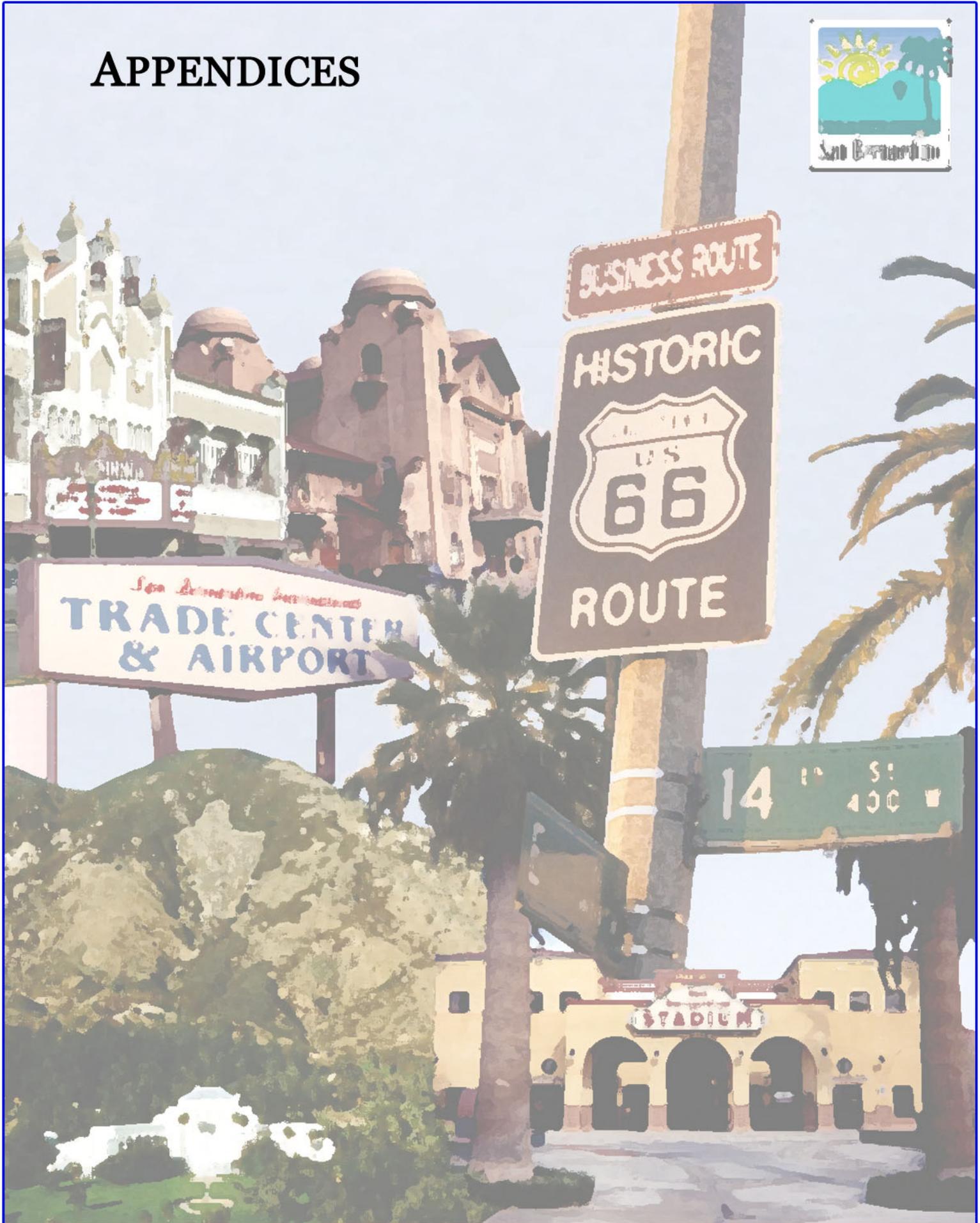


APPENDICES



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Appendix 1 Implementation Measures



Introduction

Because of the scale and complexity of the environments that make up San Bernardino, it is essential to have a clear sense of priorities in deciding what steps to take in carrying out this newly established policy direction. A basic consideration is the limited existing and future institutional and financial resources that can reasonably be devoted to General Plan implementation. Focus will be required to get the most of whatever resources are available.

The primary mechanism for allocating resources to implementation activities is the annual budget process and the Capital Improvement Program. Thus, it is essential to translate initiatives identified in this program into funded budget actions as soon as practicable.

This appendix is divided into several sections that further delineate the commitment to General Plan implementation. A Purpose section outlines what the Implementation Program seeks to accomplish. A further section describes in summary fashion how the Implementation Program is related to the Vision. The final section defines the program scope.

Two points are important to understand regarding the Implementation Measures. The first is that there is not necessarily a one-to-one relationship between implementation measures and policies. Many General Plan policies do not require special initiatives; they are implemented through existing processes, such as development project review procedures. Conversely, some measures implement more than one policy; sometimes an entire cluster of policies related to a particular subject area.

A second point is that the five-year action plan that is mandated as part of the Housing Element appears in this appendix. Because of the unique nature of the Housing Element, the format of this material differs from the rest of the Implementation Program.

Purpose

The main purposes for this Implementation Measures include:

- ◆ Sustaining the momentum achieved by the adoption of the General Plan;
- ◆ Supporting the Vision;
- ◆ Focusing resources where they can most advance the General Plan;
- ◆ Rapidly satisfy legal requirements as specified in the Government Code;
- ◆ Providing robust support for private sector and public sector commitments to the Plan;
- ◆ Providing leverage for other dependent actions; and
- ◆ Responding to the most critical issues in as timely a manner as possible.

These purposes are served largely through two types of implementation measures. The first is the processing of development projects and public facility projects. Most, but not all, of the General Plan policies are carried out through the project review process.

The second type of initiative is a dedicated action that must be designed and taken. It may involve creating a new ordinance, making an organizational change, obtaining new funding, updating current processing procedures or technical standards, or seeking desired legislative changes. These and other initiatives are simply aimed at strengthening the City's capabilities to implement the General Plan.

Achieving the Vision

The General Plan is based on a comprehensive Vision. The Implementation Measures are especially critical to certain aspects of the Vision, as it reflects certain values expressed in the Vision, and through its commitment to selected Vision concepts. Some examples are noted below.

- ◆ Quality management that enables the City to achieve quality results from implementing the General Plan;
- ◆ Sustaining desirable qualities in the living environment over time;
- ◆ Cost containment to achieve the General Plan;
- ◆ Intergovernmental coordination to facilitate collaboration with other governmental entities where that offers mutual benefits.
- ◆ Creation of flexible tools that offer the ability to respond to a variety of physical conditions and circumstances;
- ◆ Availability of public facilities and services when they are needed;
- ◆ Integration of open space into the fabric of community development as well as in larger concentrations and corridors;
- ◆ Building distinctive communities with their own identities and characteristics in response to local conditions;
- ◆ Applying quality development standards that ensure continued value of private and public improvements;
- ◆ Integrating land uses and circulation systems so that multiple modes of transportation are available wherever possible; and
- ◆ Establishing partnerships with other public, quasi-public and private interests where joint action is more effective than independent action.



	Implementation Measure	Responsible Agency
ADMINISTRATION		
A-1	<p>Development Code Update. Incorporate the following new provisions of the General Plan into the Development Code:</p> <ul style="list-style-type: none"> • Necessary provisions to achieve the intent of the Strategic Policy Areas, including: <ul style="list-style-type: none"> ▪ Allow flexibility in the allowable uses and signage in the Redlands Boulevard Strategic Area. ▪ Promote the conversion of apartments in the Residential Conversion/Restoration Strategic Area. ▪ Incorporate applicable portions of the Corridor Improvement Program. • Modify development standards, including parking, setback, landscaping, and road/driveway width, to allow the flexibility accommodate the preservation of historic buildings and the adaptive reuse of structures. • Update and tailor design and development standards to address the hazards posed by high wildfire and wind hazards, especially in the northern portions of the City. The standards should account for local variations in conditions. • Allow for the use of alternative energy systems provided that they meet all public safety, health, and welfare requirements and are proven to be reliable. • Adopt a Preservation Ordinance that authorizes the City to designate any site, building, area or vegetation deemed to be of historical, architectural, or cultural significance as a San Bernardino City Historical landmark or district. Such ordinance shall conform to State and Federal criteria for establishing a preservation ordinance and the Historic and Archeological Element. • Necessary changes in the Noise Ordinance to reflect the adopted CLUP for the SBIA. <p>Explore the desirability for the following potential amendments:</p> <ul style="list-style-type: none"> • A menu of incentives, such as modified development standards (e.g. parking, setback, landscaping, FAR, density, or road/driveway width) and other suitable provisions to act as acceptable trade-offs for: <ul style="list-style-type: none"> ▪ Desirable public amenities ▪ Energy and resource conservation/efficiency ▪ Measures that provide options to automobile travel (e.g. carpool spaces, transit stops, etc..) ▪ The provision of needed parklands and trails, especially in Verdemonst Heights. • Refinements to the list of allowable uses to discourage the proliferation of marginal commercial uses, such as thrift stores and check cashing stores. • Revisions to the Hillside Management Overlay to permit greater design flexibility. • Refinements to the non-conforming provisions to allow a process to utilize non-conforming structures and uses without meeting all of the current requirements for beneficial uses. 	Development Services
A-2	<p>Capital Improvements Program. Propose the following items for incorporation into the CIP on an annual basis:</p> <ul style="list-style-type: none"> • Entries and corridors improvement master plan. • Neighborhood Improvement Plans. • Neighborhood/District Design Improvement Plans. • Strategic Policy Areas. • Parks, trails, and recreational facilities and improvements. • Community facilities and improvements. • City identity generating projects, such as entry signs, landscaping, and gateways, to facilitate continuous progress toward the desired City image. • Circulation and transportation improvements. • Traffic control devises. • Infrastructure improvements and installations. 	Administration All Departments
A-3	<p>Funding.</p> <ul style="list-style-type: none"> • Establish a focused program for funding downtown improvements including, but not limited to grant funding from state, federal and foundation sources. • Appropriate staffing levels. 	Administration All Departments

Implementation Measure	Responsible Agency
<ul style="list-style-type: none"> • Adopt a funding source, priority and implementation program as part of the City’s Parks, Trails and Recreation Master Plan. • Maintain funding programs for library and cultural and arts facilities and programs. • Installation and maintenance of street trees and streetscape along street frontages. • Community services, programs, and staffing. • Art and cultural programs. • Transportation improvements. • City leadership initiatives (e.g. Alternative fueled vehicles, energy efficient buildings). • Explore creative methods, such as deferred fees, as an incentive for the provision of recreational facilities and amenities. 	
LAND USE ELEMENT	
<p>LU-1 Develop a Project Review Checklist to ensure that all development projects are reviewed for their design quality and impacts on immediate surroundings. This comprehensive checklist should include:</p> <ul style="list-style-type: none"> • Use, size, location, aesthetics, and land use compatibility. • Economic and fiscal viability. • Trips generated and circulation impacts. • Infrastructure and service demands. • Environmental analysis (CEQA). • Fire and police demands. • Solid waste capacity. • Flooding, fire, and seismic hazards. • Liquefaction potential. • Geological and geotechnical investigations in areas of potential seismic or geologic hazards. • In the areas susceptible to slope instability, require geotechnical investigations • Emergency access. • Parks, trails, and recreation facilities. • Crime Prevention Through Environmental Design (CPTED) and defensible space techniques. • NPDES requirements. • Noise exposure, generation, and impacts (especially for uses proposed within the 65dBA CNEL contours from rail operations and airports). • Incorporation of public art. • All discretionary projects should include reviews by all relevant City Departments and public agencies that provide infrastructure, facilities or services. 	Development Services
<p>LU-2 Establish and maintain an ongoing liaison with the County of San Bernardino to conform development projects within the City’s sphere of influence to the City’s General Plan. Develop a process to identify, review, and comment on projects within the City’s Sphere of Influence. This process should evaluate:</p> <ul style="list-style-type: none"> • Use, size, location, aesthetics, and land use compatibility. • Trips generated and circulation impacts. • Infrastructure and service provision. • Parks and recreation facilities and services. • Fire and police demands. 	Development Services
<p>LU-3 Strategic Policy Areas. On an annual basis, initiate actions within two of the Strategic Policy Areas. Report progress toward achieving the goals of the Strategic Areas to the Planning Commission and Common Council.</p>	Development Services
<p>LU-4 Neighborhood Improvement Program (See Appendix 2). On an annual basis, identify and initiate actions within two target neighborhoods. Report progress toward achieving the goals of the Neighborhood Improvement Program to the Planning Commission and Common Council.</p>	Development Services Economic Devel.
<p>LU-5 Code Enforcement. Review code enforcement resources and procedures to determine how and to what extent they need strengthening to meet the quality expectations expressed by this</p>	Development Services



Implementation Measure	Responsible Agency
Plan, specifically: <ul style="list-style-type: none"> • Private property and landscape maintenance. • Use of private property. • Enforcement of conditions of approval. • Fire protection, including weed abatement and building inspection. • Public education (Maintenance/Upkeep). 	
HISTORICAL AND ARCHAEOLOGICAL RESOURCES ELEMENT	
HAR-1 Establish a design review process for potential development projects in or adjacent to Historic Preservation Overlay Zones or designated historic resources that will ensure compatible development in terms of scale, massing, building materials and general architectural treatment. Guidelines established for the Main Street program in downtown San Bernardino shall be utilized as the framework to establish an HPOZ in the Main Street district area.	
HAR-2 Adopt the language and intent of the Secretary of Interior Standards for Historic Rehabilitation and standards and guidelines as prescribed by the State Office of Historic Preservation as the architectural and landscape design standards for rehabilitation, alteration, or additions to properties containing historic resources in order to preserve these properties in a manner consistent with their architectural and historical significance.	
HAR-3 Establish a Historic Resources Commission that will review and recommend preservation ordinances and guidelines, recommend designation of sites, structures and buildings, and recommend design standards and review procedures for restoration, adaptive reuse, or alteration. The Historic Resources Commission should have adequate power to protect designated properties.	
HAR-4 Adopt the Mills Act program that provides for a reduction in property taxes for historic properties.	
ECONOMIC DEVELOPMENT ELEMENT	
E-1 Require a fiscal impact report on appropriate zone and general plan amendments and for projects for which the preparation of an EIR is required.	Development Services
E-2 Develop and monitor an equitable impact fee program that ensures that one-time public improvement costs, including all related off-site improvements, are fully covered by the developer.	Administration
E-3 Conduct periodic surveys of business owners and residents about the City's performance in meeting shopping and employment needs.	Economic Devel.
E-4 Inventory and map vacant and underutilized properties in Redevelopment Project Areas and use the City's internet site as an information repository for the real estate sector.	Economic Devel.
E-5 Develop a list of desirable target industries and develop strategies to attract those businesses to the City.	Economic Devel. Administration
E-6 Pursue an aggressive marketing campaign involving mailings, personal contact, or other strategies to establish and maintain an awareness of available business investment opportunities in San Bernardino.	Economic Devel. Administration
E-7 Work with existing property owners and tenants to determine the land, building, and parking requirements needed to update or expand businesses as an alternative to business relocation.	Economic Devel. Administration Development Services
E-8 Develop joint job training and placement programs with CSUSB to educate and retain the City's workforce pool.	Economic Devel. Administration
COMMUNITY DESIGN ELEMENT	
CD-1 Adopt an entries and corridors improvement master plan to strengthen and unify the City's image. The master plan should address: <ul style="list-style-type: none"> • Achievement of the Community Design Plan (Figure CD-1 of the General Plan). • The design and installation of special treatments at identified City gateways. • The incorporation of the City's logo into street furniture, street signs and other signage. • Incorporation of public art into rights-of-way, gateways, and private projects. 	Development Services

Appendix 1. Implementation Measures

Implementation Measure		Responsible Agency
	<ul style="list-style-type: none"> • Incorporation of themed lighting. • Incorporation of streetscape (kiosks, paving, benches, trash receptacles, etc. • The types and spacing of trees street furniture and landscaping along all along major thoroughfares. • The consistent use of landscaping that identifies City streets, residential neighborhoods, commercial districts, and entry points, including species, minimum size, and irrigation requirements. • Private signage. • Screening of utilities and infrastructure. 	
CD-2	Establish a signage program for determining the design, placement and financing responsibilities of City entry/welcome signs per the Community Design Plan (Figure CD-1 of the General Plan).	Development Services
CD-3	Neighborhood/District Design Improvement Plans. Identify 2 neighborhoods or districts each year in which to focus design, landscaping, streetscape, signage, themes, and maintenance efforts.	Development Services
CIRCULATION ELEMENT		
C-1	Work with Caltrans to ensure that construction of new facilities includes attractively designed sound walls or other mitigating noise barriers to reduce noise impacts on adjacent land uses	Development Services
C-2	Prepare neighborhood protection plans for areas of the City where heavy vehicle traffic becomes a significant enforcement problem.	Development Services
C-3	Develop parking and traffic control plans for neighborhoods adversely impacted by parking and traffic.	Development Services
UTILITIES ELEMENT		
U-1	Negotiate an agreement with the County of San Bernardino so that no development projects are approved in the City's Sphere of Influence that cannot be served with adequate wastewater collection and treatment facilities.	Development Services Administration
U-2	Utilize applicable funds to underground existing above-ground utility facilities needed to serve new development, and develop a priority list to determine which facilities should be underground to best serve the public benefit.	Development Services
U-3	Extend the system of geothermal to accommodate future commercial and governmental uses.	Water
U-4	Update the Urban Water Management Plan to reflect the growth projected for the new General Plan.	Water
PUBLIC FACILITIES AND SERVICES		
PFS-1	Establish an education and training consortium among the City, local school, community college districts, University San Bernardino, and local employers. The focus of this consortium should be on: <ul style="list-style-type: none"> • Assessing educational services in the City. • Work related education programs. • Neighborhood improvements. • Marketing San Bernardino. • Community safety. • Funding opportunities. • Maintenance and code enforcement. 	Economic Devel. Administration
PFS-2	Document and report emergency/police response events and services. The effectiveness of the services to adequately respond to emergencies shall be assessed. Specific deficiencies, their contributing causes, and potential means to correct these shall be identified.	Police
PFS-3	Study the feasibility of assessing fees on development for new/expanded fire and police facilities and services as necessitated by that development.	Administration
PFS-4	Develop and implement the master plan of culture and arts. The master plan should address: funding and acquisition, facilities, programs, staffing.	Administration



Implementation Measure	Responsible Agency
PFS-5 Survey the research needs and interests of the community. This could be conducted through door-to-door or mail surveys. Based upon the results of the survey, the library shall attempt to acquire books, periodicals and other forms of information for the residents.	Library
PARKS, RECREATION AND TRAILS ELEMENT	
PRT-1 Prepare a parks and recreation master plan that addresses: <ul style="list-style-type: none"> • Development and design standards (ratio of acreage to population, types, size, function, location, characteristics, relationship to adjacent properties, facility layout, landscape, etc.). • Areas in need of recreational areas, facilities, and programs. • A phased strategy for addressing parkland deficiencies, acquisition of parklands, development of facilities. • Ongoing evaluation of park improvements to test for safety compliance and effective maintenance. • An evaluation of existing and planned school facilities for the potential of joint use/development with the City. • Current and projected recreational needs. • Standards for a defensible space (i.e., physical design characteristics that minimize criminal activity) and coordinate with the Police Department to ensure design review of park development plans. • Lighting, equipment, landscaping, signage, and design. • Staffing and personnel. • Hours of operation. • Bicycle facilities. • Multi-purpose trails and connections (pedestrian, bicycle, equestrian). • Bikeway and trail guidelines (standards, signage) • The locations for acquisition for future parks specified by type (mini, neighborhood, community, and regional). • Fees. • The potential for variation in parkland requirements in Verdemon. • Function, facilities, and programs to be provided at each site. • Acquisition and improvement costs and funding sources. • Maintenance schedules. • Priorities for implementation. 	Parks, Recreation and Community Services
PRT-2 Acquire funding, facilities, equipment, and land for parks and set up a program for land banking for future recreation needs.	Parks, Recreation and Community Services
PRT-3 Initiate discussions with utility providers, United States Army Corps of Engineers, County Flood Control and the City's Public Works Department, the Forest Service, California State University, San Bernardino, Valley College, and other agencies to determine which open space opportunities have potential for public use and negotiate agreements accordingly. In particular, focus on the multiple uses of the Santa Ana River, Cajon Creek, Lytle Creek, canyon drainages, and/or storm water detention channels.	Administration Parks, Recreation and Community Services
PRT-4 Evaluate recreation needs, programs, function, maintenance, and park design through the use of surveys, on-site user evaluations and web-based forms.	Parks, Recreation and Community Services
NATURAL RESOURCES ELEMENT	
NR-1 Evaluate all utility corridors and flood control channels with respect to opportunities for public access and joint recreational uses, and enter into joint use agreements to facilitate such joint uses, where feasible with the utility agencies and the San Bernardino County Flood Control District.	Development Services
NR-2 Conduct a study to determine the feasibility of the City's use of vehicles powered by engines using methanol or other alternative clean-burning energy source. If possible, such non-polluting vehicles should replace the City's fleet, as they are normally retired.	Administration
ENERGY AND WATER CONSERVATION ELEMENT	
EWC-1 Evaluate the means and establish an appropriate program by which water and energy	Water

Appendix 1. Implementation Measures

Implementation Measure		Responsible Agency
	efficient fixtures and water/energy-saving design elements can be installed in existing structures.	Development Services
EWC-2	Develop environmental and water/energy-efficient design guidelines for new construction.	Water Development Services
EWC-3	Perform energy audits on all existing City buildings identifying levels of existing energy use and potential conservation measures.	Facilities Maintenance
SAFETY ELEMENT		
S-1	Use the City’s web site to communicate to the City’s residents, workers and visitors the hazards specific to the City, and, most importantly, to describe the loss reduction strategies that homeowners and workers can implement at home and the work place to reduce their risk.	Police Fire Development Services
S-2	Actively enforce the City’s code requirements for weed abatement, site maintenance and other fire hazard mitigation.	Police Fire Development Services
S-3	Require that all new roofing materials be fire resistant and preferably Class A rated. This applies to both new construction and replacement roofs. Encourage residents with existing wood-shingle or unrated roofing materials to upgrade to fire resistive construction, including fire resistant eaves and awnings.	Development Services
S-4	Install traffic signal pre-emption devices at critical intersections and in all fire apparatus.	Development Services
S-5	Complete and implement a Recycled Water Master Plan to include: <ul style="list-style-type: none"> • A broad customer base. • A supply and distribution system to serve the entire customer base. • A long-term capital improvements financing plan. • Ongoing fee mechanism to recover the City’s costs of developing and maintaining a recycled water system. 	Water
NOISE ELEMENT		
N-1	Require that new road projects mitigate noise to within 5 dBA of existing levels if the noise level remains within the goals of the General Plan Noise Element or 3 dBA of existing levels if the noise exceeds or would exceed these goals at any existing sensitive land uses or any vacant areas slated for subsequent sensitive development.	Development Services
N-2	Establish staffing expertise for its code enforcement to respond to mitigate noise violations.	Development Services



Housing Element, Quantified Objectives

State law requires that the Housing Element contain “a statement of the community's goals, quantified objectives, and policies relative to the maintenance, preservation, improvement, and development of housing.” The City’s quantified objectives address:

- ◆ The number of new housing units by income group to be accommodated on vacant land and through sites suitable for redevelopment
- ◆ The number of dwelling units to be rehabilitated
- ◆ The number of new affordable dwelling units for which funding assistance will be provided
- ◆ The number of assisted multifamily rental housing units to be preserved as affordable units between 2000 and 2010

The objectives shown in the following programs for affordable housing are based, in part, on the level of City accomplishments under the 1989 Housing Element and, in part, on the anticipated level of resources that will be available to assist low- and moderate-income households during the period covered by the 2000 Housing Element.

Housing Programs

1. Provision of Adequate Sites

As described in the section entitled “Future Residential Growth Areas,” there are about 4,911 acres of vacant single-family residential land (with allowed densities of one to 12 units per acre), 918 acres of vacant multi-family residential land (with allowed densities of 12 to 47 dwelling units per acre), and 761 acres of commercial/residential land (with allowed densities of 12 to 130 dwelling units per acre). The City will ensure that an appropriate mix of land use districts is maintained to accommodate housing opportunities for all income levels.

Responsible Department:	Development Services Department, Planning Division
Time Frame:	Ongoing implementation of the General Plan and Zoning Code
Funding:	General Fund

2. Development Review Committee (DRC)

Continue weekly meeting of the DRC to review site plans and schematics and to provide developers with coordinated development processing.

Responsible Department: Joint responsibility of all City departments involved in permit processing for development; coordinated by the Planning Division.
 Time Frame: Ongoing
 Funding: General Fund

3. Energy and Water Conservation

Continue to require that all new housing construction meet the standards of energy and water conservation prescribed by Title 24.

Responsible Department: Development Services Department, Building Plan Check and Inspection Divisions
 Time Frame: Ongoing
 Funding: General Fund

4. Infill Housing Program

This program was designed to create high quality housing on unimproved vacant) infill sites within established neighborhoods throughout the City. The City works with local developers and lending institutions interested in joint ventures to create affordable housing opportunities for first-time homebuyers.

Responsible Department: Economic Development Agency
 Time Frame: Ongoing
 Funding: Redevelopment housing funds
 Quantified Objectives:

Year	Units
2001	60
2002	60
2003	60
2004	60
2005	60
Total	300

5. Mortgage Revenue Bond Program

Continue to issue bonds for both single-family and multi-family construction as necessary. This program is currently constrained by new limitations on bonding authority by the State and by changes in Federal tax laws.

Responsible Department: Economic Development Agency
 Time Frame: Ongoing as projects are proposed



Funding: Contingent upon State bonding cap, allocated annually by State Mortgage Bond and Tax Credit Allocation Committee

6. Provision for Mobile Homes

Continue to permit mobile homes on permanent foundations in all residential land use designation permits, including the development of mobile home subdivisions as defined in the Land Use Element.

Responsible Department: Development Services Department, Planning Division
 Time Frame: Ongoing
 Funding: General Fund
 Quantified Objectives:

Year	Units
2001	70
2002	70
2003	70
2004	70
2005	70
Total	350

7. Provision for Special Needs Housing

Continue to permit the development of senior citizen and senior care housing in the CR-2 (located downtown), CO-1, CO-2, CG-2, and the RU-1 and RU-2, RM, RMH and RH zones. In addition, the special needs of identified groups will also continue to be permitted and encouraged, including housing for persons with disabilities, female-headed households, students, large families and persons with AIDS/HIV.

Responsible Department: Development Services Department, Planning Division
 Time Frame: Ongoing
 Funding: General Fund

8. Building and Safety Inspection

Determine the feasibility of contract plan checking and inspection services, to supplement City staff, during peak periods of permit activity.

Responsible Department: Development Services Department, Plan Check Division
 Time Frame: Annually through budget process
 Funding: General Fund

9. Density Bonus

Continue to implement State Government Code Section 65915 requiring local governments to grant a density bonus of at least 25%, and at least one regulatory incentive (if necessary for financial feasibility), to developers who agree to make 25% of units in a new housing development affordable to low-income households (households earning 50% to 80% of County median income) or 10% affordable to very low income households (households at 50% or less of County median income). In addition, the City will continue to implement Development Code provisions, which permit the development of senior citizen and senior congregate-care units up to 50% above the permissible density in all multi-family designated areas and CG-2, up to 150 units per acre in the downtown area, and 54 units per acre in commercial office designated areas.

Responsible Department: Development Services Department, Planning Division – Implementation; Economic Development Agency - Monitoring
Time Frame: Ongoing
Funding: General Fund and Redevelopment housing funds

10. Fees and Development Standards

Investigate the feasibility of reducing or waiving City-imposed building fees and modification of development standards as they relate to infill housing in older, established neighborhoods.

Responsible Department: Development Services Department, Planning Division/Building Plan Check Division
Time Frame: Within 2 years of adoption of the Housing Element
Funding: General Fund

11. Retrofit Program

Continue to respond to complaints about deteriorated or vacant residential buildings by inspecting the buildings and requiring owners to comply with applicable codes.

Responsible Department: Code Compliance Division
Time Frame: Ongoing
Funding: General Fund

12. Neighborhood Housing Rehabilitation Program

Continue the neighborhood housing rehabilitation program, which makes loans at a 3% interest rate to eligible families earning less than 80% of the County median income. Loans are made to single-family homeowners to bring their property into conformity with current UBC (Uniform Building Code) standards. The maximum loan amount is \$35,000 per property and payback periods are worked out on a case-by-case basis.

Responsible Department: Economic Development Agency



Time Frame: Ongoing
 Funding: Redevelopment housing funds
 Quantified Objectives:

Year	Units
2001	20
2002	20
2003	20
2004	20
2005	20
Total	100

13. Acquisition Rehabilitation Resale Program

The City contracts with nonprofit and/or for-profit developers and assist them in acquiring and rehabilitating vacant HUD and VA repossessed properties in designated neighborhoods in the City, for resale at affordable prices to first-time homebuyer families. Non-profit developers include Neighborhood Housing Services, Central City Lutheran Mission and Frazee Community Center. For-profit developers include ANR Industries, Casa de Aleganzia, De Oro Properties, Schechtman Construction, Wall Construction, and AFCOM Park. The City is currently considering the expansion of this program.

Responsible Department: Economic Development Agency
 Time Frame: Ongoing
 Funding: Redevelopment housing funds
 Quantified Objectives:

Year	Units
2001	15
2002	15
2003	15
2004	15
2005	15
Total	75

14. Mobile Home Rental Assistance Program

This program provides financial assistance in paying mobile home space lease costs to eligible low-income seniors, subject to the availability of housing and community development funds.

Responsible Department: Economic Development Agency
 Time Frame: Ongoing
 Funding: Redevelopment housing funds

15. Redevelopment Agency Participation (Housing Activities)

The City helps facilitate the revitalization/development of deteriorated neighborhoods through development entitlements and other predevelopment activities including land assembly, predevelopment loans, financing of public infrastructure, and funding of supportive services for new housing. The Agency actually processes the application and subsidizes the City processing fees. In some cases, the Agency acts as facilitator by providing consultation to a private developer and acts as liaison in the processing of the City permits and will pay City process fees.

Responsible Department: Economic Development Agency, Housing and Community Development Department
Timeframe: Ongoing
Funding: Redevelopment housing funds

16. Senior Housing Programs

The City develops proposals to facilitate housing for seniors in cooperation with the County Housing Authority and other public and private housing providers. As appropriate and as needed, the City offers financial participation in development projects, assist in assembling funding requests, help offset development fee costs, finance infrastructure in support of affordable housing, and/or provide other regulatory incentives.

Responsible Department: Economic Development Agency
Time Frame: Ongoing
Funding: Redevelopment housing funds

17. Nonprofit Housing Development Corporations

The City provides financial and technical assistance to not-for-profit housing development corporations to assist in the development of housing for low and moderate-income households. This assistance includes funding requests, help offsetting development fee costs, finance infrastructure, and other regulatory incentives.

Responsible Department: Economic Development Agency
Time Frame: Ongoing
Funding: Redevelopment housing funds

18. Preservation of Assisted Multifamily Rental Housing

The City will seek to preserve all assisted multi-family rental housing at-risk of conversion to market-rate rental housing between 2000 and 2010 by working with public and/or private housing agencies that have expressed an interest in right-of-first refusal for privately owned assisted housing projects at-risk of conversion to market rate housing. Currently, there are 800 participating units in the program. Mortgage Revenue Bonds and the City's 20% housing set-aside funds are used to fund the program. In exchange, the City requires a covenant to insure the



on-going affordability of the units. The City is committed to maintain at-risk housing, and, by policy, any request to abrogate the terms of a covenant have been, and will continue to be, resisted by the City.

To accomplish the foregoing, The City will establish a monitoring program for local Section 8 contracts including an early warning system for units at risk of conversion to market rate. The program will include provisions to gauge owner interest in Section 8 renewal, to identify units likely to be acquired and managed as Section 8 housing, and respond to federal and state notices.

Responsible Department: Economic Development Agency
Time Frame: Within six months of adoption of this Housing Element
Funding: Redevelopment housing funds

19. Coordination of Homeless Programs

The City will continue to work with regional agencies to coordinate homeless relief programs by tracking the estimates of homeless and the provision of emergency shelters. If necessary, to assist the construction and/or operation of facilities providing emergency and transitional shelter and services, the City will offer appropriate financial assistance.

Responsible Department: Economic Development Agency
Time Frame: Ongoing
Funding: Redevelopment housing funds

20. Single-family Development Design Review

The City will amend its design review process for new single-family homes to permit the design review approval to be made at the staff level. Currently, single-family housing design review occurs before the Planning Commission with staff recommendation. By making single-family housing design review a staff function, the total permit time will be reduced.

Responsible Department: Development Services Department, Planning Division
Time Frame: Within one year of completion of the General Plan Update Program
Funding: General Fund

21. Fast Track Permit Processing

The City will audit its development review process to determine whether a “fast track” process for affordable housing that emphasizes concurrent permit processing, with a single point of contact to manage the process, will substantially reduce overall permit processing time. If, based on the audit, the City determines that a fast track system is feasible and would result in significant time savings, the City will amend its permit review processes to implement such a procedure.

Responsible Department: Development Services Department, Planning Division
Time Frame: Within one year of completion of the General Plan Update Program
Funding: General Fund

22. Coordination of Public Services, Facilities, and Private Utilities

The City will meet regularly with providers of public facilities, services, and private utilities to ensure that planned residential development can be accommodated without delays due to inadequate capacity or a lack of coordination in the extension of facility/utility lines. The City will keep providers informed of planned developments as they become known to the City and will ensure that reasonable fees are charged to cover the actual costs of extending facility/utility lines thus expanding service capacity.

Responsible Department: Development Services Department, Planning and Public Works Divisions
Time Frame: Ongoing
Funding: General Fund

23. Application of Zoning and Building Codes to Existing Housing

The City will periodically examine the application of zoning and building code requirements for nonconforming residential structures in need of rehabilitation to determine whether code enforcement unreasonably impedes the preservation and rehabilitation of these housing units. If appropriate, the City will modify its code enforcement practices to balance the preservation of affordable housing with the impacts of a nonconforming structure.

Responsible Department: Development Services Department, Planning Division
Time Frame: Ongoing
Funding: General Fund

24. Analysis of Impediments to Equal Housing Opportunity

Conduct an analysis of local housing marketing to determine any and all impediments to equal housing opportunities. Future fair housing activities will be targeted toward the findings, conclusions, and recommendations of this analysis. Based on the finding of this analysis, the City will adopt and implement a fair housing plan that seeks to eliminate arbitrary and illegal discrimination in the local housing market.

Responsible Department: Economic Development Agency
Timeframe: Within one year of adoption of the Housing Element
Funding: General Fund



25. Support Local Fair Housing Investigation and Mediation Services

Assist local agencies that investigate housing discrimination complaints and provide mediation services. The City's primary emphasis will be support of the Fair Housing Council and other public agencies and non-profit organizations to which the City can refer housing discrimination complaints or mediation requests.

Responsible Department: Economic Development Agency
Time Frame: Ongoing
Funding: Redevelopment housing funds

26. Homebuyer Education and Maintenance Program

Continue to support non-profit organizations to provide financial counseling, education and maintenance services to low and moderate income households purchasing homes. The City does this by contracting with local non-profit organizations to provide counseling, financial planning and education on how to purchase a home. For those participating in the programs, it is mandatory to attend the classes. Currently, the Agency provides \$80,000 to the "Neighborhood Home Ownership Center" to provide the program to 200 families per year.

Responsible Department: Economic Development Agency
Timeframe: Ongoing
Funding: Redevelopment housing funds

27. Rental Assistance Program

Continue to provide security, first and last months rent deposits to displaced persons and social service organizations.

Responsible Department: Economic Development Agency
Timeframe: Ongoing
Funding: Redevelopment housing funds

28. Section 8 Rental Assistance Certificate and Voucher Programs

These programs, administered by the San Bernardino County Housing Authority, provide City residents with assistance under both the Section 8 Rental Certificate Program and the Section 8 Voucher Program.

Responsible Department: Economic Development Agency
Timeframe: Ongoing
Funding: Redevelopment housing funds

29. Emergency Shelter Grants

The Emergency Shelter Grant Program provides funding to social service agencies to assist homeless individuals and families through services and shelter, coupled with employment, job training, and additional support services to deal with drug and alcohol abuse. The Economic Development Agency distributes funds and processes the grant requests from the community organizations.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds

30. Transitional Housing

This program consists of partnerships with social service organizations to purchase dwelling units to assist families make the transition from homelessness back into society. The transitional units are interim in nature (up to 24 months) and provide supportive services for the residents. Currently the Economic Development Agency budgets \$200,000 per year for this program.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds
 Quantified Objectives:

Year	Units
2001	222
2002	222
2003	222
2004	222
2005	222
Total	1,110

31. Battered Women's Shelter Program

This program provides funds to social service organizations for battered women's shelters to assist women and children who are homeless or low income and are in need of special services such as counseling, employment, or financial planning. The funds also provide shelter and a safe environment during case management for individual situations, as required.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds



32. Mobile Home Inspection/Rehabilitation Program

The State of California has mandated that every mobile home park and mobile home be inspected within appropriate timeframes. The City has established a grant program to assist low to moderate-income households meet the Health and Safety Code requirements.

Responsible Department: Development Services Department, Inspection Division
Timeframe: Ongoing
Funding: Redevelopment housing funds

33. San Bernardino County Homeless Coalition

This cooperative organization is comprised of various local governmental entities, County and State social service departments and non-profit agencies that serve the needs of the homeless within the City and County of San Bernardino. The Coalition seeks to assure that the program components for serving the homeless are adequate and that each participating agency provides its fair share of local resources for the development of homeless shelters, transitional housing, and services to address homelessness. The City provides a pro-rata share in the various studies and activities of the Coalition. Currently, the Coalition is undertaking a study to identify by City the exact number of homeless persons, and the City has contributed \$5,000 to Coalition for the study.

Responsible Department: Economic Development Agency
Timeframe: Ongoing
Funding: Redevelopment housing funds

34. Homeless Resource Directory

In response to requests for information regarding services for the homeless, the City has helped to prepare a Homeless Resource Directory for distribution to all agencies in the City that deal with homelessness.

Responsible Department: Economic Development Agency
Timeframe: Ongoing
Funding: Redevelopment housing funds

35. Housing Opportunities for Persons with AIDS Program (HOPWA)

The City of Riverside administers the HOPWA Program for both Riverside and San Bernardino Counties. Local agencies apply for funding directly to the Department of Health. The grants are either entitlement or competitive, and provide housing assistance and supportive services for low-income persons with AIDS or related diseases and their families.

Responsible Department: Economic Development Agency
Timeframe: Ongoing

Funding: Redevelopment housing funds

36. Supportive Housing for the Elderly (Section 202) Program

To receive a Section 202 award, the City or project sponsor must apply for a Section 202 reservation to the Los Angeles HUD Field Office in response to the Department's annual published invitation. Project rental assistance covers only the difference between the HUD-approved cost per unit and the amount the resident pays (30% of their income). Capital advances can be provided to private, non-profit applicants to finance elderly housing that also offers supportive services. The non-interest bearing advances are based on development cost limits published periodically in the Federal Register. Advances may be used for acquisition of vacant land or an existing structure for elderly housing. The City Economic Development Agency facilitates with two non-profit organizations by assisting in the preparation of the Section 202 application and, in some cases, the Agency will actually prepare the application. Currently, there are four projects consisting of 300 units and \$40 million HUD funds.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Section 202 Grants

37. Tax-Exempt Bond Financing

This program finances mortgages in the construction of multi-family or senior housing units. At least 20% of these rental units must be made available to low income families at 80% of area median income or below.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds

38. Single Family Exterior Beautification Grant Program

This program assists homeowners occupying single family dwelling whose incomes do not exceed 80% of median income with up to \$5,000 grants to make improvements to their homes. Improvements may include exterior painting, landscaping, and fencing. The Economic Development Agency budgets \$1,000,000 per year for this program.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds
 Quantified Objectives:

Year	Units
2001	100
2002	100



2003	100
2004	100
2005	100
Total	500

39. Graffiti, Weed and Trash Removal Program

The City Economic Development Agency provides \$500,000 per year to a non-profit organization to remove graffiti, weeds and trash on private properties.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds

40. Neighborhood Initiative Program (NIP)

Grants of up to \$5,000 are made available to homeowners within six target areas throughout the City for the purposes of enhancing and beautifying the exteriors of homes and to improve neighborhood conditions. The Economic Development Agency currently budgets \$1 million per year for this program.

Responsible Department: Economic Development Agency
 Timeframe: Ongoing
 Funding: Redevelopment housing funds

41. Elimination of Governmental Constraints

As noted in Section III of this Housing Element, the City undertook a major goal to eliminate constraints with respect to land use regulations in the development and adoption of the new Zoning Code that unified and simplified the development regulations and processes. That effort was followed by reorganization of the City to unify the various development-related departments into a single Development Services Department and a one-stop permit counter. The City is committed to continuing the streamlining of development activities and regulations and will continue to analyze potential programs to eliminate land use constraints, particularly as relate to the provision of new housing and rehabilitation of housing. Therefore, the City will consider amendments to the Municipal Code to allow more administrative decisions by staff or Zoning Administrator to grant discretionary approvals to housing projects, administrative relief for lower cost housing and density bonus programs, deviations from the Development Code for lower cost and senior housing projects, and will continue to evaluate fees to identify those that may be waived and/or decreased in order to encourage lower cost and senior citizen housing.

Responsible Department: Development Services Department
 Timeframe: Ongoing
 Funding: City General Fund

42. Persons with Disabilities

The City will continue to require development requirements and programs associated with handicapped, including enforcement of Title 24 requirements. In addition, the City will evaluate the potential of adopting a “Reasonable Accommodation” ordinance.

Responsible Department: Development Services Department
 Timeframe: Ongoing/Fiscal Year 2002-03 for evaluation of a Reasonable Accommodation Ordinance
 Funding: City General Fund

43. At Risk Housing Program

In coordination with Program 18, the City will establish a formal program to identify all affordable units within the City including Section 8 assisted units as well as any other assisted rental program that will provide for an early warning system for units at risk of conversion to market rate. The program will include the following features:

1. Inventory of all such housing projects;
2. Notice requirement for the sale of any such projects;
3. Right of first refusal for an alternate owner who has been identified as an owner/operator for any such assisted rental housing;
4. Early contact (at least one year in advance) of any Section 8 or other assisted housing due for renewal;
5. Require minimum 12 months notice from any owner wanting to opt-out, and minimum 6 months notice from any owner wanting to prepay;
6. Establish formal response procedures to any federal or state notices;
7. Require owners to pay for tenants moving expenses; and
8. Assist tenants to find alternative rental housing.

Responsible Department: Economic Development Agency
 Timeframe: Program Preparation/Adoption: 2003
 Program Implementation: On-going
 Funding: Redevelopment housing funds

Quantified Objectives Summary (2000-2005)				
<i>Income Group</i>	<i>New Construction</i>	<i>Rehabilitation</i>	<i>Preservation</i>	<i>Total</i>
Very-low	1,148	375	375	1,898
Low	676	100	375	1,151
Moderate	734		200	934
Above-moderate	1,224			1,224
Total	3,782	475	950	5,207



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Appendix 2 Neighborhood Improvement Program



Neighborhood Improvement Program

The following program offers a system of incentives that are intended to stimulate redevelopment of local neighborhoods.

1. Create a neighborhood improvement team comprised to Department Heads, decision makers, and City Staff. The neighborhood improvement team will create a program to prioritize and focus neighborhood improvement efforts. Identify neighborhoods into the following categories:
 - a. Very sound neighborhood experiencing few, if any, quality of life issues. Infrequent requests for Police or code Enforcement services.
 - b. Predominantly stable neighborhoods, but beginning to show signs of decline. Most structures are well maintained and structurally sound, but some structures may have minor problems. The City should focus on these minor issues to maintain the neighborhood and prevent further deterioration.
 - c. Predominantly unstable neighborhood, with many structures in need of rehabilitation, with some well cared for and maintained structures. In single-family areas, many houses have transitioned from owner-occupied to rentals. Neighborhoods showing evidence of social, physical and economic problems. Increasing number of calls for police services. Focus is on revitalizing the neighborhood, upgrading the structures, increasing aesthetics and reducing crime.
 - d. Neighborhood is in severe social, economic and physical decline. Housing structures are severely deteriorated and the entire neighborhood lacks conditions that contribute to a safe overall neighborhood living environment.

The neighborhood improvement team will develop action plans to address each neighborhood based upon the need of the neighborhood. The City will then focus the combined efforts of the police, fire, code enforcement, community development, public works, and other departments as necessary to improve the livability of San Bernardino's neighborhoods. The City will employ incentives and regulations to address the issues of each neighborhood. It is recommended that the program start with the category "B" neighborhoods so that tangible results can be achieved quickly. Prior to City involvement, there should be a determination of a willingness on the part of the residents and property owners to work with the City to improve the neighborhood. Subsequently, the City should work with residents and other stakeholders to create a vision and set of issues to be addressed for the neighborhood.

Appendix 2. Neighborhood Improvement Program

2. In category “A” neighborhoods, the City should monitor and respond to issues:
 - a. City responses for class “A” neighborhoods includes:
 - i. Police: Respond to calls for public safety services. When residents observe potential problems, the Police department will monitor neighborhood and provide proactive recommendations.
 - ii. Code Enforcement: Respond to code violations as they are reported
 - iii. Community Development: Respond to requests for housing low-interest rehabilitation loans and second mortgages.
 - iv. Public Works: Responds with scheduled public improvements. Increased number of improvements will occur as deficiencies are determined through resident contact or City inter-departmental consensus.
 - v. Utilities: Responds to resident requests for street cleaning
3. In category “B” neighborhoods, the City should focus on spot issues, monitor, and respond:
 - a. City responses for class “B” neighborhoods includes:
 - i. Police: Increased proactive enforcement by patrol officers in a coordinated effort. Varied policing strategies, including bike and foot patrols, are deployed.
 - ii. Code Enforcement: Responds to citizen’s requests for service and devotes additional resources where staff observes more severe code violations. Initiates proactive enforcement efforts to abate spot blight conditions.
 - iii. Community Development: Focuses housing rehabilitation mortgage assistance loans in strategic ways to address housing decline. Utilize CDBG or other funds to pair housing rehabilitation loans with public improvement.
 - iv. Public Works: Response with increase number of public improvements as deficiencies are determined through resident contact or City inter-departmental consensus.
 - v. Utilities: Responds to resident requests for street lighting
 - b. Explore the creation of a Pre-Sale Inspection Ordinance that would require a City inspection of properties to make sure there are no serious structural defects and zoning compliance issues prior to the sale, lease or change of occupancy.
 - c. Reorganize the Single Family Maintenance Grant Program to focus on exterior improvements such as roofing, painting, landscaping. This program currently



provides grants up to \$5,000 to eligible, owner occupants whose income do not exceed 80% of median income to eliminate housing code violations or emergency repairs.

4. In Category “C” neighborhoods, the City should perform neighborhood wide improvement actions, continually monitor, and respond to issues:
 - a. City responses for class “C” neighborhoods includes:
 - i. Neighborhood Improvement Team: Develop 10 to 20 year neighborhood vision. Develop comprehensive Neighborhood Improvement Action Plan. Provide “early warning system” of conditions progressing towards class “D.”
 - ii. Police: Increase proactive enforcement by patrol officers in coordinated effort. Increased varied police strategies are deployed. Work with City departments to create a Neighborhood Improvement Action Plan and assists in the development of a resident and property owner neighborhood organization.
 - iii. Code Enforcement: Responds to citizen’s requests for service and devotes additional resources where staff observes more sever code violations. Initiates proactive enforcement efforts to abate spot blight conditions. Works will all City departments in the development of a Neighborhood Improvement Action Plan and assists in the development of a resident and property owner neighborhood organization.
 - iv. Community Development: Focuses housing rehabilitation mortgage assistance loans in strategic ways to address housing decline. Utilize CDBG or other funds to pair housing rehabilitation loans with public improvement. Work with other City departments to organize homeowners and apartment owners to discuss long-term housing revitalization strategies in the neighborhoods. If warranted, initiate revitalization study in priority neighborhoods areas and select a developer to partner and prepare study.
 - v. Public Works: Responds with specialized public improvements as indicated in Neighborhood Improvement Action Plan.
 - vi. Utilities: Responds with street lighting improvements as indicated in Neighborhood Improvement Action Plan.
 - b. Explore the creation of a Pre-Sale Inspection Ordinance that would require a City inspection of properties to make sure there are no serious structural defects and zoning compliance issues prior to the sale, lease or change of occupancy.

Appendix 2. Neighborhood Improvement Program

- c. Implement Project Curb Appeal using Los Padrinos to assist the City with the removal of weeds, litter, and debris along main thoroughfares.
 - d. Develop a program to create interim uses and improvements, such as pocket parks, art, and landscaping, on vacant lots.
 - e. Reorganize the Single Family Maintenance Grant Program to focus on exterior improvements such as roofing, painting, landscaping. This program currently provides grants up to \$5,000 to eligible, owner occupants whose income do not exceed 80% of median income to eliminate housing code violations or emergency repairs
 - f. Standards would apply to the Tertiary projects but the incentive program would not.
 - g. Utilize state and federal funds to increase homeownership and rehabilitate neighborhood.
 - h. Property manager. Residential projects that provide on-site property management and participate in a training program are provided with Crime Free Multi-Housing signs for display on their property and will be granted the use of the program logo in all advertisements.
 - i. Explore the use of receiverships on selected properties
 - j. Implement Neighborhood Watch programs.
5. In category “D” neighborhoods, the City should perform a neighborhood wide salvage operation, purchase property, demolish unsafe structures, monitor, and respond:
- a. City responses for class “C” neighborhoods include:
 - i. Neighborhood Improvement Team: Develop 10 to 20 year neighborhood vision. Develop comprehensive Neighborhood Redirection Plan.
 - ii. Police: Increase proactive enforcement by patrol officers. Coordinate all efforts within the Police Department in support of the Neighborhood Redirection Plan.
 - iii. Code Enforcement: Responds to citizen’s request for service and increases proactive enforcing activities to abate code violations. Code Enforcement activities should support the Neighborhood Redirection Plan.
 - iv. Community Development: Obtain consensus of Neighborhood Redirection Plan from neighborhood and receive approval and support of Plan from City Council. Implement Plan.



- v. Public Works: Responds with public improvement as indicated in Neighborhood Redirection Plan.
- vi. Utilities: Responds with street lighting improvements as indicated in Neighborhood Redirection Plan.

- b. Create a program whereby the City purchases dilapidated mid-block commercial and residential structures and develops prototypical residential units that could then be resold/leased by the City.
- c. Implement Project Curb Appeal using Los Padrinos to assist the City with the removal of weeds, litter, and debris along main thoroughfares.
- d. Property manager. Residential projects that provide on-site property management and participate in a training program are provided with Crime Free Multi-Housing signs for display on their property and will be granted the use of the program logo in all advertisements.
- e. Explore the use of receiverships on selected properties
- f. Explore the creation of a Pre-Sale Inspection Ordinance that would require a City inspection of properties to make sure there are no serious structural defects and zoning compliance issues prior to the sale, lease or change of occupancy
- g. Implement Project Curb Appeal using Los Padrinos to assist the City with the removal of weeds, litter, and debris along main thoroughfares.
- h. Develop a program to create interim uses and improvements, such as pocket parks, art, and landscaping, on vacant lots
- i. Reorganize the Single Family Maintenance Grant Program to focus on exterior improvements such as roofing, painting, landscaping. This program currently provides grants up to \$5,000 to eligible, owner occupants whose income do not exceed 80% of median income to eliminate housing code violations or emergency repairs
- j. Standards would apply to the Tertiary projects but the incentive program would not.
- k. Utilize state and federal funds to increase homeownership and rehabilitate neighborhood.
- l. Implement the Neighborhood Watch programs.
- m. Purchase parcels, either rehabilitate or demolish existing structures, and sell units. The units should be deed restricted to control maintenance and over crowding.

6. The Crime Free Multi-Housing Program is designed to not only reduce crime rates in multi-family dwelling units, but to create an incentive for the provision of an on-site property manager. The program was first successfully developed at the Mesa Arizona Police Department in 1992 and has since spread to 43 States, 4 Canadian Provinces and 3 additional countries, and is used locally in cities such as Riverside. The Program may also be a benefit to the City of San Bernardino. However, this program should work in conjunction with other incentives for property owners to provide on-site property managers. Such incentives can include a density bonus for projects that will provide on-site managers. The program is designed to be operated through the Police Department and to be attended by property managers and also any interested tenants and owners. The program takes place in three phases described below.
 - a. Phase one – An eight-hour seminar presented by the police department and other city agencies. Topics to be covered can include:
 - i. Methods and benefits of applicant screening
 - ii. Tips to strengthen rental agreements
 - iii. How to become a pro-active manager
 - iv. Crime Prevention through Environmental Design
 - v. Warning signs of drug activity
 - vi. Actions you must take if you discover your tenants or their guests are conducting illegal activities on or about our property
 - vii. The role of the police
 - viii. Crisis resolution and the eviction process
 - b. Phase two – Certifies that the rental property has met the security requirements for the tenants safety.
 - c. Phase three – A tenant Crime prevention meeting will be conducted for full certification. Managers will be granted the use of Crime Free Multi-Housing signs for display on their property. Management will also be granted the use of the program logo in all advertisement.
7. Explore the establishment of a business license for all rental properties. The business license fee would be used to pay for code enforcement, utilized to make property improvements and rehabilitation, and property management training programs.
8. Promote and assist the development of volunteer neighborhood improvement teams.



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Appendix 3 Summary of Community Workshops



Business Representatives Meeting Notes

Opportunity Areas

Job Sectors

- ◆ Growing aerospace industry -- aircraft sales jumped by over 200% last month
- ◆ There are \$9 billion of goods coming into city every year through the BNSF. The City must embrace the BNSF and create a synergy with the Airport area
- ◆ There are opportunities to create niches in the Healthcare industry
- ◆ City is 42% services – mostly in the health and education sectors
- ◆ Government offices are self-sustaining and don't utilize City services or businesses
- ◆ County seat opportunities – County buildings not only include County workers, but County residents who must come into San Bernardino
- ◆ Don't need Fortune 500 companies – “there are a lot of widget makers out there”

CSUSB

- ◆ 80% of CSUSB income is from outside the City
- ◆ The University will be here forever and will improve if Arrowhead can be incorporated – and its closer to the central City than other potential areas of higher end housing
- ◆ The University is on the outer edge of the City. We need to bring parts of CSUSB downtown. This is being accomplished through partnerships with the University such as Arts on the 5th
- ◆ When traveling on the I-10 and crossing the I-15, there is a noticeable decline in the quality of development and landscaping

Lakes and Streams

- ◆ There are two lakes and stream projects. One is a municipal water project and the other was the 20/20 project proposed by a consortium from Texas which was unrealistic
- ◆ The visual appeal of the Lakes and streams project will be good for business
- ◆ Water can be a greater resources than just for the Lakes and Streams
- ◆ Need to improve the impoverished City core – Lakes and Streams will help

Areas within the City

- ◆ The baseball stadium is overlooked, but can be a major asset to the City if areas surrounding it are developed properly
- ◆ Depot is being redeveloped within 2 years. Development Agreements are being pursued with surrounding areas to create compatible uses to the depot.
- ◆ Need to create and capitalize on a downtown historic district

Other opportunities

- ◆ Need to revitalize and take full advantage of the Harris Building
- ◆ Labor costs are 250% lower here
- ◆ The City is a gateway to destination points such as Las Vegas and Palm Springs – we should create a smaller destination within the City for people to stop as they make their way to their final destinations.

Challenges

- ◆ Need to give developers a competitive advantage
- ◆ Don't cost burden the tenant or developer with excessive regulations. Fair share fees are understandable, but don't take away competitive advantage
- ◆ An environment that promotes risk taking should be created
- ◆ The City needs more Class A office space
- ◆ Need to provide a livable wages and increase disposable incomes – will help solve all of the other problems, everything is interconnected
- ◆ If we keep out uses – make sure we bring in other businesses to prevent building from being empty and falling into a dilapidated state
- ◆ Implementation of City's policies is key
- ◆ The City must be flexible in adjusting to market forces. Market needs must be identified and addressed
- ◆ Need to create additional heavy industry jobs
- ◆ Challenge to recruit physicians and nurses
- ◆ There are areas in the City with little or no infrastructure – it costs too much to develop in these areas
- ◆ Need to link activity nodes and areas of opportunity
- ◆ Communication between the City, organizations and the business community must be improved

Housing

- ◆ Housing is the most important issue facing businesses
- ◆ CEO's and companies move to an area for housing
- ◆ Need higher end housing, not just affordable housing
- ◆ Only area for upper end housing is in the northwest but there are environmental constraints such as the harsh winds
- ◆ Arrowhead Farms can be great opportunity for housing
- ◆ Need to slash and burn older, dilapidated housing and neighborhoods
- ◆ The City has rehabilitated the same homes many times – need to raze them and rebuild
- ◆ The hillside ordinance needs to be customized to allow for clustering and housing developments which respond to the environmental sensitivity of the area
- ◆ Eliminate Section 8 – restore homes to original, be creative
- ◆ Jobs and income don't facilitate higher end housing



- ◆ Need high paying industrial jobs so people can afford upscale homes – creating a live-work community

Quality of Life

- ◆ Need quality of life factors to be enhanced – but city lowers regulations, which lowers quality of life
- ◆ Transportation jobs don't increase the quality of life
- ◆ Perception of O.S., greenbelts, parks, youth activities
- ◆ Demolish vacant buildings and create parks and beautify with landscaping
- ◆ Increased housing will lead to more children and more schools which will need to be addressed in the General Plan
- ◆ There are pocket of poverty which the school system can help fix
- ◆ About 80% of babies born in city is poor and indigent (approximate percentage)
- ◆ Need to address social infrastructure
- ◆ The City's high crime rate is a problem

City Image

- ◆ Perception of San Bernardino is negative
- ◆ The grungy look of the City creates a negative City image
- ◆ The high crime rate and label as the arson capitol of the US creates a negative image
- ◆ The Downtown should have a distinct skyline as a symbol for the City and to distinguish the City as the County seat

Westend

- ◆ Have been trying to revitalize Westend for years. The solution is to zone it industrial and create jobs
- ◆ Westside feels neglected
- ◆ The Westside helps bring in grant dollars to the City, but the money never makes its way to that area of the City

Retail Development

- ◆ Development of Arrowhead Farms would help commercial centers on Kendall and retail on 40th Street
- ◆ Big box retailers are corporations headquartered in different cities and states and do not provide many local jobs. The solution is change the zoning to uses which bring more jobs into the area
- ◆ Retail sales have been a problem since 50 years ago. The Radius of sales has declined due to competitors in surrounding cities. Now, something else is needed to draw people from other cities into San Bernardino

Business Friendliness

- ◆ The City staff and Mayor were very active in bringing Kohl's to city
- ◆ The City is not business friendly – paper work and planning process is too time consuming
- ◆ Highest utility tax in the area
- ◆ Give free space to big businesses to move into the area. This will reduce their costs and promote a sense of business friendliness

Code Enforcement

- ◆ The perception of community is that the City does not enforce codes
- ◆ Code restrictions (i.e., downtown) are inhibitive

Signage and Beautification

- ◆ Need directional signs to locate businesses and which will unify areas of the City. These signs will tell you where you are, where you are going and what you will find when you get there
- ◆ Need monuments on medians which identify unique businesses/characteristics of the City (i.e. home of McDonalds, Home of Stamped Stadium)
- ◆ Need logos and monuments and landscaping throughout the City, especially on major corridors
- ◆ Expend mayor's clean-up program
- ◆ Focus on downtown – “make it sparkle”
- ◆ City's parking structure is an embarrassment – guard rails are dirty
- ◆ Landscaping is neglected
- ◆ Trash is everywhere, on freeways and on and off ramps
- ◆ Need to Improve City image and beautify downtown



Workshop Comments

During the month of November 2001, four community workshops were held to identify citywide opportunities and constraints, and visions for the future growth of the City of San Bernardino. Each workshop primarily attracted residents from neighborhoods surrounding the workshop location, however all interested residents were invited to attend each meeting. Participants of Workshop #1 were primarily from the Westside of the City, Workshop #2 was in the University/Verdemont area, the Workshop #3 was located in the Downtown area and Workshop #4 was held in the northern portion of the City.

Each of the four visioning workshops was intended to identify the community's "Likes", "Dislikes" and "Visions" for the future. The three simple, yet effective, group exercises designed to elicit public comments, generated 137 statements of community "Likes," 172 "Dislikes" and 150 "Vision" statements. As the residents of the City have an intimate knowledge of their community and the City, these comments will be used to provide focus and a direction for issues to be addressed in the General Plan update. The following is a listing of the highest priority likes, dislikes and vision statements for each workshop.

In addition to the four community workshops, an additional visioning workshop was conducted with local business owners. The format of this workshop was slightly different than those conducted with the community as conversations focused on specific topics such as opportunity areas, housing, quality of life, city image, retail development, and signage and beautification. A summary of the feedback received from the business stakeholders' workshop is attached.

Community Likes –

What residents enjoy about their community and City and therefore should be retained/enhanced in the future.

1) Workshop #1, Westside

- ◆ There is great potential for economic opportunity in the Westside of the City. The area for example, has no major supermarkets, hotels and upscale restaurants. Public/private partnerships can stimulate the local economy and increase the quality of life in the Westside.
- ◆ Residents are generally pleased with the local schools and in particular, the new Arroyo High School West
- ◆ Residents enjoy the City Parks and the recreational opportunities they provide
- ◆ Safety is an issue in the community and the residents appreciate the services of the Police Department
- ◆ Homework centers at local churches and throughout the City are beneficial in meeting the educational needs of students
- ◆ The location of Arrowhead Credit Union on the Westside provides the area with one of its few financial institutions, and the Credit Union is a good neighbor dedicated to working with the community to provide capital to purchase homes and start businesses

2) Workshop #2, University/Verdemont

- ◆ Residents enjoy and would like to maintain the small town feel of the north end of the City
- ◆ The scenic vistas
- ◆ The location of the City near the mountains, ocean, desert, river and proximity to Las Vegas is a major asset and provides recreation opportunities for residents.
- ◆ City Schools
- ◆ Route 66 Rendezvous
- ◆ Graffiti cleanup programs
- ◆ Fire Department services provided by the City

3) Workshop #3, Downtown

- ◆ The quality of the K-12 schools
- ◆ The architectural style of the buildings within the City
- ◆ Residents appreciate clean and beautified City streets, such as 6th street off of the 215 Freeway
- ◆ The visual appearance of the City has been enhanced through efforts to underground electrical lines
- ◆ Homeowners enjoy the rising values of their homes

4) Workshop #4, Northside

- ◆ The low cost of living in the City
- ◆ Availability and accessibility of City officials
- ◆ Proximity to recreation areas
- ◆ Residents enjoy the location of the City – Close to the mountains, desert, ocean, colleges, hospitals, etc
- ◆ Quality education institutions, particularly the preschools and University
- ◆ Residents see great potential created by the Airport and would like to capitalize on the opportunities for development

Community Dislikes –

What participants would like to change about their community and/or City.

1) Workshop #1, Westside

- ◆ Lack of freeway access
- ◆ The City is not business friendly – there is too much red tape
- ◆ The City Council is not here tonight listening to our concerns
- ◆ The City's overall negative image
- ◆ Lack of greenbelts, shrubbery, and landscaping
- ◆ Messy trees and the lack of tree trimming services provided by the City
- ◆ Streets fell into disrepair due to a lack of attention paid to and lack of services allocated to the Westside



2) Workshop #2, University/Verdemont

- ◆ Kendall Hills should not be developed
- ◆ Code enforcement is weak (semi-trucks parking on street)
- ◆ High-density housing
- ◆ Empty/commercial properties create an image of blight
- ◆ Politically bad decisions and the lack of community input in development decisions, such as in the ball park, cinema star, loss of federal courts to Riverside and the lakes and streams project
- ◆ Rapid growth without community input
- ◆ Lack of places/activities for teens (youth center is needed)
- ◆ Lack of landscaping on freeways
- ◆ The City's negative reputation
- ◆ University commuter traffic

3) Workshop #3, Downtown

- ◆ Automobiles parked in front yards
- ◆ Deteriorated play equipment in parks
- ◆ Existing design of some high-density housing which facilitates criminal activity
- ◆ The importance of historical structures is not recognized and capitalized upon
- ◆ Large sections of housing do not meet current code requirements
- ◆ Vacant properties are unkempt and littered with trash
- ◆ Renters do not take care of their homes (deteriorated apartments)

4) Workshop #4, Northside

- ◆ Lack of free activities for youth
- ◆ Residents need more pride in the City
- ◆ Development of the hillsides should be prevented
- ◆ Lack of code enforcement that is consistently applied to all areas of the City
- ◆ The City's lack of ambience and negative City image
- ◆ Political in-fighting within City Council
- ◆ Unnecessary utility tax
- ◆ City streets and freeway off-ramps that don't look clean

Community Vision –

What residents desire to achieve within the next twenty-five years.

1) Workshop #1, Westside

- ◆ Increased community participation
- ◆ The construction of a complete recreation center for family park and recreation use
- ◆ Increased home improvement and rehabilitation spending by City
- ◆ Elimination of blight in the City

Appendix 3. Summary of Community Workshops

- ◆ A "green" community with more trees, parks, trails and streetscapes
 - ◆ Greater recognition and appreciation of historic, cultural, etc background
 - ◆ Active youth programs and centers
- 2) Workshop #2, University/Verdemont
- ◆ Views are clean, landscaped and preserved
 - ◆ Better government
 - ◆ Better development of downtown
 - ◆ Commercial development at Norton AFB
 - ◆ No low income housing
 - ◆ Accessible community centers
 - ◆ The City has a good reputation and positive image
 - ◆ Infrastructure in the City is adequate to meet demand
- 3) Workshop #3, Downtown
- ◆ San Bernardino is competitive with other counties and communities (amenities, services, etc.)
 - ◆ Deteriorating commercial is revitalized
 - ◆ Streets are green and landscaped
 - ◆ There is an improved image along the main arterials
 - ◆ Baseline & Highland are revitalized
 - ◆ Attractive architecture and unique neighborhood themes are prevalent throughout the City
 - ◆ The development of additional community shopping centers such as Terra Vista in Rancho Cucamonga in appropriate locations to replace deteriorating strip centers
 - ◆ Use of water elements that connect commercial, residential, and open space and create exciting features for the City
 - ◆ There are residential opportunities near employment opportunities
- 4) Workshop #4, Northside
- ◆ Each area of the City is visually attractive
 - ◆ Rail lines connect Norton to Old Santa Fe Station
 - ◆ The Lakes and Streams project is in place
 - ◆ There are more parks and youth activities
 - ◆ The City is clean and beautified
 - ◆ Light Rail is a transportation alternative in the City
 - ◆ Old commercial areas such as Baseline, E. Highland, Route 66 and Mt. Vernon are revitalized
 - ◆ Residents are unified
 - ◆ Shopping areas and opportunities are expanded



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Appendix 4 Common Council Interviews



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Appendix 4. Common Council Interviews

Ward	Topic	Input	Recommendation	Resolution
Seventh Ward Wendy McCammack December 11, 2002				
	Overall Goals	<ul style="list-style-type: none"> Ease traffic (where possible) Bring positive change to opportunity areas Help City to economically revive itself Provide creativity on paper to stimulate master developments (residential and commercial) 	Reflect in the GP	Input reflected throughout the General Plan.
	7.1 Background	The Seventh Ward is mostly built out. Development opportunities lie mainly in infill and recycling of existing projects.	Policies in the GP should focus on the recycling of existing uses.	See Baseline, Highland, E Street, Eastern Recreation Village, and Residential Conversion/Restoration Strategic Areas.
	7.2 Background	There are two redevelopment areas in the Seventh Ward that provide the opportunity to help enhance and improve the area.	None required	None required.
	7.3 Arden-Guthrie	<p>The Arden-Guthrie area is a major opportunity for rejuvenation in the Seventh Ward.</p> <ul style="list-style-type: none"> Maintain the PCR designated area. Explore the feasibility of changing the RMH designated area, located generally between 18th and 19th Streets, to RS, and creating incentives to help revitalize the area and increase home ownership, such as using the Housing Authority to assemble land, infusing single family residential uses, converting the 4-plexes to townhomes, public-private partnerships, variable lot sizes. Explore methods to help enhance the existing residential areas with the area through such methods as adding security gates and security guards. The Emmerton Elementary School is expanding north and west. Help turn renters into owners/minimize the number of “absentee landlords” 	<ul style="list-style-type: none"> Leave GP map unchanged. City to set up a roundtable discussion to determine the appropriate land use and feasibility of redevelopment. TPC to provide list of potential developers. Potential policy in the GP. Explore relocation assistance that provides incentives for people to own vs. rent Question to Staff - Change the land use designation on the GP? 	See the Residential Conversion/Restoration Strategic Area.
	7.4 Incentives	Acceptable incentives may include a waiver or reduction of processing fees. Additional density is not a desired incentive due to the historic issues with multiple family uses.	<ul style="list-style-type: none"> Potential to revise opportunity areas to eliminate the use of density as an incentive for redevelopment. 	See the Corridor and Neighborhood Improvement Programs.
	7.5 Strip Commercial to	Would not support policies that encourage a change in commercially designated property (strip commercial) to	See above	See the Corridor Improvement Program.



Ward	Topic	Input	Recommendation	Resolution
	Housing	residential uses due to low housing process and quality of housing currently in the City.		
	7.6 Highland Avenue	Desires Highland Avenue to become like State Street in Santa Barbara or the northern Hospitality Lane. Prior to the 30 Freeway, Highland used to be the “uptown shopping” district. Along Highland, west of Golden Ave. is generally a newer and higher quality commercial uses. Safety is a concern related to parking areas behind businesses that are not highly visible or well lighted.	Focus policies in the GP and Opportunity Area to encourage revitalization.	See the Highland Strategic Area.
	7.7 Traffic	Traffic is a significant issue in the Seventh Ward. The growth in the mountains is impacting City streets. <ul style="list-style-type: none"> • Semi-trucks are parking in local streets overnight. • Truck traffic is using local streets as shortcut to the mountains (by-pass traffic avoiding Waterman to get to the mountains). • Explore changing the designation of Valencia, Sierra Way, Mountain View, and Arrowhead Avenue from arterials. The goal is to be able to reduce pass through traffic on these streets through the use of traffic calming devices and stop signs. 	<ul style="list-style-type: none"> • Potential policy in GP • Potential direction of GP. 	<ul style="list-style-type: none"> • See Circulation Element. • See Circulation Element.
	7.8 Opportunity Area Concept	The Opportunity Areas concept is a good idea to help stimulate rejuvenation.	Maintain this concept in the GP update.	See Strategic Areas in Land Use Element.
	7.9 Multifamily residential	Due to the problems City has had with crime, lack of maintenance, and poverty, there is no desire to support additional multifamily uses for fear of exasperating the problem. The focus is on enhancing and improving existing neighborhoods and not on providing more affordable housing as SB already is one of the most affordable areas in the State.	Incorporate methods to improve housing stock/values in City.	See Neighborhood Improvement Plan.
	7.10 Verdemon Village (James)	The village concept should be for a focused area but for the entire Verdemon Heights. Should not include mixed use with residential as a concept. Maintain the existing commercial land use designation.	Maintain the existing commercial land use designation. And eliminate the mixed-use village concepts.	See Verdemon Area Plan in the Land Use Element.
	7.11 Trend	Housing stock is slowly improving as people move to San Bernardino from outlying areas.	None required.	None required.
	7.12 Goals for GP	<ul style="list-style-type: none"> • Ease traffic congestion • Create positive change in the Opportunity Areas • Outline creative methods for residential and commercial developments. 	<ul style="list-style-type: none"> • See topic 7.7 • Maintain concept • Add policies in Opportunity Areas to encourage and attract 	<ul style="list-style-type: none"> • See Strategic Areas in the Land Use Element. • See Strategic Areas in the

Appendix 4. Common Council Interviews

Ward	Topic	Input	Recommendation	Resolution
			creative developments.	Land Use Element.
	7.13 Quality of Commercial uses	Commercial uses in area are of marginal quality.	<ul style="list-style-type: none"> Explore limiting the list of allowable uses to discourage the proliferation of marginal commercial uses, such as thrift stores and check cashing stores. Encourage the development of businesses that cater to the local residents' needs (such as gas stations, etc.) that are currently missing in the Corridor. 	<ul style="list-style-type: none"> See the Implementation Program. See Strategic Areas in the Land Use Element.
	7.14 Seniors	Many seniors live north of Highland; many do not want to get on freeway to do shopping. Tend to shop at businesses they are familiar with such as the local bakery, shoe store, tax business, etc.	Allow commercial development and neighborhood serving uses throughout City.	See the Land Use Map.
Oct. 19, 2004 with Commissioner Sauerbrun.		<ul style="list-style-type: none"> Are all land use map changes necessary? Planning Commissioner Sauerbrun: We need more flexibility in zoning standards and provisions for administrative review & approvals. 	<ul style="list-style-type: none"> Explanation required. 	<ul style="list-style-type: none"> Explanation required. See the Implementation Measures (Appendix 1 of the GP).
Sixth Ward Betty Dean Anderson December 12, 2002				
	6.1 Background	Density (residential) "doomed it (6 th ward) to failure"	None required	None required
	6.2 Background	<ul style="list-style-type: none"> 6th Ward benefits from the "best air quality within the City" 	None required	None required
	6.3 Circulation	<ul style="list-style-type: none"> Streets in 6th ward dead end and do not go anywhere Accessibility and ingress/egress in 6th ward does not streamline circulation/difficult to navigate through community Freeway on-ramp dangerous/ enter in "suicide lane" 	Evaluate the circulation plan to determine if there are additional ways to facilitate movement throughout the 6 th Ward	See the Circulation Element
	6.4 Catalysts for Change	<ul style="list-style-type: none"> Arroyo High school Community Hospital and Rehabilitation Center 	Explore the creation of opportunity areas in the GP for these areas.	See the Community Hospital Strategic Area
	6.5 Commercial Uses	<ul style="list-style-type: none"> Marginal uses not desired (99 cent store discouraged from locating in 6th ward) Many commercial uses with high visibility are permitting vehicle parking, furniture display, etc. that do not positively contribute to the appearance of the commercial 	Language in the GP should encourage code enforcement to proactively address code violations.	<ul style="list-style-type: none"> See Implementation Measures See the Land Use Element



Ward	Topic	Input	Recommendation	Resolution
		areas		
	6.6 Incentives	“Deferred fee zone”. Deferred collection of development fees in trade off for an investment in a new park or improvements to an existing park facility. Help to facilitate infill housing and generate developer interest.	Add to an incentive menu in the GP	See the Implementation Program and Neighborhood Improvement Program.
	6.7 Community Programs	<ul style="list-style-type: none"> Boys and Girls Club on 9th Street Young Marines Pace Setters Temple Missionary Baptist Church – Community Center on Baseline 28 different Churches within 6th Ward 	The GP should include language to promote and encourage local programs such as these.	See the Public Facilities and Services and the Parks, Recreation, and Trails Elements.
	6.8 Residential Areas	<ul style="list-style-type: none"> Vehicles parking on lawns has become a problem Upkeep of properties not as prevalent as it has been in previous years 	The GP should include direction to encourage the implementation of neighborhood pride programs providing education about property maintenance and upkeep, landscape programs, and increased code enforcement to minimize abandoned and non-operational vehicles and to prevent properties from falling into disrepair.	See the Neighborhood Improvement Program.
	6.9 Route 66 Corridor Improvement	<ul style="list-style-type: none"> Reinforce the importance and visibility of Route 66 as a ceremonial thoroughfare throughout the City. 	The GP should provide direction to develop design guidelines and other tools to establish a “themed” corridor. Can include trash receptacles, street signage, stamped sidewalks, bus shelters, etc. Median treatments and monument signage can be used to help calm traffic in strategic areas.	See the Mount Vernon Strategic Area and the Land Use Element.
	6.10 State Street	The development of the State Street alignment. Highest priority for 6 th Ward.	<ul style="list-style-type: none"> Identify State Street on the GP Create an opportunity area to identify potential commercial opportunities near the 215 and State Street interchange. 	See the Circulation Element.
	6.11 Recreation	The 6 th Ward is in need of active recreational facilities (e.g. tennis and handball courts)	Ensure the GP includes direction to acquire/improve recreational facilities.	See the Parks, Recreation, and Trails Element
Oct. 6, 2004. Councilman		<ul style="list-style-type: none"> Concerned about 6th Ward having opportunities equal to other areas of the City 	<ul style="list-style-type: none"> Address opportunities for the sixth ward in the General Plan 	See the Community Hospital, Mount Vernon, and Urban

Appendix 4. Common Council Interviews

Ward	Topic	Input	Recommendation	Resolution
Johnson & Commissioner Brown:		<ul style="list-style-type: none"> • Time to focus on improving the 6th Ward. • Discussed mixed use development opportunities for vacant properties on Mt. Vernon Ave. and planned a field trip with James Funk and Watson to identify particular sites. 		Conservation and Enhancement Strategic Areas, the Neighborhood and Corridor Improvement Plans, and the University District SP.
Fourth Ward Neil Derry December 15, 2002				
	4.1 Annexation	The City should submit the paperwork to annex the four unincorporated pockets, which are less than 75 acres, early 2003.	Track and adjust GP accordingly.	Annexed areas reflected in the land use plan.
	4.2 City Boundaries	The City's boundaries may have been changed by federalization of Indian lands northwest of the casino.	Investigate and adjust the GP map accordingly.	No official boundary changes to City have occurred.
	4.3 Arrowhead Springs	The boundaries and surrounding land use designations are unclear	Verify the boundaries and surrounding land use designations.	Ward boundaries not reflected in the General Plan.
	4.4 Hillside Management Overlay	The Hillside Management Overlay includes density limitations, ridgeline prohibitions, and lot size standards that impede development of the hillsides. While the protection of the hillsides from poor construction and development (e.g. Amber Hill) is necessary (via preservation/planting of mature trees and grading techniques), some flexibility in the provisions and application to allow creative solutions is necessary to attract upscale development.	Explore changes in the HMO to allow clustering, variations in lot size dimensions, various minimum lot sizes, flag lots, and the use of an average density instead of a maximum density while maintaining the overall density requirements.	See the Implementation Measure.
	4.5 Wind Load	The wind load requirement may be based upon the wind factors near the University, which are very different from the wind forces in the Fourth Ward. This may result in greater construction costs than necessary if more than what is required for seismic safety.	The GP should include language the direct the City explore the refinement of the wind load factors based on local conditions.	See the Implementation Measure.
	4.6 Multiple-Use Site	Expressed desire to allow multiple uses (Commercial and garden-type, senior residential) on the Stater Brothers site (on 40 th).	Explore the potential creation of an overlay to allow the multiple uses on the site.	Not Addressed in the General Plan
	4.7 LU Map	Land use change	Change the land use designation on the property on Waterman Avenue north of 40 th to R-1.	Not addressed in the General Plan.
Oct. 5, 2004 with Commissioner Coute		No comments noted, just general discussion during presentation of the screencheck document	None required.	None required.



Ward	Topic	Input	Recommendation	Resolution
Second Ward Susan Longville December 17, 2002				
	2.1 Incentives	Supports incentives to attract development such as deferred fees, adaptive reuse of structures, reduced parking requirements and a refinement of the non-conforming use requirements for adaptive reuse that benefit the surrounding area. Also supports a mixture of uses in the 2 nd Ward.	Add to an incentive menu in the GP and tailor the opportunity areas in the 2 nd Ward to allow a mixture of uses on a site/project.	See the Corridor Improvement and Neighborhood Improvement Programs and the Strategic Policy Areas
	2.2 E Street	Explore the creation of an opportunity area that addresses the commercial corridor conditions along E Street and encourages the adaptive reuse of structures.	Explore the creation of an opportunity area on E Street.	See the E Street Strategic Area in the Land Use Element
	2.3 Shared Parking	Shared parking is an efficient use of land and should be encouraged. Policies exist and should be enhanced.	Package and enhance the shared parking policies in the GP.	See the Corridor Improvement Program
	2.4 Issues Document and Vision	Refinements to the documents broadened to address urban lifestyles, not just suburban and rural.	Refine the documents accordingly.	GP addresses each land use designation.
	2.5 Non-Conforming Uses	Currently, if a non-conforming uses is vacant for one year or more, the use must convert to the new use and building requirements. Explore refining this provision to allow a process to utilize non-conforming structures and uses without meeting all of the current requirements for beneficial uses.	Provide direction in the GP to refine the non-conforming use requirements accordingly.	See the Implementation Program.
	2.6 Flood	The GP should reflect the latest un-adopted State GP Guidelines regarding flooding on alluvial fans.	Include language in the appropriate elements of the GP.	See the Safety and Land Use Elements
	2.7 Trucks	Semi-trucks are currently parking on residential streets. This may only get worse with the anticipated increase in activity associated with the Alameda corridor. City reacts on a complaint basis and tailors the response based upon the particulars of each case.	Ensure the issue is addressed in the GP and policy direction is included to strengthen the City's ability to react and create tailored solutions.	See the Circulation Element.
Oct. 11, 2004		<ul style="list-style-type: none"> How/when will mixed use policies be implemented? Concerned about opportunity area policies not being adequate or useful without new development standards for implementation. Wants amendments to the Development Code to be processed concurrently with the GPU, to allow immediate implementation of mixed-use development and smart growth concepts. Likes the Highland, Baseline, E Street Opportunity area concepts and might like to see the same policies for most 	<ul style="list-style-type: none"> Council set priority. Council discretion Council discretion. 	<ul style="list-style-type: none"> See Implement. Measures. None required. Council discretion.

Appendix 4. Common Council Interviews

Ward	Topic	Input	Recommendation	Resolution
		<p>of the major North-South streets.</p> <ul style="list-style-type: none"> Likes the simplification/combination of commercial land use districts Major priority is to promote adaptive re-use opportunities with flexible development standards to allow redevelopment without extensive land assembly Disappointed that the GP doesn't seem to reflect Local Govt. Commission development guidelines. She has submitted sample documents for reference & use in the update. 	<ul style="list-style-type: none"> Noted. See Land Use and Historical and Archaeological Elements. See the Corridor Improvement Program, and the Land Use and Community Design Elements. 	<ul style="list-style-type: none"> None required. See Land Use and Historical and Archaeological Elements. See the Corridor Improvement Program, and the Land Use and Community Design Elements.
Fifth Ward Joe Suarez December 18, 2002				
	5.1 Opportunity Area Concept	The concept of the opportunity areas is sound but keep the entire City in mind when planning for the individual opportunity areas and wards.	Maintain Opportunity Area concept in the GP	See the Strategic Policy Areas in the Land Use Element.
	5.2 Multiple family housing	There is a perception that multiple family housing is bad and attracts the wrong element.	None required in GP	None required.
	5.3 Permit processing	There is a perception that the City is slow to process permits so people avoid getting permits and City does not catch illegal construction.	None required in GP	None required.
	5.4 General Plan	Make the general plan a tool and not an impediment.	Create an action oriented and clear GP	Review the General Plan.
	5.5 Park	James provided a tract map with a new park to be located on Magnolia.	Reflect the park in the GP	See the Verdemon Heights Area Plan and the Parks, Recreation, and Trails Element.
	5.6 Lot Size	<p>The larger lots (10,800 square feet) are more acceptable in the Verdemon Heights area. However, it would be desirable to explore allowing variations in development standards to act as an incentive for desirable development. The current standards are tailored to flat land development and may not be appropriate for development in hillsides. The intent is to allow more creativity in design options to allow desirable development in the hillsides. The types of incentives that are desirable include:</p> <ul style="list-style-type: none"> If a conventional subdivision, then the existing standards of the RE and RL would apply. 	Create policies in the GP to allow variations in the lot sizes and lot dimensions in the RE and RL land use designation.	See the Implementation Measures.



Ward	Topic	Input	Recommendation	Resolution
		<ul style="list-style-type: none"> If the development is planned and offers a high quality and unique design, then the use of an average lot size in the RE and RL land use designations would be appropriate. A minimum 7,200 square foot lot is suggested as the minimum. If the development is planned and offers a high quality and unique design then variations in width and depth dimensions in the RE and RL land use categories would be appropriate. Deferred fees would also be an appropriate incentive for a planned and high quality and unique design. 		
	5.7 Open Space	There is an expressed desire for more open space and green belts.	Explore opportunities to create more parks and open space areas.	See the Parks, Recreation, and Trails Element and the Verdemont Area Plan.
	5.8 Assessment Districts	The use of assessment districts is more acceptable for the maintenance of landscaping and greenbelts.	None required	None required.
	5.9 Verdemont Shopping	There is an expressed desire to attract an upscale super market in Verdemont Heights.	Reflect this desire in the Verdemont Heights Area Plan and maintain the current land use designations	See the Verdemont Area Plan.
	5.10 Youth Opportunities	Maintain the current youth oriented recreational opportunities in Verdemont Heights.	Reflect this desire in the Verdemont Heights Area Plan	See the Verdemont Area Plan.
	5.11 Trails	Citizens in Verdemont Heights want an equestrian and rural trail system.	Reflect this desire in the Verdemont Heights Area Plan	See the Verdemont Area Plan and the Parks, Recreation, and Trails Element.
	5.12 Verdemont	Desire for an overall rural character in Verdemont Heights.	Reflect this desire in the Verdemont Heights Area Plan	See the Verdemont Area Plan.
Oct. 14, 2004		<ul style="list-style-type: none"> Concerned about finalizing the backbone trail system for Verdemont before development progresses any further. Wants to make sure there is a complete loop system Concerned about making provisions for another community park in Verdemont 25+ ac. Would like to see a new elementary school in Verdemont also (maybe co-located w/park). 	Reflect in the General Plan and Verdemont Heights Area Plan.	<ul style="list-style-type: none"> See the Verdemont Heights Area Plan. See the Parks, Recreation, and Trails Element See the Public Facilities and Services Element
First Ward Esther Estrada February 3, 2003				
	1.1 General Plan	Wants flexibility in the General Plan but with clear direction addressing issues of compatibility and design.	Update the General Plan accordingly	See the Land Use and Community Design Elements.

Appendix 4. Common Council Interviews

Ward	Topic	Input	Recommendation	Resolution
	1.2 Potential Light Industrial expansion	On the west side of the First Ward along 4 th Street are growing light industrial uses. There are potential compatibility issues with adjacent residential (trucks, noise, etc...). There may be an opportunity to increase the light industrial designated lands around Kingman.	Expand the light industrial designated area around Kingman.	See the land Use Map
	1.3 Mount Vernon	Mount Vernon Avenue may be an ideal opportunity to allow vertically mixed-use projects.	Allow mixed-use projects in the Mount Vernon Opportunity Area.	See the Mount Vernon Strategic Area.
	1.4 Downtown	Improved residential opportunities around the periphery of the core office/business area will enhance the area. Seccombe Lake and Meadowbrook parks offer ideal settings around which to focus new or rehabilitated housing projects. Projects that include a mixture of uses are desirable to provide neighborhood-serving uses such as cafes and delis near the parks.	<ul style="list-style-type: none"> • A stated goal for the City should be to attract and help make possible high-end housing in the City. • Allow a mixture of uses in the Downtown Opportunity Area. • Include policies in the Downtown Opportunity Area to develop high-end housing around the periphery of the core area and parks. 	See the Downtown Strategic Area and the CR-2 Land Use Designation.
	1.5 Code Enforcement	Code enforcement is necessary for both residential and non-residential uses	Ensure there are strong code enforcement policies in the general plan.	See the Land Use Element.
	1.6 Residential Rehabilitation	Rehabilitation and revitalization programs are necessary for residential uses	Policies in the General Plan should encourage the creative use of existing programs and the development of new programs to rehabilitate residences.	See the Land Use and Historical and Archaeological Elements.
	1.7 Land Use Designations	Waterman and 4 th Street Commercial designation should now be residential (RS)	Update General Plan Land Use Map to reflect new designation	Land Use Map updated to reflect previous amendments.
Oct. 18, 2004		<ul style="list-style-type: none"> • Verify consistency with Redevelopment Plans • Would like ward boundaries to be shown on the land use map (maybe an overlay) • Wants to see policies that favor job creation • Concerned about truck traffic – maybe there should be an impact fee 		<ul style="list-style-type: none"> • See the Economic Development Element. • Not addressed in the GP. • See the Economic Development Element. • See the Circulation Element.
Third Ward Gordon McGinnis February 3, 2003				
	3.1 The Rock	A new 3,000-seat church in the Redlands Opportunity Area.	Ensure the Redlands Opportunity Area permits religious facilities as an	See the Redlands Boulevard Strategic Area.



Ward	Topic	Input	Recommendation	Resolution
			allowable use.	
	3.2 Redlands Opportunity Area	There have been inquiries about the adaptive reuse of the old Costco building for light industrial uses.	Ensure the Redlands Opportunity Area permits light industrial as an allowable use.	See the Redlands Boulevard Strategic Area and Land Use Map.
	3.3 Auto Center and the Flood Control Channel	The flood control channel west of the auto center may be excess and may be able to be used for auto center related uses, such as parking.	Explore creating either a policy directing or a map change to designated the excess lands as CR.	See the Land Use Map.
	3.4 Code Enforcement	Code enforcement is necessary to restrict off-site sales in vacant lots.	Ensure there are strong code enforcement policies in the general plan.	See the Land Use Element.
	3.5 Circulation Changes	There have been changes in the circulation system that are not reflected in the current General Plan maps (Orange Show Road, Laurel wood, and Tippecanoe)	Update the General Plan maps accordingly.	See the Circulation Element.
	3.6 Santa Ana River	The Santa Ana River does not come up as an issue in the Third Ward.	None required	None required.
	3.7 Background	The Third Ward is mostly built out except for the vacant light industrial designated lands	None required	None required.
	3.8 Convenience Shopping	There are no supermarkets in the Third Ward.	Ensure the commercial General Plan land use designations accommodate this use.	See the Land Use Element.
	3.9 Southeast Opportunity Area	The Children's Hospital is expanding	None required	None required.
	3.10 Southeast Industrial Opportunity Area	City owns a parking lot under the power line easement	Provide direction to explore creative uses for the site, such as self-storage.	See the Land Use Element.
	3.11 Truck Traffic	Increased truck traffic on Tippecanoe may be an issue at unimproved freeway on-ramps, such as Tippecanoe. There may be designated truck lanes on certain streets (Mountain view, Orange Show, 5 th Street, and Waterman)	Address issue and potential truck lanes in the Circulation Element policies and maps.	See the Circulation Element.
	3.12 Hillside Development	Development in the hillsides should be upscale, high-end housing.	The Hillside Management Overlay and Land Use Designations dictate larger lots.	See the Land Use Element.
Oct. 18, 2004		<ul style="list-style-type: none"> • Would like to see improvements in the Redlands Blvd. Opportunity Area • Concerned about traffic congestion at I-10 freeway ramp 		<ul style="list-style-type: none"> • See the Redlands Boulevard Strategic Area. • See the Circulation Element.

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Ward	Topic	Input	Recommendation	Resolution
		design at Tippecanoe • Concerned about truck traffic in residential areas, especially around UPS facility on Victoria		• See the Southeast and Southeast Industrial Strategic Areas.
Mayor Valles November 1, 2004				
	Questions about the Circulation Element	• Does it identify the access road alignment for Arrowhead Springs? • Does it address the issue of 210 on/off ramps at Victoria? Does it show the realignment of 3rd & transition to 5th?		• See the Arrowhead Springs Specific Plan. • Separate action • See the Circulation Element.
	Comments concerning opportunity areas:	Will North & South Lake areas be identified as opportunity areas? If so, use general symbols (not precise delineation) to minimize the potential for controversy.	Not identified as a Strategic Area in the GP. Council discretion to include.	Not identified as a Strategic Area in the GP.



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Appendix 5 Methodology Report



The following provides a description of the assumptions and methods used to determine population, housing, and employment projections for the City of San Bernardino General Plan.

Assumptions & Methodology

The projections developed represent a range of estimates for potential population, dwelling units, and employment for the City of San Bernardino. The General Plan land uses serve as the basis for these projections. A key assumption in understanding the magnitude of these projections is that the projections reflect a theoretical build-out of the entire City, rather than what is likely to appear on the ground over the next 20 years.

There are no industry standards for population density or building intensity that can be applied to the land use designations created for the City of San Bernardino General Plan. ULI Handbooks, SCAG data, and contemporary planning experience have been used to define the factors below to estimate City of San Bernardino's future socioeconomic environment.

Residential: Population and Dwelling Units

Acres: Land use designation acreages were derived from GIS-based calculations for each land use category. It is important to note that the right-of-way for public roads, railroads, and flood control facilities were not included in the acreages used to determine residential buildout and are instead accounted separately.

Density (units per acre): Taken from the General Plan, the maximum allowable dwelling units per acre are identified by land use category for all designations that allow for residential uses.

Units: Dwelling unit projections are estimated by multiplying the number of acres by the Units Per Acre factor for each land use designation. This is then multiplied by a buildout assumption factor of 85%¹. This is to account for the fact that residential buildout, on average, typically occurs at less than the maximum density. This adjustment represents a realistic square footage buildout scenario as it accounts for typical development patterns, parking, roads, rights-of ways, easements, open space, and public facilities.

In a few categories (RL, RS, and RM), there was an adjustment to account for the Arrowhead Springs Specific Plan. In this Plan, a straight multiplication of acres and units per acre was not applicable. Instead, the actual numbers of units proposed in the Plan were factored into the buildout statistics and the total remaining units outside of the Specific Plan adjusted accordingly.

Average Household Size: As of November 2004 was 3.340 persons per household, which is based upon the Department of Finance E-5 City/County Population and Housing Estimates Report (1/1/2004).

¹ Buildout adjustment factors were based upon an analysis of recent development approvals as well as consideration of existing development.

Population: Population is determined by multiplying the projected number of dwelling units by the average persons per household factor. For example, 1,000 dwelling units with average persons per household size of 3.302 would yield 3,302 residents.

Non-Residential: Building Square Footage & Employment

Employment generation for the business related land use designations, such as commercial, industrial, and business park, was calculated using the following method:

Floor Area Ratio (FAR): Floor Area Ratio, or FAR, indicates the ratio of gross building square footage permitted on a parcel to square footage of the parcel.

Non-Residential Square Footage: Building square footage for the non-residential land use designations are calculated by multiplying the acres for each land use designation by the corresponding FAR and by 43,560. This is then multiplied by a buildout assumption factor of 60% for commercial land uses and 70% for industrial land uses¹. This accounts for the fact that non-residential buildout, on average, typically occurs at less than the maximum density. This adjustment represents a realistic square footage buildout scenario as it accounts for typical development patterns, parking, roads, rights-of ways, easements, open space, and public facilities.

In a few categories (CO, CG-1, and PCR), there was an adjustment to account for the Arrowhead Springs Specific Plan. In this Plan, the straight multiplication of acres to FAR was not applicable. Instead, the actual square feet proposed in the Plan were factored into the buildout statistics and the total remaining square footage outside of the Specific Plan adjusted accordingly.

Square Feet (SF)/Employee factor: This factor indicates the number of square feet of building space per employee and is used to estimate the number of jobs for a given land use designation. These factors were derived from Stanley R. Hoffman Associates. These factors for the non-residential land use designations are listed in the following table:

Land Use Designation	Sq. Ft. per Employee Factor	Land Use Designation	Sq. Ft. per Employee Factor
CO	300	CG-1	300
CG-2	500	CG-3	500
CCS-1	500	UBP-2	300
UPB-3	300	CR-1	500
CR-2	500	CR-3	500
CR-4	500	CH	500
OIP	600	IL	1,030
IH	1,500	IE	1,500
UBP-1	600	CCS-2	1,030
PF	1,000	PCR	1,500



Employment: Employment for commercial, industrial, and office land uses are calculated by dividing the total number of building square feet by the SF/Employee factor. For example, 300,000 square feet of commercial office building space would yield 1,000 employees.

Jobs-to-Housing Ratio: The jobs-to-housing ratio identifies potential imbalances between housing and employment opportunities. The ratio of jobs to housing is estimated by dividing the number of total number of projected jobs by the total number of projected dwelling units.

Appendix 6 Glossary



The terms in this glossary are adapted from the California General Plan Glossary, 1997, published by the California Planning Roundtable, Naphtali H. Knox, AICP, and Charles E. Knox, Editors.

ADA:	Americans with Disabilities Act
ADT:	Average daily trips made by vehicles or persons in a 24-hour period
AQMD:	Air Quality Management District
BMR:	Below-market-rate dwelling unit
CC&Rs:	Covenants, Conditions, and Restrictions
CDBG:	Community Development Block Grant
CEQA:	California Environmental Quality Act
CHFA:	California Housing Finance Agency
CIP:	Capital Improvements Program
CMP:	Congestion Management Plan
CNEL:	Community Noise Equivalent Level
COG:	Council of Governments
dB:	Decibel
EIR:	Environmental Impact Report (State)
FAR:	Floor Area Ratio
FEMA:	Federal Emergency Management Agency
FHWA:	Federal Highway Administration
FIRM:	Flood Insurance Rate Map
HAP:	Housing Assistance Plan
HCD:	Housing and Community Development Department of the State of California
HOV:	High Occupancy Vehicle
HUD:	U.S. Department of Housing and Urban Development
JPA:	Joint Powers Authority
LAFCO:	Local Agency Formation Commission
LHA:	Local Housing Authority
LOS:	Level of Service
NEPA:	National Environmental Policy Act
NPDES:	National Pollutant Discharge Elimination System
PUD:	Planned Unit Development
RTP:	Regional Transportation Plan
SCAG:	Southern California Association of Governments
SOI:	Sphere of Influence
UBC:	Uniform Building Code
UHC:	Uniform Housing Code
TDM:	Transportation Demand Management
TSM:	Transportation Systems Management
TDR:	Transfer of Development Rights
TIP:	Transportation Improvement Program
TLMA:	Transportation and Land Management Agency

TSM: Transportation Systems Management
VMT: Vehicle Miles Traveled

DEFINITIONS

Acceptable Risk: A hazard that is deemed to be a tolerable exposure to danger given the expected benefits to be obtained. Different levels of acceptable risk may be assigned according to the potential danger and the criticalness of the threatened structure. The levels may range from "near zero" for nuclear plants and natural gas transmission lines to "moderate" for open-space, ranches and low-intensity warehouse uses.

Acres, Gross: The entire acreage of a site. Gross acreage is calculated to the centerline of proposed bounding streets and to the edge of the right-of-way of existing or dedicated streets.

Acres, Net: The portion of a site that can actually be built upon. The following are not included in the net acreage of a site: public or private road rights-of-way, public open-space, and flood ways.

Adaptive Reuse: The conversion of obsolescent or historic buildings from their original or most recent use to a new use. For example, the conversion of former hospital or school buildings to residential use, or the conversion of an historic single-family home to office use.

Affordable Housing: Housing capable of being purchased or rented by a household with very low, low, or moderate income, based on a household's ability to make monthly payments necessary to obtain housing. "Affordable to low-and moderate-income households" means that at least 20 percent of the units in a development will be sold or rented to lower income households, and the remaining units to either lower or moderate income households. Housing units for lower income households must sell or rent for a monthly cost not greater than 30 percent of 60 percent of area median income as periodically established by HCD. Housing units for moderate income must sell or rent for a monthly cost not greater than 30 percent of area median income.

Air Rights: The right granted by a property owner to a buyer to use space above an existing right-of-way or other site, usually for development.

Alley: A narrow service way, either public or private, which provides a permanently reserved but secondary means of public access not intended for general traffic circulation. Alleys typically are located along rear property lines.

Ambient: Surrounding on all sides; used to describe measurements of existing conditions with respect to traffic, noise, air and other environments.

Ambient Noise: The composite of noise from all sources near and far. In this context, the ambient noise level constitutes the normal or existing level of environmental noise at a given location.



Annex: To incorporate a land area into an existing district or municipality, with a resulting change in the boundaries of the annexing jurisdiction.

Aquifer: An underground, water-bearing layer of earth, porous rock, sand, or gravel, through which water can seep or be held in natural storage. Aquifers generally hold sufficient water to be used as a water supply.

Architectural Control; Architectural Review: Regulations and procedures requiring the exterior design of structures to be suitable, harmonious, and in keeping with the general appearance, historic character, and/or style of surrounding areas. A process used to exercise control over the design of buildings and their settings. (See "Design Review")

Area; Area Median Income: As used in State of California housing law with respect to income eligibility limits established by the U.S. Department of Housing and Urban Development (HUD), "area" means metropolitan area or non-metropolitan county. In non-metropolitan areas, the "area median income" is the higher of the county median family income or the statewide non-metropolitan median family income.

Arterial Highway: Medium to higher speeds (30-55 mph), medium to higher capacity (10,000-50,000 average daily trips) roadway that provides intra- and inter-community travel and access to the regional highway and freeway system. Access to community arterials should be provided at collector roads and local streets, discouraging direct access from parcels to existing arterials.

Assessment District: See "Benefit Assessment District."

Assisted Housing: Generally multi-family rental housing, but sometimes single-family ownership units, whose construction, financing, sales prices, or rents have been subsidized by federal, state, or local housing programs including, but not limited to Federal §8 (new construction, substantial rehabilitation, and loan management set-asides), Federal §§ 213, 236, and 202, Federal §221(d)(3) (below-market interest rate program), Federal §101 (rent supplement assistance), CDBG, FmHA §515, multi-family mortgage revenue bond programs, local redevelopment and in lieu fee programs, and units developed pursuant to local inclusionary housing and density bonus programs. By January 1, 1992, all California Housing Elements are required to address the preservation or replacement of assisted housing that is eligible to change to market rate housing by 2002.

Attainment: Compliance with State and federal ambient air quality standards within an air basin. (See "Non-attainment")

Base Flood: In any given year, a 100-year flood that has a one percent likelihood of occurring, and is recognized as a standard for acceptable risk.

Below-market-rate (BMR): (1) Any housing unit specifically priced to be sold or rented to low- or moderate-income households for an amount less than the fair-market value of the unit. Both the State of California and the U.S. Department of Housing and Urban Development set

standards for determining which households qualify as "low income" or "moderate income." (2)
The financing of housing at less than prevailing interest rates.

Benefit Assessment District: An area within a public agency's boundaries that receives a special benefit from the construction of one or more public facilities. A Benefit Assessment District has no independent life; it is strictly a financing mechanism for providing public infrastructure as allowed under various statutes. Bonds may be issued to finance the improvements, subject to repayment by assessments charged against the benefiting properties. Creation of a Benefit Assessment District enables property owners in a specific area to cause the construction of public facilities or to maintain them (for example, a downtown, or the grounds and landscaping of a specific area) by contributing their fair share of the construction and/or installation and operating costs.

Bicycle Lane (Class II facility): A corridor expressly reserved for bicycles, existing on a street or roadway in addition to any lanes for use by motorized vehicles.

Bicycle Path (Class I facility): A paved route not on a street or roadway and expressly reserved for bicycles traversing an otherwise unpaved area. Bicycle paths may parallel roads but typically are separated from them by landscaping.

Bicycle Route (Class III facility): A facility shared with motorists and identified only by signs, a bicycle route has no pavement markings or lane stripes.

Blight: A condition of a site, structure, or area that may cause nearby buildings and/or areas to decline in attractiveness and/or utility. The Community Redevelopment Law (Health and Safety Code, Sections 33031 and 33032) contains a definition of blight used to determine eligibility of proposed redevelopment project areas.

Blueline Stream: A watercourse shown as a blue line on a U.S. Geological Service topographic quadrangle map.

Bond: An interest-bearing promise to pay a stipulated sum of money, with the principal amount due on a specific date. Funds raised through the sale of bonds can be used for various public purposes.

Buildout; Build-out: Development of land to its full potential or theoretical capacity as permitted under current or proposed planning or zoning designations. (See "Carrying Capacity (3)")

California Air Resources Board: The State of California Agency responsible for air pollution control.

California Clean Air Act: Legislation enacted in 1988 and amended in 1992 and 1996, mandating a planning process to attain state ambient air quality standards



California Environmental Quality Act (CEQA): A State law requiring State and local agencies to regulate activities with consideration for environmental protection. If a proposed activity has the potential for a significant adverse environmental impact, an Environmental Impact Report (EIR) must be prepared and certified as to its adequacy before taking action on the proposed project.

California Housing Finance Agency (CHFA): A State agency, established by the Housing and Home Finance Act of 1975, which is authorized to sell revenue bonds and generate funds for the development, rehabilitation, and conservation of low-and moderate-income housing.

Caltrans: California Department of Transportation.

Capital Improvements Program (CIP): A program established by a city or county government and reviewed by its planning commission, which schedules permanent improvements, usually for a minimum of five years in the future, to fit the projected fiscal capability of the local jurisdiction. The program generally is reviewed annually, for conformance to and consistency with the general plan.

Carbon Monoxide: A colorless, odorless, toxic gas produced through the incomplete combustion of fossil fuels.

Carrying Capacity: Used in determining the potential of an area to absorb development: (1) The level of land use, human activity, or development for a specific area that can be accommodated permanently without an irreversible change in the quality of air, water, land, or plant and animal habitats. (2) The upper limits of development beyond which the quality of human life, health, welfare, safety, or community character within an area will be impaired. (3) The maximum level of development allowable under current zoning. (See "Buildout")

Channelization: (1) The straightening and/or deepening of a watercourse for purposes of storm-runoff control or ease of navigation. Channelization often includes lining of stream banks with a retaining material such as concrete. (2) At the intersection of roadways, the directional separation of traffic lanes through the use of curbs or raised islands that limit the paths that vehicles may take through the intersection.

Clustered Development: Development in which a number of dwelling units are placed in closer proximity than usual, or are attached, with the purpose of retaining an open-space area.

Collector: Relatively low speed (25-30 mph), relatively low volume (5,000-20,000 average daily trips) street that provides circulation within and between neighborhoods. Collectors usually serve short trips and are intended for collecting trips from local streets and distributing them to the arterial network.

Community Care Facility: Elderly housing licensed by the State Health and Welfare Agency, Department of Social Services, typically for residents who are frail and need supervision. Services normally include three meals daily, housekeeping, security and emergency response, a

full activities program, supervision in the dispensing of medicine, personal services such as assistance in grooming and bathing, but no nursing care. Sometimes referred to as residential care or personal care. (See "Congregate Care")

Community Development Block Grant (CDBG): A grant program administered by the U.S. Department of Housing and Urban Development (HUD) on a formula basis for entitlement communities, and by the State Department of Housing and Community Development (HCD) for non-entitled jurisdictions. This grant allots money to cities and counties for housing rehabilitation and community development, including public facilities and economic development.

Community Facilities District: Under the Mello-Roos Community Facilities Act of 1982 (Government Code Section 53311 et seq), a legislative body may create within its jurisdiction a special district that can issue tax-exempt bonds for the planning, design, acquisition, construction, and/or operation of public facilities, as well as provide public services to district residents. Special tax assessments levied by the district are used to repay the bonds.

Community Noise Equivalent Level (CNEL): A 24-hour energy equivalent level derived from a variety of single-noise events, with weighting factors of 5 and 10 dBA applied to the evening (7 PM to 10 PM) and nighttime (10 PM to 7 AM) periods, respectively, to allow for the greater sensitivity to noise during these hours.

Community Park: Land with full public access intended to provide recreation opportunities beyond those supplied by neighborhood parks. Community parks are larger in scale than neighborhood parks but smaller than regional parks.

Community Redevelopment Agency (CRA): A local agency created under California Redevelopment Law (Health & Safety Code §33000, et. seq.), or a local legislative body that has been elected to exercise the powers granted to such an agency, for the purpose of planning, developing, re-planning, redesigning, clearing, reconstructing, and/or rehabilitating all or part of a specified area with residential, commercial, industrial, and/or public (including recreational) structures and facilities. The redevelopment agency's plans must be compatible with adopted community general plans.

Condominium: A structure of two or more units, the interior spaces of which are individually owned; the balance of the property (both land and building) is owned in common by the owners of the individual units.

Congestion Management Plan (CMP): A mechanism employing growth management techniques, including traffic level of service requirements, standards for public transit, trip reduction programs involving transportation systems management and jobs/ housing balance strategies, and capital improvement programming, for the purpose of controlling and/or reducing the cumulative regional traffic impacts of development.



Congregate Care: Apartment housing, usually for seniors, in a group setting that includes independent living and sleeping accommodations in conjunction with shared dining and recreational facilities. (See "Community Care Facility.")

Consistency; Consistent With: Free from significant variation or contradiction. The various diagrams, text, goals, policies, and programs in the general plan must be consistent with each other, not contradictory or preferential. The term "consistent with" is used interchangeably with "conformity with." The courts have held that the phrase "consistent with" means "agreement with; harmonious with." Webster defines "conformity with" as meaning harmony, agreement when used with "with." The term "conformity" means in harmony therewith or agreeable to (Sec 58 Ops.Cal.Atty.Gen. 21, 25 [1975]). California State law also requires that a general plan be internally consistent and also requires consistency between a general plan and implementation measures such as the zoning ordinance. As a general rule, an action program or project is consistent with the general plan if, considering all its aspects, it will further the objectives and policies of the general plan and not obstruct their attainment.

Covenants, Conditions, and Restrictions (CC&Rs): A term used to describe restrictive limitations that may be placed on property and its use, and which usually are made a condition of holding title or lease.

Critical Facility: Facilities housing or serving many people, that are necessary in the event of an earthquake or flood, such as hospitals, fire, police, and emergency service facilities, utility "lifeline" facilities, such as water, electricity, and gas supply, sewage disposal, and communications and transportation facilities.

Cul-de-sac: A short street or alley with only a single means of ingress and egress at one end and with a large turnaround at its other end.

Cumulative Impact: As used in CEQA, the total impact resulting from the accumulated impacts of individual projects or programs over time.

dB: Decibel; a unit used to express the relative intensity of a sound as it is heard by the human ear. See the noise element guidelines in Appendix A for a technical definition.

dBA: The "A-weighted" scale for measuring sound in decibels; weighs or reduces the effects of low and high frequencies in order to simulate human hearing. Every increase of 10 dBA doubles the perceived loudness though the noise is actually ten times more intense.

Dedication: The turning over by an owner or developer of private land for public use, and the acceptance of land for such use by the governmental agency having jurisdiction over the public function for which it will be used. Dedications for roads, parks, school sites, or other public uses often are made conditions for approval of a development by a city or county.

Dedication, In lieu of: Cash payments that may be required of an owner or developer as a substitute for a dedication of land, usually calculated in dollars per lot, and referred to as in lieu fees or in lieu contributions.

Defensible space: Open-spaces, entry points, and pathways configured to provide maximum opportunities to rightful users and/or residents to defend themselves against intruders and criminal activity.

Density, Residential: The number of permanent residential dwelling units per gross acre of land.

Density Bonus: The allocation of development rights that allows a parcel to accommodate additional square footage or additional residential units beyond the maximum for which the parcel is zoned. Under Government Code Section 65915, a housing development that provides 20 percent of its units for lower income households, or ten percent of its units for very low-income households, or 50 percent of its units for seniors, is entitled to a density bonus and other concessions.

Density, Employment: A measure of the number of employed persons per specific area (for example, employees/acre).

Density Transfer: A way of retaining open space by concentrating densities usually in compact areas adjacent to existing urbanization and utilities while leaving unchanged historic, sensitive, or hazardous areas. In some jurisdictions, for example, developers can buy development rights of properties targeted for public open space and transfer the additional density to the base number of units permitted in the zone in which they propose to develop.

Design Review; Design Control: The comprehensive evaluation of a development and its impact on neighboring properties and the community as a whole, from the standpoint of site and landscape design, architecture, materials, colors, lighting, and signs, in accordance with a set of adopted criteria and standards. "Design Control" requires that certain specific things be done and that other things not be done. Design Control language is most often found within a zoning ordinance. "Design Review" usually refers to a system set up outside of the zoning ordinance, whereby projects are reviewed against certain standards and criteria by a specially established design review board or committee. (See "Architectural Control")

Developable Land: Land that is suitable as a location for structures and that can be developed free of hazards to, and without disruption of, or significant impact on, natural resource areas.

Development Agreement: A legislatively approved contract between a jurisdiction and a person having legal or equitable interest in real property within the jurisdiction (California Government Code §65865 et. seq.) that "freezes" certain rules, regulations, and policies applicable to development of a property for a specified period of time, usually in exchange for certain concessions by the owner.

Development Fee: See "Impact Fee"



Dwelling Unit: A room or group of rooms (including sleeping, eating, cooking, and sanitation facilities, but not more than one kitchen), that constitutes an independent housekeeping unit, occupied or intended for occupancy by one household on a long-term basis.

Easement: Usually the right to use property owned by another for specific purposes or to gain access to another property. For example, utility companies often have easements on the private property of individuals to be able to install and maintain utility facilities.

Easement, Conservation: A tool for acquiring open-space with less than full-fee purchase, whereby a public agency buys only certain specific rights from the land owner. These may be positive rights (providing the public with the opportunity to hunt, fish, hike, or ride over the land) or they may be restrictive rights (limiting the uses to which the land owner may devote the land in the future.)

Elderly: Persons age 62 and older. (See "Seniors")

Elderly Housing: Typically one- and two-bedroom apartments or condominiums designed to meet the needs of persons 62 years of age and older or, if more than 150 units, persons 55 years of age and older, and restricted to occupancy by them.

Emergency Shelter: A facility that provides immediate and short-term housing and supplemental services for the homeless. Shelters come in many sizes, but an optimum size is considered to be 20 to 40 beds. Supplemental services may include food, counseling, and access to other social programs. (See "Transitional Housing")

Eminent Domain: The right of a public entity to acquire private property for public use by condemnation and the payment of just compensation.

Emission Standard: The maximum amount of pollutant legally permitted to be discharged from a single source, either mobile or stationary.

Endangered Species: A species of animal or plant is considered to be endangered when its prospects for survival and reproduction are in immediate jeopardy from one or more causes.

Environment: CEQA defines environment as "the physical conditions which exist within the area which will be affected by a proposed project, including land, air, water, mineral, flora, fauna, noise, and objects of historic or aesthetic significance."

Environmental Impact Report (EIR): A report required pursuant to the California Environmental Quality Act which assesses all the environmental characteristics of an area, determines what effects or impacts will result if the area is altered or disturbed by a proposed action, and identifies alternatives or other measures to avoid or reduce those impacts. (See "California Environmental Quality Act")

Erosion: (1) The loosening and transportation of rock and soil debris by wind, rain, or running water. (2) The gradual wearing away of the upper layers of earth.

Exaction: A contribution or payment required as an authorized precondition for receiving a development permit; usually refers to mandatory dedication (or fee in lieu of dedication) requirements found in many subdivision regulations.

Expansive Soils: Soils that swell when they absorb water and shrink as they dry.

Fair Market Rent: The rent, including utility allowances, determined by the United States Department of Housing and Urban Development for purposes of administering the Section 8 Existing Housing Program.

Family: (1) Two or more persons related by birth, marriage, or adoption [U.S. Bureau of the Census]. (2) An individual or a group of persons living together who constitute a bona fide single-family housekeeping unit in a dwelling unit, not including a fraternity, sorority, club, or other group of persons occupying a hotel, lodging house or institution of any kind [California].

Fault: A fracture in the earth's crust forming a boundary between rock masses that have shifted.

Feasible: Capable of being accomplished in a successful manner within a reasonable time taking into account economic, environmental, social, and technological factors.

Fiscal Impact Analysis: A projection of the direct public costs and revenues resulting from population or employment change to the local jurisdiction(s) in which the change is taking place. Enables local governments to evaluate relative fiscal merits of general plans, specific plans, or projects.

Flood, 100-Year: The magnitude of a flood expected to occur on the average every 100 years, based on historical data. The 100-year flood has a 1/100, or one percent, chance of occurring in any given year.

Flood Insurance Rate Map (FIRM): For each community, the official map on which the Federal Insurance Administration has delineated areas of special flood hazard and the risk premium zones applicable to that community.

Floodplain: The relatively level land area on either side of the banks of a stream regularly subject to flooding. That part of the floodplain subject to a one percent chance of flooding in any given year is designated as an "area of special flood hazard" by the Federal Insurance Administration.

Floodplain Fringe: All land between the floodway and the upper elevation of the 100-year flood.



Floodway: The channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the "base flood" without cumulatively increasing the water surface elevation more than one foot. No development is allowed in floodways.

Floor Area Ratio (FAR): A term utilized to measure the allowable building intensity of nonresidential structures on a site, calculated by dividing the gross floor area by the total net acres of the site. For example, on a site with 40,000 square feet of net land area, a Floor Area Ratio (FAR) of 1.0 will allow a maximum of 40,000 square feet of gross floor area to be built, whereas a FAR of 1.5 would allow 60,000 square feet of gross floor area, and a FAR of 0.5 would allow 20,000 square feet of gross floor area.

Fossil Fuel: Coal, oil and natural gas; so called because they are the remains of ancient plant and animal life.

Freeway: A high-speed, high-capacity, limited-access road serving regional and citywide travel. Such roads are free of tolls, as contrasted with "turnpikes" or other "toll roads" now being introduced into Southern California. Freeways generally are used for long trips between major land use generators.

Fugitive Dust: Dust particles that are introduced into the air through certain activities such as soil cultivation, off-road vehicles, or any vehicles operating on open fields or dirt roadways.

Granny Flat: See "Second Unit"

Ground Failure: Ground movement or rupture caused by strong shaking during an earthquake. Includes landslide, lateral spreading, liquefaction, and subsidence.

Ground Shaking: Ground movement resulting from the transmission of seismic waves during an earthquake.

Groundwater: Water under the earth's surface, often confined to aquifers capable of supplying wells and springs.

Groundwater Recharge: The natural process of infiltration and percolation of rainwater from land areas or streams through permeable soils into water-holding rocks that provide underground storage ("aquifers").

Growth Management: The use by a community of a wide range of techniques in combination to determine the amount, type, and rate of development desired by the community and to channel that growth into designated areas. Growth management policies can be implemented through growth rates, zoning, capital improvement programs, public facilities ordinances, urban limit lines, standards for levels of service, and other programs. (See "Congestion Management Plan")

Habitat: The physical location or type of environment in which an organism or biological population lives or occurs.

Handicapped: A person determined to have a physical impairment or mental disorder expected to be of long or indefinite duration. Many such impairments or disorders are of such a nature that a person's ability to live independently can be improved by appropriate housing conditions.

Hazardous Material: Any substance that, because of its quantity, concentration, or physical or chemical characteristics, poses a significant present or potential hazard to human health and safety or to the environment if released into the workplace or the environment. The term includes, but is not limited to, hazardous substances and hazardous wastes.

High Occupancy Vehicle (HOV): Any vehicle other than a driver-only automobile (e.g., a vanpool, a bus, or two or more persons to a car).

Historic Preservation: The preservation of historically significant structures and neighborhoods until such time as, and in order to facilitate, restoration and rehabilitation of the building(s) to a former condition.

Homeless: Persons and families who lack a fixed, regular, and adequate nighttime residence. Includes those staying in temporary or emergency shelters or who are accommodated with friends or others with the understanding that shelter is being provided as a last resort. California Housing Element law, Section 65583(c)(1) requires all cities and counties to address the housing needs of the homeless. (See "Emergency Shelter" and "Transitional Housing.")

Hotel: A facility in which guest rooms or suites are offered to the general public for lodging with or without meals and for compensation, and where no provision is made for cooking in any individual guest room or suite. (See "Motel.")

Household: All those persons (related or unrelated), who occupy a single housing unit. (See "Family")

Households, Number of: The count of all year-round housing units occupied by one or more persons. The concept of household is important because the formation of new households generates the demand for housing. Each new household formed creates the need for one additional housing unit or requires that one existing housing unit be shared by two households. Thus, household formation can continue to take place even without an increase in population, thereby increasing the demand for housing.

Housing and Community Development Department (HCD): The State agency that has principal responsibility for assessing, planning for, and assisting communities to meet the needs of low- and moderate-income households.

Housing and Urban Development, U.S. Department of (HUD): A cabinet-level department of the federal government that administers housing and community development programs.



Housing Authority, Local (LHA): Local housing agency established in State law, subject to local activation and operation. Originally intended to manage certain federal subsidies, but vested with broad powers to develop and manage other forms of affordable housing.

Housing Unit: The place of permanent or customary abode of a person or family. A housing unit may be a single-family dwelling, a multi-family dwelling, a condominium, a modular home, a mobile home, a cooperative, or any other residential unit considered real property under State law. A housing unit has, at least, cooking facilities, a bathroom, and a place to sleep. It also is a dwelling that cannot be moved without substantial damage or unreasonable cost. (See "Dwelling Unit" "Family" and "Household")

Impact Fee: A fee, also called a development fee, levied on the developer of a project by a city, county, or other public agency as compensation for otherwise-unmitigated impacts the project will produce. Section 66000, et seq., specifies that development fees shall not exceed the estimated reasonable cost of providing the service for which the fee is charged. To lawfully impose a development fee, the public agency must verify its method of calculation and document proper restrictions on use of the fund.

Industrial: The manufacture, production, and processing of consumer goods. Industrial is often divided into "heavy industrial" uses, such as construction yards, quarrying, and factories; and "light industrial" uses, such as research and development and less intensive warehousing and manufacturing.

Infill Development: Development of vacant land (usually individual lots or left-over properties) within areas that are already largely developed.

Infrastructure: Public services and facilities, such as sewage-disposal systems, water-supply systems, other utility systems, and roads.

In Lieu Fee: (See "Dedication, In lieu of")

Institutional Uses: (1) Publicly or privately owned and operated activities such as hospitals, convalescent hospitals, intermediate care facilities, nursing homes, museums, and schools and colleges; (2) churches and other religious organizations; and (3) other non-profit activities of a welfare, educational, or philanthropic nature that cannot be considered residential, commercial, or industrial. (See "Public and Quasi-public Facilities")

Intensity, Building: For residential uses, the actual number or the allowable range of dwelling units per acre (per gross acre, as used in this General Plan). For non-residential uses, the actual or the maximum permitted floor area ratios (FARs).

Inter-agency: Indicates cooperation between or among two or more discrete agencies in regard to a specific program.

Intrusive Noise: That noise which intrudes over and above the existing ambient noise at a given location. The relative intrusiveness of a sound depends upon its amplitude, duration, frequency, and time of occurrence, and tonal or informational content as well as the prevailing noise level.

Inversion Layer: A layer of warm air that traps the cooler air and any pollutants it carries, below.

Jobs/Housing Balance; Jobs/Housing Ratio: The availability of affordable housing for employees. The jobs/housing ratio divides the number of jobs in an area by the number of employed residents. A ratio of 1.0 indicates a balance. A ratio greater than 1.0 indicates a net in-commute; less than 1.0 indicates a net out-commute.

Joint Powers Authority (JPA): A legal arrangement that enables two or more units of government to share authority in order to plan and carry out a specific program or set of programs that serves both units.

L₁₀: The A-weighted sound level exceeded ten percent of the sample time. Similarly, L₅₀, L₉₀ etc.

Landmark: (1) A building, site, object, structure, or significant tree, having historical, architectural, social, or cultural significance and marked for preservation by the local, state, or federal government. (2) A visually prominent or outstanding structure or natural feature that functions as a point of orientation or identification.

Land Use Classification: A system for classifying and designating the appropriate use of properties.

Lateral Spreading: Lateral movement of soil, often as a result of liquefaction during an earthquake.

L_{dn}: Day-Night Average Sound Level. The A-weighted average sound level for a given area (measured in decibels) during a 24-hour period with a 10 dB weighting applied to night-time sound levels. The L_{dn} is approximately numerically equal to the CNEL for most environmental settings.

L_{eq}: The energy equivalent level, defined as the average sound level on the basis of sound energy (or sound pressure squared). The L_{eq} is a "dosage" type measure and is the basis for the descriptors used in current standards, such as the 24-hour CNEL used by the State of California.

Level of Service (LOS) Standard: A standard used by government agencies to measure the quality or effectiveness of a municipal service, such as police, fire, or library, or the performance of a facility, such as a street or highway.



Level of Service (Traffic): A scale from A to F, with A being best, that measures the amount of traffic that a roadway or intersection can accommodate, based on such factors as maneuverability, driver dissatisfaction, and delay.

Linkage: With respect to jobs/housing balance, a program designed to offset the impact of employment on housing need within a community, whereby project approval is conditioned on the provision of housing units or the payment of an equivalent in-lieu fee. The linkage program must establish the cause-and-effect relationship between a new commercial or industrial development and the increased demand for housing.

Liquefaction: The transformation of loose, wet soil from a solid to a liquid state, often as a result of ground shaking during an earthquake.

Live-work Quarters: Buildings or spaces within buildings that are used jointly for commercial and residential purposes where the residential use of the space is secondary or accessory to the primary use as a place of work.

Local Agency Formation Commission (LAFCO): A five- or seven-member commission within each county that reviews and evaluates all proposals for formation of special districts, incorporation of cities, annexation to special districts or cities, consolidation of districts, and merger of districts with cities. Each county's LAFCO is empowered to approve, disapprove, or conditionally approve such proposals. The LAFCO members generally include two county supervisors, two city council members, and one member representing the general public. Some LAFCOs include two representatives of special districts.

Low-income Household: A household with an annual income usually no greater than 80 percent of the area median family income adjusted by household size, as determined by a survey of incomes conducted by a city or a county, or in the absence of such a survey, based on the latest available eligibility limits established by the U.S. Department of Housing and Urban Development (HUD) for the Section 8 housing program.

Low-income Housing Tax Credits: Tax reductions provided by the federal and State governments for investors in housing for low-income households.

Manufactured Housing: Residential structures that are constructed entirely in the factory, and which since June 15, 1976, have been regulated by the federal Manufactured Home Construction and Safety Standards Act of 1974 under the administration of the U.S. Department of Housing and Urban Development (HUD). (See "Mobile Home" and "Modular Unit")

Median Strip: The dividing area, either paved or landscaped, between opposing lanes of traffic on a roadway.

Mercalli Intensity Scale: A subjective measure of the observed effects (human reactions, structural damage, geologic effects) of an earthquake. Expressed in Roman numerals from I to XII.

Microclimate: The climate of a small, distinct area, such as a city street or a building's courtyard; can be favorably altered through functional landscaping, architecture, or other design features.

Minipark: Small neighborhood park of approximately one acre or less.

Mixed-use: Properties on which various uses, such as office, commercial, institutional, and residential, are combined in a single building or on a single site in an integrated development project with significant functional interrelationships and a coherent physical design. A "single site" may include contiguous properties.

Mobile Home: A structure, transportable in one or more sections, built on a permanent chassis and designed for use as a single-family dwelling unit and which (1) has a minimum of 400 square feet of living space; (2) has a minimum width in excess of 102 inches; (3) is connected to all available permanent utilities; and (4) is tied down (a) to a permanent foundation on a lot either owned or leased by the homeowner or (b) is set on piers, with wheels removed and skirted, in a mobile home park. (See "Manufactured Housing" and "Modular Unit")

Moderate-income Household: A household with an annual income between the lower income eligibility limits and 120 percent of the area median family income adjusted by household size, usually as established by the U.S. Department of Housing and Urban Development (HUD) for the Section 8 housing program. (See "Area" and "Low-income Household")

Modular Unit: A factory-fabricated, transportable building or major component designed for use by itself or for incorporation with similar units on-site into a structure for residential, commercial, educational, or industrial use. Differs from mobile homes and manufactured housing by (in addition to lacking an integral chassis or permanent hitch to allow future movement) being subject to California housing law design standards. California standards are more restrictive than federal standards in some respects (e.g., plumbing and energy conservation). Also called Factory-built Housing and regulated by State law of that title. (See "Mobile Home" and "Manufactured Housing")

Motel: (1) A hotel for motorists. (2) A facility in which guest rooms or suites are offered to the general public for lodging with or without meals and for compensation, and where guest parking is provided in proximity to guest rooms. Quite often, provision is made for cooking in individual guest rooms or suites. (See "Hotel.")

Multiple Family Building: A detached building designed and used exclusively as a dwelling by three or more families occupying separate suites.

Municipal Services: Services traditionally provided by local government, including water and sewer, roads, parks, schools, and police and fire protection.

National Ambient Air Quality Standards: The prescribed level of pollutants in the outside air that cannot be exceeded legally during a specified time in a specified geographical area.



National Environmental Policy Act (NEPA): An act passed in 1974 establishing federal legislation for national environmental policy, a council on environmental quality, and the requirements for environmental impact statements.

National Flood Insurance Program: A federal program that authorizes the sale of federally subsidized flood insurance in communities where such flood insurance is not available privately.

National Historic Preservation Act: A 1966 federal law that established a National Register of Historic Places and the Advisory Council on Historic Preservation, and that authorized grants-in-aid for preserving historic properties.

National Register of Historic Places: The official list, established by the National Historic Preservation Act, of sites, districts, buildings, structures, and objects significant in the nation's history or whose artistic or architectural value is unique.

Natural State: The condition existing prior to development.

Neighborhood: A planning area commonly identified as such in a community's planning documents, and by the individuals residing and working within the neighborhood. Documentation may include a map prepared for planning purposes, on which the names and boundaries of the neighborhood are shown.

Neighborhood Park: City- or county-owned land intended to serve the recreation needs of people living or working within one-half mile radius of the park.

Nitrogen Oxide: Primarily consists of nitric oxides (colorless, odorless gas formed from atmospheric nitrogen and oxygen when petroleum combustion takes place under high temperatures and/or pressure) and nitrogen dioxide (a reddish-brown irritating gas formed by the combination of nitric oxide with oxygen).

Noise: Any sound that is undesirable because it interferes with speech and hearing, or is intense enough to damage hearing, or is otherwise annoying. Noise, simply, is "unwanted sound."

Noise Attenuation: Reduction of the level of a noise source using a substance, material, or surface, such as earth berms and/or solid concrete walls.

Noise Contour: A line connecting points of equal noise level as measured on the same scale. Noise levels greater than the 60 Ldn contour (measured in dBA) require noise attenuation in residential development.

Non-attainment: The condition of not achieving a desired or required level of performance. Frequently used in reference to air quality. (See "Attainment")

Non-conforming Use: A use that was valid when brought into existence, but by subsequent regulation becomes no longer conforming. "Non-conforming use" is a generic term and includes

(1) non-conforming structures (by virtue of size, type of construction, location on land, or proximity to other structures), (2) non-conforming use of a conforming building, (3) non-conforming use of a non-conforming building, and (4) non-conforming use of land. Thus, any use lawfully existing on any piece of property that is inconsistent with a new or amended general plan, and that in turn is a violation of a zoning ordinance amendment subsequently adopted in conformance with the general plan, will be a non-conforming use. Typically, non-conforming uses are permitted to continue for a designated period of time, subject to certain restrictions.

Open-Space Land: Any parcel or area of land or water that is essentially unimproved and devoted to an open-space use for the purposes of (1) the preservation of natural resources, (2) the managed production of resources, (3) outdoor recreation, or (4) public health and safety.

Ordinance: A law or regulation set forth and adopted by a governmental authority, usually a city or county.

Outdoor Recreation Use: A privately or publicly owned or operated use providing facilities for outdoor recreation activities.

Overlay: A land use designation on the General Plan Land Use Map, or a zoning designation on a zoning map, that modifies the basic underlying designation in some specific manner.

Ozone: A pungent, colorless, toxic gas. Close to the earth's surface, it is produced photochemically from hydrocarbons, oxides of nitrogen and sunlight and is a major component of smog. At very high altitudes it protects the earth from harmful ultraviolet radiation.

Parcel: A lot in single ownership or under single control, usually considered a unit for purposes of development.

Park Land; Parkland: Land that is publicly owned or controlled for the purpose of providing parks, recreation, or open-space for public use.

Parking, Shared: A public or private parking area used jointly by two or more uses.

Parking Area, Public: An open area, excluding a street or other public way, used for the parking of automobiles and available to the public, whether for free or for compensation.

Parking Management: An evolving TDM technique designed to obtain maximum utilization from a limited number of parking spaces. Can involve pricing and preferential treatment for HOVs, non-peak period users, and short-term users. (See "High Occupancy Vehicle" and "Transportation Demand Management")

Parking Ratio: The number of parking spaces provided per 1,000 square of floor area (e.g., 2:1 or "two per thousand.")



Parks: Open-space lands whose primary purpose is recreation. (See "Open-Space Land," "Community Park," and "Neighborhood Park")

Parkway: An expressway or freeway designed for non-commercial traffic only; usually located within a strip of landscaped park or natural vegetation.

Parkway Strip: A piece of land located between the rear of a curb and the front of a sidewalk, usually used for planting low ground cover and/or street trees, also known as "planter strip."

Particulate Matter (PM): Atmospheric particulate made up of finely divided solids or liquids such as soot, dust, aerosols, fumes and mists. Commonly classified into two categories, PM₁₀ (particles between 2.5 and 10 micrometers in length) and PM_{2.5} (particles less than 2.5 micrometers in length).

Performance Standards: Zoning regulations that permit uses based on a particular set of standards of operation rather than on particular type of use. Performance standards provide specific criteria limiting noise, air pollution, emissions, odors, vibration, dust, dirt, glare, heat, fire hazards, wastes, traffic impacts, and visual impact of a use.

Planned Unit Development (PUD): A description of a proposed unified development, consisting at a minimum of a map and adopted ordinance setting forth the regulations governing, and the location and phasing of all proposed uses and improvements to be included in the development.

Planning Area: The area directly addressed by the general plan. A city's planning area typically encompasses the city limits and potentially annexable land within its sphere of influence.

Planning Commission: The City of San Bernardino Planning Commission, a eight-member body appointed by the Common Council to perform various development review and planning functions and make recommendations to the Council.

Pollution, Non-Point: Sources for pollution that are less definable and usually cover broad areas of land, such as agricultural land with fertilizers that are carried from the land by runoff, or automobiles.

Pollution, Point: In reference to water quality, a discrete source from which pollution is generated before it enters receiving waters, such as a sewer outfall, a smokestack, or an industrial waste pipe.

Poverty Level: As used by the U.S. Census, families and unrelated individuals are classified as being above or below the poverty level based on a poverty index that provides a range of income cutoffs or "poverty thresholds" varying by size of family, number of children, and age of householder. The income cutoffs are updated each year to reflect the change in the Consumer Price Index.

Private Road/Private Street: Privately owned (and usually privately maintained) motor vehicle access that is not dedicated as a public street. Typically the owner posts a sign indicating that the street is private property and limits traffic in some fashion. For density calculation purposes, some jurisdictions exclude private roads when establishing the total acreage of the site; however, aisles within and driveways serving private parking lots are not considered private roads.

Public and Quasi-public Facilities: Institutional, academic, governmental and community service uses, either owned publicly or operated by non-profit organizations, including private hospitals and cemeteries.

Reclamation: The reuse of resources, usually those present in solid wastes or sewage.

Reconstruction: As used in historic preservation, the process of reproducing by new construction the exact form and detail of a vanished structure, or part thereof, as it appeared during a specific period of time. Reconstruction is often undertaken when the property to be reconstructed is essential for understanding and interpreting the value of an historic district and sufficient documentation exists to insure an exact reproduction of the original.

Recreation, Active: A type of recreation or activity that requires the use of organized play areas including, but not limited to, softball, baseball, football and soccer fields, tennis and basketball courts and various forms of children's play equipment.

Recreation, Passive: Type of recreation or activity that does not require the use of organized play areas.

Redevelop: To demolish existing buildings; or to increase the overall floor area existing on a property; or both; irrespective of whether a change occurs in land use.

Regional: Pertaining to activities or economies at a scale greater than that of a single jurisdiction, and affecting a broad geographic area.

Regional Housing Needs Plan/Share: A quantification by a COG or by HCD of existing and projected housing need, by household income group, for all localities within a region.

Rehabilitation: The repair, preservation, and/or improvement of substandard housing.

Residential, Multiple Family: Usually three or more dwelling units on a single site, which may be in the same or separate buildings.

Residential, Single-family: A single dwelling unit on a building site.

Retrofit: To add materials and/or devices to an existing building or system to improve its operation, safety, or efficiency. Buildings have been retrofitted to use solar energy and to strengthen their ability to withstand earthquakes, for example.



Richter Scale: A measure of the size or energy release of an earthquake at its source. The scale is logarithmic; the wave amplitude of each number on the scale is 10 times greater than that of the previous whole number.

Right-of-way: A strip of land occupied or intended to be occupied by certain transportation and public use facilities, such as roads, railroads, and utility lines.

Sanitary Landfill: The controlled placement of refuse within a limited area, followed by compaction and covering with a suitable thickness of earth and other containment material.

Sanitary Sewer: A system of subterranean conduits that carries refuse liquids or waste matter to a plant where the sewage is treated, as contrasted with storm drainage systems (that carry surface water) and septic tanks or leech fields (that hold refuse liquids and waste matter on-site). (See "Septic System")

Santa Ana Winds: Warm, dry winds that blow from the east or northeast (offshore) occurring predominantly between the months of December and February. The winds develop when a region of high pressure builds over the Great Basin (the high plateau east of the Sierra Mountains and west of the Rocky Mountains including most of Nevada and Utah) and move locally across the Mojave Desert and then over and through passes in the San Gabriel, San Bernardino and San Jacinto Mountains.

Second Unit: A self-contained living unit, either attached to or detached from, and in addition to, the primary residential unit on a single lot. "Granny Flat" is one type of second unit intended for the elderly.

Section 8 Rental Assistance Program: A federal (HUD) rent-subsidy program that is one of the main sources of federal housing assistance for low-income households. The program operates by providing "housing assistance payments" to owners, developers, and public housing agencies to make up the difference between the "Fair Market Rent" of a unit (set by HUD) and the household's contribution toward the rent, which is calculated at 30 percent of the household's adjusted gross monthly income (GMI). "Section 8" includes programs for new construction, existing housing, and substantial or moderate housing rehabilitation.

Seismic: Caused by or subject to earthquakes or earth vibrations.

Seniors: Persons age 62 and older. (See "Elderly")

Senior Housing: See "Elderly Housing"

Septic System: A sewage-treatment system that includes a settling tank through which liquid sewage flows and in which solid sewage settles and is decomposed by bacteria in the absence of oxygen. Septic systems are often used for individual-home waste disposal where an urban sewer system is not available. (See "Sanitary Sewer")

Shared Living: The occupancy of a dwelling unit by persons of more than one family in order to reduce housing expenses and provide social contact, mutual support, and assistance. Shared living facilities serving six or fewer persons are permitted in all residential districts by Section 1566.3 of the California Health and Safety Code.

Single-family Dwelling, Attached: A dwelling unit occupied or intended for occupancy by only one household that is structurally connected with at least one other such dwelling unit. (See "Townhouse.")

Single-family Dwelling, Detached: A dwelling unit occupied or intended for occupancy by only one household that is structurally independent from any other such dwelling unit or structure intended for residential or other use. (See "Family.")

Single Room Occupancy (SRO): A single room, typically 80-250 square feet, with a sink and closet, but that requires the occupant to share a communal bathroom, shower, and kitchen.

Site: A parcel of land used or intended for one use or a group of uses and having frontage on a public or an approved private street. A lot.

Smog: A combination of smoke, ozone, hydrocarbons, nitrogen oxides, and other chemically reactive compounds which, under certain conditions of weather and sunlight, may result in a murky brown haze that causes adverse health effects. The primary source of smog in California is motor vehicles.

Solid Waste: Any unwanted or discarded material that is not a liquid or gas. Includes organic wastes, paper products, metals, glass, plastics, cloth, brick, rock, soil, leather, rubber, yard wastes, and wood, but does not include sewage and hazardous materials. Organic wastes and paper products comprise about 75 percent of typical urban solid waste.

Specific Plan: A tool authorized by Government Code §65450 et seq. for the systematic implementation of the general plan for a defined portion of a community's planning area. A specific plan must specify in detail the land uses, public and private facilities needed to support the land uses, phasing of development, standards for the conservation, development, and use of natural resources, and a program of implementation measures, including financing measures.

Sphere of Influence: The probable physical boundaries and service area of a local agency, as determined by the Local Agency Formation Commission.

Standards: (1) A rule or measure establishing a level of quality or quantity that must be complied with or satisfied. Government Code §65302 requires that general plans spell out the objectives, principles, "standards," and proposals of the general plan. Examples of standards might include the number of acres of parkland per 1,000 population that the community will attempt to acquire and improve, or the "traffic Level of Service" (LOS) that the plan hopes to attain. (2) Requirements in a zoning ordinance that govern building and development as



distinguished from use restrictions - for example, site-design regulations such as lot area, height limit, frontage, landscaping, and floor area ratio.

Streets, Local: See "Streets, Minor"

Streets, Major: The transportation network that includes a hierarchy of freeways, arterials, and collectors to service through traffic.

Streets, Minor: Local streets not shown on the Circulation Plan, Map, or Diagram, whose primary intended purpose is to provide access to fronting properties.

Streets, Through: Streets that extend continuously between other major streets in the community.

Structure: Anything constructed or erected that requires location on the ground (excluding swimming pools, fences, and walls used as fences).

Subdivision: The division of a tract of land into defined lots, either improved or unimproved, which can be separately conveyed by sale or lease, and which can be altered or developed. "Subdivision" includes a condominium project as defined in §1350 of the California Civil Code and a community apartment project as defined in §11004 of the Business and Professions Code.

Subdivision Map Act: Section 66410 et seq. of the California Government Code, this act vests in local legislative bodies the regulation and control of the design and improvement of subdivisions, including the requirement for tentative and final maps.

Subregional: Pertaining to a portion of a region.

Subsidence: The sudden sinking or gradual downward settling and compaction of soil and other surface material with little or no horizontal motion. Subsidence may be caused by a variety of human and natural activity, including earthquakes. (See "Settlement")

Subsidize: To assist by payment of a sum of money or by the granting of terms or favors that reduce the need for monetary expenditures. Housing subsidies may take the forms of mortgage interest deductions or tax credits from federal and/or state income taxes, sale or lease at less than market value of land to be used for the construction of housing, payments to supplement a minimum affordable rent, and the like.

Substandard Housing: Residential dwellings that, because of their physical condition, do not provide safe and sanitary housing.

Sulfur Dioxide: A colorless, odorless, pungent, irritating gas formed primarily by the combustion of sulfur-containing fossil fuels.

Sustainable Development: Development that maintains or enhances economic opportunity and community well-being while protecting and restoring the natural environment upon which

people and economies depend. Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. (Source: Minnesota State Legislature)

Tax Increment: Additional tax revenues that result from increases in property values within a redevelopment area. State law permits the tax increment to be earmarked for redevelopment purposes but requires at least 20 percent to be used to increase and improve the community's supply of very low- and low-income housing.

Townhouse; Townhome: A one-family dwelling in a row of at least three such units in which each unit has its own front and rear access to the outside, no unit is located over another unit, and each unit is separated from any other unit by one or more common and fire-resistant walls. Townhouses usually have separate utilities; however, in some condominium situations, common areas are serviced by utilities purchased by a homeowners association on behalf of all townhouse members of the association. (See "Condominium.")

Traffic Model: A mathematical representation of traffic movement within an area or region based on observed relationships between the kind and intensity of development in specific areas. Many traffic models operate on the theory that trips are produced by persons living in residential areas and are attracted by various non-residential land uses. (See "Trip")

Transfer of Development Rights: Also known as "Transfer of Development Credits," a program that can relocate potential development from areas where proposed land use or environmental impacts are considered undesirable (the "donor" site) to another ("receiver") site chosen on the basis of its ability to accommodate additional units of development beyond that for which it was zoned, with minimal environmental, social, and aesthetic impacts.

Transit: The conveyance of persons or goods from one place to another by means of a local, public transportation system.

Transit-oriented Development (TOD): A mixed-use community within an average 2,000-foot walking distance of a transit stop and core commercial area. TODs mix residential, retail, office, and public uses in a walkable environment, making it convenient for residents and employees to travel by transit, bicycle, foot, or car.

Transitional Housing: Shelter provided to the homeless for an extended period, often as long as 18 months, and generally integrated with other social services and counseling programs to assist in the transition to self-sufficiency through the acquisition of a stable income and permanent housing. (See "Homeless" and "Emergency Shelter")

Transportation Demand Management (TDM): A strategy for reducing demand on the road system by reducing the number of vehicles using the roadways and/or increasing the number of persons per vehicle. TDM attempts to reduce the number of persons who drive alone on the roadway during the commute period and to increase the number in carpools, vanpools, buses and trains, walking, and biking. TDM can be an element of TSM (see below).



Transportation Systems Management (TSM): A comprehensive strategy developed to address the problems caused by additional development, increasing trips, and a shortfall in transportation capacity. Transportation Systems Management focuses on more efficiently utilizing existing highway and transit systems rather than expanding them. TSM measures are characterized by their low cost and quick implementation time frame, such as computerized traffic signals, metered freeway ramps, and one-way streets.

Trees, Street: Trees strategically planted - usually in parkway strips, medians, or along streets to enhance the visual quality of a street.

Trip: A one-way journey that proceeds from an origin to a destination via a single mode of transportation; the smallest unit of movement considered in transportation studies. Each trip has one "production end" (or origin - often from home, but not always), and one "attraction end" (destination). (See "Traffic Model")

Trip Generation: The dynamics that account for people making trips in automobiles or by means of public transportation. Trip generation is the basis for estimating the level of use for a transportation system and the impact of additional development or transportation facilities on an existing, local transportation system. Trip generations of households are correlated with destinations that attract household members for specific purposes.

Truck Route: A path of circulation required for all vehicles exceeding set weight or axle limits, a truck route follows major arterials through commercial or industrial areas and avoids sensitive areas.

Uniform Building Code (UBC): A national, standard building code that sets forth minimum standards for construction.

Uniform Housing Code (UHC): State housing regulations governing the condition of habitable structures with regard to health and safety standards, and which provide for the conservation and rehabilitation of housing in accordance with the Uniform Building Code (UBC).

Urban: Of, relating to, characteristic of, or constituting a city. Urban areas are generally characterized by moderate and higher density residential development (i.e., three or more dwelling units per acre), commercial development, and industrial development, and the availability of public services required for that development, specifically central water and sewer, an extensive road network, public transit, and other such services (e.g., safety and emergency response). Development not providing such services may be "non-urban" or "rural" (See "Urban Land Use") CEQA defines "urbanized area" as an area that has a population density of at least 1,000 persons per square mile - (Public Resources Code 21080.14(b)).

Urban Design: The attempt to give form, in terms of both beauty and function, to selected urban areas or to whole cities. Urban design is concerned with the location, mass, and design of various urban components and combines elements of urban planning, architecture, and landscape architecture.

Urban Land Use: Residential, commercial, or industrial land use in areas where urban services are available.

Urban Services: Utilities (such as water, gas, electricity, and sewer) and public services (such as police, fire, schools, parks, and recreation) provided to an urbanized or urbanizing area.

Utility Corridors: Rights-of-way or easements for utility lines on either publicly or privately owned property. (See "Right-of-way" or "Easement")

Vehicle-Miles Traveled (VMT): A key measure of overall street and highway use. Reducing VMT is often a major objective in efforts to reduce vehicular congestion and achieve regional air quality goals.

Very Low-income Household: A household with an annual income usually no greater than 50 percent of the area median family income adjusted by household size, as determined by a survey of incomes conducted by a city or a county, or in the absence of such a survey, based on the latest available eligibility limits established by the U.S. Department of Housing and Urban Development (HUD) for the 8 housing program.

Volume-to-Capacity Ratio: A measure of the operating capacity of a roadway or intersection, in terms of the number of vehicles passing through, divided by the number of vehicles that theoretically could pass through when the roadway or intersection is operating at its designed capacity. Abbreviated as V/C. At a V/C ratio of 1.0, the roadway or intersection is operating at capacity. If the ratio is less than 1.0, the traffic facility has additional capacity. Although ratios slightly greater than 1.0 are possible, it is more likely that the peak hour will elongate into a "peak period." (See "Level of Service")

Watercourse: Natural or once natural flowing (perennially or intermittently) water including rivers, streams, and creeks. Includes natural waterways that have been channelized, but does not include manmade channels, ditches, and underground drainage and sewage systems.

Watershed: The total area above a given point on a watercourse that contributes water to its flow; the entire region drained by a waterway or watercourse that drains into a lake, or reservoir.

Zero Lot Line: A detached single-family unit distinguished by the location of one exterior wall on a side property line.

Zone, Interim: A zoning designation that temporarily reduces or freezes allowable development in an area until a permanent classification can be fixed; generally assigned during general plan preparation to provide a basis for permanent zoning.

Zoning: The division of a city or county by legislative regulations into areas, or zones, that specify allowable uses for real property and size restrictions for buildings within these areas; a program that implements policies of the General Plan.



Zoning District: A designated section of a city or county for which prescribed land use requirements and building and development standards are uniform.

Zoning, Incentive: The awarding of bonus credits to a development in the form of allowing more intensive use of land if public benefits (such as preservation of greater than the minimum required open-space; provision for low- and moderate-income housing; or plans for public plazas and courts at ground level) are included in a project.

Appendix 7 Issues Report

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CITY OF SAN BERNARDINO

Draft Issues Report



Prepared by:

The Planning Center

October 21, 2002



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INTRODUCTION

The following report provides a brief and general background discussion of the various growth and development issues facing the City of San Bernardino in the next 25 years. The purpose of this report is to take the important step of identifying issues of local and regional importance within the context of the San Bernardino General Plan update. This step will serve as the basis for prioritizing issues, preparing policies and implementation measures addressing these issues, and organizing these issues and accompanying policies within the General Plan and Specific Plan documents.

The report is divided into the following major topics: Circulation, Community Character/Image, Conservation, Economic Development, Education, Housing, Land Use, Parks and Recreation, Public Facilities and Services, and Public Safety. The topics are then subdivided into more specific issues and subcategories that may need to be addressed in the General Plan. Each subcategory then contains an issue statement briefly describing the impact of the given issue on the General Plan update process, followed by a more descriptive synopsis of the subtopic. The topics included in this report are intended to closely mirror the City of San Bernardino General Plan Elements as they presently exist and are anticipated to evolve in the near future as more is learned from the development of the economic and traffic studies, the Tippecanoe Area Plan, the University Specific Plan and other program tasks.

Each section contains a brief description of the issues related to the relevant topic and includes input from policy documents, studies and reports prepared for the various City Departments, the Economic Conditions and Trends report prepared for the General Plan update, City Staff, residents, the business community and other stakeholders. Input from community members was obtained through five community visioning workshops held throughout the City in November 2001. The workshops were specifically designed to allow residents the opportunity to discuss issues that need to be addressed in the General Plan update as well as providing input to ultimately create a vision for the City's future.



CIRCULATION

C-1: Multi-Modal Transit

Issue Statement: Creating a range of transit opportunities for residents can decrease traffic congestion and commute times.

Existing land use patterns have resulted in an increasing dependence on the automobile. Even with innovative land use planning, the supply of roadway capacity in relation to vehicle trip demand will likely diminish, further exacerbating congestion and poor air quality. However, there exist a number of transportation alternatives that can aid in reducing automobile trips and associated consequences. The City has the opportunity to link a number of forms of transportation into a cohesive system. Examples of multi-modal transit include a linking of rail and bus systems, park and ride facilities with bike routes, buses, and car/van pool opportunities. The following specific issues were identified as needing special attention in the General Plan update.

- The development of a multi-modal transportation plan (especially connections to the airport) can lead to increased efficiency and reduced automobile congestion.
- Air transportation will be of increasing importance in the region. San Bernardino has the opportunity to capitalize on its airport to meet the growing need for air transport.
- Grade separations between railroads and roads are needed to promote safety, efficiency and emergency access.

C-2: Roadway Congestion

Issue Statement: Improved transportation facilities and systems, and alternative modes of travel are needed to reduce roadway congestion.

San Bernardino contains a number of freeways, highways and arterial roads, which serve as vital inter- and intra-regional linkages for the movement of people and goods. Internal growth and commutes from San Bernardino to other cities and counties have led to increasing commute times and roadway congestion. Continued urban growth is expected, further exacerbating the situation. Methods generally used to deal with congestion include improved transportation facilities and systems, the provision of alternative means of travel, altered work schedules and patterns, and land use patterns that allow employment, service and housing opportunities in close proximity.

Transportation Management is a potential mitigation measure for project-related traffic impacts. Transportation Management provides the opportunity to manage transportation systems (TSM) or manage the demand on transportation systems (TDM) in order to make the most efficient use of existing facilities. Examples of this include reducing the number of single occupant motor vehicle trips or increasing the use of alternative modes of transportation.



- A system of roadways must be implemented that provides adequate capacity to accommodate traffic generated by approved land uses in the City at an acceptable level of service.
- Traffic is especially congested in the University area during certain parts of the school year. There should be multiple access streets to the University to relieve congestion off of University Parkway and decrease the back-up caused on the I-215.

C-3: Connectivity

Issue Statement: Linking roads with trails, bike lanes and transit systems can relieve road congestion and interconnect all parts of the City.

The City has the opportunity to create an integrated circulation plan that will not only connect roads with trails, bike lanes and multi-modal transit systems, but that will utilize the entire circulation system to connect all parts of the City to each other.

- Relating the master plan for parks to the circulation plan may identify opportunities to create linkages and improve connections.
- Linking the several major centers (Downtown, Tri-city/Commercenter, Inland Center and Central City Malls, CSUSB, and San Bernardino International Airport) can create a greater sense of community.
- San Bernardino has evolved over time without adequate organization of land uses, building forms, open spaces and linkages. Consequently, a number of districts are poorly defined or incompletely linked to adjacent ones.

C-4: Roadway Improvements, Safety & Maintenance

Issue Statement: Roadway improvements are needed to maintain a safe and efficient road network.

Due to residents', travelers' and businesses' reliance on the roadway system, the necessity of maintaining an efficient and safe network while minimizing impacts on adjacent land uses will remain a top priority. Roadway improvements may also accommodate multiple forms of transportation such as transit lines or multi-purpose trails in order to maximize corridor efficiency.

- A special level of effort is needed to ensure sufficient financial support for maintaining the City's roadway system.
- There is an opportunity to coordinate with Caltrans to improve state controlled streets, taking advantage of their new policy of "context" sensitive solutions.

C-5: Trails

Issue Statement: Trails provide an opportunity to interconnect the city, provide recreational opportunities and maintain a suburban lifestyle.

Multi-use trails for hikers and bicyclists can serve both as a means of recreation and leisure and as an alternate mode of transportation. The rural



nature of many City areas along with its tremendous scenic qualities make trails a particularly attractive community amenity. Additionally, trails and greenbelts can connect open spaces and parks with activity centers throughout the City and offer the potential to increase tourism, land values and recreational opportunities.

- The General Plan should address trail linkages and strategies for timely implementation.

C-6: Truck Routes/Traffic

Issue Statement: Truck traffic needs to be managed to reduce road congestion and improve air quality.

Truck transportation plays a prominent role within the intermodal freight system for the City. Truck traffic, particularly on freeways and arterial roads within large industrial and manufacturing/warehousing districts, can contribute significantly to congestion and poor air quality. Their presence on local streets is often seen as an unsafe nuisance to residential and public uses. The challenge in a rapidly urbanizing City is to balance the objectives of continued economic growth with quality of life objectives such as safe streets, good air quality and decreased roadway congestion.

- Efforts to better manage truck traffic can lead to a decrease in congestion and noise pollution.
- Impacts of traffic on sensitive receptors, such as residential neighborhoods and schools should be minimized.

COMMUNITY CHARACTER/CITY IMAGE

From its early beginnings as a home to Spanish Missionaries, to its incorporation in 1854 when the City was inhabited predominantly by those of the Mormon faith, to today, San Bernardino has been a community proud of its pioneer spirit, optimism and innovation.

CCCI-1: City “Personality”

Issue Statement: Opportunity exists to link isolated districts of the City, create a distinct personality for San Bernardino and enhance the City’s image.

There was consensus among City Staff and residents that the City’s diversity, large tracts of undeveloped land, physically isolated communities, and high growth rate in the early 1990s, have caused San Bernardino’s historic character, distinct personality and buildings to gradually disappear. Community members in particular believe the City needs to recreate and capture its distinct personality, perhaps creating a greater sense of community through the select preservation of historic buildings and the development of separate theme identities for the City’s various districts.

- A cohesive identity and personality is lacking in the City. It is difficult to identify when you have entered or left the City, which is

partly due to confusing jurisdictional boundaries and unincorporated islands, as well as to the lack of a unifying theme.

- Entries into the City should be well defined or highlighted to help define boundaries and act as landmarks.
- There is a desire to develop and implement a cohesive theme for the entire City as well as sub-themes for neighborhoods to provide identity, help create a sense of community, and add to the City's personality.
- Route 66 Rendezvous and other cultural activities can be utilized to build a distinct identity for the City.
- San Bernardino has evolved over time without a defined strategy for organization of land uses, building forms, open spaces and linkages. Consequently, a number of districts are poorly defined or inadequately linked to adjacent ones. A goal of the General Plan should be to define districts and create linkages between them.
- Man made "edges" (Santa Fe Railroad, rail yards, I-10) tend to isolate different districts from one another. These edges deserve special attention in creating clear linkages.
- The City's personality and image are negatively affected by its landscaping and general level of attractiveness. A major component of residents' view of the City's future is the creation of a clean and attractive San Bernardino, which is well-landscaped, especially in street medians.
- The high crime rate and label as the arson capitol of the US creates a negative image. Policies in the Public Safety Element should be created to enhance the real and perceived level of safety within the City.
- The City's image could benefit from a distinct downtown skyline, which would act as a symbol for the City and to distinguish the City as the County seat. The General Plan should create a height and FAR ratio, which promotes the continued development of a distinct skyline downtown.



CCCI-2: Historic Structures, Districts and the Depot

Issue Statement: The General Plan update process should consider the preservation and relocation of historic structures to accentuate the City's image and character. The City is committed to the renovation and reuse of the historic Santa Fe Depot and making physical and functional improvements to the surrounding neighborhoods.

Due to the City's long history, cultural, historic, and paleontological resources are important assets for City residents. They provide a sense of orientation and civic identity, and are fundamentally connected to the quality of life residents currently enjoy. Historic and prehistoric resources give character and distinction to communities, offer educational and inspirational benefits for present and future generations, and can produce economic benefits to the City. As such, the City may consider identifying and establishing additional historic buildings or districts.



- Historical resources and architecturally significant buildings can be capitalized on to help create character and identity for the City.
- The City should consider relocating historic homes to the Historic Santa Fe Depot District. This may include the acquisition and relocation of architecturally significant historic homes from the Lakes and Streams project area (and other areas intended for clearance) to vacant residential lots in the Historic Depot District. These homes could then be restored and sold to their former and/or a new owner.
- New industrial, office, retail and business park buildings in the Depot District should be required to have architectural styles consistent with the historic Santa Fe Depot or "classic" styles of the era and should be consistent with the Historic Depot District Concept Improvement Plan.
- Any efforts to preserve historic buildings should be balanced with property rights and the structural integrity/safety of the buildings.

CCCI-3: City Leadership

Issue Statement: While the City's strong leadership is recognized by its residents, opportunity exists for increased responsiveness to resident's concerns at all levels of government.

With its strong leadership and commitment to collaboration, the City is well poised to address issues of concern in San Bernardino. Through their cooperative efforts, the Mayor, and Common Council have prioritized a list of six shared goals, consisting of the following:

- Priority 1: Maintain City Economic Development Agency financial stability.
- Priority 2: Take steps to enhance the City's Image.
- Priority 3: Provide adequate staffing levels to meet service demands.
- Priority 4: Create the "lakes and streams" project as the City's signature development.
- Priority 5: Develop more effective blight abatement (beautification).

- Priority 6: Increase efforts to become more streamlined and less bureaucratic in processing development projects.

The ability of the Mayor and Common Council to cooperate in their efforts to address vital community issues is a great source of strength for San Bernardino and will prove invaluable in minimizing constraints and maximizing opportunities raised in this report. Most residents are also pleased with the City government. However some residents, especially those in the Westside and Verdemonst would like for the City to be more responsive to their needs and create additional methods of obtaining input from residents.

Leadership is also present at the staff level. For instance, the newly formed Beautification Advisory Team (BAT), a City Department Head level working group, is currently developing and implementing strategies to improve the aesthetic qualities of the City. Programs suggested by BAT, in addition to other strategies for creating a “cleaner and greener” San Bernardino may need to be codified in the General Plan and Zoning Code.

- Utilize the shared goals of the City as a foundation of the General Plan and vision for the future.
- Utilize the BAT Team’s authority and structure to implement concepts of the General Plan.
- Incorporate the goals and concepts of the BAT Team into the policies of the General Plan.

CONSERVATION



CO-1: Minimizing Impacts and Preserving Habitats

Issue Statement: The conservation of certain lands and ecological habitats within the City should be considered as part of the General Plan.

There is a strong desire to minimize the environmental impact of future development, especially in hillside, mountainous and habitat areas. Conserving land can enhance the City’s quality of life, maintain a rural feeling within San Bernardino and balance the need for development with related environmental impacts.

- Establishing environmental programs can minimize the impacts of future developments, especially in the hillsides.
- Balancing the preservation of plant and wildlife habitats with the need for new development will be essential as growth continues.
- Coordination with regional multi-species habitat conservation planning efforts will help ensure that the City’s interests are considered.
- The environmental resources offered by the Santa Ana River and Cajon Wash should be explored in terms of assets to the City.



ECONOMY

The City of San Bernardino is an economic giant ready to be awakened. The City benefits greatly from its location, serving as a trucking and railroad hub, with its commitment to redeveloping blighted areas and from its large amounts of undeveloped land. Despite these and other positive economic factors, the City suffers from a relatively high unemployment rate, a high percentage of residents receiving public assistance, high office vacancy rates and a generally depressed market. In addressing these issues, the City should continue efforts to expand employment opportunities for residents and partner with the business community to create and maintain competitive advantages. Additionally, while participants in the Business Representatives focus group meeting conducted as part of the General Plan update, view San Bernardino as slightly businesses unfriendly, particularly due to excessive “red tape” and high tax rates, the City has recently undertaken extraordinary efforts to retain and attract small and large companies,

EC-1: Growth Sectors

Issue Statement: Opportunities for growth abound in San Bernardino in a multitude of job sectors across all skill and income levels.

Potential for economic growth lies with the City’s competitive advantage in several key sectors. In the coming years, San Bernardino must work with the business community to promote and facilitate growth in these industries while also developing competitive advantages in additional sectors. As part of the General Plan update, an Existing Economic Conditions and Trends Report was created to provide direction on key growth areas in the City. The following provides a summary of the study’s key findings, which will be used to create policies in the Economic Development Element and other sections of the General Plan, as appropriate.

- According to economic projections, opportunities exist for the City to capture a greater percentage of jobs in the light industrial and manufacturing sectors and special food preparation.
- The health services sector has a larger proportion of high value jobs and according to economic projections, provides tremendous opportunity to San Bernardino due to the proximity of Loma Linda Hospital and the City’s relatively inexpensive land.
- Partnerships and alliances with the Educational Services sector will be very important in not only creating a competitive labor pool, but also in providing a regional amenity.
- Opportunities for Wholesale Trade related uses with frontage to the I-215 should be explored. Eventual completion of the I-210/Route 30 connection will provide significant locational advantages.
- The new and fast growing Burlington Northern Santa Fe (BNSF) inter-modal hub can be capitalized on to provide local businesses with a competitive advantage with low transportation costs.
- Development potential exists along rail lines, for rail related and dependant uses.

- There is a moderate demand for mid-priced, business quality hotel rooms.

EC-2: Retail/Commercial

Issue Statement: Retail sales in the City are in a state of decline due primarily to competition from surrounding cities. However, revitalizing and accentuating existing retail centers can reverse this trend.

The City's total taxable sales declined at an average rate of 1.3 percent annually from 1990 to 1999, while the County's taxable sales grew at an average annual rate of 1.7 percent in constant 2000 dollars. In addition, many of the City's multi-tenant centers have vacancies ranging from 15 to 40 percent. However, while the City currently contains excess retail space, there is opportunity for growth. However, current retail/commercial centers, including the Carousal Mall and Inland Center should be rehabilitated to ensure continued shopping opportunities and sales growth.

- The provision of adequate retail sites is necessary to prevent residents from spending dollars outside of the City as well as enticing non-residents to shop within the City.
- The Carousel and the Inland Center Malls should be reviewed for potential new uses including the addition of mixed use developments, long term hotels and community open space.
- A surplus of commercial strip malls exists in the City, many of which are deteriorating. The City may consider redeveloping these areas or modifying their land use designations.
- Creating "ethnic-themed" commercial centers has the potential to create a sense of place and increase the capture area of shopping centers.

EC-3: Office

Issue Statement: Office space in the City is marginally overbuilt, but room for growth and expansion exists.

The demand for office space in the Inland Empire, particularly east of Ontario, is forecast to increase in the next five to ten years. According to an economic analysis prepared by Economics Research Associates (ERA), while the City's office market is currently overbuilt, projected employment growth estimates show that the City could capture as much as 170,000 square feet annually over the next five years. Most of the oncoming office demand in San Bernardino is likely to be fulfilled by infill development in the downtown area. Market conditions which permit some lower-density office park development can be accommodated in the northern part of the City, either along the I-215 corridor or adjacent to the University.

- Redesignating vacant industrial land along the I-215 may create an opportunity for University related businesses to locate in the City.



EC-4: Industrial

Issue Statement: Industrial space in the City is marginally overbuilt, but there is room for short-term and particularly long-term growth.

According to the ERA study, industrial vacancies in the City (4.8%) are significantly lower than the regional market as a whole (7.1%). Industrial rents are still lower than the regional average and demand factors indicate that the industrial market in the City is marginally overbuilt. However, the City could absorb approximately 400,000 square feet annually over the next four years, with the capacity to accommodate approximately two million square feet (on approximately 151 acres) by the end of the 2025. In the short term, most of the industrial growth is expected to be in the warehouse distribution sector due to the availability of prime locations with access to regional interstate highway system. This could be expanded to include key manufacturing and R&D sectors if the City is able to establish pro-active alliances with existing educational and professional institutions.

- Land use designations may be in need of adjustment to account for projected increase in demand for industrial space.
- Large tracts of undeveloped land lie along the I-215 corridor between downtown and the Tri-City area and east of the corridor extending to the San Bernardino International Airport. This is an opportunity for future growth, but at present there is insufficient economic demand or marketing efforts to result in the infill of these areas for commercial or industrial uses.

EC-5: Downtown

Issue Statement: The Downtown should be revitalized and intensified, particularly with mixed-use and cultural activities.

The City's Downtown is a primary activity and economic center. As with the rest of San Bernardino, there is excess office space in the Downtown area, but due to its competitive advantages, growth can occur in specific economic sectors and office space designed for particular uses may be needed.

- Intensifying the downtown with government and professional offices, convention facilities, hotels, cultural facilities, supporting retail and restaurants, and high-density residential can create a regional recreational, employment and retail center with local live/work communities (the provision of housing and employment within the same parcel of land) in San Bernardino.
- Arts on 5th, which will be located on 5th Street between D and E, will provide instruction in the areas of theater, dance, music, visual arts and creative writing with a mix of classroom and studio work. Policies may need to be refined or added to the General Plan, which allow for compatible uses to create a synergy with the arts program.
- According to economic projections, the City may be able to capture as much as 170,000 square feet of office annually over the next five

years in the Downtown. The General Plan Land Use Element should ensure the City's ability to capture this anticipated growth.

EC-6: Employment Opportunities

Issue Statement: Employment opportunities, especially high paying jobs, should be increased in the City to promote a jobs to housing balance.

San Bernardino currently experiences an imbalanced job to housing ratio. However, unlike many cities, San Bernardino supplies a relatively high number of housing units when compared to the amount of jobs provided in the City. The solution is not to demolish existing units or prevent new construction, but to develop economically and provide more amenities for residents. This will allow an increased number of resident an opportunity to work in the City and encourage our current and future labor force to live in San Bernardino and not in surrounding cities.

- Securing additional employment opportunities, especially those jobs paying higher wages, may provide residents with an opportunity to live and work within San Bernardino, reducing the need to commute to other cities and counties.
- General Plan policies encouraging coordination with the County would be beneficial to ensure any future expansion of County buildings results in growth opportunities for the City.

EC-7: Westside Development

Issue Statement: While the Westside is impoverished, opportunities for growth can be recognized to revitalize this area of the City.

San Bernardino's Westside is its most impoverished area. There is a strong desire on the part of both residents and business owners to revitalize the area and there is also agreement that the Westside contains many resources (human and natural resources) that may benefit the entire City. A challenge in the General Plan will be to develop this area economically, taking advantage of its many resources and providing job training and other professional enhancement services to its residents.

- According to residents, the City has been attempting to revitalize the Westside for many years. A possible solution posed by a member of the business community to increase the rate of economic growth in the area is to redesignate suitable land in the Westside as industrial in order to create additional jobs. The reevaluation of land uses in the Westside should be considered in the economic studies prepared for the General Plan update.
- The Westside helps bring in grant dollars to the City, but according to residents, the money never makes its way to that area of the City. A General Plan policy stating the City's commitment to spending grant monies in the areas of the City for which they were received, should be considered.
- Residents of the Westside believe there is a need for additional financial service providers, and higher quality services in general, such as restaurants and hotels in their area of the City. Long-term



policy solutions for the proper provision of good and services and the overall economic development of the Westside should be incorporated into the Economic Development Element.

EDUCATION

E-1: Expanding Educational Opportunities

Issue Statement: The City is dedicated to collaborating with local school districts to ensure the best possible education for residents of all ages.

The City is home to two major educational institutions: the California State University at San Bernardino (CSUSB), which is addressed further in the University District subsection, and the San Bernardino Valley College (SBVC). While it is generally believed that the relationship with these schools has been underutilized in the past, there is general agreement that they should now become fully integrated with the rest of the City. This may be accomplished by creating additional physical linkages to, and increasing interactions with, these institutions. Creating such connections and opportunities for partnership will provide the institutions with an opportunity to shape the community, and its role therein, for the mutual benefit students, faculty, residents and the business community.

- The City should work with CSUSB and SBVC to integrate and link the schools, physically and socially, to their surrounding communities so they become an integral part of the City and its future. Land adjacent to SBVC in particular should be explored to help integrate the college with the surrounding area.
- Economic and social partnerships with CSUSB and SBVC can potentially enhance the quality of life in the City and provide real-world experience for students.
- Coordination with the local school districts, to ensure continued development of quality K-12 schools throughout the City to meet growing demands may be necessary, according to some City Staff. The provision of quality schools will have the additional benefit of providing a valuable amenity to attract new residents and businesses into the City and can potentially lead to an increase in property values.
- High School and Jr. High School students can benefit from and capitalize on interaction and partnerships with institutions of higher learning.

E-2: The University District

Issue Statement: CSUSB is a great asset to the City and as such, physical and social linkages between the two should be expanded.



California State University at San Bernardino is located on 430 acres in the northern portion of the community against the San Bernardino Mountains. The University educates over 16,000 and is project to house just under 3,000 students. The University offers 42 baccalaureate degree programs, 15 teaching credentials, and 21 master's degree programs through five colleges: Arts and Letters, Business and Public Administration, Education, Natural Sciences and Social and Behavioral Sciences. The University emphasizes the liberal arts but offers a number of career-oriented programs, both at the undergraduate and at the graduate levels. The University is growing and has added 10 new buildings in the last 10 years.

As was mentioned in E-1, it is a goal of the City to collaborate with the University to fully integrate it with the surrounding community. Creating a physical connection and linkages between the City and the University's students and faculty, will foster additional partnerships and social relations. A Design Charette including participants from the University and City has been conducted to address these issues, the results of which will be included in the University District Area Plan.

- The University is not currently physically integrated with the surrounding community. The surrounding land uses are not oriented toward the University, the circulation access is not clearly delineated, and there is a lack of clear entry and signage into the area.
- The University is not oriented toward the surrounding land uses. In some areas, parking lots are placed between the community and the University.
- There is an opportunity for the City to capitalize on the presence of the University through the surrounding land uses, circulation connections, social integration, and marketing.
- There is an opportunity to utilize vacant land to the west of the University to integrate with the community.
- The University can be a resource to help build the community and improve the City of San Bernardino's identity.
- Improvements in the housing stock in the City of San Bernardino can help attract faculty and staff to locate within and become a part of the community.
- There is an opportunity to link surrounding uses with programs at the University. For instance, the future engineering program can be connected with adjacent industrial/research area.
- An opportunity exists to link the University with its surrounding areas through themed landscaping, streetscape, signage, art and street naming.
- The Arrowhead Credit Union proposal is an example of a project, which can be a catalyst for creating physical linkages with the University. Vacant land surrounding the CSUSB should physically



or socially link to the University and complement existing University related developments in the vicinity.

HOUSING ISSUES

As is the case in nearly all cities within California, developing an adequate and diverse supply of quality housing is a prime concern in San Bernardino. Generally, there is support for promoting residential infill development in the downtown area, rehabilitating the older housing stock, limiting the development of multi-family housing and providing a housing supply that allows people to live and work within the community. There is also a desire to provide housing development with additional amenities in new developments to appeal to high-income residents.

H-1: Preservation & Rehabilitation

Issue Statement: Many older homes are deteriorated and are in need of revitalization.

As residential neighborhoods age, special attention must be paid to the preservation and rehabilitation of older homes. Without sufficient restoration efforts, entire neighborhoods can become deteriorated and run-down.

- Some older housing units in the City are in need of rehabilitation.
- Pockets of deteriorating residential neighborhoods and mixed density areas in need to be revitalized.
- The City has rehabilitated many of the same properties multiple times. A different strategy may be needed for these properties.
- Deteriorating buildings near the Santa Fe Railroad Yards and Depot are in need of rehabilitation or beyond feasible repair and demolition and replacement with compatible “historic/classic” architectural styles is necessary.
- Preventing the deterioration of multi-family units can be accomplished by requiring owners to obtain annual permits that mandate standards for upkeep.



H-2: A Range of Housing Choices

Issue Statement: A range of housing opportunities from affordable to high-income units should be provided to allow residents of all income levels to live in San Bernardino.

The City currently provides a disproportionate number of units for lower and middle-income residents. Increasing the range of housing supplied in the City, from starter homes for first time homebuyers to executive style housing, has the potential to enhance the City’s image, increase property tax revenues, and increase opportunities for higher income residents, and improve the attractiveness of San Bernardino to new businesses.

- CSUSB employs approximately 3,600 individuals. Many of these positions provide incomes above the regional average, creating the opportunity and demand for a higher end housing stock. The

General Plan should help ensure the development of high quality, single family housing with additional amenities to attract the CSUSB faculty and staff into moving to San Bernardino.

- Many multifamily units in the City suffer from poor design and a lack of quality construction. Incentives may be provided to improve older existing units, and standards can be updated for the construction of new units.
- Upscale single-family residential units are lacking in the City. Construction of such units could attract corporate executives and other higher income individuals and families.
- The City is reconsidering its housing strategy. The percentage of rental units may be in excess and the City is contemplating strategies to increase the ratio of single-family homes to multi-family units. While the Housing Element is not a part of this General Plan Update process, these issues should be considered, particularly in light of their impacts on the Land Use Element.
- Expanding high quality residential development into the City's hillsides and periphery within the constraints of environmental, aesthetic, and infrastructure resources should be considered to provide additional housing opportunities.
- It has been suggested that assessment districts in the Verdemon community inhibit the development of housing in the area. Further research is needed to determine the extent of the situation and develop appropriate policies to address the issue in the General Plan.

LAND USE

The effective development of land is considered a priority. The development of land is a major force in linking neighborhoods to the entire City, balancing the jobs to housing ratio, interconnecting isolated areas within the City, and promoting economic development by capitalizing on existing assets that can attract development such as educational institutions, railroads, or industrial uses. A necessary foundation for this is the appropriate pattern and range of General Plan Land Use designations. In addition, creating opportunities for major market-transforming projects such as the Vision 2020 Lakes and Streams project can be a significant catalyst for future improvements. At the same time, the City must ensure the separation of incompatible land uses where buffers are not adequate so as to create/maintain a sense of community and identity.

LU-1: Unincorporated Islands

Issue Statement: The City should work with the County to coordinate development of unincorporated islands to reduce land use conflicts and incompatible uses.

Unincorporated "islands" or pockets of County governed land near the City of San Bernardino may have widely different development and infrastructure standards than the City. Many of these areas, such as Arrowhead Suburban Farms, are within the City's "sphere of influence." A sphere of influence is the physical boundary and service area outside of and adjacent to a city's border that has been identified by the Local Agency Formation Commission (LAFCO) as a future logical extension of the City's jurisdiction. While the



County of San Bernardino has land use jurisdiction over areas that are within its sphere of influence, development in these areas directly affects circulation, service provisions and community character within the City. A coordinated planning effort between the City and county in these areas is essential to reduce conflicts, especially if these areas are to be eventually annexed into the City's boundaries.

LU-2: Commercial Land Uses

Issue Statement: Isolated commercial centers in the City should be linked to their surrounding developments and excess commercial land needs to be reexamined for potential rezoning.

Commercial land helps provide jobs for local residents, enhances and balances communities economically, and contributes to a tax base which aids in providing needed public facilities and services. Issues related to San Bernardino's commercial land are not general in nature, but refer to specific areas within the City, which may be enhanced to reach their full potential.

- The National Orange Show provides a regional opportunity for the City. At the moment, the National Orange Show property is physically and functionally an isolated island, but can be enhanced with year-round commercial and recreational uses and should be better integrated into surrounding development.
- Many of the city's commercial districts are characterized by patterns of use and intensities of development that are inconsistent with the intended function and/or do not adequately serve adjacent residential communities. These problems are particularly evident in the downtown area and along Mount Vernon Avenue and Base Line Street and need to be addressed in the General Plan.
- Potential exists for redeveloping the corridor flanking "E" Street and linking downtown San Bernardino with the Tri-City/Commercenter with new major regional serving uses to increase retail/commercial opportunities and should be further examined as part of the General Plan update process.
- Limiting the amount of commercially designated land along suburban strips should be considered in the General Plan to focus commercial uses and improve their viability.
- Rezoning excess commercial land in older strips may encourage reinvestment and improve the quality of the remaining existing retail.
- A set of enforceable design guidelines could be developed for each street or community to enhance visual aesthetics.

LU-3: Jobs-Housing

Issue Statement: Increasing the number of jobs should be a priority in the City to create a more balanced jobs/housing ratio.

Quality urban development dictates a balance between jobs and affordable housing in close proximity. San Bernardino's jobs/housing ratio is considered imbalanced due to the high number of housing units provided relative to employment opportunities. This is reflected in the clogged freeway corridors and arterials linking the City with jobs-rich regions in Orange and Los Angeles counties.

The availability of large areas of flat, inexpensive land along with the location of employment growth in eastern Orange and Los Angeles counties has, since the late 1970s, been a major factor in the residential growth of the Inland Empire. This scenario has resulted in stressed circulation and environmental systems. As stated in the Economic Development section of this report, the primary answer to improving the jobs/housing ratio is to provide additional employment opportunities. Therefore, as the City implements its economic strategies, the jobs/housing ratio should improve. Additionally, ensuring a balance and proximity between residential and job-producing land uses will minimize the impacts of future growth.

LU-4: Land Use Compatibility

Issue Statement: Compatibility of adjacent land uses should be ensured to reduce any negative impacts, particularly on sensitive receptors.

One of the primary purposes of land use planning is to minimize the impacts land uses have on adjacent areas. A number of land uses, including industrial and commercial, can have potentially adverse effects upon more sensitive uses such as residential neighborhoods, schools and offices.

- Impacts to properties adjacent to the airport should be considered and the General Plan updated to address any land use conflicts or improve compatibility with the airport.
- Land use regulations in the City should be developed to physically protect sensitive facilities such as schools and hospitals from incompatible land uses such as areas where hazardous waste materials are stored, treated and transported in the City.
- Future residential uses and other sensitive receptors should not be located near loud noise sources.
- Residents are in favor of placing land uses such as rehabilitation clinics in appropriate locations away from residential areas.

LU-5: Mixed Use

Issue Statement: Mixed-use development should be considered to promote the development of more intense and lively urban centers, and transit oriented development.

Mixed-use areas allow for flexibility in land use design by allowing a mix of either horizontal or vertical uses on one or more parcels. An example of vertical mixed use is to place residential housing units above compatible commercial/retail or office units. Horizontal mixed use, instead of



intentionally separating these uses, allows for residential, commercial/retail and /or office space to be intentionally integrated into a tight, walkable cluster. Mixed-use areas can serve to provide a civic focus, promote more intense and lively urban activity, promote the use of transit, and establish a more efficient use of services and infrastructure than traditional land use planning currently allows.

- Potential exists for implementing mixed-use development at strategic locations throughout the City and especially in the Downtown area.
- The Santa Fe railroad depot and adjacent properties can be intensified as a mixed-use center. However, desirable land uses adjacent to the Depot need to be determined, such as are contained in the Historic Depot District Concept Improvement Plan.
- Cores of intensified land uses and mixed uses at strategic locations, such as key intersections, can help provide a focus, landmark, and act as an area in which to consolidate strip commercial uses.

LU-6: Hillside Development

Issue Statement: Hillside development is controversial but the issue needs to be revisited as part of the General Plan update.

Development of San Bernardino's hillsides can provide a variety of opportunities for the City, but at the same time raises a variety of concerns, such as protection of the environment, loss of open space, the character and image of the new developments and linkages with the entire City. While San Bernardino currently applies strict development standards for hillside construction and protection, these standards may need to be reassessed. This may prove to be a very controversial issue, however, with many residents opposing hillside development (especially on Kendall Hill) and many others supporting their development with up-scale housing.



LU-7: Suburban Lifestyle

Issue Statement: Residents of certain communities within the City enjoy and would like to retain their current suburban lifestyle.

There is a desire from residents of suburban areas to maintain the established lifestyle associated with large lots, lower densities and a mix of non-residential uses. Over the next twenty years, the challenge will focus on preserving the character of established suburban areas while accommodating future growth and the preservation of open space.

- In the General Plan, the City must balance growth and development pressures with the need to preserve positive residential character. For instance, there are growth pressures in Verdemon to extend suburban residential development and higher densities to the area, but increasing the density would change the feel and character of the area.

- The City can enhance its suburban lifestyle by focusing future growth away from rural/suburban areas.
- Areas intended for rural/suburban lifestyles must be identified and protected in the General Plan.

LU-8: Indian Lands

Issue Statement: Coordination of land uses with Native Americans can be beneficial to the City and the Indian Tribes in creating compatible developments.



While the City does not have land use jurisdiction over Indian lands, their location within the framework of the Citywide land use network requires a coordinated planning effort.

- Policies in the General Plan encouraging the coordination with the San Manuel Indians regarding potential development plans are needed to ensure land use compatibility.
- Partnerships with Indian Tribes to jointly promote and address the needs of future developments in areas surrounding tribal lands should be encouraged in the General Plan.

LU-9: Airport

Issue Statement: The San Bernardino International Airport presents an outstanding resource for economic development, while creating the challenge of ensuring a compatibility with surrounding land uses.



The importance of air transportation has grown over the years due to the time savings it provides in the movement of people and freight. It has opened up many areas that were not economically feasible when served by other modes of transportation, and allows businesses to locate in the optimum location in terms of labor supply, natural resources, and product market. In addition to the increased demand for air transportation by businesses, the rapid population increase expected for the Inland Empire will also likely require the expansion of existing aviation facilities and the addition of new facilities.

Providing air transportation services for the region can potentially accelerate economic growth in the City and create competitive advantages for its businesses. However, as stated earlier, the nature of airport operations and their accompanying noise and safety hazards require careful land use planning on adjacent lands.

- The airport represents a great potential for economic development in San Bernardino. The General Plan should do what is necessary and desirable to promote the airport and provide support facilities and improved access.
- Potential may exist for establishing airport related industrial uses in the areas southwest of the San Bernardino International Airport and northwest along I-215 with limited possibilities in the Westside.
- Expansion of industrial/airport related /office space uses should be considered in and around the airport.



- Consistency between the Airport Master Plan, Airport Layout Plan and the General Plan should be established and maintained.

LU-10: Noise

Issue Statement: Certain areas in the City may experience substantial noise levels which need to be further analyzed as part of the General Plan and EIR.

Several residential communities near industrial areas of the City are adversely impacted by noise pollution. As noise conflicts between urban land uses, particularly incompatible uses, are inevitable in the face of continually expanding urban uses, it is becoming increasingly important to apply mitigating solutions to these noise conflicts. Noise attenuation techniques include those associated with proper land use and transportation planning, which may include limiting certain kinds of development near noise-producing land uses, implementing design and building techniques in existing and future site layouts and construction, and setting and enforcing standards for noise-producing land uses.

- Residential areas surrounding the San Bernardino International Airport may be adversely impacted by noise levels exceeding 65 and even 75 db, according to City Staff. A further detailed examination may be necessary to determine the exact areas negatively impacted by these high noise levels and if they are currently classified as nonconforming uses.
- Residential neighborhoods surrounding the Atchison, Topeka and Santa Fe rail yards are generally subjected to noise levels of 61 dB, with one-time noise events exceeding 74dB.
- Residential areas within the city are impacted by vehicular and aircraft noise levels exceeding State guidelines. This impact is magnified adjacent to high volume roadways and freeways in the City and should be addressed in the Noise Element.
- Among the impacts of noise pollution are a decline in property values, lower academic performance among children and a general decay in the quality of life.

PARKS, RECREATION, AND CULTURE

PRC-1: Park and Recreation Facilities

Issue Statement: Creative methods of securing park space are needed to offset deficits in neighborhood and community parklands.

Park and recreation facilities are in short supply in the City. Based on the 5 acres of park space per 1,000 residents standard, there is approximately a 500-acre deficit within the City. In addition, the situation will increase in importance as the youth age cohorts continue to grow and place increased demand on recreational facilities.



- Based on the park standard of 5 acres per 1,000 residents, there is a deficit in park space. These deficiencies exist primarily at the neighborhood and community park level.
- Quimby funds and general revenues will be insufficient to acquire, develop, maintain and operate the additional recreational facilities needed. The City must, therefore, employ creative techniques such as land banking to secure additional land for parks.
- Available school site facilities and the San Bernardino National Forest can offset some of the shortfall in parks space.
- Increases in the child age population will require the City to begin planning for the provision of land for youth sports and activities.
- Play equipment in many of the older parks is deteriorating and in need of the City's attention.
- Additional activities for youth are needed, especially on the Westside.

PRC-2: Open Space

Issue Statement: Open spaces throughout the City have the potential to be utilized as recreational areas and for other purposes, however, residents need to be made aware of their existence.



Appreciation of open space, undeveloped lands, and natural areas has increased in an era of growing urbanization and environmental degradation. Formerly considered in abundance, open space is a resource that is now recognized as significant and diminishing. Open space preservation can serve many purposes, including the preservation and enhancement of environmental resources and the proper management of environmental hazards. Open space areas provide a diversity of benefits to City residents.

- There are significant opportunities to use non-developable open spaces for recreational uses (e.g. Cajon-Lytle creek washes, Santa Ana River and various flood control areas). In addition, one of Southern California's extraordinary watershed features in the Santa Ana River: the City should consider coordinating with current federal, state, regional and local efforts to better manage the watershed.
- Open space areas are currently not well used. Providing greater access and educating the public as to the location of these areas may lead to additional usage. Facility improvements and recreation programs coordinated with educational institutions may also stimulate use and conservation of these resources.

PRC-3: Cultural Resources

Issue Statement: Opportunities exist in the City to provide additional cultural centers and enhance existing resources.



The City of San Bernardino attempts to provide a diverse range of recreation and community events for residents. Many of the cultural activities, such as the Route 66 Rendezvous, are based upon the City's long and distinguished history.



- While the City enjoys the California Theatre and the several touring companies it hosts, and will soon benefit from Arts on 5th (please see EC-5 Downtown), residents believe additional prestigious cultural resources such as theatres and art centers, which could be supported in the City, are lacking. The issue may stem from a lack of promotion of existing cultural facilities or their concentration in the downtown area.
- Increasing the availability of cultural activities can improve the City's image, increase property values and create a greater sense of community by means of theme areas and activity nodes.
- The General Plan should focus on policies that promote linkages and promoting existing cultural resources, such as the San Bernardino Stadium and National Orange Show.

PRC-4: Libraries

Issue Statement: Library services should expand in conjunction with increases in population.

Libraries are important community facilities that provide a focal point of education and community awareness. They are becoming overburdened due to a growing population, growth in leisure time, higher educational goals and attainment, and the increasing use of computer technology in accessing information.

- Projected increases in library usage generated by new development may overload the library system.
- Additional land for library facilities and funding sources should be secured in the future.
- Diversification of library access modes needs to be expanded.

PUBLIC FACILITIES & SERVICES ISSUES

PFS-1: Capital Improvements & Public Facilities

Issue Statement: Infrastructure improvements must keep pace with growth, especially in the Tippecanoe area.

With population growth and urban activity continuing to increase in the City, developments will require further investments in the provision of capital improvements such as new and improved roads, utilities, law enforcement and fire services, parks, libraries, community centers, schools and other public uses and services necessary to support urban life.

- Water transmission facilities feeding the south part of the City are undersized and in need of upgrading, predominantly in the Tippecanoe and International Airport areas.
- Infrastructure improvements along Tippecanoe need to be addressed in the Tippecanoe Infrastructure study.

- Wastewater facilities need to be enhanced and possibly expanded concurrent with development.
- Financial resources for infrastructure management and capital costs must be ensured prior to further development in the City.

PFS-2: Code Enforcement

Issue Statement: Residents favor stricter code enforcement as a method of removing blight in the City.

Code Enforcement ensures compliance with city regulations and requirements addressing the health, safety and welfare of the community. Neglecting or overburdening code enforcement operations can lessen the effectiveness of City policies and programs, can affect the quality of life within the community, and can negatively impact the City's image.

- According to residents, lack of code enforcement has allowed illegal signage and property maintenance conditions to persist.



PFS-3: Water Supply

Issue Statement: Unlike most Cities in Southern California, San Bernardino has an overabundance of water, which however, needs to be contained and utilized as a resource to enhance the quality of life within the City.

Urban activity is highly dependent upon the availability of adequate water supplies. Water supplies are generally divided into three categories: surface waters and the impoundment of surface waters within the local drainage basin; local groundwater supplies; and waters imported to a locality through inter-basin transfers. Within a given area, distribution systems are generally devised to eliminate the need for individual wells or riparian diversion facilities.



While many cities in Southern California are in short supply of water resources, such is not the case in San Bernardino. Due to large levels of underground water, the City has an adequate water supply. However, the City is in need of additional water storage facilities and must address the contamination of its ground water.

- The water supply is sufficient but according to City Staff, San Bernardino may require additional storage facilities, especially in the Verdemon area as growth continues.
- Opportunities to financially capitalize on water resources and enhance the City's image through developing water themes in new developments should be explored.
- The Lakes and Streams and related projects designed to manage the City's high water tables will need to be incorporated into the appropriate General Plan Elements.

SAFETY ISSUES

S-1: Police Services

Issue Statement: The City has been successful in reducing the crime rate within the City; however, public safety remains an issue in unincorporated areas that may eventually be annexed into San Bernardino's jurisdiction.

The City has experienced a relatively high crime rate in the past, which resulted in severely negative economic, image and social impacts. However, between 1993 and 1999 the crime rate dropped by 50.5%. This was accomplished through community policing, creating safescapes and proactive efforts. In addition, a major effort of the Police Department has been to identify the 10% of the population that commits 60% of all crimes.

With the annexation of County unincorporated areas, the City's crime rate is expected to increase. Areas within the City's Sphere of Influence have a higher crime rate and do not employ the same proactive techniques as the City. The end result will be that areas within the current City's boundaries will be no less safe, however, overall crime rates may increase with the addition of the annexed areas.

- Annexation of certain properties has the potential to increase the City's crime rate. Calls for service will increase and free patrol time will shrink
- San Bernardino relies on community policing, which is not done in unincorporated areas, an issue which will have to be addressed if these areas are to be annexed.
- As population continues to grow, of concern are the means to expand police facilities and services, reduce the rates of crime and enhance the reality and perception of safety in all areas of the City.
- Implementing Crime Prevention Through Environmental Design (CPTED) and defensible space techniques for new developments in the City can lead to lower crime rates.

S-2: Fire Services

Issue Statement: Fire Services must keep pace with development, especially in the hillsides.

Fire services within the City are adequate and are highly rated by residents. The City must, however, work closely with the Fire Department when considering new developments in the hillsides, especially those areas identified as posing either an extreme or moderate fire hazard. Adequate personnel and response times must be ensured prior to any developments in these areas.

S-3: Fire Hazards

Issue Statement: The threat of wildland fires is a concern in the hillsides, with the situation aggravated by high winds in the area.

Fires in undeveloped areas result from the ignition of accumulated brush and woody materials, and are appropriately termed "wildland fires". Such fires can burn large areas and cause a great deal of damage to both structures and valuable open space land. Urban fires usually result from sources within the structures themselves. Fire hazards of this type are related to specific sites and structures, and availability of fire fighting services is essential to minimize losses.

- Northern portions of the City are impacted by a high wildfire and wind hazard. Development and design standards should be updated to ensure the protection of residents from these hazards.

S-4: Seismic

Issue Statement: San Bernardino is crisscrossed by major earthquake fault lines, which must be considered in land use designations and design standards.

Several active and potentially active fault zones traverse the City of San Bernardino. These include the San Andreas Fault system the Glen Helen Fault, the Loma Linda Fault and the San Jacinto Fault system. Certain of these faults have also been designated as Alquist-Priolo Earthquake Fault Zones, prohibiting the construction of most types of habitable structures within 50 feet of the fault.



With the occurrence of an earthquake along the San Andreas, San Jacinto or Cucamonga faults, much of the City is susceptible to liquefaction, particularly due to the City's high water tables. Liquefaction occurs when saturated sand or coarse silt is vibrated or comes under extreme pressure, changing the properties of the soil to heavy liquid. When this occurs, the strength of the soil decreases and, the ability of a soil deposit to support foundations for buildings and bridges is reduced. Liquefied soil also exerts higher pressure on retaining walls, which can cause them to tilt or slide. This movement can cause settlement of the retained soil and destruction of structures on the ground. As areas in the City susceptible to liquefaction are considered for development, the City must factor in the potential threat to the health, safety and welfare of future residents. This issue will also need to be addressed in the General Plan update Environmental Impact Report.

- Local, state and federal disaster preparedness resources and mobilization need to be coordinated to assure adequate preparedness in the event of a major seismic event.
- Continued efforts to identify seismic hazards in the land use plan and assurance that all structures comply with the building codes will help to ensure the public safety.

Appendix 8 Zoning Consistency Matrix



The following table describes the existing zoning categories and their relative General Plan land use designations in the General Plan. The italicized text indicates those designations where changes have occurred.

Existing Zoning Designations	Relative General Plan Land Use Designation
Residential Designations	
Residential Estate (RE)	Residential Estate (RE)
Residential Low (RL)	Residential Low (RL)
Residential Low-3.5 (RL-3.5)	Residential Low-3.5 (RL-3.5)
Residential Suburban (RS)	Residential Suburban (RS)
Residential Urban-1 (RU-1)	Residential Urban (RU)
<i>Residential Urban-2 (RU-2)</i>	<i>Residential Urban (RU)</i>
Residential Medium (RM)	Residential Medium (RM)
Residential Medium High (RMH)	Residential Medium High (RMH)
Residential Medium High/20 (RMH/20)	Residential Medium High/20 (RMH/20)
Residential High (RH)	Residential High (RH)
Commercial Designations	
Commercial Office-1 (CO-1)	Commercial Office (CO)
Commercial Office-2 (CO-2)	Commercial Office (CO)
Commercial Neighborhood (CN)	Commercial General (CG-1)
Commercial General-1 (CG-1)	Commercial General (CG-1)
Commercial General-2 (CG-2)	Commercial General (CG-1). Mt Vernon and Baseline Opportunity Area Overlays address unique policies.
Commercial General-3 (CG-3) University. Student serving uses	Commercial General (CG-1). University District Specific Plan addresses unique policies.
Commercial General-4 (CG-4) Mt. Vernon – theme district	Commercial General-2 (CG-2)
Commercial General-4SP (CG-4SP) Paseo Las Placitas	Commercial General-3 (CG-3)
Commercial General-5 (CG-5) Verdmont	Commercial General (CG-1)
Central City South-1 (CCS-1)	Central City South-1 (CCS-1)
University Business Park-2 (UBP-2)	University Business Park-2 (UBP-2)
University Business Park-3 (UBP-3)	University Business Park-3 (UBP-3)
Commercial Regional-1 (CR-1) Regional Malls	Commercial Regional-1 (CR-1) Regional Malls
Commercial Regional-2 (CR-2) Downtown	Commercial Regional-2 (CR-2) Downtown
Commercial Regional-3 (CR-3)	Commercial Regional-3 (CR-3)
Commercial Regional-4 (CR-4)	Commercial Regional-4 (CR-4)
Commercial Heavy (CH)	Commercial Heavy (CH)
Industrial Designations	
Office Industrial Park (OIP)	Office Industrial Park (OIP)
Industrial Light (IL)	Industrial Light (IL)
Industrial Heavy (IH)	Industrial Heavy (IH)
Industrial Extractive (IE)	Industrial Extractive (IE)
University Business Park-1 (UBP-1)	University Business Park-1 (UBP-1)
Central City South-2 (CCS-2)	Central City South-2 (CCS-2)
Other Designations	
Publicly owned Flood Control (PFC)	Publicly owned Flood Control (PFC)
Public Facilities (PF)	Public Facilities (PF)
Central City South-3 (CCS-3)	Central City South-3 (CCS-3)
Railroad (RR)	Railroad (RR)
Public Parks (PP)	Public Parks (PP)
	<i>Open Space (OS)</i>
Public/Commercial Recreation (PCR)	Public/Commercial Recreation (PCR)

Appendix 8. Zoning Consistency Matrix

Existing Zoning Designations	Relative General Plan Land Use Designation
Overlays	
Hillside Management Overlay	Hillside Management Overlay
Foothill Fire Zone Overlay (FF)	Foothill Fire Zone Overlay (FF)
	<i>Residential Student Housing Overlay (RSH)</i>
	<i>Baseline Opportunity Area</i>
	<i>Community Hospital Opportunity Area</i>
	<i>Downtown Opportunity Area</i>
	<i>E Street Opportunity Area</i>
	<i>Eastern Recreation Village Opportunity Area</i>
	<i>Highland Avenue Opportunity Area</i>
	<i>Mount Vernon Opportunity Area</i>
	<i>Redlands Boulevard Opportunity Area</i>
	<i>Residential Conversion/Restoration Opportunity Area</i>
	<i>San Bernardino International Airport (SBIA) Opportunity Area</i>
	<i>San Bernardino Valley College Opportunity Area</i>
	<i>Santa Fe Depot Opportunity Area</i>
	<i>Southeast Opportunity Area</i>
	<i>Southeast Industrial Opportunity Area</i>
	<i>Tippecanoe Opportunity Area</i>
	<i>Verdemon Area Plan</i>
	<i>Urban Conservation and Enhancement Area</i>



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Appendix 9 Circulation Plan Changes



CIRCULATION PLAN CHANGES FROM THE 1989 CIRCULATION PLAN

- 1) Mt. View Avenue: (joint jurisdiction with Redlands): I-10 Freeway to San Bernardino Avenue; Upgrade from Secondary to Major Arterial. This classification upgrade is consistent with the City of Redlands' General Plan Circulation Element and current intentions to construct the northbound lane portion of a proposed six-lane major arterial. This proposed roadway will accommodate projected growth and provide convenient freeway access in the Redlands designated East Valley Corridor Specific Plan area. City Development Services staff have held recent meetings with the City of Redlands consultants to discuss/determine the ultimate roadway street width and right-of-way for this roadway widening project. (per attached cross-section)
- 2) Mt. View Avenue: (joint jurisdiction with Redlands): Add a new Secondary Arterial; between San Bernardino Avenue and Central Avenue. This roadway request is a continuation from Item #1. The City of San Bernardino at the request of SANBAG, hopes to develop a secondary roadway to alleviate traffic demand on Tippecanoe Avenue en route to the I-10 freeway from the proposed IVDA/ Hillwood development of the former Norton AFB complex. The cooperative project with the City of Redlands will include a proposed four-lane arterial with a bridge over the Santa Ana River. Funding for this project is pending
- 3) Central Avenue: Add Secondary Arterial between Mt. View Avenue and Tippecanoe Avenue. Also, add Secondary Arterial between Mt. View Avenue and Arrowhead Avenue. The intent of this request is to make the Central Avenue roadway segment between Arrowhead Avenue and the proposed Mt. View Avenue extension uniform and consistent with the General Plan update. This roadway is proposed to be the primary access to the IVDA/ Southgate Development and is an important east/west link between Tippecanoe Avenue and Waterman Avenue.
- 4) Richardson Street: Add Collector Arterial between Riverview Drive and the I-10 freeway. This roadway was previously designated as a local street, but should be upgraded to a local collector since it connects the Riverview Industrial Park to Redlands Boulevard with a bridge over the I-10 freeway. Richardson Elementary School is located on this street so this roadway is used as the primary route to/from school by students, parents, and school buses.
- 5) Harriman/Rosewood Alignment: Delete the easterly half of Harriman (Rosewood Drive) Orchid to Tippecanoe. Since Harriman Drive is presently being realigned to Laurelwood Drive, the existing roadway segment connection to Tippecanoe Avenue needs to be vacated/deleted to accommodate the proposed Hub development.
- 6) New Harriman/Laurelwood Dr. Alignment: Plot the new Laurelwood alignment from Harriman to Tippecanoe Avenue, designate as a Secondary Arterial. As indicated in Item

- #5, Harriman is being realigned to Laurelwood Drive to accommodate the Hub commercial development that is to be located south of the Harriman realignment between the I-10 freeway and Tippecanoe Avenue. The secondary arterial designation is compatible with the previous road way classification for the Tri-City Center Specific Plan.
- 7) Carnegie Drive: Upgrade easterly segment between Brier and Hospitality to Major Arterial designation. The requested classification upgrade will make the Carnegie Drive uniform and consistent with the Tri-City Center Specific Plan for the full built-out scenario.
 - 8) Victoria Avenue: Add Secondary Arterial between Tippecanoe Avenue and Mt. View Avenue. This roadway was previously designated as a local street but has since gained importance due to the northerly realignment of Lugonia Street by the City of Redlands to intersect Victoria Avenue at Mt. View Avenue. Victoria Avenue has industrial/commercial development between Tippecanoe and Richardson and residential development between Richardson and Mt. View Avenue.
 - 9) Coulston Street: Add Secondary Arterial between Tippecanoe Avenue and Mt. View Avenue. This proposed roadway will provide a convenient east/west access to patrons who frequent businesses on Hospitality Lane (Costco, Staples, etc) from the Redlands area via Mt. View Avenue. The proposed roadway classification is compatible with the major Arterial classification that is assigned to Hospitality Lane. Hospitality Lane becomes Coulston Street after it crosses Tippecanoe Avenue in an easterly direction.
 - 10) Lena Road Extension: Delete roadway segment between Orange Show Road and Carnegie Drive. The Lena Road extension as presently proposed will terminate at Orange Show Road and will not cross the Santa Ana River. The City is proposing to extend Mt. View Avenue across the Santa Ana River to the east and is proposing to designate Mt. View Avenue as the secondary access to the IVDA/Hillwood Development of the airport.
 - 11) Tippecanoe Avenue: Add Major Arterial between Central Avenue and 3rd Street. Tippecanoe Avenue was mistakenly designated as a local street between Rialto Avenue and Central Avenue in the General Plan. This roadway request will make Tippecanoe Avenue more uniform between 3rd Street and the I-10 freeway and more compatible with the development proposed for the former air force base
 - 12) Mill Street: Confirm the upgrade of Mill Street between Lena Road and Tippecanoe Avenue as a Major Arterial. This request is similar to Item #12. This referenced segment of Mill Street was mistakenly depicted as a local street when in fact to be uniformly consistent with the General Plan classification, it needs to be shown as a Major Arterial.
 - 13) Vanderbilt Way: Upgrade Vanderbilt Way between Waterman and Carnegie to a secondary arterial. This roadway was designated as a local street in the 1989 Circulation



- Element. To be consistent with the Tri-City Center Specific Plan, this roadway should be upgraded to a secondary arterial that connects Waterman Avenue to Carnegie Drive.
- 14) Riverview Drive: Add Collector Arterial between San Bernardino Avenue and Mt. View Avenue. This roadway was initially shown as a local street in the 1989 Circulation Element. However, since this roadway provides indirect secondary access to the I-10 freeway and direct access to Redlands Blvd. from the Riverview Industrial Park, staff would like the roadway to be upgraded to a secondary arterial.
 - 15) Fairway Drive: Extend roadway easterly from Camino Real to intersect S. "E" Street, and designate as a Secondary Arterial. Similar to several previous items, this roadway was listed as a local street in the 1989 Circulation Element. However, since this roadway is a major southerly east/west link between our City and Colton, staff is requesting that the referenced street segment be upgraded to a Secondary Collector.
 - 16) Commercenter Drive East, Commercenter Drive West, and Business Center Drive: Upgrade roadway segments off Hospitality Lane and designate all as Collector Arterials. Similar to several previous items, these roadways are listed as local streets in the 1989 Circulation Element.
 - 17) Caroline Street, Club Way, Club Center Drive, Commercial Road, and Wier Road: Add roadway segments between Hunts Lane and Waterman Avenue and designate as Collector Arterials. Similar to several previous items, these roadways should be upgraded to Collector Arterials since the area has not fully reached its ultimate growth potential and the referenced roadways do function as collectors to adjacent local residential streets.
 - 18) Harry Sheppard Blvd.: Add roadway segment between Tippecanoe Avenue and Del Rosa Avenue, and designate as a Secondary Arterial. This roadway is shown as a local street in the 1989 Circulation Element. To be consistent with the goals and infrastructure plan for the IVDA/ Hillwood Northgate Development of the former air force base property, this roadway should be upgraded to a Secondary Arterial.
 - 19) Del Rosa Avenue: Show roadway to Harry Sheppard Blvd. and designate as a Major Arterial. Similar to Item # 18, this roadway was shown as a local street in the 1989 Circulation Element. Using the same rationale as Item #18 and to be uniformly consistent with the existing roadway classification of Del Rosa Avenue, staff is recommending that this roadway segment be upgraded to a Major Arterial.
 - 20) Sierra Way: Downgrade roadway classification between 5th Street and Mill Street from Major to Secondary Arterial. Staff is requesting this downgrade for purposes of roadway classification consistency along the entire length of Sierra Way. Waterman Avenue, which is less than ¼ mile easterly of Sierra Way functions as a Major north/south Arterial through the center of our City.

- 21) “D” Street: Downgrade roadway classification between Rialto Avenue and Mill Street from Secondary to Collector Arterial. Staff is requesting this downgrade due to the significant decrease in traffic along “D” Street south of Rialto Avenue. There is also no direct access along “D” Street between Rialto Avenue and Mill Street since “D” Street is a “T” intersection at Valley Street and Oak Street with a missing segment in between.
- 22) “I” Street: Delete Secondary Arterial segment between 2nd and 3rd Streets. The reconfiguration of the I-215 freeway off ramps at 2nd Street will necessitate the need for a cul-de-sac of “I” Street at 3rd Street, therefore the need to delete the referenced street segment.
- 23) 3rd Street: Delete Secondary Arterial segment between Viaduct/“K” Street and Mt. Vernon Avenue. This segment of 3rd Street will become the access roadway for the parking lot area of the Santa Fe Depot/ Metrolink multi-modal complex.
- 24) 2nd Street: Delete the Major Arterial connection between Mt. Vernon Avenue and Rialto Avenue. 2nd Street west of Mt. Vernon Avenue is of no major significance and should be downgraded to a local street since it serves a few adjacent residences nearby and provides secondary access to Rialto Avenue.
- 25) 4th Street: Designate 4th Street as a collector arterial between Arrowhead Ave and “G” St. Staff has agreed to designate this segment of 4th Street as a collector arterial because of the limited linkage between the Santa Fe Depot, various governmental agencies, and the CBD.
- 26) Medical Center Drive: Delete this Secondary Arterial segment between Rialto Avenue and 5th Street. This roadway segment has never existed as other than a “paper street”. The BNSF multi-modal facility complex will prevent this roadway from ever being constructed. Medical Center Drive was initially named Muscott Street and is known by that name, south of Rialto Avenue.
 - 26a) Eastbound 4thSt. will be diverted to 5th St. due to new Mt. Vernon bridge alignment. Staff reached a consensus on this item at the last General Plan meeting. The northerly alignment is still pending.
- 27) Crestview Avenue: Delete this Collector segment between 21st St. and Highland Avenue. Crestview Avenue forms a “T” intersection at 21st Street. The expansion of the Saint Bernardine’s Hospital complex would prevent any possible extension of Crestview Avenue to Highland Avenue.
- 28) Piedmont Drive: Delete this segment between Victoria Avenue and Arden Avenue. Piedmont Drive existed as a “paper street” for the past several decades. The development of the San Manuel casino complex will prevent the roadway from ever being constructed and street vacation proceedings are pending. Piedmont Drive is presently a cul-de-sac on



the east side of Victoria Avenue. Piedmont drive between Highland Avenue and the cul-de-sac easterly of Victoria Avenue shall be designated as a collector arterial.

- 29) Meridian Avenue: Show Collector roadway segment break between Mill St. and Rialto Ave. Meridian Avenue is not a through street between Mill Street and Rialto Avenue. There are Metrolink railroad tracks that currently are a barrier to this roadway segment. The roadway will probably never be extended northerly due to the close proximity of Pepper Avenue which is a major north/south arterial.
- 30) 16th Street: Downgrade all roadway segments between Waterman and State Street from Secondary to Collector Arterial. 16th Street is basically an excellent east/west collector arterial being strategically located half way between the major arterials of Base Line and Highland Avenue. 16th Street also runs predominantly through residential neighborhoods.
- 31) Sepulveda Avenue: Downgrade roadway segment from 40th Street north to Collector Arterial. Sepulveda Avenue will function as an excellent residential neighborhood collector roadway that provides convenient north/south access to commercial development along 40th Street. Sierra Way, which is one block westerly of Sepulveda, is designated as a secondary arterial due to its 4-lane configuration and its access to highway 18 and the southerly limits of the City where it essentially terminates at Mill Street,
- 32) “H” Street Downgrade roadway segment between Kendall Dr. and Northpark Blvd. To a collector. “H” Street makes an excellent collector roadway that provides local neighborhood access to 40th Street / Kendall Drive commercial development. Nearby Mountain Street and Little Mountain Drive are both designated as north/south secondary arterial roadways. A major portion of this roadway is in unincorporated (County) areas.
 - 32a) show a break (cul-de-sac) between N. Arrowhead Avenue at N. “E” Street. When “E” Street was widened to a four-lane roadway ten years ago, Arrowhead Avenue became a cul-de-sac for safety and access reasons. Hence there is no longer access to “E” Street off Arrowhead Avenue.
- 33) Marshall Blvd.: Show roadway break between Arden Avenue and Victoria Avenue. Marshall Blvd has been vacated between Rockford Drive and Victoria Avenue to accommodate the San Manuel casino expansion program. Marshall Blvd. is scheduled to become a cul-de-sac at Rockford Drive.
- 34) 48th Street: Extend roadway segment to Kendall Drive with same classification (Secondary). 48th Street is a major east/west arterial roadway between 40th Street and Northpark Blvd. that connects Electric Avenue to Kendall Drive. The roadway runs partially through an unincorporated County neighborhood.
- 35) 30/210: Show freeway expansion to the west. The Rte 30/210 Freeway project appears to be under construction so it should be shown on the circulation element along its westerly

right-of-way path. Completion of this major east/west freeway will probably alter nearby adjacent local street traffic patterns in the future

- 36) Campus Way: Show perimeter roadway segment on north side of CSUSB campus, designate as a Secondary Arterial. A consensus was reached that this roadway segment should function as a collector roadway due to limited peripheral traffic demand. Future residential development (Paradise Hills) will not contribute significant volumes of traffic to warrant any additional upgrade to this proposed classification.
- 37) Irvington Avenue: Add Collector Arterial segment between Pine Avenue and Magnolia Ave (extended). Residential development in the Verdemon community and the proposed construction of the Cesar Chavez Middle School on Belmont Avenue has created a need for this upgrade from a local street to collector roadway.
- 38) Magnolia Avenue: Add Collector Arterial segment between Ohio and Irvington Avenue. The proposed construction of the Cesar Chavez Middle School at the intersection of Belmont Avenue at Magnolia Street necessitates the upgrade of Magnolia Street to collector arterial status.
- 39) Little League Drive (?): delete this misidentified roadway segment as shown. This item is pending and is shown as Item #60.
- 40) Harrison Street: Add Collector Arterial segment between Lynwood Drive and 40th Street. Needs to be upgraded to a collector roadway since it carries unimpeded local residential traffic between Lynwood Drive and 40th Street.
- 41) 21st Street: Extend roadway segment between Waterman Avenue and “H St., and designate as a Collector Arterial. After reconsideration, should remain a local street segment due to narrow street width and residential status, one block south of Highland Avenue, which is a major arterial.
- 42) Marshall Blvd.: Extend this roadway segment to Little Mountain Drive, and designate as a Collector Arterial. This roadway carries local neighborhood traffic north of 30th Street/ Rte 30 between Little Mountain Drive and “E” Street.
- 43) 30th Street: Upgrade roadway segment designation between Little Mountain Drive and Valencia Avenue to a Secondary Arterial. The entire length of 30th Street/Lynwood Drive should be designated as a secondary arterial since it is the major east/west roadway north of the Rte. 30/210 freeway.
 - 43a) Downgrade Arrowhead Ave. to a collector between 30th Street and north terminus cul-de-sac. Since there is no longer direct access to “E” Street from Arrowhead Avenue, this roadway north of 30th Street essentially serves local surrounding residences.



- 44) Valencia Drive: Designated to remain as a Secondary Arterial. No change required
- 45) 28th Street: The roadway segment between Valencia Avenue and Golden Avenue should be broken. An existing flood control channel prevents this roadway connection from becoming economically feasible.
- 46) Orange Street: Designate as a Collector Arterial segment between Piedmont Drive and Base Line. A portion of this roadway is in the City of Highland. The local street patterns are fragmented between Orange Street and Palm Avenue and Patton State Hospital is an obstacle to the west so most north/south residential traffic in that area travels along Orange Street.
- 47) Pumalo Street: Show roadway segment ending at Arden Avenue with no connection to Victoria Avenue. There is an existing substantial flood control area adjacent to the west side of Victoria Avenue between Lynwood Drive and Highland Avenue that would make this roadway extension economically unfeasible.
- 48) Date Street: Show roadway segment ending at Arden Avenue with no connection to Victoria Avenue. Same rationale as Item # 47.
- 49) H Street: Add Collector Arterial between Inland Center Drive to terminate as a cul-de-sac S/O Mill St. The I-215 expansion project and off-ramp reconfiguration will alter local street traffic patterns in the area adjacent to the proposed Mill Street/I-215 ramps. Traffic on "H" Street will be diverted along Huff Street and Crescent Street.
- 50) Huff Street & Crescent Avenue: Add roadways as Local Collectors between "H" Street and Mill Street. See item # 49.
- 51) 10th Street: Downgrade roadway between I-215 freeway and Waterman Avenue to a local street. 9th Street is designated as a secondary east/west arterial and should relieve 10th Street of anything but local traffic.
- 52) Miramonte Drive: Add Collector Arterial between 27th Street and Marshall Blvd. Reconsideration: Miramonte should remain a local street due to its close proximity to Little Mountain Drive, which is designated a secondary arterial.
- 53) 6th Street: Downgrade roadway between Waterman Avenue and Victoria Avenue to a Collector Arterial. This item should be deleted based on further review, which suggests that most of this roadway segment runs through unincorporated County and City of Highland jurisdictions. Our City has only minor centerline segments of this roadway.
- 54) Arden Avenue: Leave roadway segment between Base Line and 3rd Street. This segment lies entirely within the City of Highland so this item is not pertinent to the General plan update.

- 55) Darby Street: Downgrade segment between Pepper Avenue and Cajon Blvd. to a Collector Arterial. This area is strictly residential (a major portion lies within unincorporated County jurisdiction) with insignificant traffic volumes, but with future development potential.
- 56) Meyers Road: Add roadway (loop) Between Little League Drive and freeway frontage road and designate as a Collector Arterial. The exact location of this roadway(s) is pending.
 - 56a) Add Pennsylvania Avenue between Pine Avenue and Little League Drive and designate as a collector arterial. The westerly extension of Pennsylvania Avenue shall be designated (Cable Canyon Road?) and shall meander through the foothills to eventually intersect the north terminus of Paso Robles Rd.
- 57) Central Avenue: Extend roadway segment southerly to 3rd Street and reclassify as a Collector Arterial (3rd Street to Highland Avenue. (City portion is Highland Ave. to Pacific Street only) The City of Highland has also classified Central Avenue in their General Plan Circulation Element.
- 58) Golden Avenue: Downgrade roadway segment between Lynwood Drive and 40th Street from a secondary arterial to a Collector Arterial due to proximity to Harrison Street and Mountain Avenue which are also designated as collector arterials. Golden Avenue becomes a two-lane roadway, meanders through local residential neighborhoods between Marshall Blvd. and 40th Street, and is not suited as a secondary arterial.
- 59) Evans Street (future): Delete: Not practical due to Hub development.
- 60) Show new (collector arterial) frontage road from Little League Drive to Devore Road (pending)
- 61) 6th Street: Delete roadway segment west of “H” Street Future I-215 freeway ramp modifications will eliminate this roadway segment.
- 62) Sterling Avenue Extension: Designate (and plot) roadway extension (loop) as a collector arterial to connect all proposed residential cul-se-sacs that might comprise a residential development once known as Sterling Heights.
- 63) North Lake Project: Delete portions of “G” Street between 9th Street and Base Line; and 10th Street between “H” Street and “E” Street



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Appendix 10 Economic Report



Stanley R. Hoffman Associates

**ECONOMIC DEVELOPMENT EXISTING CONDITIONS AND TRENDS CITY OF
SAN BERNARDINO GENERAL PLAN UPDATE**

Presented to:

The City of San Bernardino
300 North "D" St.
San Bernardino, CA 92418-0001
Development Services Department
(909) 384-5155

Presented by:

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Revised June 2003

CHAPTER 1: INTRODUCTION

Purpose of the Report

The purpose of this report is to provide an understanding of San Bernardino's existing demographic and economic conditions and trends. This provides the base for evaluating significant economic issues and planning implications for the City's General Plan vision. This report includes data and trends related to population, housing, employment, taxable sales and market conditions, and will provide the framework for preparing the Economic Development Element of the General Plan. The Economic Development Element defines broad goals and policies and sets priorities for future economic actions.

Key Economic Issues

The City of San Bernardino is located in a prime geographic location, allowing it to serve as a trucking and railroad hub. In addition, the City has large amounts of under-developed and undeveloped land. Despite these advantages as well as other positive economic factors in the region, the City is recovering more slowly from the recession of the early nineties than the region. The following are key economic issues for the City.

Recovery from Closure of Norton Air Force Base. The City has faced difficulties in recovering from the recession of the early nineties due to the closure of the Norton Air Force Base and defense-service related establishments. As a major economic engine, the closing of the Norton Air Force base has had a major economic impact on the City. The loss of approximately 10,000 jobs trickled through the local economy, resulting in a sharp drop in retail sales and increased retail vacancies. The City has since been unable to attract significant concentrations of higher wage jobs and corresponding residential development.

Declining Retail Position in Region. Although San Bernardino continues to attract retail dollars, its position as a regional retail center has been declining. This is primarily due to the development of value-oriented retailers on the periphery of the region, and the emergence of newer and higher quality shopping facilities in the region. The City's two regional centers, the Carousel Mall and the Inland Center are both outdated and in need of revitalization. The City's total taxable sales declined from 1990 to 1999 in constant dollars, while the County's taxable sales grew during this same time period. In addition, many of the City's multi-tenant centers have high vacancy rates.

Loss of Regional Employment Market Share. The City has had difficulty maintaining a strong share of the regional employment market due to strong competition from nearby Ontario, with its transportation connections and readily available floor space, and from Riverside with its competitive labor force. Capturing a share of growing markets and identification and marketing of existing and emerging clusters is critical to attracting potential businesses as well as retaining and expanding certain key employment sectors that have traditionally located in the region and City.



Limited Range of Housing Types for Higher Wage Workers. The higher cost of housing in Los Angeles and Orange Counties is making the Inland Empire an attractive location for new residential development. However, in the City of San Bernardino the residential development has not generally been at the level commensurate with a higher wage labor force except in a few selected areas. The ability to capture a labor force with higher skill and higher wage jobs will depend on the City's image as an attractive community in which to live.

Key Economic Opportunities

Economic development is a dynamic process that increases the wealth of the community and allows it to provide a high quality of life for its residents, businesses and organizations. The intent is to promote and maintain a sound economic base by encouraging land uses that will attract and retain specific economic segments of the market and concurrently enhance the economic position of the community. The primary purpose of the economic development process should be to identify target economic opportunities that are both realistic and compatible with the City's long-term vision and goals. These opportunities will form the foundation for policy consideration and priority setting when developing the Economic Development Element of the General Plan. Listed below are key economic opportunities for the City:

- Building Upon Location and Transportation Advantages
- Expanding San Bernardino International Airport and Trade Center
- Partnering and Collaborating with Local Institutions
- Labor Force Training to Promote Economic Development
- Collaboration with CSUSB and SB Valley College to Promote Economic Development
- Capturing a Share of Growing Markets
- Expansion of Industrial Base
- Expansion of Office Development
- Expansion and Revitalization of Retail Development
- Downtown Revitalization (including Lakes and Streams project)
- Redeveloping the Orange Show as a major recreational and cultural attraction
- Business and Visitor-Serving Hotel Development
- Providing Housing Supply Commensurate with Increasing Labor Force
- Enhancing City as Gateway to Mountains and Desert

The Economic Development Element

The Economic Development Element defines broad goals and policies that help guide development to achieve the City's economic goals. It also sets an economic vision for the City.

The Economic Development Element is closely linked to other elements of the General Plan, such as Land Use, Circulation and Housing. Economic development is impacted by almost everything the City does toward maintaining and influencing a high quality of life. This includes improving parks and recreation, enhancing public safety and improving physical infrastructure. The Element is intimately connected to activities of other agencies, organizations and institutions. Quality of life is also a key consideration in maintaining a strong economic base.

The Economic Development Element builds upon ongoing programs and provides a framework within the context of the General Plan to insure that the City of San Bernardino is able to take advantage of future economic opportunities. Recognizing that economic development is not a static process, the goals and policies will allow for flexibility in order to respond to changing economic trends and local market conditions. Additionally, the Economic Development Element will suggest implementation actions and economic performance measures that can be monitored and evaluated on a regular basis to gauge effectiveness of the City's economic development strategy and programs.

Information Resources

In preparing this economic conditions and trends analysis, information has been obtained from the following sources:

- Economic Analysis for an Update of the Land Use Element of the General Plan, City of San Bernardino, Economic Research Associates, September 2001;
- Economic, Demographic & Life Style Information, Economics & Politics, Inc., September, 2000;
- San Bernardino Economic and Community Profile, John Husing, Ph.D., 2000;
- More than Education: the Annual Impact of California State University, San Bernardino on the Inland Southern California Economy, CSUSB Department of Economics, Thomas J. Pierce, January 2001;
- Demographic data from the 1990 and 2000 U.S. Censuses;
- Population, housing and employment projections for San Bernardino County 1997 to 2025, from Southern California Association of Governments (SCAG);
- Meetings and community workshops with City staff, key officials and business representatives;
- Discussions with California State University, San Bernardino (CSUSB) staff from the Office of Academic Affairs and the Office of Institutional Research; and
- A field survey of the City's existing and proposed development areas.



Overview of Report

The following sections of the report address the existing demographics and market conditions in the City of San Bernardino, as well as growth from 1990 to 2000. Chapter 2 discusses the existing socio-economic characteristics of the City, including population and households, household income, housing characteristics and housing value. Chapter 3 addresses the employment base of the region and the City, including employment and wage trends as well as emerging employment opportunities. Chapter 4 provides an assessment of the marketplace including taxable retail and non-retail sales, and the industrial and office real estate market. Chapter 5 concludes with a discussion of economic opportunities for the City, and describes a variety of programs and incentives currently in use to facilitate economic development.

CHAPTER 2: SOCIO-ECONOMIC CONDITIONS

Population and Households

While the population of the City has experienced steady growth over the last decade, it has not kept pace with the County's growth. As shown in Table 2-1, from 1990-2000, San Bernardino's population increased from 164,164 to 185,401 or a population gain of about 21,000. This is an increase of 12.9 percent from 1990 to 2000, significantly less than the increase for San Bernardino County (20.5 percent) during the same time period. In terms of average annual population growth, the City grew at a slower rate (1.2 percent) from 1990 to 2000 compared to the County (1.9 percent). The City comprised 10.8 percent of the County's population in 2000, a slight decrease compared to 11.6 percent in 1990.

As shown in Table 2-1, from 1990 to 2000 households (i.e., occupied housing units) in the City increased by 3.4 percent while the County's households increased by 13.7 percent. The number of households grew at a slower rate annually than in the County. Households increased at an average annual rate of only 0.3 percent in the City compared to 1.3 percent for the County. The average household size for occupied housing units in 2000 for the City of San Bernardino was about 3.01 persons per household, a little less than the County's 3.05 persons per household.

Table 2-1
City of San Bernardino
Economic Development Existing Conditions and Trends
Population and Household Growth: 1990 - 2000

Jurisdiction	1990	2000	Numerical Change	% Increase	1990 - 2000	Avg. HH Size
					Avg Annual Growth	
Population						
City of San Bernardino	164,164	185,401	21,237	12.9%	1.2%	
San Bernardino County	1,418,380	1,709,434	291,054	20.5%	1.9%	
City as % of County	11.6%	10.8%	-0.7%			
Households						
City of San Bernardino	54,482	56,330	1,848	3.4%	0.3%	3.01
San Bernardino County	464,737	528,594	63,857	13.7%	1.3%	3.05
City as % of County	11.7%	10.7%	-1.1%			

Sources: Stanley R. Hoffman Associates, Inc.
U.S. Census Bureau, 1990 and 2000.

Ethnicity

The ethnic diversity of the City of San Bernardino's population is shown in Table 2-2. The City is an ethnically diverse community, with a larger portion of Hispanics (47.5 percent) in 2000 than San Bernardino County (39.2 percent). The proportion of White residents in the City of San



Bernardino (28.9 percent) is less than that for San Bernardino County (44.0 percent). There is a larger Black population in the City (16.0 percent) than in the County (8.8 percent). The Asian population comprises slightly less of the population in the City (4.1 percent) than it does in the

**Table 2-2
Economic Development Existing Conditions and Trends
Population by Ethnicity in San Bernardino: 2000**

Race	San Bernardino	% of Total	San Bernardino County	% of Total
White	53,630	28.9%	752,222	44.0%
Black	29,654	16.0%	150,201	8.8%
Hispanic	88,022	47.5%	669,387	39.2%
Asian	7,594	4.1%	78,154	4.6%
Other ¹	1,999	1.1%	17,230	1.0%
Two or more races ²	<u>4,502</u>	<u>2.4%</u>	<u>42,240</u>	<u>2.5%</u>
Total	185,401	100%	1,709,434	100.0%

1. "Other" category includes American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, and some other race as classified in the 2000 Census.
2. The new Classification system in the 2000 Census includes an additional category for origin of two or more races.

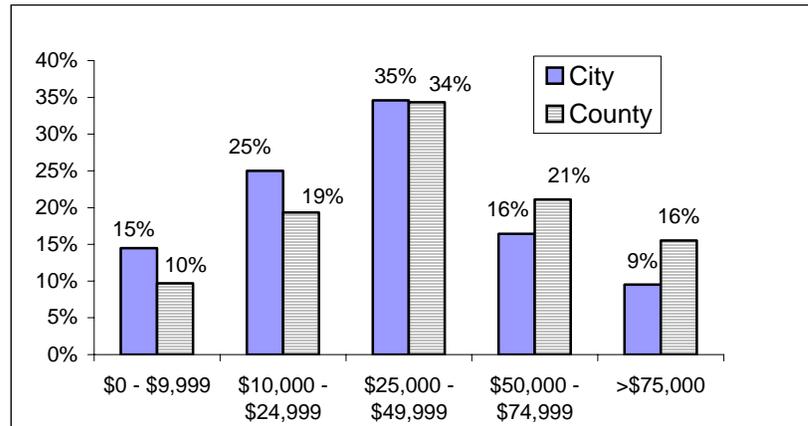
Source: Stanley R. Hoffman Associates, Inc.
U.S. Census Bureau, 2000.

County (4.6 percent).

Household Income

The City's population has a larger proportion of households that earn lower levels of income than the County average. As shown in Figure 2-1 in 1999 dollars, about 40 percent of the City's households earned less than \$25,000 compared to about 29 percent for the County. About 25 percent of the City's households earned \$50,000 or more compared to about 37 percent for the County. Slightly over one-third of the households in both the City of San Bernardino (35 percent) and the County (34 percent) earned from \$25,000 to \$49,999.

Figure 2-1
Economic Development Existing Conditions and Trends
San Bernardino City and County Average Household Income Distribution: 1999
(in 1999 dollars)



Source: *Economic, Demographic & Life Style Information*, Economics & Politics, Inc., September 2000.

Table 2-3 shows a detailed breakdown of San Bernardino’s household income by category during 1999 in current dollars. The City’s estimated median household income in 1999 was about \$32,600, lower than the County median of about \$40,900. Similarly, San Bernardino households had a lower average household income (\$39,200) than did County households (\$49,200).

Table 2-3
Economic Development Existing Conditions and Trends
Household Income Distribution in San Bernardino and San Bernardino County: 1999
(in 1999 dollars)

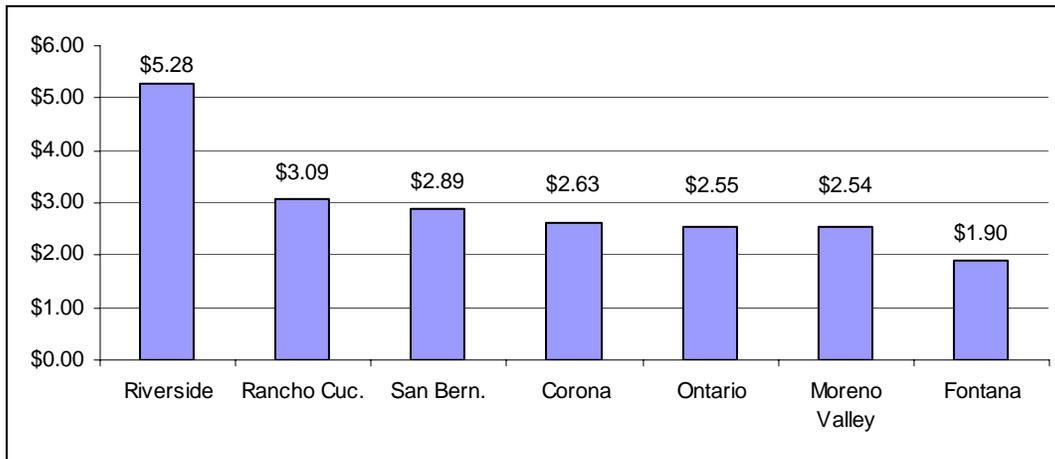
Income Range	City		County	
	No. of HHs	% of Total	No. of HHs	% of Total
\$0 - \$9,999	9,517	14.5%	52,087	9.7%
\$10,000 - \$24,999	16,405	25.0%	103,744	19.3%
\$25,000 - \$49,999	22,684	34.6%	184,486	34.4%
\$50,000 - \$74,999	10,767	16.4%	113,446	21.1%
\$75,000 or More	<u>6,228</u>	<u>9.5%</u>	<u>83,313</u>	<u>15.5%</u>
	65,601	100.0%	537,076	100.0%
	City		County	
Median Household Income	\$32,573		\$40,865	
Average Household Income	\$39,196		\$49,222	

Sources: Stanley R. Hoffman Associates, Inc.
CACI Inc. and Economic Research Associates



Figure 2-2 shows the estimated 1999 personal income for San Bernardino along with other Inland Empire cities that have populations over 100,000. As shown in Figure 2-2, San Bernardino had an estimated 1999 total personal income of about \$2.89 billion dollars, the third highest of these cities. This was higher than Corona (\$2.63 billion) but less than Rancho Cucamonga (\$3.09 billion).

Figure 2-2
Economic Development Existing Conditions and Trends
Total Personal Income: 1999
San Bernardino and Inland Empire Cities with Population over 100,000
(in billions of 1999 dollars)



Source: Economic, Demographic & Life Style Information, Economics & Politics, Inc., September 2000.

Housing Characteristics

The City's increase in housing units compared to that of the County is shown in Table 2-4. While the distribution of San Bernardino's housing stock has remained about the same from 1990 to 2000, the number of dwelling units in the City has increased by about 9 percent from 58,969 to 64,376 units. In comparison, the total number of housing units in San Bernardino County increased by about 12.5 percent.

In year 2000, San Bernardino's housing stock consisted primarily of single-family units (60.6 percent), lower than the percentage of single-family units in the County (72.4 percent). About one third (32.2 percent) of the City's housing stock is comprised of multi-family units, and a small percentage (7.2 percent) consists of mobile homes. The County has a smaller percentage of multi-family homes (20.2 percent) and about the same percentage of mobile homes (7.3 percent) as the City.

**Table 2-4
City of San Bernardino
Economic Development Existing Conditions and Trends
Dwelling Units: 1990 - 2000**

Dwelling Unit Type	San Bernardino		San Bernardino County	
	1990	2000	1990	2000
Single Family	35,198	38,999	383,882	441,913
% of Total	59.7%	60.6%	70.8%	72.4%
Multi-Family	19,362	20,722	115,468	123,576
% of Total	32.8%	32.2%	21.3%	20.2%
Mobile Homes/Other	4,409	4,655	42,982	44,828
% of Total	7.5%	7.2%	7.9%	7.3%
Total Units	58,969	64,376	542,332	610,317
1990 - 2000: % Increase		9.2%		12.5%

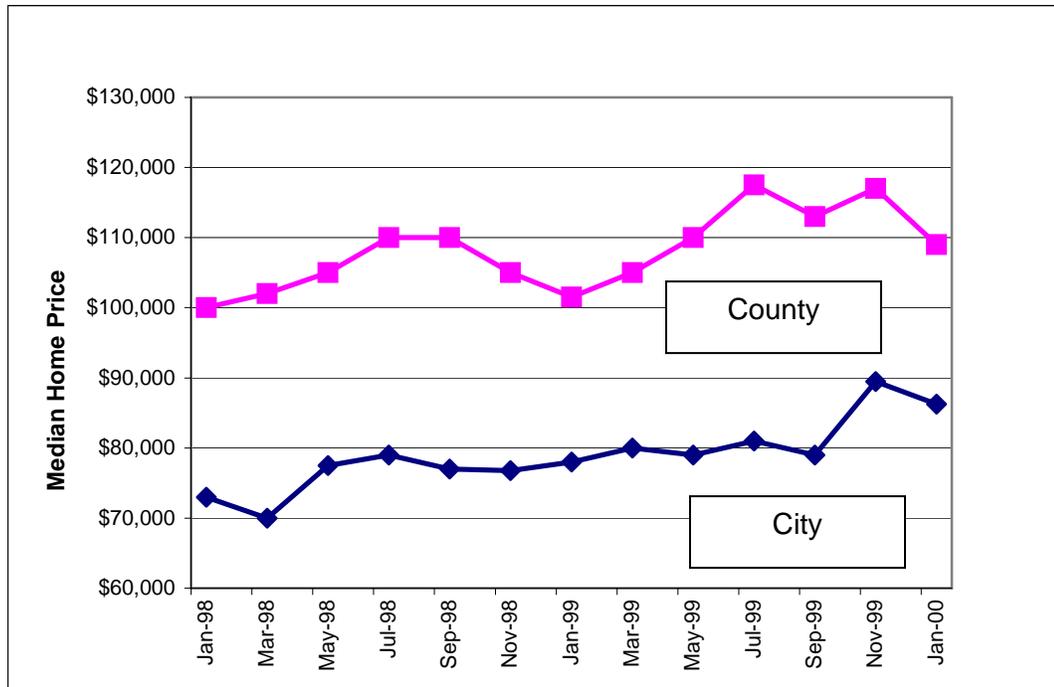
Sources: Stanley R. Hoffman Associates, Inc.
California Department of Finance, E-5 Reports, 2000.
1990 U.S. Census.

Housing Value

Figure 2-3 presents median home prices in current dollars in the City of San Bernardino compared to the County as a whole during the January 1998 – January 2000 period. Trends in median home prices have been upward for the City and the County during this time period. However, the City of San Bernardino provides more affordable housing with the median at about \$86,000 in 2000 when compared to the County at about \$109,000, as shown in Figure 2-3.



Figure 2-3
Economic Development Existing Conditions and Trends
City of San Bernardino and San Bernardino County
Median Home Prices: 1998 – 2000
(in current dollars)



Source: Economics Research Associates and the California Association of Realtors

CHAPTER 3: EMPLOYMENT AND SALARIES

Employment

This chapter reviews employment trends in both the Riverside-San Bernardino Primary Metropolitan Statistical Area (PMSA) and the City of San Bernardino. The City's share of the County employment is also discussed. Although the region has been able to recover relatively fast from the recession of the early nineties, the City of San Bernardino is recovering more slowly due to the closure in 1994 of the Norton Air Force Base and allied industries. The September 2001 study by Economic Research Associates (ERA) identified key employment sectors that have traditionally clustered in San Bernardino, and could present opportunities for long-term employment growth and stability in the City. Trends that have important implications for the City of San Bernardino include the following:

- While total employment for the Riverside–San Bernardino PMSA (Primary Metropolitan Statistical Area) grew at an average annual rate of 3.3 percent from 1990 to 2000, total employment in the City grew relatively less rapidly at an annual average rate of 2.1 percent;
- The Services sector was the fastest growing non-farm sector in the PMSA from 1990 to 2000, averaging 4.5 percent employment growth over this time period. This sector also showed the most growth, increasing by about 34 percent over the 10-year period;
- The region's continued expansion of rail, trucking and air transportation facilities resulted in increased employment in Transportation and Wholesale Trade related jobs, each sector growing at average annual rate of 4.0 percent from 1990 to 2000;
- 1999 estimates indicate that the City of San Bernardino had a total of approximately 74,100 jobs, or about 13.9 percent of the total countywide jobs. The City's strongest share was in the Public Administration (Government), Finance, Insurance and Real Estate, Services and Retail sectors which together comprised over 77.0 percent of total County employment;
- The major share of San Bernardino County's governmental resources are concentrated in the City of San Bernardino (29.3 percent of the total County government employment in 1999). This large cluster provides sustained demand for business, retail and professional services;
- In 1999, the City's employment was comprised primarily of jobs in the Services (42.4 percent), Retail (23.1 percent) and Public Administration (10.1 percent) sectors. Over half (58 percent) of the Services employment was in the Health and Educational Services sectors.
- Although Services is a key sector for the City, the Manufacturing, Wholesale Trade and Transportation sectors represent target areas for expansion. These sectors represented only 5.4 percent, 4.4 percent and 3.5 percent respectively, of the City's total employment in 1999.



City and Regional Employment Trends: 1990 to 2000

Table 3-1 displays employment trends in the City of San Bernardino and the Riverside-San Bernardino Primary Metropolitan Statistical Area (PMSA) from 1990 to 2000. The City of San Bernardino experienced a slower rate of employment growth compared to the PMSA as a whole. While total employment for the PMSA grew at an average annual rate of 3.3 percent from 1990 to 2000, the City’s total employment grew at an annual average rate of 2.1 percent. The City’s share of the PMSA employment has also been decreasing steadily from 8.7 percent of the regional employment in 1990 to 7.8 percent in 2000.

**Table 3-1
City of San Bernardino
Economic Development Existing Conditions and Trends
Total Employment: 1990 - 2000**

Year	San Bernardino City	Riverside-San Bernardino PMSA¹	City % of Total
1990	63,930	735,300	8.7%
1991	62,830	741,500	8.5%
1992	64,370	751,500	8.6%
1993	62,870	755,700	8.3%
1994	64,230	772,800	8.3%
1995	65,030	801,700	8.1%
1996	66,040	824,700	8.0%
1997	68,860	863,200	8.0%
1998	70,950	903,900	7.8%
1999	73,700	960,200	7.7%
2000	78,920	1,012,600	7.8%
Avg. Annual Growth	2.1%	3.3%	

1. PMSA = Primary Metropolitan Statistical Area.

Sources: Stanley R. Hoffman Associates, Inc.
Economic Research Associates.

Non-Farm Employment Trends in the Region: 1990 to 2000

Table 3-2 displays historical non-farm employment in the Riverside-San Bernardino Primary Metropolitan Statistical Area (PMSA) by major industry groups from 1990 to 2000. As shown, historically the region has experienced the strongest growth in the Services, Transportation, Communications & Public Utilities (TCU) and the Wholesale Trade sectors. The Services sector grew the fastest over this time period at an average annual rate of 4.5 percent, followed by the TCU and Wholesale Trade sectors which each grew at an average annual rate of 4.0 percent. The Construction and Manufacturing sectors grew slightly slower, each averaging 3.8 percent annual growth over the 1990 – 2000 period, while the Finance, Insurance and Real Estate (FIRE)

sector grew at an annual rate of only 0.4 percent. Overall, non-farm employment grew at an average annual rate of about 3.4 percent.

In terms of total non-farm employment growth, as shown in Table 3-3 and Figure 3-1, the Services sector increased by about 95,000 jobs from 1990 to 2000, representing about 34 percent of the job growth in the PMSA during this time period. The Retail Trade sector also showed a large increase in jobs (46,800) from 1990 to 2000, and comprised the second largest share of the total job growth (16.8 percent). The Government sector comprised about 14.8 percent of the total growth in the PMSA, while Manufacturing comprised about 13.8 percent of the growth. Only the Mining sector had a decrease in employment, losing an estimated 300 jobs. The Services sector includes a diverse range of job types such as the higher wage Health, Educational and other professional services as well as the lower average wage personal services and hotel services workers.



**Table 3-2
City of San Bernardino
Economic Development Existing Conditions and Trends
Non-Farm Employment Trends in Riverside-San Bernardino PMSA, 1990-2000**

Industry Sectors	1990	1991	1992	1993	1994	1995
Mining	1,300	1,300	1,300	1,200	1,200	1,100
Construction	54,100	43,700	40,400	37,500	40,300	43,100
Manufacturing	85,800	81,700	86,800	86,100	88,400	94,400
Transportation, Comm. & Utilities	34,300	34,500	36,400	37,200	39,100	40,800
Wholesale Trade	32,800	32,100	31,500	31,900	33,700	35,900
Retail Trade	151,600	156,700	157,700	162,700	164,500	170,000
Finance, Insurance & Real Estate	30,500	31,000	31,500	32,000	31,100	29,400
Services	172,100	182,700	186,500	189,600	195,200	202,600
Government	<u>150,200</u>	<u>155,100</u>	<u>157,500</u>	<u>155,600</u>	<u>157,800</u>	<u>162,600</u>
Total Non-Farm Employment	712,700	718,800	729,600	733,800	751,300	779,900
Total Farm Employment	22,600	22,700	21,900	21,900	21,500	21,800
Total Employment	735,300	741,500	751,500	755,700	772,800	801,700

Industry Sectors	1996	1997	1998	1999	2000	Average Annual Growth Rate
Mining	1,200	1,200	1,000	1,000	1,000	-2.6%
Construction	46,200	52,100	60,800	70,800	78,300	3.8%
Manufacturing	99,200	104,800	111,400	117,800	124,400	3.8%
Transportation, Comm. & Utilities	41,100	42,500	45,700	49,100	51,000	4.0%
Wholesale Trade	37,500	40,200	42,200	45,200	48,500	4.0%
Retail Trade	172,600	177,800	181,000	188,500	198,400	2.7%
Finance, Insurance & Real Estate	29,600	29,800	30,600	31,900	31,700	0.4%
Services	208,700	221,500	234,900	251,500	266,800	4.5%
Government	167,300	171,600	174,700	183,100	191,600	2.5%
Total Non-Farm Employment	<u>803,400</u>	<u>841,500</u>	<u>882,300</u>	<u>938,900</u>	<u>991,700</u>	3.4%
Total Farm Employment	21,300	21,700	21,600	21,300	20,900	-0.8%
Total Employment	824,700	863,200	903,900	960,200	1,012,600	3.3%

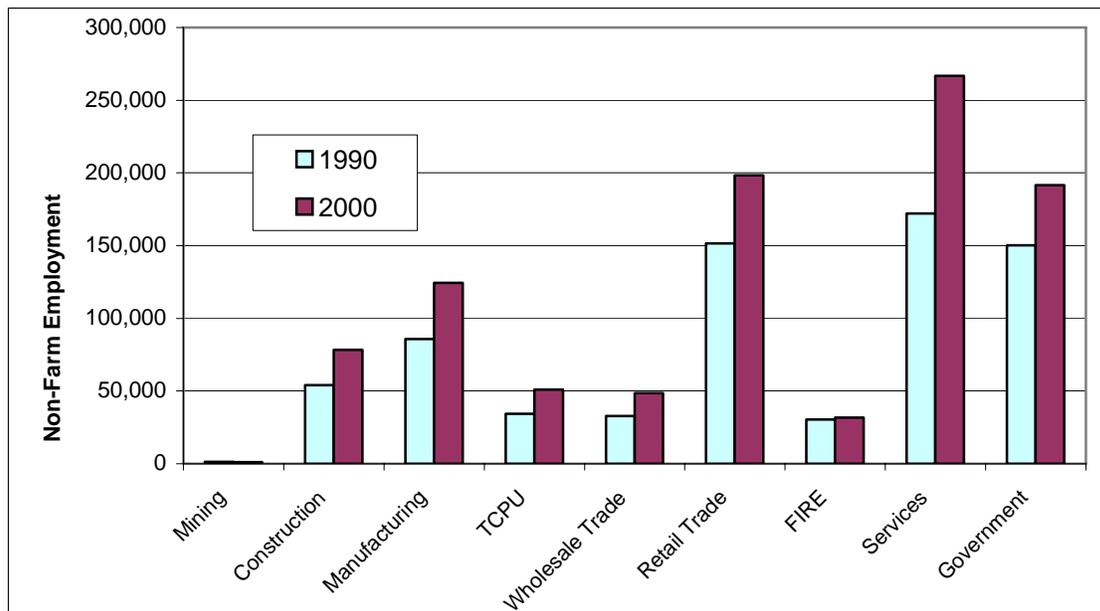
Source: Stanley R. Hoffman Associates, Inc.
Economic Research Associates, Inc., *Economic Analysis for an Update of the Land Use Element of the General Plan, September, 2001.*

Table 3-3
City of San Bernardino
Economic Development Existing Conditions and Trends
Non-Farm Employment in Riverside-San Bernardino PMSA: 1990 and 2000

Employment Sector	Year		Numerical Change	% of Total Growth
	1990	2000		
Mining	1,300	1,000	-300	-0.1%
Construction	54,100	78,300	24,200	8.7%
Manufacturing	85,800	124,400	38,600	13.8%
Transportation, Comm. & Utilities	34,300	51,000	16,700	6.0%
Wholesale Trade	32,800	48,500	15,700	5.6%
Retail Trade	151,600	198,400	46,800	16.8%
Finance, Insurance, Real Estate	30,500	31,700	1,200	0.4%
Services	172,100	266,800	94,700	33.9%
Government	<u>150,200</u>	<u>191,600</u>	<u>41,400</u>	<u>14.8%</u>
Total Non-Farm Employment	712,700	991,700	279,000	100.0%
Total Employment	735,300	1,012,600	277,300	

Sources: Stanley R. Hoffman Associates, Inc.
 Economic Research Associates, September 2001.

Figure 3-1
Economic Development Existing Conditions and Trends
Non-Farm Employment Riverside-San Bernardino PMSA: 1990 and 2000





Regional Labor Force Characteristics: 1990 to 2000

Labor force refers to those residents of the region who are available to work, while employment refers to the number of jobs in the region. Civilian employment by place of residence is shown in Table 3-4 for the Riverside-San Bernardino PMSA from 1990 to 2000. This shows that the region had a labor force of about 1.2 million in 1990, increasing to about 1.5 million in 2000. These trends indicate that beginning in 1994 unemployment began to decrease, from 9.5 percent in 1994 to 5.1 percent in 2000. Year 2000 estimates show that the region has a labor force of about 1.5 million residents of whom about 1.4 million are employed, resulting in an unemployment rate of 5.1 percent, the lowest over the 10-year period.

**Table 3-4
City of San Bernardino
Economic Development Existing Conditions and Trends
Civilian Labor Force Characteristics in Riverside-San Bernardino PMSA: 1990 - 2000**

Year	Labor Force	Employment	Unemployment	Unemployment Rate
1990	1,176,500	1,102,300	74,200	6.3%
1991	1,184,800	1,080,900	103,900	8.8%
1992	1,235,200	1,106,800	128,400	10.4%
1993	1,250,300	1,117,200	133,000	10.6%
1994	1,279,600	1,158,100	121,500	9.5%
1995	1,292,800	1,180,800	112,000	8.7%
1996	1,302,100	1,201,900	100,200	7.7%
1997	1,352,300	1,259,200	93,100	6.9%
1998	1,388,700	1,303,800	84,900	6.1%
1999	1,450,600	1,376,500	74,100	5.1%
2000	1,522,900	1,445,300	77,600	5.1%

Sources: Stanley R. Hoffman Associates, Inc.
California Employment Development Department

City's Share of County Employment: 1999

As shown in Table 3-5, according to 1999 estimates, the City of San Bernardino had a total of approximately 74,100 jobs, or about 13.9 percent of the total countywide jobs. The strongest representation was in the Public Administration (Government) sector, where the City comprised 29.3 percent of the total County government jobs. This sector was followed by FIRE (18.2 percent), Services (16.0 percent) and Retail Trade (13.7 percent), each representing sizable shares of the total County employment. Together, these four sectors comprised over 77.0 percent of total County employment.

In Manufacturing, TCU, and Wholesale Trade, the City had a smaller share of the County employment (6.9, 7.9 percent and 8.3 percent respectively) than the previously described sectors. It will be important for the City to increase its share of employment in sectors such as these that can drive the economy and that are growing within the larger market area. For example, Transportation is emerging as a core employment sector in the region and opportunities exist for continued capture of Transportation related jobs as the City focuses on its role as a multi-modal transportation “hub.”

The City had a large representation of the total County employment in several sub-categories. As shown in Table 3-5, within the Manufacturing sector, the City had a large share of the County’s Printing & Publishing employment, or about 28.2 percent of the total County employment. In FIRE, the City is also strong in Insurance Carriers (37.2 percent). In the Services Category, the City shows strength in Social Services (24.8 percent), Educational Services (19.5 percent), Membership Organizations (17.6 percent) and Health Services (16.9 percent).



**Table 3-5
City of San Bernardino
Economic Development Existing Conditions and Trends
Employment by Sector for City and County: 1999**

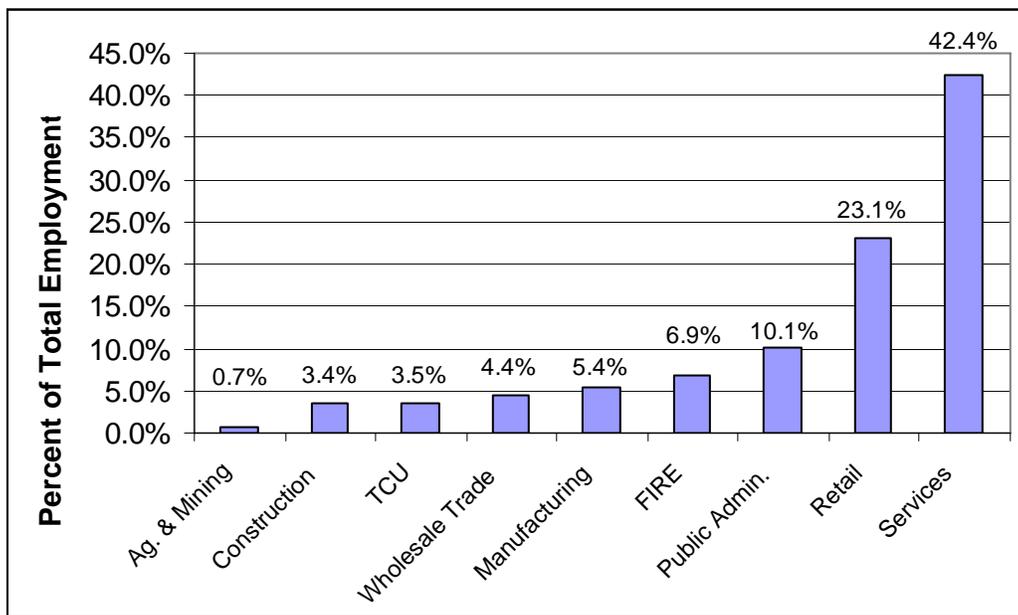
Category	Number of Employees		City as % of County
	City	County	
Agriculture	481	4,703	10.2%
Mining	6	472	1.3%
Construction	2,542	24,784	10.3%
Special Trade Contractors	1,633	15,921	10.3%
Other	909	8,863	10.3%
Manufacturing	3,982	57,500	6.9%
Fabricated Metal Products	257	7,381	3.5%
Industrial Machinery & Equipment	170	6,421	2.6%
Rubber & Plastics	347	5,552	6.3%
Printing & Publishing	1,536	5,440	28.2%
Transportation Equipment	218	4,744	4.6%
Furniture & Fixtures	280	3,847	7.3%
Food & Kindred Products	276	3,644	7.6%
Primary Metal Products	36	3,393	1.1%
Misc. Manufacturing	139	2,846	4.9%
Electric & Electronic Equipment	51	2,810	1.8%
Other	672	11,422	5.9%
Transportation, Comm. & Utilities	2,592	32,730	7.9%
Wholesale Trade	3,274	39,278	8.3%
Wholesale Trade-- Durable Goods	2,447	28,181	8.7%
Wholesale Trade-- Non-durable Goods	827	11,097	7.5%
Retail Trade	17,130	124,662	13.7%
Finance, Insurance & Real Estate	5,107	28,116	18.2%
Real Estate	2,251	12,372	18.2%
Insurance Agents	806	4,910	16.4%
Banks	705	4,424	15.9%
Non-depository Credit	824	4,296	19.2%
Insurance Carriers	308	827	37.2%
Other	213	1,287	16.6%
Services	31,450	195,990	16.0%
Health Services	9,771	57,671	16.9%
Educational Services	8,498	43,638	19.5%
Business Services	2,084	21,574	9.7%
Social Services	2,924	11,776	24.8%
Hotels & Other Lodgings	602	11,104	5.4%
Engineering & Management Services	1,272	8,703	14.6%
Membership Organizations	1,355	7,690	17.6%
Amusement & Recreations Services	739	6,509	11.4%
Other	4,205	27,325	15.4%
Public Administration	7,510	25,606	29.3%
Non-classified Establishments	29	358	8.1%
Total Employment	74,103	534,199	13.9%

Source: Stanley R. Hoffman Associates.
Claritas and Economic Research Associates.

City of San Bernardino Employment Distribution: 1999

Figure 3-2 shows the distribution of the City’s employment by sector in 1999. The largest employment sector was Services at 42.4 percent of the total City employment followed by Retail at 23.1 percent of the total, then Public Administration at 10.1 percent of the total. The FIRE, Manufacturing, Wholesale Trade and TCU sectors comprised 6.9 percent, 5.4 percent, 4.4 percent and 3.5 percent of the total City employment respectively.

**Figure 3-2
Economic Development Existing Conditions and Trends**



City of San Bernardino Employment Distribution: 1999

Source: Economic Research Associates, September 2001.

Key Employment Sectors in San Bernardino

As shown above, the TCU, Wholesale Trade and Manufacturing sectors comprised a small portion of the City’s total employment in 1999. These sectors were identified in the ERA study as key sectors that should be targeted by the City. In particular, the ERA study stated that the TCU sector will continue to be one of the City’s stable employers, especially in terms of locational advantages in rail transportation. This indicates that the focus needs to be on expansion of these sectors to increase the City’s share of growing employment markets in the region. Other expanding sectors include the Services sector. The higher quality level and wages associated with jobs in the Services and Manufacturing sectors, in particular, will be important in



shaping the long-term economic sustainability of the region. A detailed breakdown of key sectors is shown in Table 3-6.

Transportation, Communications and Utilities (TCU). The majority of employment in this sector was in the Local Passenger Transportation group (46.6 percent) followed by Trucking and Warehousing (19.4 percent). Transportation is emerging as a core employment sector in the region and opportunities exist for continued capture of Transportation related jobs. The San Bernardino International Airport and Trade Center (SBIATC) is a key focus for providing jobs in this sector. Preservation of the airport facility and the promotion of commercial/industrial land uses around it, are also key to expanding other sectors such as Manufacturing, which could provide high-technology jobs. Additionally, the access to rail and inter-modal facilities of the BNSF Railroad yard is significant for long-term expansion of the Transportation sector.

Wholesale Trade and Manufacturing. Specialty food preparation and packaging (Food and Kindred Products) was identified in the ERA study as an expanding Manufacturing sector group. About 6.9 percent of the City's total Manufacturing employment was in this group during 1999. The majority of the Wholesale Trade sector employment was comprised of Durable Goods (74.7 percent), indicating that there are opportunities for expansion in the Non-Durable Goods area. As previously indicated, the City should explore other areas of Manufacturing that can support high-technology as well as bio-technology industries.

Finance, Insurance & Real Estate (FIRE). The ERA study noted that employment in this sector may tend to cluster around government administrative offices. Therefore, this sector could be expanded by preserving and enhancing the presence of the public administration sector in the City. Most of the employment in this sector was in the Real Estate group, at 44.1 percent of the total employment.

**Table 3-6
City of San Bernardino
Economic Development Existing Conditions and Trends
Employment Clusters for the City: 1999**

Category	City	% of Total Category
Transportation, Comm. & Utilities	2,592	100.0%
Local Passenger Transportation	1,209	46.6%
Trucking & Warehousing	503	19.4%
U.S. Postal Service	216	8.3%
Communications	197	7.6%
Electrical, Gas & Sanitary Services	193	7.4%
Transportation Services	189	7.3%
Other	85	3.3%
Manufacturing	3,982	100.0%
Printing & Publishing	1,536	38.6%
Rubber & Plastics	347	8.7%
Furniture & Fixtures	280	7.0%
Food & Kindred Products	276	6.9%
Fabricated Metal Products	257	6.5%
Transportation Equipment	218	5.5%
Industrial Machinery & Equipment	170	4.3%
Misc. Manufacturing	139	3.5%
Electric & Electronic Equipment	51	1.3%
Primary Metal Products	36	0.9%
Other	672	16.9%
Wholesale Trade	3,274	100.0%
Wholesale Trade-- Durable Goods	2,447	74.7%
Wholesale Trade-- Non-durable Goods	827	25.3%
Finance, Insurance & Real Estate	5,107	100.0%
Real Estate	2,251	44.1%
Non-depository Credit	824	16.1%
Insurance Agents	806	15.8%
Banks	705	13.8%
Insurance Carriers	308	6.0%
Other	213	4.2%
Services	31,450	100.0%
Health Services	9,771	31.1%
Educational Services	8,498	27.0%
Social Services	2,924	9.3%
Business Services	2,084	6.6%
Membership Organizations	1,355	4.3%
Engineering & Management Services	1,272	4.0%
Amusement & Recreation Services	739	2.3%
Hotels & Other Lodgings	602	1.9%
Other	4,205	13.4%
Total City Employment	74,103	

Source: Stanley R. Hoffman Associates.
Claritas and Economic Research Associates.



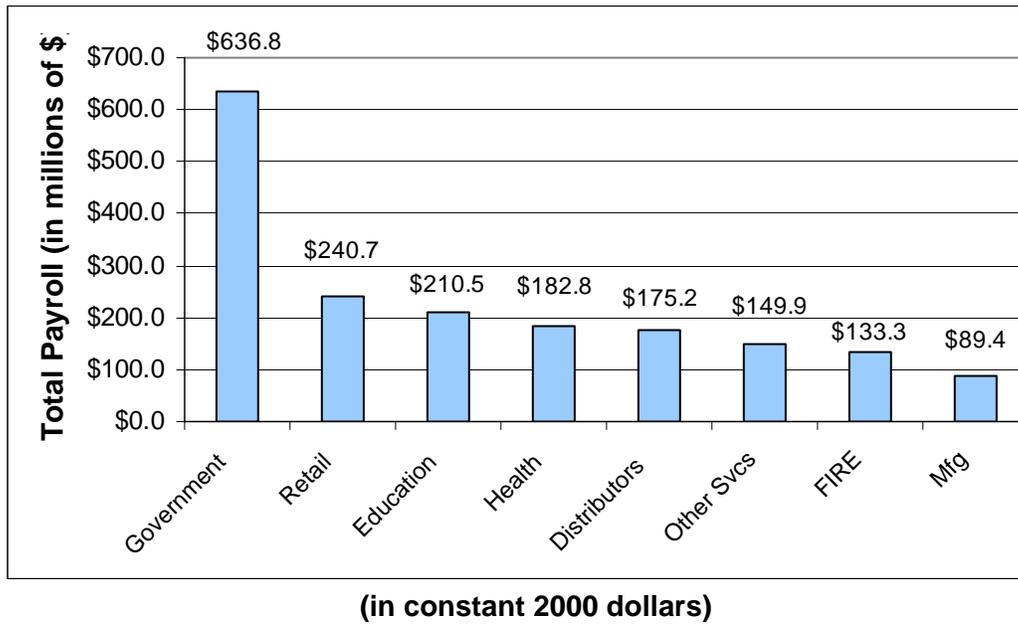
Services. Within the Services category, Health Services comprised 31.1 percent of the total Services employment, while Educational Services comprises about 27.0 percent. Partnerships and alliances with the City and institutions in both the Health Services and Educational Services sectors are a key economic development tool for the City. The Health Services cluster has a larger proportion of higher skilled and wage jobs than other sectors, and will provide opportunities for linkages with the adjacent Loma Linda medical cluster as well as other medical facilities and health-related companies. Educational alliances with California State University at San Bernardino (CSUSB) and San Bernardino Valley College also present opportunities. The impact of the University is significant and growing. Its labor force alone exceeds 3,600, which makes it one of the Inland Empire's largest employers. The annual economic impact of the University was recently estimated to increase regional output by approximately \$212 million and regional earnings by almost \$91 million in 1998-99. Also, the University has plans to expand, including the addition of an engineering program.

The Engineering and Management group, as well as other professional services and legal services (Other), represent only a small portion of the total Services employment. Expansion into these key areas could provide an opportunity for the City to increase its share of higher skill and wage jobs.

Payroll and Salaries

The City's payroll increased from about \$1.6 billion in 1991 to about \$2.0 billion in 1998, or about \$336.0 million in nominal dollars. When the City's payroll is adjusted for inflation, the purchasing power of payroll in the City has increased by about \$97.6 million in constant 2000 dollars or 5.0 percent from 1991 to 1998. Government had the biggest payroll, followed by Retail and Educational Institutions. As shown in Figure 3-3, in constant 2000 dollars the payroll for Governmental Agencies was the largest of all sectors in 1998, or a total of about \$636.8 million. This was followed by the Retail sector at about \$240.7 million. Manufacturing had a total payroll of about \$89.4 million.

Figure 3-3
Economic Development Existing Conditions and Trends
Total Payroll in San Bernardino: 1998



Note: The sectors shown in Figure 3-3 represent the top eight sectors in total payroll.
 Source: CA Employment Development Department

As shown in Figure 3-4, in constant 2000 dollars the average annual salary per worker has increased only slightly, from \$28,590 in 1991 to \$30,218 in 1998.



Figure 3-4
Economic Development Existing Conditions and Trends
Average Salary per Worker in San Bernardino: 1991 to 1998

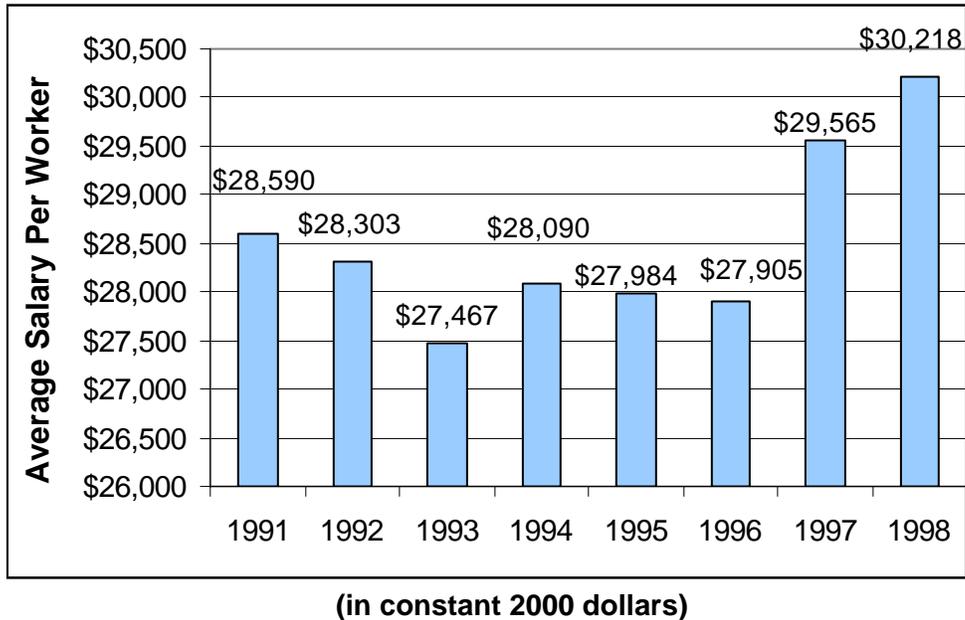
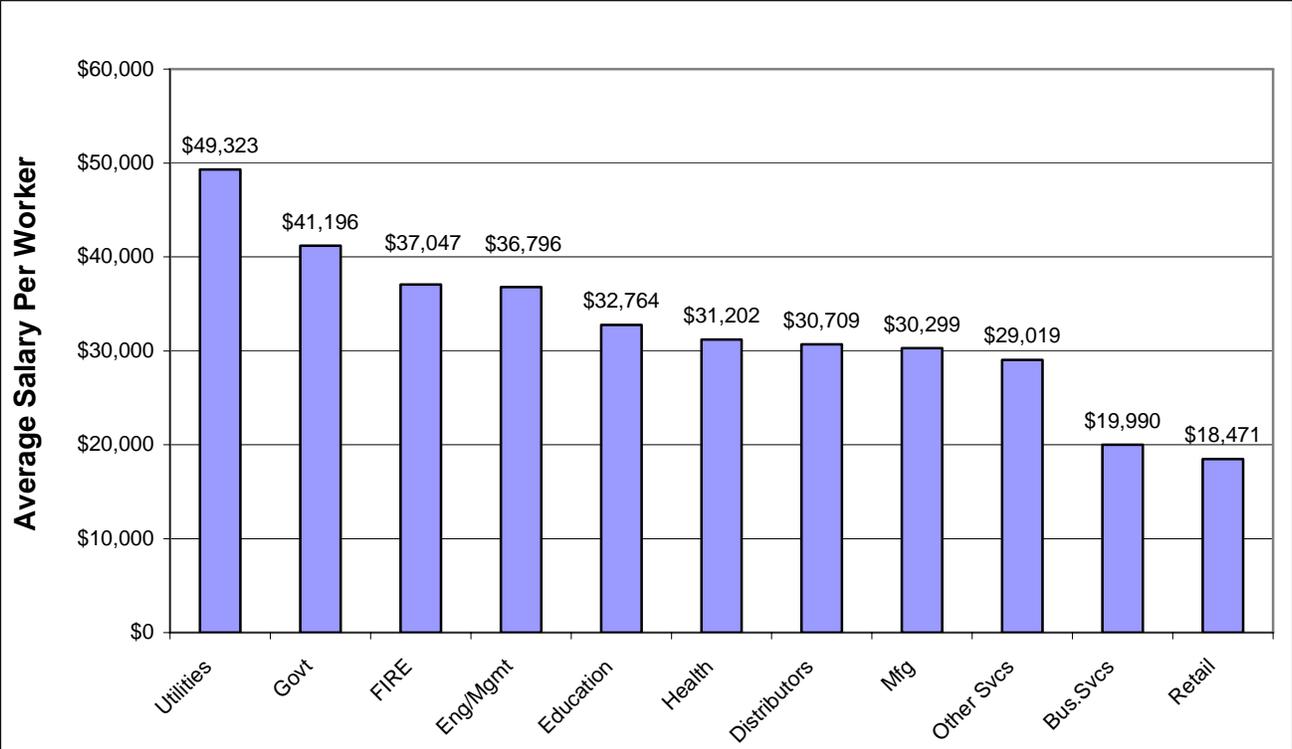


Figure 3-5 shows the average annual salary for selected sectors during 1998 in 2000 constant dollars. The highest salary was in the Utilities sector at an average \$49,323 annually, followed by the Government sector at \$41,196. Other Services and Business Services have lower average salaries, with Retail salaries the lowest, at an average \$18,471 annually. Another economic consideration is the relative salaries generated by the different industries. Although the Retail sector had the second highest payroll during 1998, retail salaries are among the lowest salaries of all sectors. Selected categories within the Services sector, such as Education, Health and Engineering and Management, can have higher average salaries than the Service sector as a whole as shown in Figure 3-5. This suggests that if the right mix of basic industries can be expanded or attracted to the city, there is the potential to increase average incomes in the local area.

Figure 3-5
Economic Development Existing Conditions and Trends
Average Salary by Sector in San Bernardino: 1998
(in constant 2000 dollars)



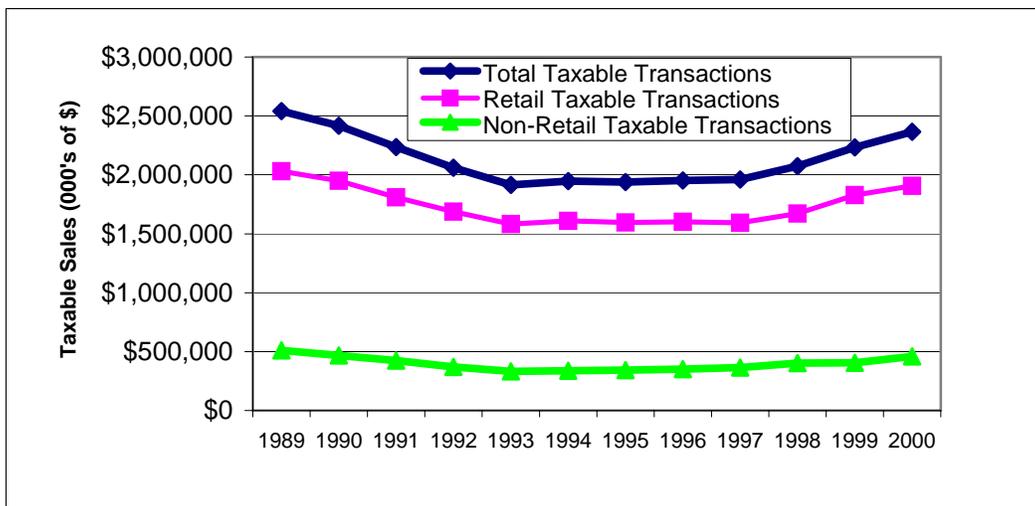


Chapter 4: MARKET TRENDS

Taxable Sales Trends

Figure 4-1 and Table 4-1 present taxable sales in the City of San Bernardino from 1989 to 2000 in constant 2000 dollars. Year 1989 was chosen as a benchmark because it was the peak year before the decline in the early to mid-1990s. As shown, total taxable sales have decreased about 7 percent during this time period from about \$2.54 billion to \$2.36 billion, or about \$175.3 million. Taxable retail sales transactions represented about 80 to 83 percent of the total, decreasing from about \$2.03 billion to about \$1.91 billion over this same period, or about 6 percent. Taxable retail sales decreased by about \$124.4 million over this time period. The largest losses occurred in General Merchandise and Furniture and Appliances, while the largest increase was experienced by Auto Dealers and Supplies. Retail transactions from All Other Outlets (i.e., non-retail), primarily business-to-business, declined about 10 percent in real dollars, decreasing from about \$510.2 million in 1989 to about \$459.2 million in 2000.

Figure 4-1
Economic Development Existing Conditions and Trends
Total Taxable Sales Transactions: 1989 to 2000
(in 000's of constant 2000 dollars)



Source: California State Board of Equalization

Table 4-1
City of San Bernardino
Economic Development Existing Conditions and Trends
Taxable Transactions (in Thousands) by Retail Group: 1989-2000
(in constant 2000 dollars)

Sales Category	1989	1990	1991	1992	1993	1994	1995
Apparel Stores	\$92,824	\$90,567	\$82,523	\$72,975	\$65,122	\$59,932	\$56,012
Auto Dealers and Supplies	363,781	350,944	301,346	298,523	282,329	298,413	301,106
Building Materials	197,097	184,102	183,874	184,717	177,831	171,333	156,257
Eating and Drinking Places	205,496	205,707	195,335	181,528	172,965	169,470	171,206
Food Stores	129,761	126,555	126,096	116,200	94,630	92,578	92,079
Furniture & Appliance	170,987	156,051	130,634	116,162	100,118	96,997	96,976
General Merchandise & Drug Stores	467,492	457,478	430,206	392,251	360,193	362,289	354,394
Other Retail & Packaged Liquor	280,128	252,627	236,236	202,982	205,071	239,430	253,587
Service Stations	<u>121,954</u>	<u>126,460</u>	<u>123,118</u>	<u>122,596</u>	<u>124,398</u>	<u>118,672</u>	<u>115,324</u>
Retail Subtotal	\$2,029,520	\$1,950,490	\$1,809,369	\$1,687,934	\$1,582,659	\$1,609,114	\$1,596,941
All Other Outlets (Non-Retail)	\$510,170	\$466,973	\$425,205	\$371,273	\$333,116	\$337,638	\$342,515
Total All Outlets	\$2,539,689	\$2,417,463	\$2,234,574	\$2,059,207	\$1,915,775	\$1,946,753	\$1,939,456
Retail as % of Total	79.9%	80.7%	81.0%	82.0%	82.6%	82.7%	82.3%

Sales Category	1996	1997	1998	1999	2000	1989 - 2000	
						Change	Percent Change
Apparel Stores							
Auto Dealers and Supplies	\$52,049	\$50,601	\$49,979	\$49,315	\$54,338	-\$38,487	-41.5%
Building Materials	308,177	302,535	336,950	385,052	437,472	\$73,691	20.3%
Eating and Drinking Places	153,657	161,534	173,282	234,287	227,248	\$30,152	15.3%
Food Stores	168,559	171,063	177,083	184,417	197,426	-\$8,070	-3.9%
Furniture & Appliance	91,249	92,392	89,012	92,979	102,185	-\$27,576	-21.3%
General Merchandise & Drug Stores	72,697	72,415	82,342	89,507	90,421	-\$80,566	-47.1%
Other Retail & Packaged Liquor	354,710	349,278	369,932	385,982	378,454	-\$89,038	-19.0%
Service Stations	285,279	283,392	294,709	300,124	297,480	\$17,352	6.2%
Retail Subtotal	<u>114,748</u>	<u>110,828</u>	<u>97,762</u>	<u>105,086</u>	<u>120,131</u>	<u>-\$1,823</u>	<u>-1.5%</u>
	\$1,601,124	\$1,594,036	\$1,671,051	\$1,826,750	\$1,905,154	-\$124,365	-6.1%
All Other Outlets (Non-Retail)							
Total All Outlets	\$351,812	\$365,671	\$403,022	\$406,370	\$459,231	-\$50,938	-10.0%
	\$1,952,935	\$1,959,707	\$2,074,073	\$2,233,119	\$2,364,386	-\$175,304	-6.9%
Retail as % of Total	82.0%	81.3%	80.6%	81.8%	80.6%		

Sources: Stanley R. Hoffman Associates, Inc.
California State Board of Equalization: Taxable Transactions, 1989-2000.



Per Capita Taxable Retail Sales

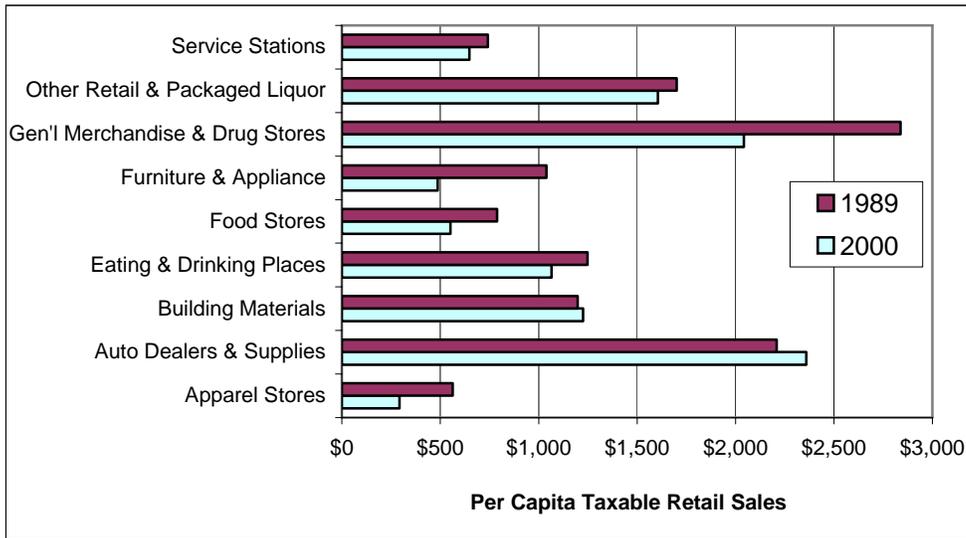
Per capita taxable retail sales are a rough estimate of the retail sales performance in San Bernardino, and are calculated by dividing the total retail sales by the City’s total population for a particular year. As shown in Table 4-2, from 1989 to 2000, the City’s per capita taxable retail sales decreased from \$12,324 to \$10,276 in 2000 inflation-adjusted dollars. All categories except for Auto Dealers and Supplies and Building Materials showed a decrease in per capita taxable retail sales. General Merchandise and Drug Stores decreased significantly from \$2,839 in 1989 to \$2,041 in 2000, or \$798. Furniture and Appliance also showed a significant decrease from \$1,038 in 1989 to \$488 in 2000, or \$550. Figure 4-2 shows the changes in per capita taxable retail sales from 1989 to 2000 by retail category for the City of San Bernardino.

**Table 4-2
City of San Bernardino
Economic Development Existing Conditions and Trends
Per Capita Taxable Retail Sales: 1989 and 2000
(in constant 2000 dollars)**

Retail Group	1989		2000	
	Taxable Retail Sales (in 000s)	Per Capita	Taxable Retail Sales (in 000s)	Per Capita
Apparel Stores	\$92,824	\$564	\$54,338	\$293
Auto Dealers and Supplies	363,781	2,209	437,472	2,360
Building Materials	197,097	1,197	227,248	1,226
Eating and Drinking Places	205,496	1,248	197,426	1,065
Food Stores	129,761	788	102,185	551
Furniture & Appliance	170,987	1,038	90,421	488
General Merchandise & Drug Stores	467,492	2,839	378,454	2,041
Other Retail & Packaged Liquor	280,128	1,701	297,480	1,605
Service Stations	<u>121,954</u>	<u>741</u>	<u>\$120,131</u>	<u>648</u>
Retail Subtotal	\$2,029,520	\$12,324	\$1,905,154	\$10,276

Source: Stanley R. Hoffman Associates, Inc.
California State Board of Equalization, Taxable Retail Sales, 1989 and 2000.

**Figure 4-2
Economic Development Existing Conditions and Trends
Per Capita Taxable Retail Sales: 1989 to 2000**



(in constant 2000 dollars)

Source: California State Board of Equalization

Comparative Per Capita Taxable Retail Sales

Table 4-3 shows year 1999 per capita taxable retail sales for the City of San Bernardino compared to the County and nearby communities in constant 2000 dollars. Year 1999 was chosen because this was the latest year with published retail sales data for the other communities. During 1999, the City of San Bernardino had higher per capita taxable retail sales overall (\$9,844) than the County (\$7,054), and had the highest among nearby communities. Colton (\$8,451) and Redlands (\$7,360) had the second and third highest per capita taxable retail sales among the communities.



Table 4-3
City of San Bernardino
Economic Development Existing Conditions and Trends
Comparative Per Capita Taxable Retail Sales: 1999
(in constant 2000 dollars)

Jurisdiction	Retail Sales (in 000's)	Population	Retail Sales Per Capita
San Bernardino	\$1,826,750	185,561	\$9,844
Redlands	509,999	67,073	7,604
Colton	408,463	46,782	8,731
Rialto	325,740	82,857	3,931
Highland	77,115	42,968	1,795
Grand Terrace	27,463	13,419	2,047
Loma Linda	\$131,941	21,609	\$6,106
San Bernardino County	\$11,711,182	1,660,245	\$7,054

Sources: Stanley R. Hoffman Associates, Inc.
 California State Board of Equalization: Taxable Sales in California during 1999.

The Non-Residential Marketplace

The Inland Empire as a whole has undergone a tremendous transformation over the last 15 to 20 years and has become a major industrial center for Southern California. With much of the development along the I-10 freeway now a mature market, commercial and industrial development are seeking locations farther east. San Bernardino is in a good position to take advantage of these market conditions with the City's access to the I-10, I-215 and I-15 freeways. Also, the extension of the Foothill Freeway from San Bernardino to La Verne will be completed within 5 years, providing significant east-west connections. This section addresses the trends in the retail, office and industrial markets and their implications for San Bernardino.

Retail Trends

Although the City continues to attract retail dollars from neighboring communities, as previously discussed its position as a retail center has been declining. The loss of a large share of the City's employment base and corresponding disposable income due to the Norton Air Force base closure was a significant contributor to this decline. Increasing retail competition from newer regional centers, such as Ontario Mills, is also contributing to the erosion of San Bernardino's regional retail market base. Most of the City's centers were built from 1956 to 1989 and are in need of revitalization.

Inventory. As of mid-year 2000, the City had a total inventory of about 4.1 million square feet of leasable retail space. About 43 percent of this total inventory was comprised of community

serving centers and neighborhood centers. The 29-year old Carousel Mall has over 1.0 million square feet and is the largest regional center in the City, followed by the 35-year old Inland Center at about 1.0 million square feet. Carousel Mall has lease rates ranging from \$18 to \$40 per square foot per year, while smaller centers have lease rates in the range of \$16 to \$25 per square foot per year.

Occupancy. Occupancy rates for properties larger than 85,000 square feet vary from 60 to 85 percent. Only the Tri-City Shopping Center and the University Valley Center reported occupancy greater than 87 percent.

Opportunities. ERA's preliminary analysis indicates that the existing retail stock is over-built by about 400,000 square feet. However, according to the ERA study, the City is likely to be the focus of continuing interest by large value-oriented retailers such as Wal-Mart, Kohl's and home stores such as Lowe's or Home Depot. There are current plans for both a Wal-Mart and Sam's Club. The planned Sam's Club at Harriman Avenue and the I-215 would add about 250,000 square feet of additional retail space to the City. Stores such as these would allow the City to strengthen its General Merchandise taxable sales, which declined by 19 percent from 1989 to 2000 in constant dollars as shown previously in Table 4-1.

As a result of larger value-oriented stores, the existing retail developments will be highly vulnerable to new competition. Therefore, only marginal increases will occur in the total net volume of occupied retail space in the City of San Bernardino. Net new demand in retail growth is estimated to be about 10,000 square feet according to the ERA study.

Office Trends

In the last few years the Inland Empire has started to emerge as a desirable location for office development. The primary impetus behind the region's growth has been the affordability of housing relative to Los Angeles and Orange Counties. In addition, continuing expansion of Ontario airport passenger traffic makes the area more attractive for office use, which generates and attracts business travel. Supportable space estimates by ERA indicate that the City of San Bernardino's office market is currently overbuilt. However, according to ERA, projected employment growth shows that the City could capture as much as 170,000 square feet annually over the next 5 years, particularly in the downtown. Characteristics of the Inland Empire and San Bernardino area markets as of 3rd quarter 2000 include the following.

- The Inland Empire market has added approximately 1.48 million square feet of space during 1995-2000 to reach a total rentable inventory about 13.5 million square feet;
- The San Bernardino sub-market¹ had about 3.73 million rentable square feet as of the 3rd quarter 2000, and the City had about 3.03 million square feet;

¹ The San Bernardino Sub-market consists of San Bernardino, Colton, Redlands and Loma Linda.



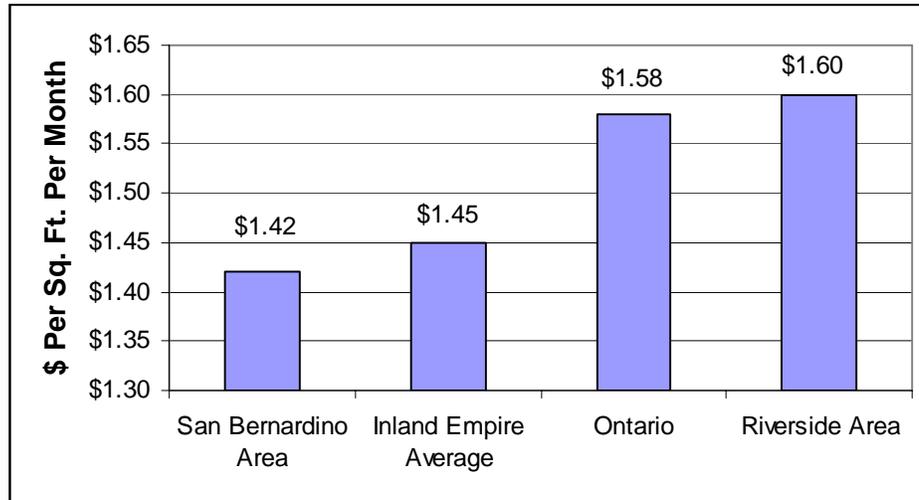
- The largest share of the City's office inventory is Class B space at 42 percent of the total, followed by Class A at 36 percent. The remaining 22 percent of the inventory is comprised of Class C space; and
- Average asking rent in the Inland Empire region is approximately \$1.45 per square foot per month as of the third quarter of 2000, compared to the San Bernardino sub-market, at \$1.42 per square foot.

Inventory and Absorption. The approximate volume of multi-tenant space located in the City of San Bernardino is about 3.03 million square feet. This does not include single use governmental space. About 551,300 square feet of this total is vacant resulting in an overall vacancy rate of 18.2 percent. As of the 3rd quarter 2000, about 530,000 square feet of office space was under construction, all of which was in the Airport area and the Riverside area.

Recent Grubb & Ellis and CB Richard Ellis data indicate that the demand for office space in the Inland Empire is expected to remain strong as the neighboring office markets of Los Angeles and Orange Counties continue to tighten. As of the 3rd quarter of 2000, the San Bernardino sub-market had absorbed about 268,000 square feet of the 550,000 total square feet absorbed in the Inland Empire region, or about 49 percent of the total.

Lease Rates. Average rents have been increasing steadily since 1996 in the Inland Empire. As shown in Figure 4-3, average asking rent in the region is approximately \$1.45 per square foot per month as of the third quarter of 2000, compared to about \$1.33 in 1996. The average rate per square foot is slightly lower in the San Bernardino sub-market, at \$1.42 per square foot. As shown, the San Bernardino area is still below the rate of Ontario, another Inland Empire community that is well situated along major thoroughfares, and the Riverside area.

Figure 4-3
Economic Development Existing Conditions and Trends



Average Office Space Lease Rates Inland Empire: 3rd Quarter 2000

Opportunities. ERA forecasts net new demand of about 850,000 square feet of new office space in the City, which would require about 27 acres to accommodate. Opportunities for office development will be primarily in the downtown area with infill and mixed commercial development, as well as lower-density office park type development in the northern part of the City along the I-215 corridor or adjacent to CSUSB. The planned Arrowhead Credit Union Project in the northern end of the City along I-215 is proposed for mixed-use, including 550,000 square feet of office/technology park and residential uses.

Industrial Trends

As a shortage of industrial space is occurring in Orange County, the Inland Empire has experienced a large number of firms taking advantage of available land at affordable prices relative to other markets. Industrial space absorption in the Inland Empire has therefore remained strong. The area around the junction of the I-15 with the I-10 and Route 60 freeways is now reaching capacity and space costs are beginning to rise. As a result, industrial developers and manufacturing clients are now increasing their activity further east. The City of San Bernardino is benefiting from this trend.

- About 49 firms and agencies have located in the City from 1994 to 1999, bringing 5,500 new jobs into the economic base (San Bernardino Economic and Community Profile);
- As of 3rd quarter 2000, there was about 9.5 million square feet of industrial space, or about 80.1 percent of the total San Bernardino/Redlands market, located in the City of San Bernardino;



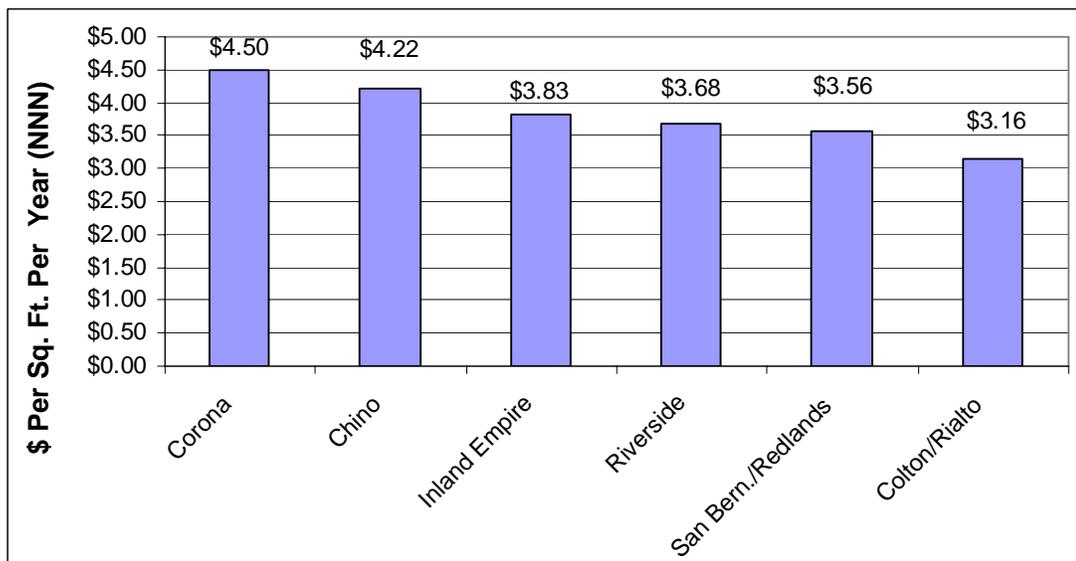
- The City has a low vacancy rate of 4.8 percent when compared to the sub-market area's 6.0 percent, as well as to the Inland Empire average of 7.1 percent; and
- Industrial rents are about \$3.56 per square foot per year (NNN) and are slightly lower than the regional average of \$3.83 per square foot per year (NNN). Triple net (NNN) refers to a lease requiring the tenant to pay, in addition to a fixed rent, the expenses of the property such as taxes, insurance and maintenance.

Inventory and Absorption. The total Inland Empire market inventory was approximately 215.9 million square feet as of the third quarter of 2000. The San Bernardino/Redlands submarket contained about 11.8 million square feet or about 5 percent of the regional total. About 9.5 million square feet of the San Bernardino/Redlands submarket was located in the City of San Bernardino. The City of San Bernardino had a vacancy rate of about 4.8 percent, lower than the San Bernardino/Redlands submarket of 6.0 percent and the region's 7.1 percent.

The majority of the new industrial space constructed in the Inland Empire during the year 2000 was comprised of speculative projects, which accounted for about 63 percent of the total new buildings. As of the 3rd quarter of 2000, about 6 million square feet was pre-leased, and about 40 percent of the new tenants were from outside the Inland Empire.

Lease Rates. Lease rates in the San Bernardino sub-market are about \$3.56 per square foot per year (NNN) and are slightly lower than the Inland Empire average of \$3.83 per square foot per year (NNN). Comparatively, Corona and Chino have the highest lease rates at \$4.50 per square foot per year and \$4.22 per square foot per year. Triple net (NNN) refers to a lease requiring the tenant to pay, in addition to a fixed rent, the expenses of the property such as taxes, insurance and maintenance.

Figure 4-4
Economic Development Existing Conditions and Trends
Average Industrial Space Lease Rates Inland Empire: 3rd Quarter 2000



Opportunities. ERA's preliminary demand estimates show that the City could absorb about 400,000 square feet of industrial space annually over the next four years, with the capacity to accommodate about 2.0 million square feet by the end of the planning period. Kohl's, a large-format retailer, has plans for a 650,000 square foot warehouse distribution center near the airport. The larger parcels of land in northwest part of the city that have frontage along the I-215 freeway could attract warehouse-distribution and light manufacturing firms. Both the Southeast Industrial Park (265,000 square feet) and Tri-City redevelopment project areas also have space for infill development.

Alliances between the City, and educational and health institutions will be an effective tool to attract high technology and medical manufacturing firms to the City. In addition, The San Bernardino International Airport presents a prime opportunity for industrial use. The legal title to the 2,000-acre former site of Norton Air Force Base has passed to local authorities, and is being developed as a multi-modal global logistics center. The City should continue to work closely with the Inland Valley Development Agency (IVDA) and the SBIA Authority in order to promote the commercial viability of the airport.



CHAPTER 5: ECONOMIC OPPORTUNITIES AND INCENTIVES

Economic Opportunities

The primary purpose of the economic development process is to identify target economic opportunities that are both realistic and compatible with the City's long-term vision and goals. This section summarizes key economic opportunities for the City that will be the foundation for policy consideration and priority setting in the next steps of this process. This process will result in the Economic Development Element of the General Plan, which presents economic goals and their corresponding objectives, policies and programs for future implementation.

Building Upon Location and Transportation Advantages. One of the City's most important assets is its geographic location relative to the regional road and rail transportation network. Automobiles, trucks and trains entering Southern California from most of the U.S. must go through the Cajon Pass to the north or the Banning Pass to the east. As a result, the area in and around the City has been a center of southland goods movement since Southern Pacific and Santa Fe railroads reached the region in 1875 and 1885 respectively.

Rail access via the Burlington Northern Santa Fe (BNSF) Railroad inter-modal yard in San Bernardino, as well as several major truck terminals, position the City as a gateway and transcontinental hub for transportation and warehousing activity.

The City's location within the "Freeway Ring," consisting of Interstate-10, Interstate-215 and State Route 30 highways, as well as eventual completion of the I-210 and Route 30 connection in 2005/2006 provide advantages. Visible parcels along freeway frontage could attract larger R & D and high-value manufacturing firms to the City.

Expanding San Bernardino International Airport and Trade Center. The San Bernardino International Airport and Trade Center (SBIATC) located at the former Norton AFB offers office, industrial and aviation related space with access to rail and inter-modal facilities of the BNSF Railroad yard. The SBIATC encompasses 14,000 acres within 3.5 miles of airport facilities, including 3.0 million square feet of warehouse, industrial and office space available for conversion. To date there are some 70 companies in place, including TRW, Kelly Space & Technology and the Defense Finance & Accounting Service. In addition, about 14,000 acres are also marked for redevelopment in adjacent project areas. GTE has an on-site central office, providing a metropolitan fiber ring that can support sophisticated advanced telecommunications.

The area is designated as a Local Agency Military Base Recovery Area (LAMBRA) and as such is authorized to provide companies with the full package of California Enterprise Zone incentives, extending California tax credits to companies that locate within the zone. This incentive could be useful in attracting the right mix of manufacturing and related firms to the area, and expanding jobs in the Transportation sector.

Partnering and Collaborating with Local Institutions. Opportunities for the City exist in partnering with CSUSB to start new programs. CSUSB is in the process of beginning an academic program in engineering on its campus, as well as facilitating an extension of Pepper-Linden to make the northern campus more accessible. The new engineering program could attract industry sectors that require a highly skilled labor force. For Research & Development companies, access to the University could be important in providing skilled labor in areas such as Computer Science and Chemistry. An Engineering program may also increase the potential for business spin-offs, if the school promotes commercial-oriented research as one of its goals. The university should be viewed as a prime asset, as partnerships with potential employers and alliances could be a key economic development tool for the City. Other opportunities in the biotechnology and R & D sectors are possible with alliances with Loma Linda University Medical Center, University of Redlands and University of California, Riverside.

Labor Force Training to Promote Economic Development. Both the University and San Bernardino Valley Community College provide the opportunity to leverage the College's traditional educational role for workforce training. The importance of workforce education and training is increasingly influenced by ongoing economic restructuring and technology changes. The coordination between the institutions and local and regional business organizations would increase communication and responsiveness to area labor needs. Labor force training opportunities also become increasingly attractive to local businesses as the trend towards research and specialized skills continues.

Collaboration with CSUSB to Promote Economic Development. The service area for CSUSB is large, encompassing the two counties of San Bernardino and Riverside. About 15,000 students attend Cal State University San Bernardino (CSUSB), and its labor force alone exceeds 3,600, making it one of the Inland Empire's largest employers. The annual economic impact of the University was recently estimated to increase regional output by approximately \$212 million and regional earnings by almost \$91 million in 1998-99. Partnerships and alliances with the university should be utilized to promote a more competitive labor pool, as well as a regional stimulus to economic development. Incubator firms formed by faculty, research staff, and graduate students could provide additional jobs as well as technologies and expertise.

CSUSB identifies among its strategies, involving the community in assessing regional needs to identify opportunities for collaborative partnerships. CSUSB is already in the process of beginning an academic program in engineering on its campus, as well as facilitating an extension of Pepper-Linden to make the campus more accessible. The planned Engineering program for the University could eventually attract industry sectors that require a highly skilled labor force, and increase the potential for business spin-offs. Additionally, significant expansion plans for CSUSB are in process that will further add to the university's economic impact.

Capturing a Share of Growing Markets. A key opportunity is potentially attracting industries that can drive the economy and that are growing within the larger market area. With continued expansion of rail, trucking and air transportation facilities the City could develop further as a "hub", which will result in increased Transportation and Wholesale trade related employment.



Transportation is emerging as a core employment sector in the region and opportunities exist for continued capture of Transportation related jobs. The identification and marketing of existing and emerging clusters is critical to attracting potential businesses as well as retaining and expanding certain key employment sectors that have traditionally located there. In addition to Transportation and Wholesale trade, other expanding sectors include:

- Health services, with opportunities for linkages with Loma Linda Research Hospital
- Educational services, with partnerships and alliances with CSUSB
- Specialty food preparation and packaging
- Light industrial and manufacturing, especially non-durable goods and services

There may be opportunities for key manufacturing and R&D facilities, such as technology, instruments, communications equipment and medical manufacturing at a future CSUSB business park. While there may be informal interest in a future business park at or near the campus, no commitment to such a facility has been made thus far.

The City should also continue to work closely with the Inland Valley Development Agency (IVDA) and San Bernardino International Airport Authority (SBIAA) in order to preserve the airport facility and promote commercial/industrial land uses around it. The San Bernardino International Airport and Trade Center (SBIATC) located at the former Norton AFB offers office, industrial and aviation related space with access to rail and inter-modal facilities of the BNSF Railroad yard. The SBIATC encompasses 14,000 acres within 3.5 miles of airport facilities, including 3.0 million square feet of warehouse, industrial and office space available for conversion. To date there are some 70 companies in place, including TRW, Kelly Space & Technology and the Defense Finance & Accounting Service. There are about 991 full-time and 280 part-time jobs located at SBIATC. About 1.5 million square feet of corporate, government, educational and research & development space is proposed for the campus.

Expansion of Industrial Base. The strengths of the industrial market in San Bernardino are similar to those of other Inland Empire communities, including access to multi-modal transportation systems and the availability of large parcels of land at competitive prices with access to service and utility infrastructure. Opportunities for industrial growth exist in the warehouse and distribution sector, due to availability of some prime locations along the I-215 and I-10 highways. Large assemblages of land exist in the northwest redevelopment project area, some with frontage along the I-215 that could be ideal for warehouse-distribution and light industrial/manufacturing centers. In the long-term, there are opportunities for key manufacturing and R&D facilities, such as technology, instruments, communications equipment and medical manufacturing at future business parks in San Bernardino.

CSUSB is currently participating in a consortium (CORE-21) with the University of California, Riverside (UCR), Redlands University, and the Claremont Colleges to encourage technology transfer and high-technology business growth. CORE-21, which stands for “Connecting Research and Economic Development for the 21st Century,” is a consortium of most of the

higher educational institutions in the two-county area including community colleges. The efforts UCR research park is a separate though related project that will have long-term benefits for San Bernardino if it stimulates high-technology industry growth.

Expansion of Office Development. Recent data on office development activity in the Inland Empire indicate an expanding office market. In addition to downtown infill opportunities, there are also opportunities along Hospitality Lane at the southern end paralleling the I-10 freeway. Some lower density office park type development could be accommodated in the northern part of the City along the I-215 corridor or adjacent to CSUSB, which could be supplied with some labor force by residential development in the northern part of the City. This type of development could also be an effective buffer between the planned residential development to the north and industrial uses that might locate along the I-215.

Expansion and Revitalization of Retail Development. The City's position as a regional retail center has declined due to competitive factors in the region. While the City should look to expand regional retail opportunities, the market for new retail centers is not strong at this time. Existing shopping centers, such as the Carousel Mall and the Inland Center, should be the focus of revitalization efforts. As office development increases in the downtown and along Hospitality Lane, there will be opportunities for infill retail development in these locations. In the downtown area, the most promising retail opportunities are mixed-use projects, which could provide strong support for both daytime and nighttime activities. There are also long-term opportunities on the City's periphery with the eventual addition of the I-210/I-215 intersection, as well as in the Northern part of the City near CSUSB.

Downtown Revitalization (including Lakes and Streams project). Some of the office demand in the City is likely to be met by infill development in the downtown area that is compatible with the City's long-term Downtown Revitalization strategy and the government center. This will help reinforce the image of downtown as the center of the City. Increased employment downtown will also provide support for retail and pedestrian oriented retail development in the downtown. The best opportunities for downtown revitalization are mixed use residential and/or office development projects, which will justify the addition of new retail space in the area.

Also, realization of the City's Vision 2020 project (lakes and streams) as a regional "town center" and recreation attraction could be a significant catalyst in helping San Bernardino to retain its regional retail position. Because of its underground lake, San Bernardino has a high water table, which is believed to pose a danger of soil liquefaction and extreme damage and even collapse of buildings in the event of a major earthquake. In addition, future population growth projected for the area served by the San Bernardino Valley Municipal Water District will eventually require construction of new water storage facilities. To address both of these problems, the "Lakes and Streams" plan emerged to construct a surface lake or lakes to store water. Eventually, City officials came to agree that this plan had the potential to revitalize the greater downtown area by clearing blighted development for a system of urban lakes and streams surrounded by new housing, commercial uses and amenities. Two lakes would anchor it at either end, with a variety of water amenities spread throughout. The project is being driven by a Joint



Powers Authority consisting of the City and the Municipal Water District, and a \$1.2 million jointly funded detailed development plan has been approved.

National Orange Show and Other Annual Events. The remarkable success the City has enjoyed as host to the annual National Orange Show Citrus Fair and the annual Route 66 Rendezvous has steadily attracted positive attention to the City. The consistency of these events, along with the cultural and recreational events provided, reflect the hosting capacities of the City. The Orange Show is a 170-acre State facility that holds the annual citrus fair and is also available for concerts, sporting events, trade shows and exhibits.

Business and Visitor-Serving Hotel Development. The existing clusters of multi-level government and professional offices will continue to demand a certain level of moderately priced business hotels in the City. Although there is not strong demand for tourist type lodging, there may be opportunities for some new modern business-serving hotels. This could be an important fiscal benefit as hotels are a generator of transient occupancy tax (TOT), an important source of City General Fund revenues.

Housing Supply Commensurate with Increasing Labor Force. The higher cost of housing in Orange County is making the Inland Empire an attractive location for new residential development. However, in the City of San Bernardino the residential development has not generally been at the level commensurate with a higher wage labor force except in a few selected areas. The ability to capture a labor force with higher skill and higher wage jobs will depend on the City's image as an attractive community in which to live.

Enhancing City as Gateway to Mountains and Desert. The City's access to nearby mountains and deserts is a key attribute. Many travelers pass through the City on the way to the San Bernardino Mountains and to the Coachella Valley desert resort communities. In addition, the City of San Bernardino is located along the primary route to Las Vegas. If the City was able to develop a destination attraction of some sort, this drive-by traffic could be captured along the way to these destinations. The City is immediately surrounded by Southern California mountain recreation locations, which provide year-round activities such as boating, hiking, camping and skiing. Many families see the local mountains as a less expensive alternative to outdoor vacations elsewhere. Supplying retail goods and services to these travelers could be enhanced. Being near regional recreational attractions, the City could regain a share of the regional retail market as well.

Economic Incentives

The Economic Development Element builds upon ongoing programs and provides a framework to ensure that the City of San Bernardino is able to maintain a strong economic base and to take advantage of new economic opportunities in the future. In order to expand its economic base, the City offers a variety of programs designed to make it less expensive for firms to operate within its boundaries. Among these incentives described below are those targeted at lowering business costs, providing access to capital, work force preparation, and entrepreneurial assistance.

Lowering Business Costs

Redevelopment Agencies. In California, cities can designate specific zones as redevelopment areas (RDA). San Bernardino has several. The tax revenue in these areas generated by increases in assessed valuation goes to the RDA agency, which uses the money to float and amortize bonds. The proceeds of the bond sales are used to fund infrastructure work in the zone and provide assistance to firms locating there. The new firms add to the RDA area's assessed valuation, generating additional taxes. In San Bernardino, companies locating in RDA zones can obtain infrastructure development assistance as well as receive help with traffic impact, storm drain, and sewer connection fees.

Facade Improvements. Companies locating in existing structures in San Bernardino can obtain grants of up to \$10,000 to help with facade improvements in designated areas.

Local Agency Military Base Recovery Area. San Bernardino International Airport has been designated a Local Area Military Base recovery area under California law. Firms locating at the facility are this eligible for a wide variety of state Enterprise Zone incentives, including: deductions of equipment purchased; federal & state tax credits per eligible employee in a 5-year period, sales tax credits for new machinery purchased by manufacturers, and California income tax exemptions from interest earned on investments in the zone.

Foreign Trade Zones. The San Bernardino International Airport is also a designated Foreign Trade Zone. Firms locating within its boundaries are technically outside U.S. Customs territory. This offers unique advantages for firms handling international cargo:

- Cash flow is improved as U.S. duty, excise taxes and customs bonds are not paid on goods unless they leave the zone.
- An imported product may qualify for "Made in the USA" label if the value added within the zone exceeds 50% of its value. Goods subject to U.S. import quotas can be imported and fabricated into a product not subject to import limits.
- Goods may be processed or altered to qualify for the lowest duties or freight charges.
- Imports can be landed and stored without full customs formalities. Buyers can inspect goods in a zone show room before purchase and payment of duties.

Access to Capital

San Bernardino County Economic & Community Development Agency Loans (ECD). San Bernardino County ECD provides loans of \$50,000 to \$500,000, to expanding business via its Business Expansion Revolving Loan Program. Funds can be used for land and building acquisition or construction, equipment purchases and sometimes for working capital.

The Small Business Enhancement Program. This is a San Bernardino County ECD program that provides \$5,000 to \$50,000 to small firms needing loans for building improvements, capital



purchases, inventory or related working capital. Companies must be over two years old, have under \$1.0 million in sales, or have five or less workers including the owner.

SBA Lending. The San Bernardino Economic Development Agency can place firms in contact with organizations offering one-stop shopping for low-interest loans available through the Small Business Administration. These include loan guarantees, contract financing, R&D financing and other types of loans.

Work Force Preparation

Regional Occupational Programs. San Bernardino County has created three Regional Occupational Programs, one of which has headquarters in the City of San Bernardino. These programs are designed to provide access to specific training leading directly to work. Each course offering has an industry advisory group that certifies that there is a demand for the skill set, and works with instructors to ensure that the course content meets industry standards.

Community College Specialized Training. San Bernardino Valley College, located in San Bernardino, is acutely aware of the need to bridge the gap between local companies and their employees. The school is thus willing to create specialized training courses tailored to the specific needs of individual firms. These can be conducted at the job site, in nearby facilities, or on the college campus.

San Bernardino County Jobs and Employment Services. San Bernardino County conducts a sophisticated search and employment training program to assist area citizens in entering the work force and area companies in finding trained workers. A staff of job developers works in the field contacting employers to both identify open jobs and to understand the employee training requirements of the county's companies. Efforts are then made to assist companies in finding workers and filling training needs.

San Bernardino Employment & Training Agency (SBETA). SBETA is a city agency, funded by federal, state and grant funds that trains and finds jobs for unskilled adults and workers laid off by downsizing and closures. The agency works closely with the local business community to find new sources of employment, contracting with local schools, business and community based organizations.

Entrepreneurial Assistance

One key to a growing region is the creation of new and growing companies by local entrepreneurs. Historically, San Bernardino has produced entrepreneurs like Chester Arthur, the man who invented the Xerox machine, and Richard and Maurice McDonald, brothers who invented the modern fast food industry with their McDonald's Hamburger chain.

Inland Empire Small Business Development Center (SBDC). To assist local entrepreneurs, the City of San Bernardino is a sponsor of the Inland Empire SBDC. This Inland Empire Economic

Partnership affiliated organization provides a large range of services to local small firms, including basic consulting, entrepreneurial classes, and specialized help.

Business Incubators. Under contract with the Inland Valley Development Agency, the SBDC runs the business incubator program next to the San Bernardino International Airport. Start-up and growing firms locating at the site pay market rents. However, they save money as access to computer time, office equipment, conference rooms and some staff support is provided.

BIZ Net (Business Support Networks) The City's Biz Net program provides "Economic Gardening" information and technical assistance to select businesses in the community that have or may possess significant growth potential. Biz Net is the City's primary program for supporting entrepreneurial growth.



ECONOMIC GOALS AND POLICIES

I. Introduction

The following set of key goals and policy statements for the City of San Bernardino are outlined in view of the current and anticipated market trends in the City of San Bernardino. These goals and policies are intended to set a planning framework for the City's Commercial and Industrial land uses in the context of market forces and draw upon the 2003-2004 Comprehensive Economic Development Strategy (CEDS). Though these strategic initiatives are not a part of any formal policy document, they are intended to form the basis for the economic development component of the City's General Planning efforts and could be incorporated into the Economic Development Element of the General Plan.

II. Summary of Issues

A combination of factors including the national recession of the early 1990s, the closure of the Norton Air Force Base and increasing regional competitive forces in the commercial/industrial sectors, have continued to challenge the City of San Bernardino during the last decade. The present economic downturn, acknowledged to have begun in early 2001, is also an evolving challenge. Among the above, the closure of Norton Air Force Base had the most adverse effect on the City's economy. San Bernardino instantly lost the multiple levels of economic activity generated by Norton Air Force Base during the last 50+ years of its presence.

Owing in significant part to loss of a number of major employers, San Bernardino has been an economically distressed community for the better part of two decades. Deprived of these longstanding employers and many of the ancillary businesses they supported, the community has suffered a variety of economic and social problems. These include chronic unemployment and concomitant need for public assistance, disinvestments in housing stock and consequent blight and poor health conditions among many poorer residents.

Since the closure of the base that resulted in the loss of 10,000± jobs, the City has been unable to attract significant concentrations of higher quality jobs. The massive loss of jobs also affected the reputation of the City, which is often being identified with concentrated welfare dependent populations. There was a sudden drop in taxable retail sales, resulting in escalating retail vacancies, loss of regional market shares and a decline in fiscal revenues. These issues have also resulted in the City's inability to attract significant higher value residential developments or significant improvements in existing residential sales values.

During the second half of the 1990s, the City's circumstances began to take a turn for the better. In part, reinvigoration stemmed from strong growth in the state and national economies. Additionally, a new mayor has helped initiate or has endorsed a number of major economic and community revitalization efforts over the past five years.

III. Summary of Opportunities

Economic development is a dynamic process that increases the wealth of the community and allows it to provide a high quality of life for its residents, businesses and organizations. The intent is to promote and maintain a sound economic base by encouraging land uses that will attract and retain specific economic segments of the market and concurrently enhance the economic position of the community. The primary purpose of the economic development process should be to identify target economic opportunities that are both realistic and compatible with the City's long-term vision and goals. Listed below are key economic opportunities for the City.

- Building Upon Location and Transportation Advantages
- San Bernardino International Airport and Trade Center
- Partnering and Collaborating with Local Institutions
- Labor Force Training to Promote Economic Development
- Collaboration with CSUSB to Promote Economic Development
- Capturing a Share of Growing Markets
- Expansion of Industrial Market
- Expansion of Office Development
- Expansion and Revitalization of Retail Development
- Downtown Revitalization (including Lakes and Streams project)
- Business-Serving Hotel Development
- Gateway to Mountains and Desert
- Housing supply commensurate with labor force

IV. Summary of Major Economic Goals and Policies

The major economic goals of the Economic Element include the following:

- Goal 1: Encourage economic activity expanding upon the locational strengths of San Bernardino
- Goal 2: Identify and attract new employment types/land uses that complement the existing employment clusters and foster long-term economic growth
- Goal 3: Prevent retail sales leakage and recapture regional retail expenditure through key sectors
- Goal 4: Prepare for oncoming economic activities through adequate infrastructure improvements, sensible planning and a business friendly environment



- Goal 5: Clearly signal the multiple opportunity locations in San Bernardino for retail, office, and industrial development
- Goal 6: Address blighted conditions within the City in order to attract investment in reinvigorating the economy, and attract high-wage industry to the City
- Goal 7: Ensure fiscal viability in order to provide a high level of services to the community and finance capital projects

GOAL 1: ENCOURAGE ECONOMIC ACTIVITY EXPANDING UPON THE EXISTING AND ONCOMING LOCATIONAL STRENGTHS OF SAN BERNARDINO

Expand on the concept of a "Transcontinental Hub"

- Policy 1.1.1: Retain and expand trucking, warehousing and distribution opportunities.
- Policy 1.1.2: Attract warehousing/distribution centers, while addressing long-term impacts of intermodal and related transportation activities (i.e., increased truck traffic, street maintenance, and noise).
- Policy 1.1.3: Attract industrial users with "multi-modal" needs.

Integrate long-range plans as outlined in the 2002 ten-year master-development agreement for the San Bernardino International Airport (SBIATC) as part of the City's overall revitalization efforts

- Policy 1.2.1: Pursue airport development with a focus on transforming the area into a commercial aviation center with ancillary industrial and warehouse facilities.
- Policy 1.2.2: Attract commercial passenger and air cargo business

Capitalize on the frontages and properties visibility along the 1-215, 1-10 and SR-30 to attract larger high value employers

- Policy 1.3.1: Discourage subdivision of larger industrial land parcels with freeway frontage.
- Policy 1.3.2: Protect some large parcels with frontage along the I-10 and I-215 for high value manufacturing/R&D establishments.

Optimize existing redevelopment project areas to identify and prioritize development opportunities

- Policy 1.4.1: Concentrate on the Southeast Industrial Park in the near term to attract high value employers.
- Policy 1.4.2: Develop the Northwest and the State College (west of 1-215) redevelopment areas as high value industrial/R&D uses.
- Policy 1.4.3: Enhance Downtown as a Public/Government sector core.
- Policy 1.4.4: Seek development opportunities to the west of I-215 in the vicinity of the Santa Fe rail depot.
- Policy 1.4.5: Promote revitalization of the Carousel Mall Downtown through a mixture of land uses, such as additional office and mixed-use space that may not necessarily include retail.
- Policy 1.4.6: Expand minor league baseball stadium by building a three-story Stadium Business Park office complex and parking structure.

Consistently market industrial vacancies and new opportunity sites in the City in order to maintain occupancies at higher than the regional average

- Policy 1.5.1: Diversify industrial use mix with a balance of warehousing/ distribution, manufacturing and R&D uses.
- Policy 1.5.2: Attract non-polluting light manufacturing and assembly uses to industrial infill and buffer sites. Examples include high value printing and publishing, light packaging etc.
- Policy 1.5.3: Expand/Invest in high-speed communications infrastructure to attract technology oriented users.

Retain and expand the Government/Public Office cluster

- Policy 1.6.1: Maintain strong intergovernmental relations with public sector agencies to be up to date with their needs.
- Policy 1.6.2: Attract public sector tenants to occupy historic/adaptive reuse projects.
- Policy 1.6.3: Continue to specialize in regional/district offices focused on very large Federal/State assets and environmental protection (e.g. USFS; CALTRANS; etc.).



Positively define and capitalize on available workforce skill capabilities to attract new employers

- Policy 1.7.1: Define and market the regional labor force, within commuting distance from San Bernardino. (30 minutes, or 30 miles radius.)
- Policy 1.7.2: Attract large employers with bilingual labor force needs and modest skills. Examples include Call Centers and Billing Centers.
- Policy 1.7.3: Provide tax incentives and technical assistance to encourage home based businesses/offices.
- Policy 1.7.4: Promote bilingual capacities of the resident labor force as an asset.

Partner with the existing educational institutions to effectively deliver job-training programs to residents

- Policy 1.8.1: Identify training and labor force needs of oncoming employment sectors to successfully forge partnerships with both employers and educational institutions and produce results.
- Policy 1.8.2: Provide vocational training opportunities to the resident labor force in conjunction with the Community College and CSUSB.
- Policy 1.8.3: Pursue development of joint incubator projects sponsored/ fostered by CSUSB and private entities.
- Policy 1.8.4: Partner with CSUSB to create an endowment and attract funds towards the formation of an engineering school.

Expand on historic and the natural (Gateway to the mountains and deserts) assets to attract recreational visitors. Stimulate hotel occupancies to achieve performance consistent with the regional market.

- Policy 1.9.1: Continue to promote 'identity-building' events. Examples include 'Route 66', 'Citrus' etc.
- Policy 1.9.2: Promote the Santa Fe Depot District with mixed-use potential and as the primary historic preservation district in the City with connection to downtown. Market the Santa Fe Depot as a destination with easy connections via the Metrolink.
- Policy 1.9.3: Develop Arrowhead Springs conference center, as an attractive hotel, conference and residential development.
- Policy 1.9.4: Build on the 'Gateway to the Mountains' theme to attract overnight visitors.

- Policy 1.9.5: Enhance and intensify recreational uses at The National Orange Show, connecting it with the surrounding area and expanding allowable uses on the site (e.g. conference center, water feature).
- Policy 1.9.6: Seek collection of unique differentiated retailers/"ouffitters" and related services providers as a cluster of specialties which can maintain market draw and sustain regional reputation (e.g. "mountain stores"; trucking training; information centers; etc.).

GOAL 2: IDENTIFY AND ATTRACT NEW EMPLOYMENT TYPES/LAND USES THAT COMPLEMENT THE EXISTING EMPLOYMENT CLUSTERS AND FOSTER LONG-TERM ECONOMIC GROWTH

Focus on developing the export-oriented economic capacity of the City. Cultivate the growth of 'production businesses' (i.e., manufacturing and service firms), which export output to state, national and global markets, as well as 'clustering' or concentration of a specific industry or industries in San Bernardino.

- Policy 2.1.1: Expand the City's industrial base and manufacturing-related employment.
- Policy 2.1.2: Expand through business attraction and local business development, private sector export activity whether manufacturing, high-value services, transportation and logistics, high-tech, or similar higher-paying industry clusters.
- Policy 2.1.3: Attract high-technology businesses to the City, focusing on Loma Linda University Medical Center, a research university with some interest in technology and transfer and commercialization.
- Policy 2.1.4: Encourage and facilitate growth of technology businesses and related industry around the campus, working in cooperation with the University Administration. This would include the potential business/tech park that would abut CSUSB. This facility would serve as a new economic and employment hub in the north end of the City, capitalizing on the unique educational and research assets of the campus.

Build on the Government/Public sector cluster to attract and retain dependent employment sectors.

- Policy 2.2.1: Identify specific clusters of economic activity to target for recruitment (e.g. seek additional public and proprietary educational institutions and technology education).
- Policy 2.2.2: Explore potential for attracting next generation of public and private land resorts technologies and information center functions.



- Policy 2.2.3: Attract Federal and private training center functions for SBIA, including aerial forest fire suppression, regional air marshals training; airlines flight crew training; law enforcement aircraft operations training; etc.
- Policy 2.2.4: Define the evolution of upcoming services clusters which interact with governments, and their continuing likelihood of locating adjacent to governments in the downtown (e.g. legal offices; accounting/auditing firms; design and engineering firms; finance-insurance, real estate services firms; etc.). Develop a program to retain and attract such firms and employment.
- Policy 2.2.5: Market hosting capacities for business/public events. Develop hotel/motor inn capacities - thematically different from Ontario cluster.

Build on the Health Care clusters to attract and retain related employment sectors

- Policy 2.3.1: Work with area educational institutions to expand medical technology education and training programs. Identify programs and facilities funding sources to commit to such training
- Policy 2.3.2: Explore medical specialties (biomed; biotech; medical devices; etc.) as part of any research park proposal. This venture should also include needs being identified adjacent to the Loma Linda Medical Center
- Policy 2.3.3: Consider medical office opportunities as compatible land uses adjacent to existing health and educational institutions
- Policy 2.3.4: Examine opportunities for concentrating regional forensics laboratories.

Build on the Transportation/Communication clusters to attract and retain dependent employment sectors

- Policy 2.4.1: Trucking and warehousing opportunities should be allowed by defining potentially compatible land uses adjacent to prime industrial sites, especially those with freeway frontages.
- Policy 2.4.2: Fund key surface transportation improvements including new interchanges along 1-215 in the northwest.
- Policy 2.4.3: Improve access from the 1-10 to the Airport Industrial complex along Waterman, Tippecanoe and Mill.

GOAL 3: PREVENT RETAIL SALES LEAKAGE AND RECAPTURE REGIONAL RETAIL EXPENDITURE THROUGH KEY SECTORS

Capture an increasing percentage of the day-to-day shopping needs of the resident population

- Policy 3.1.1: Allow for mixed-use retail residential projects where appropriate, with a focus on providing community oriented retail on site. Explore co-development (with lands, advocacy, or marketing efforts) with CSUSB
- Policy 3.1.2: Promote downtown revitalization with mixed-use residential and/or office development projects, which will justify the addition of new retail space in this area.

Increase regional retail capture levels commensurate with market area disposable income

- Policy 3.2.1: Look favorably upon, and incentivize developers and tenants who will draw retail sales from the broader region (without the liability of state imposed sales tax sharing).
- Policy 3.2.2: Place major retail 'name' stores along visible transportation routes to expand retail sales capture from the larger market area.

GOAL 4: PREPARE FOR ONCOMING ECONOMIC ACTIVITIES THROUGH ADEQUATE INFRASTRUCTURE IMPROVEMENTS, SENSIBLE PLANNING AND A BUSINESS FRIENDLY ENVIRONMENT

Identify and prioritize infrastructure investments

- Policy 4.1.1: Undertake strategic capital improvements planning and prioritize investments. This will allow development to anticipate the location and timing of infrastructure improvements.
- Policy 4.1.2: Identify and mitigate flood and groundwater up-swell risks to maximize development opportunities.

Capitalize on the underground lake owned by the San Bernardino Valley Municipal Water District

- Policy 4.2.1: Undertake strategic planning that will allow the City to take advantage of this asset through potential sale of water to Southern California.



GOAL 5: CLEARLY SIGNAL THE MULTIPLE OPPORTUNITY LOCATIONS IN SAN BERNARDINO FOR RETAIL, OFFICE, AND INDUSTRIAL DEVELOPMENT

Strongly identify the corridors and nodes as development (not "redevelopment") locations

- Policy 5.1.1: Designate "Prime Properties, Clusters and Corridors" (e.g. SBIA, Southeast Industrial Park, Hospitality Lane, "College Park," "Downtown," "Foothill/Northwest," etc.).
- Policy 5.1.2: Define the property and entitlement opportunities for each Prime Property Cluster and Corridor via Internet web page marketing (with private property owner/developer partners).

GOAL 6: ADDRESS BLIGHTED CONDITIONS WITHIN THE CITY IN ORDER TO ATTRACT INVESTMENT IN REINVIGORATING THE ECONOMY, AND ATTRACT HIGH-WAGE INDUSTRY TO THE CITY

- Policy 6.1.1: Incorporate the "Lakes and Streams" Downtown Revitalization Project as a long-term, strategic solution to blight. This project would include two lakes and residential developments with water amenities spread throughout.
- Policy 6.1.2: Focus on obtaining the necessary resources to implement a long-term strategy for containing and eliminating blight, as prepared by the Beautification Action Team (BAT), a cross-departmental city unit.

GOAL 7: ENSURE FISCAL VIABILITY IN ORDER TO PROVIDE A HIGH LEVEL OF SERVICES TO THE COMMUNITY AND FINANCE CAPITAL PROJECTS

- Policy 7.1.1: Address the availability of new financing sources to supplement the primary revenues for both capital facility costs and ongoing operations and maintenance costs.
- Policy 7.1.2: Expand opportunities by encouraging an appropriate mix of revenue-generating land uses to maintain a competitive edge and a strong sales tax base.
- Policy 7.1.3: Continue to maximize opportunities that generate taxable sales in targeted growth areas.
- Policy 7.1.4: Promote and encourage mixed-use commercial-residential projects where appropriate.

Policy 7.1.5: Annually evaluate the City’s overall fiscal performance through a monitoring program that tracks the City’s annual retail and non-retail taxable sales performance.



Stanley R. Hoffman Associates

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Appendix 11 Tippecanoe Baseline Infrastructure Plan

Under a Separate Cover. Contact the City of San Bernardino Development Services Department to obtain a copy.



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Appendix 12 Environmental Impact Report (EIR)

**Under a Separate Cover. Contact the City of San Bernardino
Development Services Department to obtain a copy.**



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Appendix 13 Historic Context



The following report was prepared by San Buenaventura Research Associates as background and context for Chapter 11, Historical and Archaeological Resources, of the General Plan.

Historic Context

The seven prehistoric and historic periods described below correspond to the broad developmental themes encountered in California as a whole. These themes were refined and localized with specific brackets of years reflecting the defining historical events, which marked major changes in the physical and cultural landscape. Examples of the types of historic properties which were typically produced by the historic periods are listed as potential property types, meaning that the likelihood for encountering these types of resources within the City of San Bernardino is substantial.

Prehistoric

The first inhabitants of the San Bernardino Valley were Native Americans who may have settled along the Santa Ana River as early as 8000 BC. Natives living in the valley when the Spanish arrived were Uto-Aztecan, Tadic speakers, possibly including groups known as Serrano, Luiseño and Gabrieleño. Later, a Mountain Cahuilla group, under the leadership of Juan Antonio, was brought to the valley by the local Spanish family to work their rancho. The only local Native American community in existence at present is the San Manuel Indian Reservation on the northern city boundary.

Prehistoric sites within the planning area represent at least three periods of Native American occupation: The Milling Stone, Late Prehistoric and Protohistoric periods, dating from ca. 3000 BC to the mid-nineteenth century AD. These prehistoric sites include food procurement sites, specialized lithic technology sites and seasonal habitation sites. Archeological remains of those villages have been discovered throughout the county and some of the sites have been recognized as Points of Interest and as Historical Landmarks.

Mission (1769-1822)

This historical period constitutes the first organized attempt on the part of Europeans to colonize the remote western extent of the New World. The Mission/Pueblo/Presidio triad, a settlement strategy representing the clerical, civilian and military authority of the Spanish Crown, was implemented during the decades following the overland exploratory expeditions of Alta California conducted by Gaspar de Portolá in 1769-70. Although the Missions are the most obvious surviving evidence of the period, other artifacts related to this period are known to remain in some areas.

The first documented Spanish settlement within the San Bernardino valley was established in 1810. The site of this settlement was dedicated by Fray Francisco Dumetz as the Rancho de San Bernardino of Mission San Gabriel. Its location is regarded by some historians to have been near the confluence of Lytle Creek, Warm Creek, and the Santa Ana River, a location within the present-day City of San Bernardino. In 1812, after a severe earthquake, a new hot mud spring appeared near the settlement, at what later became known as De Sienna hot springs. This event created apprehension among the non-Christian native population, who subsequently attacked the settlement, killed Christian neophytes and destroyed buildings. The Spanish padres abandoned their capilla, or chapel, and returned to Mission San Gabriel. For the next six years, only native settlements appear to have existed within the valley.

In 1819, in response to raids from hostile natives, local Indians requested the return of Spanish padres. A second Rancho de San Bernardino was established at a site known as the Guachama rancheria, located a few miles east of the possible original settlement in what is now the City of Loma Linda. Two years later, in 1821, a branch of Mission San Gabriel, known as the San Bernardino Asistencia, was established one and a half miles to the east of the Guachama rancheria within the present boundaries of the City of Redlands. From this branch mission, the development of agriculture within the valley began. Water was transported via a ten-mile ditch, known as the Zanja, from Mill Creek to irrigate olive trees and vineyards. With the transition of political power from Spanish authority to Mexican control in 1822, attitudes toward land ownership and use underwent a major shift. From the period of initial settlement in 1810 to 1839, sole control over lands in the valley was in the hands of the church.

Potential property types:

adobes	aboriginal villages
mission outbuildings	water systems, ditches
transportation routes	tanneries

Rancho (1822-1847)

Mexico's independence from Spain, and the political disarray which followed, resulted in the Mexican government's diminished will to retain active interests in Alta California. The Mission system was abandoned, and the lands granted to Mexican loyalists, and to a lesser extent, Anglo settlers. Land use during this period was characterized primarily by extensive cattle ranching and limited dry farming conducted over a wide expanse of Southern California.

In 1839 Don Antonio Mario Lugo petitioned Perfecto Peña of Los Angeles to request Governor Juan Bautista Alvarado for approval of an application to colonize land between present-day San Bernardino and Yucaipa. The grant was approved in 1842, and the property was named the



Rancho San Bernardino. The Lugo family began developing their new land grant, relocating approximately 4,000 cattle and horses from their San Antonio Rancho in Los Angeles. They erected an adobe house at Agua Caliente, near the present-day San Bernardino County Courthouse in downtown San Bernardino; and Vicente Lugo built a second home near the site of the De Sienna hot springs.

In 1843 Governor Manuel Micheltorena was petitioned to grant approximately 30,000 acres to Michael White (Miguel Blanco). The new land grant was approved and named Rancho Muscupiabe, occupying most of the northwestern portion of the present-day City of San Bernardino. Blanco built a “fortress-like adobe” near the mouth of Cajon canyon. Nine months after moving to this new home, an attack forced him to abandon the rancho.

Fortunately for the valley, eastern emigrants traveling overland through the Mojave Desert first glimpsed the western plains of Southern California as they emerged from Cajon Canyon. Some were greeted by the Lugo’s at the San Bernardino Rancho, and some undoubtedly returned to establish permanent residences. The gold rush also provided the ranchos with opportunities to provision emigrants and northern settlements with livestock and other agricultural commodities.

Potential property types:

- | | |
|-----------------------|---------------------------|
| adobes/ranchos | water systems |
| transportation routes | mines |
| aboriginal villages | agricultural outbuildings |
| walls and fences | |

Anglo-Mexican (1851-1882)

Mexico’s tenuous hold on Alta California came to an end with the Mexican-American War of 1846-48. The influx of Euro-Americans during the decades immediately thereafter rapidly overwhelmed Hispanic cultural influences in Northern California; however, the far less frenzied migration of Euro-Americans to Southern California during this period produced a polyglot Anglo-Hispanic culture. Urban settlements tended to coalesce around the previous centers of Spanish colonial life and commerce: the mission, pueblos and presidios. Rancho life dwindled as disputes erupted over rancho land titles, and a series of drought years drained the profitability from cattle and sheep ranching.

In 1851 the western portion of the San Bernardino Rancho, including some 37,700 acres, was sold to a group of 500 newly arrived settlers from the Mormon Battalion. Near the site of the Lugo family adobe, the Mormons erected a stockaded settlement called Fort San Bernardino composed of over 50 buildings, located near the present-day site of the San Bernardino County

Courthouse. In 1852, Mormon brothers Amasa Lyman and Charles Rich staked the center of a new urban settlement, which was to become the City of San Bernardino.

The town-site of San Bernardino was surveyed by Henry G. Sherwood in 1853, the same engineer who laid out Salt Lake City. The city was one mile square, with a grid of wide streets forming the boundaries of eight-acre blocks. One block was designated as the Mormon Plaza, now known as Pioneer Park. The east-west streets were numbered one to ten from south to north, as they remain designated today, while the north-south streets received names, all of which were subsequently changed.

In 1854 San Bernardino became incorporated as a city, one year after the County of San Bernardino was split from the counties of San Diego and Los Angeles. Its population consisted of approximately 1,200 inhabitants, 75 percent of whom were Mormon. Over the next few years, the character of the city reflected the values of its chief inhabitants; but in 1857, Mormons from across the country were recalled to Utah. Approximately 75 percent of the Mormons in San Bernardino returned to Utah, with approximately 30-50 families deciding to remain.

Unsettled and unclaimed property of approximately 8,000 acres was purchased by William Conn and Associates who subdivided the land and sold it to the settlers. The agricultural character of the valley, established during the Mexican and Mormon periods, continued to dominate the local economy. However, with continued development of the timber and mineral resources of the mountains and desert, the character of the city slowly emerged as a regional commercial center.

During the 1860s and 1870s the community grew slowly with a number of groups forming including the drama, library and temperance associations. The Methodist Church was established in 1863 followed by the Congregational Church in 1867. The small nucleus of the town included two hotels and several large businesses. A stagecoach ran regularly between San Bernardino and Los Angeles with mule-drawn freight wagons arriving from Salt Lake and other eastern cities. San Bernardino's early routes as a transportation and freight center began at this time and escalated with the arrival of the railroad. The mining trade served as a modest stimulus to the growth of the city as a supply center and staging area.

Potential property types:

adobes
commercial buildings
water systems
town-sites
agricultural outbuildings

wood frame and brick dwellings
mills
transportation routes
public buildings
churches



Euro-Americanization (1883-1916)

The connection of Southern California to the national railroad network in 1876 gave rise to a period of unprecedented regional growth and development. A mass migration from the Eastern United States and Europe beginning in 1885 was precipitated by a rate war between the Southern Pacific and Santa Fe railroads, and by the heavy promotion of the Southern California climate, agricultural potential and arcadian image—frequently by the railroads themselves. The real estate speculative bubble deflated abruptly in 1888, but not before scores of town-sites had been platted along the Southern Pacific rail lines. By the close of this period, the rail system in Southern California would be completed and the economic foundation for future growth firmly established.

The arrival of the railroad provided better and faster access for the farmers to bring crops to market. Packing houses and warehouses were built along the railroad corridors. The railroads also provided access to the county for tourists and immigrants alike. With the completion of rail connections between the desert and Los Angeles in 1887 by the Santa Fe Railroad, San Bernardino soon developed into a railhead boom town. Commercial enterprises dominated the urban landscape, with emphasis upon service and retail establishment, while industrial enterprises supported agricultural development. In 1890 a horse-drawn streetcar was established to bring visitors to the health resort at the Arrowhead Springs Hotel where visitors partook of the hot mineral water and mud baths.

The city's development has been closely linked with that of the Santa Fe Railroad and its important railroad shops and yards. By 1900 more than 85% of the city's population was directly employed by the railroad, despite increased industrial and agricultural development in the following decades.

With the center of the city established near the location of the Lugo's Agua Caliente rancho adobe, the commercial core of the City of San Bernardino grew slowly to the east, west, and north. Downtown businesses included hotels, restaurants, saloons, retail shops, and small service-oriented businesses. Property to the south, closer to the Santa Ana River, appears to have remained primarily agricultural. To the west of the core, transportation related industries developed around the Santa Fe rail yard. To the north and east of the core, relatively small agricultural farms and ranches dominated the landscape. Service industries slowly intermingled with the eastern farms, while farms to the north developed into the primary residential district of the city.

San Bernardino residents enjoyed cultural activities especially the Opera House first built to seat 900 in 1883 and enlarged to 1400 seats in 1912. Playing to sold-out audiences were such notable

performers as Lillian Russell, Al Jolson, George M. Cohan and Sara Bernhardt. By 1926 the Opera House, no longer in vogue, was replaced by movie theaters.

Between 1900 and 1910 the population doubled from 6,150 to 12,799. During this time a City Hall was constructed in 1901 on the corner of Third and D streets and a public library was built on Fourth and D streets. The San Bernardino High School was also built around this time. In 1910 the San Bernardino Chamber of Commerce was organized followed by the first National Orange Show in 1911. This popular show was held every year at the fairgrounds.

Potential property types:

wood frame and brick dwellings	roads
commercial blocks	town-sites
churches	mills
agricultural outbuildings	rail-related buildings, structures,
objects	
railroad rights-of-way	railroad depots
public buildings	bridges
industrial buildings	warehouses
packing houses	stables
street car lines	

Regional Culture (1917-1945)

This period is characterized by the establishment of a well-defined regional image in economic, social and cultural terms. Between 1920 and 1930 the population grew from 18,000 to 50,000. The city expanded outward from the center core to accommodate this growth. In some cases older buildings in the downtown were remodeled or replaced with new commercial buildings, including the Garner Block on W. Court Street, the Anderson Building and a new Harris Company Department Store both built in 1927. A new San Bernardino County Courthouse was constructed in 1927 as well. In 1929 the Heritage Building was constructed. The California Theater was built in 1928 followed by the Ritz Theater around 1930. Many of these new buildings took on the prevalent styles of the period: Spanish Colonial Revival, Mediterranean and Classical Revival. New schools were built including the Casa Ramona School in 1925 and San Bernardino College in 1927.

During the Depression era of the 1930s new construction slowed. However, several public buildings were constructed at this time, some with New Deal funding. Works Progress Administration (WPA) funds were used to build the auditoriums at San Bernardino High School and Valley College and to restore the Asistencia Mission. Other public buildings constructed



during this period were the Department of Public Health and the Public Defendant Building, both built around 1935 on Mountain View Avenue, and the San Bernardino Cultural Center and Fire Hall on E Street, built around 1933.

At the end of the 1930s, the Arrowhead Springs Resort Hotel burned for the second time. In 1939 a new hotel was built. Maurice and Richard McDonald opened the first McDonalds' hamburger restaurant in San Bernardino in 1940. By the 1940s, one-quarter of the City's population of 40,000 was employed by the Santa Fe Railroad. However, with the advent of World War II, the development and expansion of Norton Air Force Base on the grounds of the San Bernardino Municipal Airport rapidly replaced the railroad as the city's leading economic contributor.

San Bernardino continued to serve as a regional transportation center from the early days of the wagon trains and railroads through the 20th century development of the automobile and truck routes. Route 66 was built through the city following the completion of the highway from Chicago to Santa Monica between 1926 and 1937. In San Bernardino the route roughly traveled over the Cajon Pass and down Mt. Vernon Street to Fifth Street where it headed west. Today, most of Route 66 has been replaced by the I-15 in San Bernardino.

Potential property types:

- | | |
|--------------------------------|---------------------------------------|
| wood frame and brick dwellings | warehouses |
| commercial blocks | railroad depots, associated buildings |
| churches | industrial & manufacturing buildings |
| roads, highways | movie theaters |
| airports | public buildings |
| military facilities | roadside commercial buildings |

Postwar Suburbanization and Cold War (1946-present)

Following the Second World War, the military presence in San Bernardino continued, as the Army Air Field/San Bernardino Air Force Base became one of three major maintenance facilities for jet engines. The base was transferred to the US Air Force in 1948 and was renamed Norton Air Force Base in 1950. Operations expanded to provide maintenance, storage, and logistics support for various missile programs. In 1966 the base became home to the 63rd Military Airlift Wing and Headquarters for the Aerospace Audiovisual Services. The base was selected for closure in 1988 and closed in 1994.

Commercial growth continued throughout the city. Kaiser Steel opened a plant in nearby Fontana in the early 1940s. With continuing development, agriculture began to disappear from the San

Bernardino Valley. The completion of the interstate highway (original Route 66) through San Bernardino, and the new state freeways provided opportunities for development and enabled commuting.

During the 1960s, the population of San Bernardino reached nearly 100,000. The city continued its expansion to the north and east. New shopping malls, churches and schools were built. A new public library building was constructed on 4th Street and Arrowhead, and the California Theater became the Civic Light Opera. California State College at San Bernardino was created in 1965.

With the decline of the Central Business District in the 1950s, the Redevelopment Agency was established in 1952 in order to revitalize the city. Redevelopment projects occurred near Meadowbrook Park and in the downtown business district with the opening of the Central City Mall in the early 1970s. A new city hall and convention center were completed in 1973. In 1984 the San Bernardino County building was constructed.

In 1977 the City of San Bernardino Historical Society was founded for the preservation of historical landmarks and artifacts, and in 1981 the organization moved into the historic Judge George E. Otis residence built in 1891 and donated to the organization by the Santa Fe Federal Savings and Loan and the Pacific Savings and Loan. The building was restored as the “Heritage House” and is now run by the City of San Bernardino Historical and Pioneer Society, the two groups having merged in 1982. In 1985 a new Central City Library opened, called the Feldheim Library in honor of longtime library board member Rabbi Norman Feldheim. The population in 1985 was 185,000. In 1990-91 the Santa Fe Railroad relocated its offices and the city lost a major employer. In 1994 the closure of the Norton Air Force Base brought further economic downturn to the community.

Potential property types:

wood frame dwellings
commercial blocks
freeways
aerospace buildings
multiple unit dwellings

public buildings
bridges
industrial & manufacturing buildings
subdivisions
shopping malls, strip malls



Historic Preservation Incentives

The various direct economic incentives available to promote historic preservation activities vary depending on the types of historic designations applied to a property. The following is a list of those incentives and which designations apply.

- a. City Historic landmark/district or listed in an historic survey*
- b. State historic landmark, California Register of Historical Resources*
- c. National Register of Historic Places listed property or district*

State Historic Building Code (a, b and c)

The State Historical Building Code of 1979 with amendments 1988 and 1990 (SHBC) located in Part 8 of Title 24 of the California Administrative Code is an alternative building code providing equivalent life safety standards for repairs, alterations and additions necessary for the preservation of historic buildings. The renovation of historic buildings is often complicated by the requirements for older buildings to meet the standards of modern building codes whose regulations are designed for state-of-the-art construction technologies.

The SHBC allows building officials considerable latitude in applying the Uniform Building Code to historic buildings, and permits the building official to recognize the structural values of archaic building materials and techniques. This flexibility can reduce the costs of rehabilitation and insure that the process of achieving code compliance does not unnecessarily compromise a building's historic character.

The SHBC is one of the most broadly available tools, and is applicable to buildings that have been recognized locally as being of historic importance, though not necessarily listed as landmarks.

Federal Rehabilitation Tax Credits (c only)

The Economic Recovery Act of 1981 created major new incentives to encourage the rehabilitation of Federally certified historic buildings. The Tax Reform Act of 1986 revised the tax incentives for preservation. The currently available tax credits amount to ten percent of rehabilitation expenditures for commercial buildings over 50 years in age, or 20 percent for certified historic structures. At least 20 percent of the property must be used for income-producing purposes, either residential-rental, commercial, or industrial.

Historic Preservation Easements (a, b and c)

One of the most time-tested strategies for historic preservation is the historic preservation easement. An easement insures the preservation of a property's significant architectural and natural (if any) features while allowing the owner to continue to occupy and use the property subject to the provisions of the easement. A preservation easement is created by deed and is typically donated or sold to a public or private preservation organization. Either the agency or a qualified preservation group can hold title to the easement, which allows the property owner a one-time tax deduction and the owner the right to review any changes to features covered by the easement.

Property Tax Reductions (a, b and c)

The Mills Act, adopted in 1972 and amended in 1984, provides for a reduction in property taxes on an historic property when certain conditions are met. Owners of designated historic properties must enter into a preservation contract directly with the local government in which the owners agree to restore the property if necessary, maintain its historic character, and use it in a manner compatible with the historic character. Use of the Mills Act requires that this contract be professionally prepared.

Local governments have the option to choose which properties are suitable for the incentive by evaluating various factors including the significance of the building to the community, development pressure on the site, or the need for rehabilitation.

Preservation grants (c only)

The National Historic Preservation Act (NHPA) provides for the State of California and the Federal Government to appropriate funds for the rehabilitation of historic buildings listed on the National Register of Historic Places. These are distributed on a competitive basis and require a 50/50 match. Other grants are available from time to time directly to National Register properties. The availability of these grants depends upon the level of available Federal funding. Two NHPA grant programs are available for preservation purposes through local governments: the Historic Preservation Fund and the Certified Local Government Programs. These grants are mainly used for conducting surveys, National Register applications and architectural drawings.

California Heritage Fund

The California Heritage Fund was established by act of the California Legislature in 1993 as a vehicle for the acceptance and dispersal of historic preservation funds statewide. The Fund, administered by the Office of Historic Preservation, is mandated to support a wide range of



historic preservation activities through competitive grant applications. At present, however, eligibility criteria have not been developed and stable funding sources have not been established.

Marks Historical Rehabilitation Act (a, b and c)

This act provides authority for cities, counties and redevelopment agencies in California to issue tax-exempt revenue bonds for the purpose of financing historical rehabilitation of buildings of local, state or national significance. The act specifies the conditions and criteria under which the bonds can be issued.

Transfer of Development Rights (TDR) (a, b and c)

The purpose of Transfer of Development Rights, broadly defined, is:

...to relieve the market pressure that threatens low density uses, such as landmarks, with construction of high-density buildings that provide a greater economic return. The concept is similar to “urban amenity” bonus programs that permit greater densities when certain open space or public places are provided with the development. Development Rights Transfer considers the historic building the “urban amenity” and, using an enlarged area around the immediate development parcel, allows density or development transfer to other parcels within a designated district in return for preservation of the historic building. (California Office of Planning and Research, 1976: 48)

Transfer of development rights programs can be utilized in San Bernardino as a tool for partially relieving the pressure to develop historic areas by transferring the rights to increase densities in historic areas to non-historic areas.

Zoning Incentives (a, b and c)

Zoning can serve as either an important preservation tool or a detriment to historic preservation activities. This universally employed mechanism for directing land use patterns can be used to promote the preservation of historic landmarks and districts. Downzoning in an area where a potential historic district exists, for example, may assist in the preservation and stabilization of single-family residences, whereas higher land use densities may lead to the replacement of single-family residences with multifamily developments.

Typical adjuncts to traditional zoning are intermediate plans and adopted development standards. Intermediate plans, such as specific plans, are commonly adopted to direct development within relatively small portions of a jurisdiction, such as a neighborhood or commercial development, and amplify and enhance the basic underlying zoning requirements. Development standards, on

the other hand, tend to apply to an entire jurisdiction, and may or may not be adopted by ordinance.

In the City of San Bernardino, zoning ordinance regulations, intermediate plans and development standards can be designed to promote historic preservation activities by providing relief from regulations that create disincentives for the preservation of historic properties. Areas where these disincentives may now occur are in non-conforming use and building regulations, onsite parking, landscaping, signage, lot coverage and second-unit standards.

Community Development Block Grants (a, b and c)

These federal funds are used primarily by communities for housing and commercial facade rehabilitation. They may also be used for historic preservation projects, such as the rehabilitation of a local public landmark or National Register property, and conducting historic resources surveys. The City should consider including historic preservation projects as part of their CDBG program. Federally funded projects are subject to Section 106 Review and must utilize the Secretary of the Interior's Guidelines for rehabilitating buildings listed on the National Register or determined potentially eligible for listing on the National Register.



Glossary of Historic Preservation Terminology

Archaeological District. An area defined by a significant concentration, linkage, or continuity of sites.

Archaeological Site. A bounded area of real property containing archeological deposits or features, defined in part by the character and location of such deposits or features.

Building. A building, such as a house, barn, church, hotel, or similar construction, which is created principally to shelter any form of human activity.

Certified Local Government (CLG). A local government officially certified to carry out some of the purposes of the National Historic Preservation Act, as amended.

Culture. A linkage of people possessing shared values, beliefs, and historical associations, coupling social institutions and physical materials necessary for collective survival.

Cultural Resources. See historical resources.

Conservation. The act of preserving, guarding or protecting. The official care and protection of natural resources, such as forests.

District. A district possesses a significant concentration, linkage, or continuity of sites, buildings, structures, or objects united historically or aesthetically by plan or physical development.

Historic Context. An organizing structure for interpreting history that groups information about historical resources sharing a common theme, common geographical area, or a common chronology. The development of historic context is a foundation for decisions about the planning, identification, evaluation, registration, and treatment of historical resources, based upon comparative historic significance.

Historical Resource. Any object, building, structure, site, area, place, record, or manuscript which is historically or archaeologically significant, or which is significant in the architectural, engineering, scientific, economic, agricultural, educational, social, political, military, or cultural history of California.

Integrity. Authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during the property's historic or prehistoric period.

National Register of Historic Places, The National Register. The official inventory of districts, sites, buildings, structures and objects significant in American history, architecture, archeology and culture, maintained by the Secretary of the Interior under the authority of the Historic Sites Act of 1935 and the National Historic Preservation Act of 1966 (amended). (16 USC 470-470t. 36 CFR Secs. 60-63).

National Register Criteria. The federally established standards for evaluating the eligibility of properties for inclusion on the National Register of Historic Places.

Object. The term “object” is used to distinguish from buildings and structures those constructions that are primarily artistic in nature or are relatively small in scale and simply constructed, such as a sculpture or fountain.

Preservation (treatment). The act or process of applying measures to sustain the existing form, integrity, or historic fabric of an historical building or structure or the existing form and vegetative cover of a site. It may include stabilization work, as well as ongoing maintenance of the historic fabric.

Protection (treatment). The act or process of applying measures to affect the physical condition of an historical resource by guarding it from deterioration, loss or attack by natural causes or to cover or shield it from threat of danger or harm. In the case of buildings or structures these measures are usually temporary, while in the case of archeological resources, protective measures may be temporary or permanent.

Preservation Commission. A city or county board of appointed citizens with assigned responsibilities for surveying, designating and protecting historical resources. May also be called a historic review board, design review board, landmarks commission or cultural heritage commission.

Reconstruction (treatment). The act or process of reproducing through construction the exact form and detail of a vanished building, structure, or object, or any part thereof, as it appeared at a specified period of time.

Rehabilitation (treatment). The act or process of returning a property to a state of utility through repair or alteration which makes possible an efficient contemporary use while preserving those portions or features of the property which are significant to its historical, architectural, and cultural values.

Site. A site is the location of a significant event, a prehistoric or historic occupation or activity, or a building or structure, whether standing, ruined, or vanished, where the location itself



possesses historic, cultural, or archeological value regardless of the value of any existing structures.

State Historic Resources Inventory. Compilation of all identified and evaluated historical resources maintained by the State Office of Historic Preservation. It includes all those historical resources evaluated in surveys that were conducted in accordance with criteria established by the Office, and were thereafter determined eligible for, or listed in the National Register of Historic Places, or designated as California Registered Historical Landmarks, California Points of Historical Interest, or the California Register of Historical Resources.

State Historical Building Code (SHBC). The State Historical Building Code is contained in Part 8 of Title 24 (State Building Standards Code) and applies to all qualified historic structures, districts and sites, designated under federal, state or local authority. It provides alternatives to the Uniform Building Code in cases consistent with building regulations for the rehabilitation, preservation, restoration or relocation of qualified historic structures designated as historic buildings.

Stabilization (treatment). The act or process of applying measures designed to establish a weather resistant enclosure and the structural stability of an unsafe or deteriorated property or one which has the potential to deteriorate or to become unsafe while maintaining the essential form as it exists at present.

Structure. A functional construction made for purposes other than creating shelter, such as a bridge or a dam.

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Appendix 14 Traffic Analysis Summary



The following report was prepared by Transtech Engineers as background and context for Chapter 6, Circulation, of the General Plan.

Existing Traffic Conditions

Existing traffic counts were conducted at various roadway segments and major intersections in 2003 to determine existing V/C and LOS at these facilities. The LOS of roadway segments is based on average daily traffic (ADT) volumes and their traffic handling capacities on a daily basis. The LOS of intersections is based on traffic volumes at the intersections during the AM and PM peak hours and the traffic handling capacity of the intersection's critical lane. The results are shown in Table 1 for intersections and Table 2 for roadway segments.

The following is a list of roadway capacity for various types of facilities, used in roadway capacity analysis:

- ◆ 4-lane Major Arterial: 40,000 vehicles per day
- ◆ 2-lane Major Arterial: 15,000 vehicles per day
- ◆ 4-lane Secondary Arterial: 30,000 vehicles per day
- ◆ 2-lane Secondary Arterial: 12,000 vehicles per day
- ◆ 4-lane Collector Street: 25,000 vehicles per day
- ◆ 2-lane Collector Street: 10,000 vehicles per day

Also, in determining passenger car equivalent (PCE) factors for various trucks, the following factors were used:

- ◆ 3-axle Trucks: Equivalent to 2.0 passenger cars
- ◆ 4-axle Trucks: Equivalent to 2.5 passenger cars
- ◆ 5- or more axle Trucks: Equivalent to 3.0 passenger cars

TABLE 1

**INTERSECTION LEVEL OF SERVICE SUMMARY
EXISTING (2003) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
1	30th Street @ Lynwood Drive	AM	B	11.3	-	
		PM	A	7.2	-	
2	Arden Avenue @ Highland Avenue	AM	D	39.1	0.687	
		PM	C	34.2	0.633	
3	Arden Avenue @ SR-30 EB Ramps	AM	B	16.5	0.339	
		PM	B	14.2	0.345	
4	Arden Avenue @ SR-30 WB Ramps	AM	A	0	-	
		PM	A	-	-	
5	Arrowhead Avenue @ Baseline Street	AM	B	14.7	0.724	
		PM	D	38.3	1.043	
6	Belmont Avenue @ Palm Avenue	AM	B	10.1	0.354	
		PM	A	8.5	0.232	
7	Boulder Avenue @ Highland Avenue	AM	C	33.8	0.245	
		PM	C	34.6	0.49	
8	Del Rosa Avenue @ Baseline Street	AM	C	21.4	0.395	
		PM	C	24.7	0.396	
9	Del Rosa Avenue @ Date Street	AM	B	20	0.38	
		PM	C	23	0.527	
10	Del Rosa Avenue @ Foothill Drive	AM	B	11.2	-	
		PM	B	11.5	-	
11	Del Rosa Avenue @ Lynwood Drive	AM	B	14.8	0.27	
		PM	B	13.9	0.339	
12	Del Rosa Avenue @ SR-30 EB Ramp	AM	C	24.4	0.579	
		PM	C	29	0.81	
13	Del Rosa Avenue @ SR-30 WB Ramp	AM	C	22.8	0.795	
		PM	C	27.4	0.855	
14	Del Rosa Avenue @ Third Street	AM	C	27.5	0.398	
		PM	C	31.1	0.469	
15	E Street @ 2nd Street	AM	C	24.3	0.505	
		PM	C	34.2	0.576	
16	E Street @ 30th Street	AM	B	14.8	0.476	
		PM	B	12.6	0.562	
17	E Street @ Baseline Street	AM	B	18	0.407	
		PM	B	19.4	0.566	
18	E Street @ Highland Avenue	AM	B	18.6	0.765	
		PM	C	21.7	0.4	



TABLE 1

**INTERSECTION LEVEL OF SERVICE SUMMARY
EXISTING (2003) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
19	E Street @ Orange Show Road	AM	C	27.2	0.423	
		PM	D	37.5	0.631	
20	Harrison Street @ 40th Street	AM	B	12.1	-	
		PM	B	13.3	-	
21	Hospitality Lane @ Carnegie Drive	AM	C	27	0.536	
		PM	D	41.1	0.906	
22	Hunts Lane @ E Street	AM	F	OVL	-	Yes
		PM	F	OVL	-	Yes
23	I Street @ 2nd Street	AM	B	14.1	0.189	
		PM	B	13.6	0.221	
24	K Street @ 3rd Street	AM	A	9.8	-	
		PM	A	9.3	-	
25	Kendall Drive @ 40th Street	AM	C	21.7	0.169	
		PM	C	25.9	0.436	
26	Kendall Drive @ Palm Avenue	AM	C	26.2	0.572	
		PM	C	23.9	0.48	
27	Kendall Drive @ University Parkway	AM	C	32.2	0.49	
		PM	C	28.6	0.595	
28	Lena Road @ Mill Street	AM	B	18.1	0.178	
		PM	B	18	0.206	
29	Leroy/SR-30 WB ON Ramp @ 30th	AM	B	17.2	0.598	
		PM	B	17.4	0.401	
30	Meridian Avenue @ Rialto Avenue	AM	E	36.3	-	Yes
		PM	F	75.1	-	Yes
31	Mount Vernon Avenue @ Baseline	AM	C	20.1	0.458	
		PM	C	23.3	0.532	
32	Mount Vernon Avenue @ 2nd Street	AM	B	19.8	0.454	
		PM	C	30	0.643	
33	Mount Vernon Avenue @ 5th Street	AM	C	22.5	0.405	
		PM	C	22.5	0.489	
34	Mount Vernon Avenue @ Highland Ave	AM	C	27.8	0.617	
		PM	C	27.5	0.679	
35	Mount Vernon Avenue @ Mill Street	AM	C	30.4	0.52	
		PM	C	31.7	0.677	
36	Mount Vernon Avenue @ Rialto Avenue	AM	B	14.5	0.292	
		PM	B	14	0.384	
37	Mountain View Avenue @ San Bernardino	AM	B	12.9	0.535	
		PM	F	90.2	1.36	Yes

TABLE 1

**INTERSECTION LEVEL OF SERVICE SUMMARY
EXISTING (2003) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
38	Northpark Boulevard @ Fairview Drive	AM	A	9	-	
		PM	A	9.6	-	
39	Northpark Boulevard @ Sierra Way	AM	B	10.4	-	
		PM	C	16.1	-	
40	Northpark Boulevard @ University Parkway	AM	C	21.4	0.284	
		PM	D	39.6	0.689	
41	Ohio Avenue @ Palm Avenue	AM	A	9.9		
		PM	A	9.6	-	
42	Palm Avenue @ Highland Avenue	AM	D	35.8	2.88	
		PM	C	32.4	0.52	
43	Pepper Avenue @ Mill Street	AM	C	33.1	0.465	
		PM	C	30.4	0.45	
44	Pepper Avenue @ Rialto Avenue	AM	B	14.6	0.366	
		PM	B	16.4	0.496	
45	Pepper Avenue @ Valley Boulevard	AM	C	31.2	0.746	
		PM	C	31.7	0.755	
46	Rancho Avenue @ 5th St/Foothill	AM	F	119.6	-	Yes
		PM	F	OVL	-	Yes
47	Sierra Way @ 30th Street	AM	B	15	0.255	
		PM	B	15	0.361	
48	Sierra Way @ 40th Street	AM	B	19	0.27	
		PM	C	21.3	0.432	
49	SR-30 EB Ramps @ Highland Avenue	AM	D	35.8	0.288	
		PM	B	18.5	0.464	
50	SR-30 WB Off Ramp @ 30th Street	AM	F	298.3	-	Yes
		PM	F	946.1	-	Yes
51	SR-30 WB Ramps @ Highland Avenue	AM	B	15.7	0.385	
		PM	B	14.2	0.469	
52	State Street @ Baseline Street	AM	B	15.4	0.48	
		PM	A	5.5	0.335	
53	State Street @ Highland Avenue	AM	A	8.7	0.499	
		PM	A	9.3	0.594	
54	Sterling Avenue @ Foothill Drive	AM	A	7.8	0.156	
		PM	A	7.9	0.131	
55	Sterling Avenue @ Highland Avenue	AM	C	29.6	0.328	
		PM	A	7.9	0.131	
56	Sterling Avenue @ Lynwood Drive	AM	B	12.5	0.463	
		PM	B	12.6	0.437	



TABLE 1

**INTERSECTION LEVEL OF SERVICE SUMMARY
EXISTING (2003) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
57	Tippecanoe Avenue @ 3rd Street	AM	C	26.5	0.464	
		PM	C	32.5	0.698	
58	Tippecanoe Avenue @ Harry Shepard	AM	C	22.7	0.482	
		PM	C	20.2	0.828	
59	Tippecanoe Avenue @ Hospitality Lane	AM	B	12.2	-	
		PM	C	25.3	0.621	
60	Tippecanoe Avenue @ Mill Street	AM	B	13.4	0.454	
		PM	C	22.2	0.79	
61	Tippecanoe Avenue @ Rialto Avenue	AM	D	25.6	-	
		PM	F	102.6	-	Yes
62	Tippecanoe Avenue @ San Bernardino	AM	C	33.1	0.421	
		PM	D	42.1	0.828	
63	Valencia Avenue @ 30th Street	AM	B	14.7	0.233	
		PM	B	14.8	0.257	
64	Valencia Avenue @ 40th Street	AM	A	9.9	0.305	
		PM	B	11.5	0.412	
65	Victoria Avenue @ Highland Avenue	AM	D	36.1	0.602	
		PM	D	39.9	0.683	
66	Waterman Avenue @ 30th Street	AM	C	27.1	0.801	
		PM	C	23.4	0.654	
67	Waterman Avenue @ 34th Street	AM	D	26.2	-	
		PM	D	29.9	-	
68	Waterman Avenue @ 36th Street	AM	E	37.9	-	Yes
		PM	C	23.8	-	
69	Waterman Avenue @ 3rd Street	AM	D	35.3	0.841	
		PM	-	-	-	
70	Waterman Avenue @ 40th Street	AM	C	26.1	0.637	
		PM	C	24.8	0.506	
71	Waterman Avenue @ Barton Road	AM	C	25.7	0.663	
		PM	D	40.3	0.944	
72	Waterman Avenue @ Fifth Street	AM	E	63	1.081	Yes
		PM	F	256.2	1.593	Yes
73	Waterman Avenue @ Highland Avenue	AM	D	36.4	0.482	
		PM	D	39.2	0.65	
74	Waterman Avenue @ Hospitality Lane	AM	C	30.5	0.715	
		PM	D	46.8	0.984	
75	Waterman Avenue @ Marshall Blvd	AM	A	3.2	0.507	
		PM	A	4	0.451	

TABLE 1

**INTERSECTION LEVEL OF SERVICE SUMMARY
EXISTING (2003) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
76	Waterman Avenue @ Mill Street	AM	C	29.8	0.354	
		PM	D	35.2	0.54	
77	Waterman Avenue @ Orange Show Rd	AM	C	38	0.425	
		PM	D	35.7	0.652	
78	Waterman Avenue @ Parkdale Avenue	AM	B	10.4	0.592	
		PM	B	11.1	0.501	
79	Waterman Avenue @ SR-30 EB Ramp	AM	C	32.3	0.852	
		PM	F	90.4	1.171	Yes
80	Waterman Avenue @ Vanderbilt Way	AM	B	19.6	0.358	
		PM	C	23.3		



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**TABLE 2
EXISTING 24 HOUR VOLUMES AND LOS ON ROADWAY SEGMENTS**

No.	Location	Date	Dir	2 axle	3 axle	4 axle	5 or more	Total Vol with PCE	No. of Lanes	Facility Type	V/C	LOS	
1	Alabama St: S/O San Bernardino Ave	1/22/2002	NB	4569	70	2	322	12,133	4				
		1/22/2002	SB	5174	97	5	528						
2	Highland Ave: W/O 215 Freeway	1/24/2002	EB	12137	198	20	400	26,028	4	1	Major	0.65	B
		1/24/2002	WB	10869	201	49	514						
3	Baseline St: W/O Waterman Ave	1/24/2002	EB	10647	139	10	353	24,141	4	1	Major	0.60	A
		1/24/2002	WB	10886	227	28	440						
4	5th Street: W/O Mt. Vernon Ave	1/24/2002	EB	7626	180	19	130	16,500	4	1	Major	0.41	A
		1/24/2002	WB	7459	143	16	214						
5	3rd Street: W/O Tippecanoe Ave	1/22/2002	EB	4008	65	9	65	8,773	4	1	Major	0.22	A
		1/22/2002	WB	4132	43	10	108						
6	2nd Street: E/O 215 NB On Ramp	1/22/2002	EB	11324	182	16	336	25,136	4	1	Major	0.63	B
		1/22/2002	WB	10425	218	45	730						
7	Mill Street: E/O 215 NB On Ramp	1/22/2002	EB	7207	108	12	403	16,179	4	1	Major	0.40	A
		1/22/2002	WB	6679	169	18	324						
8	San Bernardino Ave: E/O Tippecanoe	1/22/2002	EB	4864	65	5	227	11,200	4	1	Major	0.28	A
		1/22/2002	WB	5104	75	1	177						
9	Redlands Blvd: E/O I-10 Frwy Ramp	1/22/2002	EB	4151	135	18	238	14,554	4	1	Major	0.36	A
		1/22/2002	WB	8071	246	12	442						
10	40th Street: W/O Waterman Ave	1/22/2002	EB	9331	193	23	209	18,879	4	1	Major	0.47	A
		1/22/2002	WB	7673	119	8	329						
11	Inland Center Dr: E/O I-215 Ramps	1/22/2002	EB	6015	193	6	236	13,826	4	1	Major	0.35	A
		1/22/2002	WB	6277	97	11	190						
12	Del Rosa Ave: N/O Highland Ave	1/22/2002	NB	9595	135	15	362	21,158	4	2	Scndry	0.71	C
		1/22/2002	SB	9067	148	12	445						



**TABLE 2
EXISTING 24 HOUR VOLUMES AND LOS ON ROADWAY SEGMENTS**

No.	Location	Date	Dir	2 axle	3 axle	4 axle	5 or more	Total Vol with PCE	No. of Lanes	Facility Type	V/C	LOS
13	Kendall Drive: S/O University Prkwy	1/22/2002	NB	9295	79	5	113	18,752	4	1 Major	0.47	A
		1/22/2002	SB	8325	111	7	216					
14	Rancho Ave: S/O Mill Street	1/24/2002	NB	5096	42	3	71	10,566	4	1 Major	0.26	A
		1/24/2002	SB	4829	39	4	131					
15	E Street: S/O Orange Show Rd	1/22/2002	NB	8217	117	9	326	18,134	4	1 Major	0.45	A
		1/22/2002	SB	7912	131	10	312					
16	Waterman Ave: N/O I-10 Frwy	1/22/2002	NB	8792	355	80	310	22,144	4	1 Major	0.55	A
		1/22/2002	SB	10006	200	48	593					
17	Tippecanoe Ave: S/O Hospitality Ln	1/22/2002	NB	14949	351	38	535	33,387	4	1 Major	0.83	D
		1/22/2002	SB	13450	523	48	867					
18	Mountain View Ave: S/O Lugonia Ave	1/22/2002	NB	4369	47	0	74	8,313	4	1 Major	0.21	A
		1/22/2002	SB	3447	65	2	56					
19	California St: S/O Lugonia Ave	1/22/2002	NB	2405	23	2	71	5,073	4	2 Scndry	0.17	A
		1/22/2002	SB	2309	46	2	28					
20	Mount Vernon Ave: N/O 2nd Street	1/24/2002	NB	8719	468	79	509	18,026	4	1 Major	0.45	A
		1/24/2002	SB	6069	262	20	269					
21	Kendall Drive: N/O Revere Ave	2/4/2003	NB	8372				16,967	4	1 Major	0.42	A
		2/4/2003	SB	8595								
22	Northpark Blvd: N/O University Prkwy	2/4/2003	NB	4221				8,327	4	1 Major	0.21	A
		2/4/2003	SB	4106								
23	University Prkwy: W/O Northpark Blvd	2/4/2003	EB	13761				28,400	4	1 Major	0.71	C
		2/4/2003	WB	14639								

Future Traffic Conditions

As part of the analysis of the capabilities of the circulation system at the theoretical buildout of the land use plan, a focused travel demand model was developed. The latest version of the RIVSAN CTP Model was obtained from SCAG's Inland Empire Office. This model currently uses a year 2000 base-year and year 2030 for the future regional horizon year. Approximately 564 traffic analysis zones (TAZs) in this model constitute the City of San Bernardino and the Sphere of Influence (study) area. These zones are disaggregated into approximately 1,450 TAZs to develop the East Valley Transportation Model (EVTM). Approximately 1,249 of these EVTm zones are within the City of San Bernardino and include Arrowhead Springs, which is anticipated to be incorporated within the City of San Bernardino.

For the purpose of its General Plan Update, there are 14 areas that are proposed for land use changes from the City's 1989 General Plan, including Arrowhead Springs. The new land use designations are expected to cause a change in the socioeconomic data currently established for the respective TAZs.

In coordination with the General Plan team and City staff, land use quantities (in acres) were estimated for the Build-out conditions of the study area for each of the TAZs. These land use quantities were then converted to socio-economic data compatible with inputs to the CTP Model using sub-regionally acceptable average factors and mid-point densities for each land use type. These model input data include the number of single and multiple dwelling units, population, retail, and total employment. The CTP model highway network was also obtained from SCAG and refined by adding secondary and collector streets and zonal connectors (per the City's recommended network modification/improvement list) to represent a more detailed network consistent with the finer zone system.

The model input data for the disaggregated TAZs were submitted to the SCAG Inland Empire Office. From this data, SCAG generated trips for all the study area zones and substituted that for the original study area TAZs. The EVTm model was run using these new build-out trips in the project area. Trip generation, distribution, and mode choice functions for the model were carried out and the four-period trip tables (AM, PM peak, mid-day and night-time) were provided to the General Plan team. The team performed traffic assignments for all four periods and combined them to generate total daily volumes. These daily volumes were assigned to the City of San Bernardino's future planned circulation network.

A comparison of total daily trips produced by and attracted to the San Bernardino TAZs were performed to assess whether the proposed General Plan and recommended network improvements would result in decreased or increased traffic. The comparison shows a significant decrease in San Bernardino's traffic generation under the proposed General Plan compared to the existing General Plan adopted in 1989. Table 3 shows the results of this comparison.



TABLE 3

1989 and 2005 General Plan Comparison

	Existing (1989) General Plan	Proposed General Plan	Proposed GP - Existing GP
Build-out Trips from San Bernardino TAZs to All SCAG TAZs	822,375	793,557	-28,818
Build-out Trips to San Bernardino TAZs from All SCAG TAZs	826,451	797,888	-28,563
Total San Bernardino Build-out Trips Per Day	1,648,826	1,591,445	-57,381

Based on the traffic volume data obtained from EVTm runs the future build-out traffic conditions within the City were analyzed. The traffic volume data were post-processed using the “B-Turns” program per SanBAG’s requirement. Both build-out conditions under existing General Plan and the proposed General Plan were analyzed for comparison purposes.

The results were entered into Table 4 (for intersections) and Table 5 (for roadway segments) in a format similar to the existing conditions analysis. The projected volumes were divided by the assumed future capacities to identify the future volume/capacity ratios, LOS, potential future capacity deficiencies and expected congestion problems.

TABLE 4

**INTERSECTION LEVEL OF SERVICE SUMMARY
FUTURE (2030) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
1	Pepper Avenue @ Rialto Avenue	AM	B	17.5	0.574	
		PM	C	20.6	0.728	
2	Pepper Avenue @ Mill Street	AM	D	37.1	0.525	
		PM	D	37.2	0.730	
3	Meridian Avenue @ Rialto Avenue	AM	C	16.5	0.000	
		PM	F	65.6	0.000	Yes
4	Northpark Boulevard @ University Parkway	AM	C	28.0	0.091	
		PM	C	26.0	0.142	
5	Kendall Drive @ University Parkway	AM	C	30.5	0.513	
		PM	C	30.6	0.501	
6	E Street @ Highland Avenue	AM	B	16.6	0.428	
		PM	B	16.5	0.475	
7	Hunts Lane @ E Street	AM	F	744.5	0.000	Yes
		PM	F	OF	0.000	Yes

TABLE 4

**INTERSECTION LEVEL OF SERVICE SUMMARY
FUTURE (2030) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
8	Waterman Avenue @ 3rd Street	AM	C	28.6	0.732	
		PM				
9	Waterman Avenue @ 5th Street	AM	D	36.6	0.797	
		PM	D	40.2	0.811	
10	E Street @ Base Line Street	AM	C	23.1	0.593	
		PM	C	24.9	0.686	
11	Arrowhead Avenue @ Base Line Street	AM	B	12.6	0.430	
		PM	B	16.5	0.531	
12	Mt. Vernon Avenue @ 2nd Street	AM	B	17.6	0.325	
		PM	C	31.2	0.682	
13	Mt Vernon Avenue @ Rialto Avenue	AM	B	16.6	0.355	
		PM	B	17.0	0.502	
14	Mount Vernon Avenue @ 5th Street	AM	C	25.4	0.486	
		PM	C	24.7	0.611	
15	Waterman Avenue @ 30th Street	AM	F	138.9	1.215	Yes
		PM	F	96.5	1.180	Yes
16	Kendall Drive @ Palm Avenue	AM	B	177.0	0.071	
		PM	B	17.7	0.072	
17	Belmont Avenue @ Palm Avenue	AM	A	8.1	0.178	
		PM	A	7.9	0.147	
18	Sierra Way @ 30th Street	AM	B	13.9	0.530	
		PM	B	17.6	0.764	
19	Del Rosa Avenue @ Base Line Street	AM	D	36.2	0.869	
		PM	C	33.0	0.823	
20	Waterman Avenue @ SR-30 EB Ramps	AM	E	60.9	1.053	Yes
		PM	F	127.9	1.288	Yes
21	Leroy Street/SR-30 WB On-ramp @ 30th Street	AM	B	10.2	0.520	
		PM	B	17.5	0.594	
22	SR-30 WB Off-ramp @ 30th Street	AM	F	465.7	0.000	Yes
		PM	F	OF	0.000	Yes
23	Del Rosa Avenue @ Lynwood Drive	AM	B	16.6	0.558	
		PM	B	12.7	0.612	
24	Harrison Street @ 40th Street	AM	D	26.6	0.000	
		PM	F	OF	0.000	Yes
25	Sterling Avenue @ Highland Avenue	AM	C	28.8	0.580	
		PM	C	31.8	0.606	
26	Waterman Avenue @ Marshall Boulevard	AM	A	4.6	0.626	
		PM	A	5.0	0.633	
27	Waterman Avenue @ 36th Street	AM	F	54.8	0.000	Yes
		PM	F	87.5	0.000	Yes



TABLE 4

**INTERSECTION LEVEL OF SERVICE SUMMARY
FUTURE (2030) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
28	Sterling Avenue @ Lynwood Drive	AM	B	11.2	0.366	
		PM	C	20.0	0.775	
29	Sterling Avenue @ Foothill Drive	AM	A	8.1	0.245	
		PM	B	10.2	0.419	
30	Del Rosa Avenue @ Foothill Drive	AM	B	14.8	0.000	
		PM	C	17.5	0.000	
31	30th Street @ Lynwood Drive	AM	A	9.7	0.000	
		PM	B	11.5	0.000	
32	Waterman Avenue @ 40th Street	AM	C	28.5	0.820	
		PM	D	42.9	0.982	
33	Waterman Avenue @ 34th Street	AM	D	26.7	0.000	
		PM	F	110.6	0.000	Yes
34	Waterman Avenue @ Parkdale Avenue	AM	A	3.7	0.553	
		PM	A	5.3	0.651	
35	Valencia Avenue @ 30th Street	AM	A	1.0	0.137	
		PM	B	12.7	0.304	
36	Valencia Avenue @ 40th Street	AM	C	15.0	0.667	
		PM	F	72.4	1.129	Yes
37	Del Rosa Avenue @ SR-30 EB Ramps	AM	C	26.5	0.695	
		PM	C	28.5	0.748	
38	Del Rosa Avenue @ SR-30 WB Ramps	AM	B	18.9	0.740	
		PM	E	57.0	1.088	
39	Sierra Way @ 40th Street	AM	C	26.0	0.626	
		PM	C	34.6	0.920	
40	Waterman Avenue @ Hospitality Lane	AM	C	30.7	0.637	
		PM	C	33.4	0.762	
41	Hospitality Lane @ Carnegie Drive	AM	C	28.9	0.565	
		PM	C	30.7	0.649	
42	Tippecanoe Avenue @ Rialto Avenue	AM	F	91.7	0.000	Yes
		PM	F	242.1	0.000	Yes
43	Tippecanoe Avenue @ Harry Sheppard Boulevard	AM	A	6.7	0.516	
		PM	B	11.6	0.683	
44	Tippecanoe Avenue @ 3rd Street	AM	C	30.8	0.573	
		PM	D	49.0	0.882	
45	Tippecanoe Avenue @ Mill Street	AM	C	24.0	0.629	
		PM	B	19.5	0.747	
46	Rancho Avenue @ 5th Street/Foothill Boulevard	AM	F	OF	0.000	Yes
		PM	F	OF	0.000	Yes

TABLE 4

**INTERSECTION LEVEL OF SERVICE SUMMARY
FUTURE (2030) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
47	Mt Vernon Avenue @ Mill Street	AM	C	34.7	0.673	
		PM	D	35.1	0.799	
48	Mountain View Avenue @ San Bernardino Road	AM	F	107.1	1.372	Yes
		PM	F	308.8	2.440	Yes
49	Mt Vernon Avenue @ Highland Avenue	AM	C	22.0	0.488	
		PM	C	31.7	0.598	
50	State Street @ Highland Avenue	AM	B	15.2	0.539	
		PM	B	16.3	0.510	
51	Tippecanoe Avenue @ Hospitality Lane	AM	B	17.9	0.432	
		PM	C	24.5	0.505	
52	Tippecanoe Avenue @ San Bernardino Road	AM	D	37.6	0.698	
		PM	D	48.1	0.863	
53	Lena Road @ Mill Street	AM	C	22.2	0.377	
		PM	C	22.6	0.502	
54	Waterman Avenue @ Barton Road	AM	C	27.7	0.885	
		PM	C	31.7	0.972	
55	Boulder Avenue @ Highland Avenue	AM	C	25.0	0.320	
		PM	C	29.3	0.658	
56	Waterman Avenue @ Orange Show Road	AM	D	35.1	0.648	
		PM	D	40.1	0.832	
57	Del Rosa Avenue @ 3rd Street	AM	D	39.5	0.679	
		PM	D	47.4	0.839	
58	Waterman Avenue @ Vanderbilt Way	AM	B	10.3	0.391	
		PM	B	13.7	0.641	
59	Waterman Avenue @ Highland Avenue	AM	D	37.3	0.628	
		PM	D	40.0	0.707	
60	E Street @ Orange Show Road	AM	C	33.4	0.660	
		PM	D	49.7	0.945	
61	E Street @ 2nd Street	AM	C	29.5	0.654	
		PM	D	40.3	0.816	
62	State Street @ Base Line Street	AM	B	19.3	0.516	
		PM	B	19.2	0.560	
63	Kendall Drive @ 40th Street	AM	B	12.8	0.285	
		PM	B	18.2	0.542	
64	Mt Vernon Avenue @ Base Line Street	AM	C	22.0	0.527	
		PM	C	22.8	0.531	
65	Waterman Avenue @ Mill Street	AM	D	38.6	0.533	
		PM	D	47.2	0.889	
66	E Street @ 30th Street	AM	B	15.3	0.449	
		PM	B	14.8	0.754	



TABLE 4

**INTERSECTION LEVEL OF SERVICE SUMMARY
FUTURE (2030) CONDITIONS**

No.	Intersection	Peak Hour	LOS	Delay, sec/veh	V/C Ratio	Mitigation Required?
67	Ohio Avenue @ Palm Avenue	AM	A	9.3	0.000	
		PM	A	9.3	0.000	
68	Victoria Avenue @ Highland Avenue	AM	C	26.0	0.382	
		PM	C	31.6	0.610	
69	Palm Avenue @ Highland Avenue	AM	D	39.7	0.725	
		PM	D	42.0	0.665	
70	SR-30 EB Ramps @ Highland Avenue	AM	C	20.3	0.600	
		PM	C	20.8	0.625	
71	SR-30 WB ramps @ Highland Avenue	AM	B	13.5	0.317	
		PM	B	14.5	0.562	
72	Arden Avenue @ Highland Avenue	AM	C	34.9	0.707	
		PM	D	46.1	0.892	
73	Arden Avenue @ SR-30 WB Ramps	AM	A	0.0	0.000	
		PM	A	0.0	0.000	
74	Arden Avenue @ SR-30 EB Ramps	AM	B	15.7	0.417	
		PM	B	18.2	0.583	
75	I Street @ 2nd Street	AM	A	5.1	0.238	
		PM				

**TABLE 5
FUTURE ROADWAY LOS WITH EXISTING AND PROPOSED GENERAL PLAN VOLUMES**

No.	Roadway	Segment	CMP Street (Y/N)?	FUTURE CONDITIONS WITH EXISTING GP						FUTURE CONDITIONS WITH PROPOSED GP						
				Facility Type	No. of Lanes	Capacity (C)	Build-out ADT (V)	V/C	LOS	Facility Type	No. of Lanes	Capacity (C)	Build-out ADT (V)	V/C	LOS	Mitigation Required?
EAST-WEST STREETS																
1	4TH ST	I-215 - Arrowhead	N	Major	4	40,000	-	0.000	A	Major	4	40,000	24,633	0.616	B	
2	5TH ST	Pepper - I-215	N	Major	4	40,000	25,746	0.644	B	Major	4	40,000	19,238	0.481	A	
3	5TH ST	I-215 - Waterman	N	Major	4	40,000	21,537	0.538	A	Major	4	40,000	24,007	0.600	A	
4	5TH ST	Waterman - Victoria	Y	Major	2	15,000	15,332	1.022	E	Major	4	40,000	17,878	0.447	A	
5	5TH ST	Victoria - Palm	Y	Major	4	40,000	9,150	0.229	A	Major	4	40,000	14,370	0.359	A	
6	9TH ST	Medical Center - I-215	N	Secndry	2	12,000	3,700	0.308	A	Secndry	4	30,000	5,219	0.174	A	
7	9TH ST	I-215 - Waterman	N	Secndry	4	30,000	6,757	0.225	A	Secndry	4	30,000	8,367	0.279	A	
8	9TH ST	Waterman - Tippecanoe	N	Secndry	4	30,000	6,690	0.223	A	Secndry	4	30,000	5,927	0.198	A	
9	9TH ST	Tippecanoe - Del Rosa	N	Secndry	2	12,000	3,960	0.330	A	Secndry	2	12,000	5,712	0.476	A	
10	40TH ST	Valencia - Waterman	N	Major	4	40,000	16,897	0.422	A	Major	4	40,000	17,908	0.448	A	
11	40TH ST	Waterman - Sierra	Y	Major	4	40,000	24,721	0.618	B	Major	4	40,000	22,625	0.566	A	
12	40TH ST	Sierra - Mountain View	Y	Major	2	15,000	19,439	1.296	F	Major	4	40,000	31,279	0.782	C	
13	BASELINE ST	SR-30 - Palm	Y	Major	2	15,000	19,232	1.282	F	Major	4	40,000	25,185	0.630	B	
14	BASELINE ST	Palm - Valencia	Y	Major	4	40,000	19,071	0.477	A	Major	4	40,000	34,286	0.857	D	Yes
15	BASELINE ST	Valencia - I-215	Y	Major	4	40,000	26,303	0.658	B	Major	4	40,000	23,585	0.590	A	
16	BASELINE ST	I-215 - Riverside	Y	Major	4	40,000	18,615	0.465	A	Major	4	40,000	18,194	0.455	A	
17	HIGHLAND AVE	Riverside - I-215	Y	Major	4	40,000	-	0.000	A	Major	4	40,000	8,447	0.211	A	
18	HIGHLAND AVE	I-215 - Victoria	Y	Major	4	40,000	18,473	0.462	A	Major	4	40,000	26,775	0.669	B	
19	HIGHLAND AVE	Victoria - SR-30	Y	Major	4	40,000	17,799	0.445	A	Major	4	40,000	27,788	0.695	B	
20	HIGHLAND AVE	SR-30 - E. City Limit	N	Major	2	15,000	10,288	0.686	B	Major	4	40,000	23,666	0.592	A	
21	HOSPITALITY LN	E St - Hunts	N	Secndry	4	30,000	15,474	0.516	A	Secndry	4	30,000	13,972	0.466	A	
22	HOSPITALITY LN	Hunts - Waterman	N	Secndry	4	30,000	25,082	0.836	D	Secndry	4	30,000	18,460	0.615	B	



**TABLE 5
FUTURE ROADWAY LOS WITH EXISTING AND PROPOSED GENERAL PLAN VOLUMES**

No.	Roadway	Segment	CMP Street (Y/N)?	FUTURE CONDITIONS WITH EXISTING GP						FUTURE CONDITIONS WITH PROPOSED GP						
				Facility Type	No. of Lanes	Capacity (C)	Build-out ADT (V)	V/C	LOS	Facility Type	No. of Lanes	Capacity (C)	Build-out ADT (V)	V/C	LOS	Mitigation Required?
23	MILL ST	Tippecanoe - Waterman	N	Major	2	15,000	11,025	0.735	C	Major	4	40,000	19,150	0.479	A	
24	MILL ST	Waterman - Mt Vernon	Y	Major	4	40,000	29,653	0.741	C	Major	4	40,000	30,155	0.754	C	
25	MILL ST	Mt Vernon - Bordwell	Y	Major	4	40,000	20,697	0.517	A	Major	4	40,000	31,126	0.778	C	
26	REDLANDS BLVD	I-215 - Waterman	Y	Secndry	4	30,000	13,852	0.462	A	Secndry	4	30,000	18,011	0.600	A	
27	RIALTO AVE	Riverside - Rancho	N	Major	2	15,000	15,962	1.064	F	Major	4	40,000	16,287	0.407	A	
28	RIALTO AVE	Rancho - I St	N	Major	4	40,000	20,988	0.525	A	Major	4	40,000	16,970	0.424	A	
29	RIALTO AVE	I St - Sierra	N	Major	4	40,000	13,899	0.347	A	Major	4	40,000	8,628	0.216	A	
30	RIALTO AVE	Sierra - Tippecanoe	N	Major	2	15,000	8,131	0.542	A	Major	4	40,000	7,688	0.192	A	
NORTH-SOUTH STREETS																
31	BOULDER AVE	Atlantic -Pacific	N	Major	2	15,000	12,653	0.844	D	Major	4	40,000	14,853	0.371	A	
32	DEL ROSA DR	3rd St - Paloma	Y	Secndry	4	30,000	6,996	0.233	A	Secndry	4	30,000	14,877	0.496	A	
33	DEL ROSA DR	Baseline - SR-30	Y	Secndry	4	30,000	12,875	0.429	A	Secndry	4	30,000	21,995	0.733	C	
34	DEL ROSA DR	SR-30 - Quail Cyn	N	Secndry	4	30,000	9,792	0.326	A	Secndry	4	30,000	1,445	0.048	A	
35	E ST	I-10- Fairway	Y	Major	2	15,000	18,446	1.230	F	Major	4	40,000	23,208	0.580	A	
36	E ST	Fairway - 9th St	Y	Major	4	40,000	19,240	0.481	A	Major	4	40,000	18,814	0.470	A	
37	E ST	9th St - Kendall	Y	Major	4	40,000	14,376	0.359	A	Major	4	40,000	35,103	0.878	D	Yes
38	PALM AVE	Pacific - Highland	Y	Major	2	15,000	12,472	0.831	D	Major	4	40,000	19,826	0.496	A	
39	PEPPER AVE	I-10 - Foothill	Y	Major	4	40,000	24,627	0.616	B	Major	4	40,000	44,034	1.101	F	Yes
40	RANCHO AVE	I-10 - Mill	Y	Major	4	40,000	24,344	0.609	B	Major	4	40,000	21,870	0.547	A	
41	RANCHO AVE	Mill - Rialto	Y	Major	2	15,000	25,897	1.726	F	Major	4	40,000	23,685	0.592	A	
42	RANCHO AVE	Rialto - Foothill	Y	Major	4	40,000	19,788	0.495	A	Major	4	40,000	20,783	0.520	A	
43	SIERRA WAY	Waterman - 40th St	N	Major	4	40,000	36,324	0.908	E	Major	4	40,000	37,828	0.946	E	Yes
44	SIERRA WAY	40th St - 5th St	N	Major	2	15,000	5,720	0.381	A	Major	2	15,000	2,112	0.141	A	
45	SIERRA WAY	5th St - 2nd St	N	Major	4	40,000	7,290	0.182	A	Major	4	40,000	5,505	0.138	A	
46	SIERRA WAY	2nd St - Mill	N	Major	2	15,000	5,024	0.335	A	Major	4	40,000	5,789	0.145	A	

**TABLE 5
FUTURE ROADWAY LOS WITH EXISTING AND PROPOSED GENERAL PLAN VOLUMES**

No.	Roadway	Segment	CMP Street (Y/N)?	FUTURE CONDITIONS WITH EXISTING GP						FUTURE CONDITIONS WITH PROPOSED GP						
				Facility Type	No. of Lanes	Capacity (C)	Build-out ADT (V)	V/C	LOS	Facility Type	No. of Lanes	Capacity (C)	Build-out ADT (V)	V/C	LOS	Mitigation Required?
47	VICTORIA AVE	Lynwood - Baseline	N	Secndry	2	12,000	11,313	0.943	E	Secndry	4	30,000	9,412	0.314	A	
48	VICTORIA AVE	Baseline - 3rd St	Y	Secndry	4	30,000	8,942	0.298	A	Secndry	4	30,000	6,158	0.205	A	
49	WATERMAN AVE	I-10 - Highland	Y	Major	4	40,000	31,911	0.798	C	Major	6	60,000	26,590	0.443	A	
50	WATERMAN AVE	Highland - Sierra	Y/N	Major	4	40,000	41,634	1.041	E	Major	4	40,000	24,062	0.602	A	



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Appendix 15 General Plan Index

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General Plan Index

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