City every day to travel to jobs outside the City. Approximately 18,000 residents who live in the community also work in the City.

Commuting tends to be concentrated within a few industries where there are insufficient employees living within the community. The subsectors in San Bernardino that require the most in-migration of its workforce include transportation and warehousing, educational services, health care and social assistance, and public administration. These four sectors comprise two-thirds of jobs in San Bernardino. Base serving sectors, such as construction and manufacturing, tend to have a surplus of available workers within the City.



Educational Level of Workforce

The City's diverse workforce has varying levels of education. According to the Census, 17 percent have less than a high school education, 19 percent have high school or equivalent but are not college educated. Approximately 25 percent of the workforce have attended college or have an associate degree. With respect to higher education, 17 percent of job holders have a bachelor or advanced degree. The status of remaining job holders is not known.

San Bernardino recognizes the importance of education to the long-term economic security of its residents. San Bernardino is one of the few communities in southern California where residents can receive the full range of educational services—preschool, primary and secondary, and post-secondary education. Of particular note, San Bernardino is known for its pathways-focused system of public education at each high school and community college.

Economy and Fiscal Resiliency

The health of City of San Bernardino's economy underpins the City's long-term fiscal health and ability to continue providing services. Stable tax revenues enable the City to finance the delivery of services—such public safety, road and neighborhood maintenance, urban forestry, parks, and recreation—that define quality of life. The City relies extensively on tax revenues paid by businesses, property owners, and consumers to finance these community services.

When businesses thrive, property values increase, and consumers spend money, the City receives revenues needed to pay for services. During recessions or downturns in the economy, the City does not receive sufficient revenues to maintain services. While the City has dedicated economic development and planning to support the growth of the local economy, economic growth is tied to broader forces at play, such as the regional and statewide economy.

This Economic Development Element is thus intended to spur and maintain economic growth in the community. Goals and policies are set for establishing and maintaining a robust economic development program, generating business development and growth, improving education and training for San Bernardino's workforce, and ensuring that the City prudently manages its finances to maintain solvency.

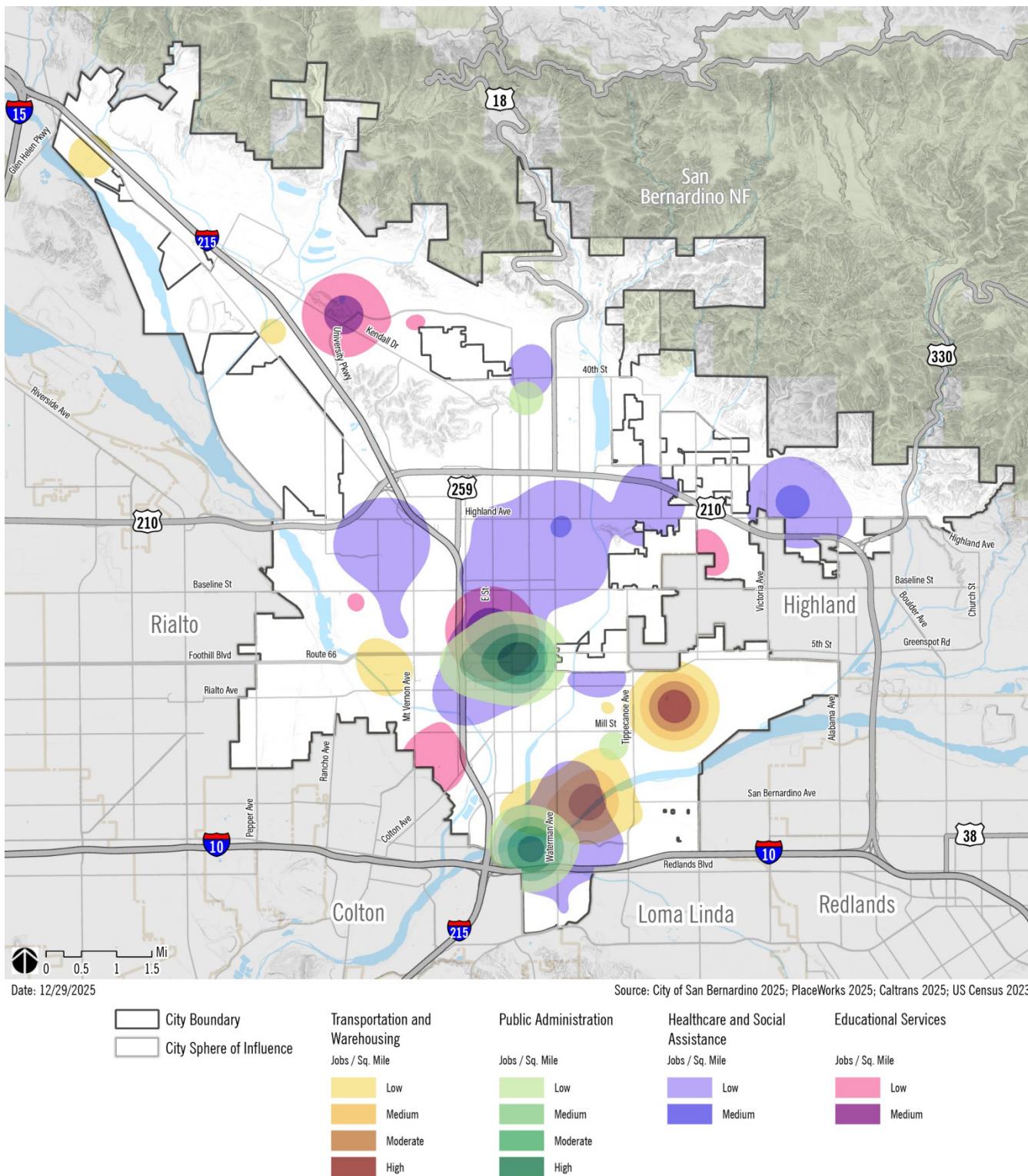


Figure ED-1 San Bernardino's Major Industry Sectors



Goals and Policies

The following goals and policies are intended to achieve the General Plan 2050 vision for achieving a robust local economy, stable City finances, economic opportunity, and jobs for City residents.

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. To maximize these efforts, two initiatives are critical for success.

Community Partnerships

The City will collaborate with many economic development partners. Key partners include, but are not limited, to:

- County Workforce Development Board. This agency certifies job-training providers for federal funding; qualifies businesses as eligible for receiving worker training; provides career planning services; certifies individuals to be eligible for education, job skills, and training assistance.
- Inland Empire Small Business Development Center. The IESBDC, operating from CSUSB and partnering with the City via the Entrepreneurial Resource Center, assists small business with advising, training, contracting, franchise- and service-based operations, website optimizing, 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 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—CSUSB, community college, and secondary and adult education—contribute to economic development. Given the many 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. 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.

In contrast to the long-term nature of the general plan, an economic development strategic plan is the key tool to implement this element. The Strategic Plan is an action-oriented plan that prioritizes short-term implementation measures (typically three to five years in length). The Strategic Plan will identify sectors that the City wishes to attract or expand, determine strengths and weaknesses involved, and include steps needed to achieve the City's economic goals. The Plan will be updated every five years to reflect contingencies.



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 goals, identifying strategies and actions to work toward. Remove impediments to 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 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.

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.

Business Attraction

The second avenue for creating a thriving local economy is attracting a business 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. Nevertheless, business attraction is a tool for diversifying a local economy and recruiting anchor tenants for new developments. It is also used for bringing in sectors that are underrepresented in the local economy. Attraction strategies might include marketing at trade shows for target sectors, maintaining 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 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.

Economic Development in Action

San Bernardino is home to Bio-Star Renewables, a waste-to-energy plant in northwest San Bernardino. Using anaerobic digestion, this company converts pre-consumer food waste into renewable resources that reduce the need for landfill space and help the City achieve compliance with California's Senate Bill 1383, which requires a 75 percent reduction in organic landfill waste by 2025.

Demand-Side Growth

While the preceding approaches to generating economic growth work through creating businesses that generate more jobs, many communities turn to demand-side tools for improving the local-serving sectors of a local economy. Attracting residents and visitors increase economic activity and spending at existing businesses and spurs employment growth. While housing can attract new residents that patronize existing businesses, attracting visitors to the City is more challenging. Attracting new customers requires a combination of hospitality and dining, supporting activities (such as recreation, entertainment, special events), and transportation infrastructure. Many of these demand-side practices are addressed in other chapters of the General Plan 2050, such as Circulation and Mobility.

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 accommodates 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-envisioned 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.



Hospitality Lane

Hospitality Lane 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 bus rapid transit 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 in the community, boasting more than 2,750 businesses, 38,000 employees, and more than \$6 billion in total sales. The Downtown 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 uses. This District also contains the highest concentration of historic and cultural resources. Intensive redevelopment is slated within this area. In accordance with the Downtown Specific Plan, San Bernardino's Downtown is envisioned to be the urban center of the Inland Empire, spurred by the redevelopment of the former 43-acre Carousel Mall.



Downtown San Bernardino



University District

The University District comprises CSUSB and adjacent areas. 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 Verdemont Heights, a growing area of the city. CSUSB's Randall Lewis School of Entrepreneurs is pursuing a long-term initiative to foster the growth of local business. It also established an entrepreneurial center in Downtown and maintains public, private, and tribal partnerships that portend considerable growth in the economic impact from CSUSB.

The economic-development strategic plan will focus on the City's business expansion, attraction, and start-up efforts in the districts noted in this element. While market demand coupled with focused-development standards are sufficient to achieve the vision for these districts in some districts, others 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 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—supporting over 18,000 jobs and creating billions in economic output through its association with a 2,000-acre trade and logistics center. Within its designated Foreign Trade Zone (FTZ), logistics providers, freight forwarders, manufacturers, and e-commerce benefit from duty deferrals, reductions, or eliminations on imported goods. The 2050 General Plan anticipates that SBIA will continue to expand cargo and passenger flights, while businesses benefitting from the Airport and FTZ designation will continue to locate on adjoining land.

Westside

The City's westside district runs west of the I-215, from the I-10 northward to the SR-210. Black families moved into this historic area in the 1910s-1920s, settling near the BNSF Railyard, and in the 1940s-1950s, following the establishment of Norton Air Force Base. Mexicans also migrated to the City, setting up a barrio in the Westside. They built churches, businesses, and social institutions that became the foundation of civil rights movements during the 1940s-1980s in access to housing, recreation, and equal education.

The Westside is most known for the BNSF Railroad, which anchors the district and divides it into a northern and southern sector. In 1992, the City adopted the Paseo Las Placitas Specific Plan, which covers a limited area along Mt. Vernon Avenue, north of the railyard to 9th Street. Over the past thirty years, the Plan has not been exceptionally successful. However, improvements have been made to the district, most recently the reconstruction of the Mt. Vernon Avenue Bridge and structural improvements to the historic Santa Fe Depot.

Experience-Oriented Districts and Nodes

The 2050 General Plan envisions that commercial nodes along major corridors and mixed-use districts will develop into experience-oriented places. With an increasing share of online retail ordering, in-person shopping trips will increasingly combine shopping with socialization, recreation, and entertainment. While experience-oriented places can materialize in different forms, successful places should 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.

The Land Use Element has established three mixed use designations along the City's major corridors, including Highland Avenue, Base Line Street, Route 66, west of I-215, Mt. Vernon Avenue, and E Street Corridor. 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.



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 vacancies 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 major roadway corridors by facilitating midblock housing development as stand-alone residential use or as vertical mixed-use projects 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; require 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. Economic assets include freeways and railways; International Airport; Santa Fe Depot and other transit facilities; CalState; 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 various infrastructure and service-related financing districts while making sure that the cumulative effect does not make the development, purchase, or lease of buildings too expensive. Coordinate and strengthen the local Downtown Entrepreneurial Resource Center activities.

ED-3.9

Entertainment district. Capitalize on visitor spending by facilitating the attraction of entertainment businesses and to 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.

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 downtown. Collaborate with property owners, artists, and arts organizations, and other stakeholders to evaluate establishing a business



Yaamava' Resort

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 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 **Westside district.** Build on and leverage the successes in completing infrastructure projects on the Westside, the historic Santa Fe Depot, local entrepreneurs, and community stakeholders to establish a comprehensive economic development strategy that creates economic prosperity for Westside businesses and residents.

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.



National Orange Show Event



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 aged 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 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 Michael J Gallo Innovation Lab at Indian Springs High School, gives high school students the opportunity to gain firsthand experience in STEM, manufacturing, and design that will prepare them for future careers.

State and community colleges and local schools are implementing measures to help school-age, college-age, and adult residents be more employable in the regional economy. These include:

- 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 schools and training centers that offer apprenticeship programs and vocational training. These include the Teamsters Local 1932 Training Center, the San Manuel Gateway College, and other workforce training centers.



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

While San Bernardino has limited funds for economic development, the City continues to collaborate with its local partners in expanding, improving, and sustaining education and workforce development opportunities for San Bernardino residents and its workforce. The following goal and policies are intended to further this goal.



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-4.3 **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-4.4 **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-4.5 **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-4.6 **Local resident hiring.** Support the prioritization of local hiring that benefits residents and supports the City's 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 increasing 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.

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 individuals, businesses, or stakeholders requesting City commitment of 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.