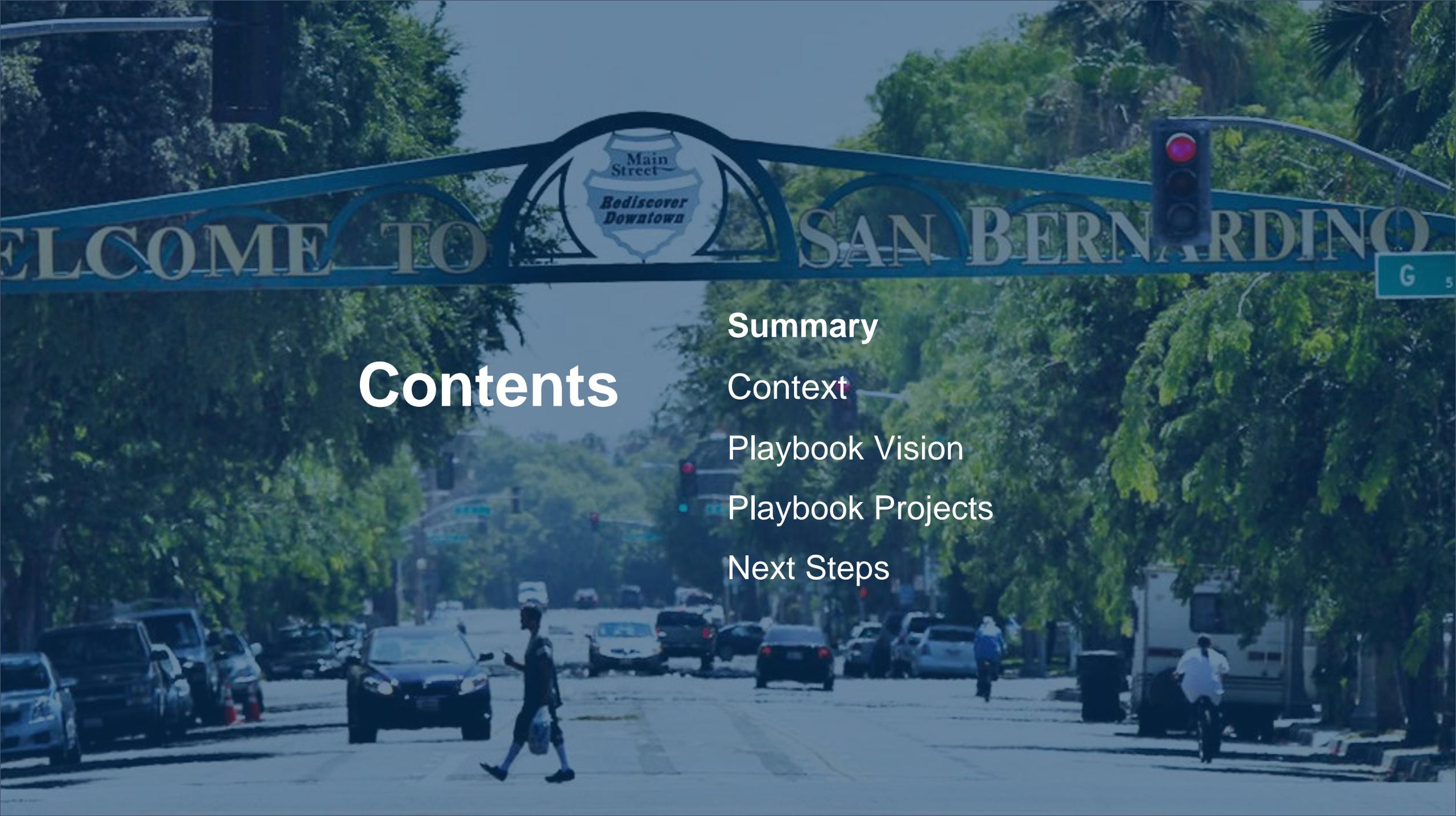


San Bernardino Investment Playbook

Transformative investments to
catalyze sustainable and equitable
economic growth





Contents

Summary

Context

Playbook Vision

• Playbook Projects

Next Steps

The City of San Bernardino, Aspen Institute, and Irvine Foundation **developed this Investment Playbook** based on input from local stakeholders

Stakeholders

City and county government
Community-based organizations
Institutions of higher education
Philanthropies
Private sector
Tribal representatives

Partners and funders

Aspen Latinos and Society Program
Irvine Foundation

Playbook design and coaching

New Localism Associates

Each project was selected based on its ability to:

- Build on San Bernardino's unique assets and advantages
- Leverage market momentum and promising initiatives underway
- Unlock federal, state, and local resources
- Drive equitable growth via community wealth-building strategies

Projects that made the cut took one of three forms:

- *Ready-to-go*: Project design largely complete, with components costed out
- *Last-mile*: Additional support needed to get specific on design and cost
- *Exploratory*: Early-stage and largely undeveloped

This Playbook will catalyze investment in the building blocks of an equitable, sustainable, and prosperous San Bernardino

Capacity

Ensure that stakeholders have the capacity to design and implement projects

Infrastructure

Create a sustainable and connected platform for equitable growth

Housing

Increase housing density near multimodal transit

Innovation

Invest in key drivers of the Inland Empire economy

Entrepreneurship

Support startup activity and small business success

Community

Expand opportunities and improve outcomes for all residents

Proposed ready-to-go projects total roughly \$1 billion

Given that only 20 of the 36 projects have been costed out thus far (in **bold** below), we expect that the total cost of implementing the entire Playbook will exceed \$1 billion.

Capacity	Infrastructure	Housing	Innovation	Entrepreneurship	Community
Nerve Center	Zero-Emission Buses	Carousel Mall	Sustainable Mobility Hub	Entrepreneurial Resource Center	Cybersecurity Tech Workforce Hub
City Staffing Surge	Complete Streets	Heart of Mobility	National Security Innovation Ecosystem	Food Entrepreneurship Hub	El Sol Holistic Campus
Climate Solutions Team	Fiber Network Installation	Homelessness initiative	Enterprise District	Supply SB	Community Leadership Empowerment Workshop
Technical Assistance for Community Organizations	Enhanced Infrastructure Financing District	Homeownership initiative	Sustainable Logistics Center of Excellence	Local Small Business Retail Plaza	Olympic Aquatic Center
	City Hall Renovation	Downtown Habitat for Humanity Project	Downtown Satellite Campuses	Center for Youth Financial Literacy and Entrepreneurship	Institute for Child Development and Family Relations – Downtown
	Climate-Ready SB	Permanent Residential Real Estate Cooperative	Annual Climate Readiness Summit		Economic Opportunity Center
					E Street Arts Corridor
					Inland Port Career Resource Center
					Purposeful Pathways



Contents

Summary

Context

Playbook Vision

• Playbook Projects

Next Steps

A historic sequence of federal and state investments

Local leaders need to organize to make the most of this unprecedented funding

Federal investments

American Rescue Plan Act (\$1.9T)
enacted March 2021

Infrastructure Investment & Jobs Act
(\$1.2T, of which \$549B is new spend)
enacted November 2021

CHIPS and Science Act (\$280B)
enacted August 2022

Inflation Reduction Act (\$490B)
enacted August 2022

CA state investments

General Fund Surplus (\$47.7B)

Community Economic Resilience Fund (\$600M)

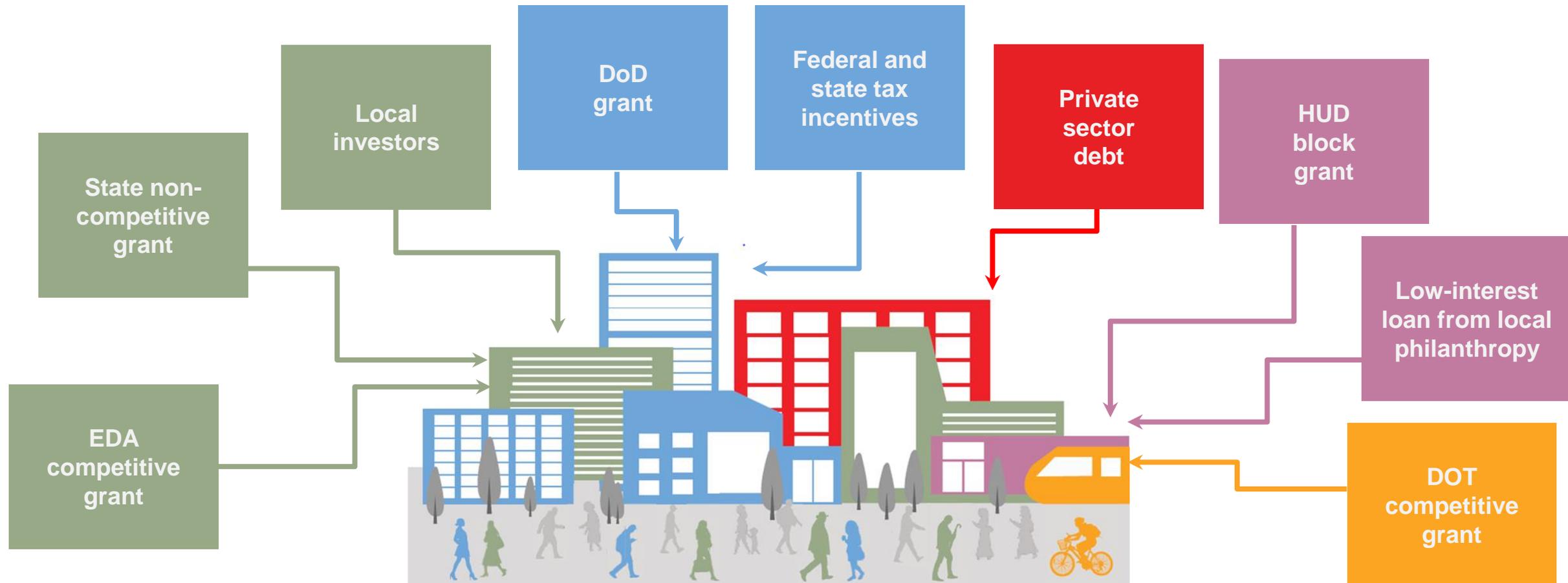
SB 156 funds for broadband (\$6B)

Other funds TBD

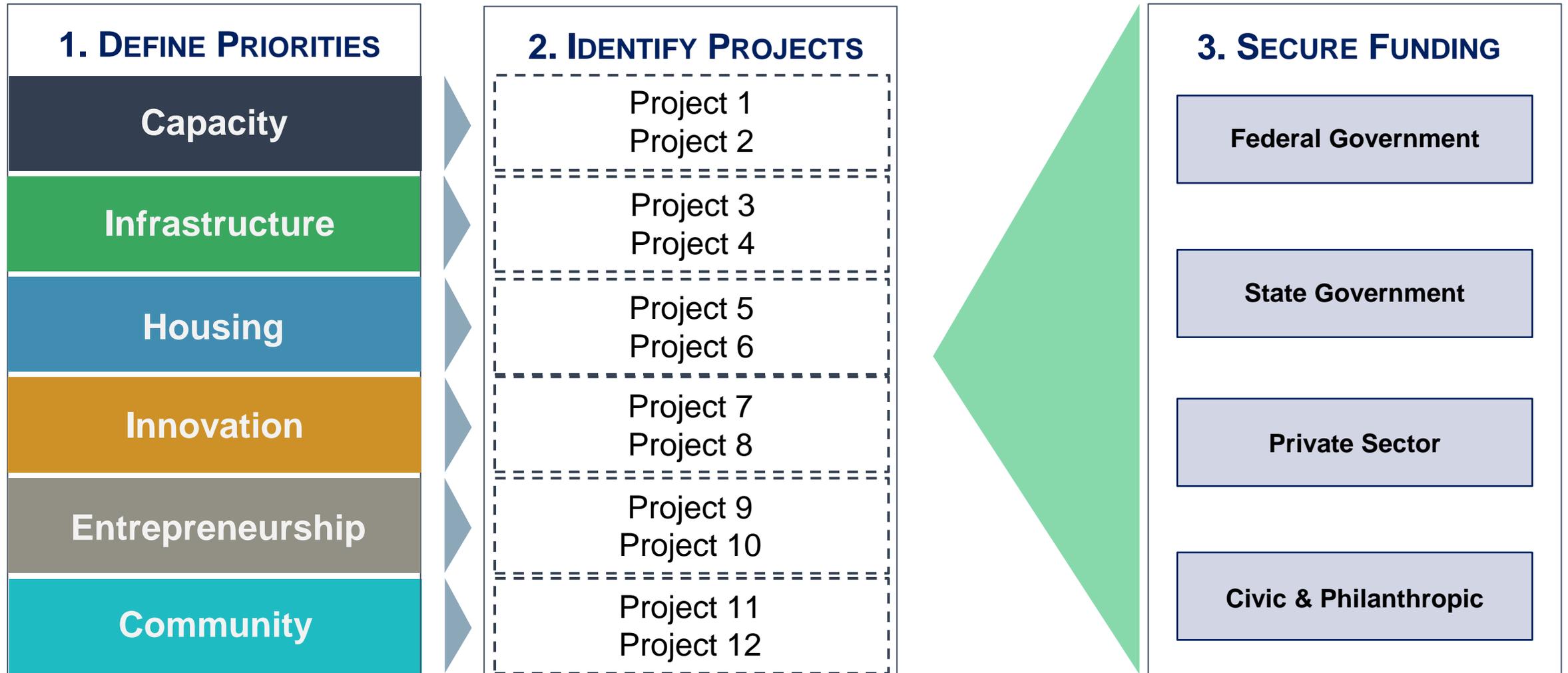


Cities must align disjointed federal and state funding sources with specific local projects

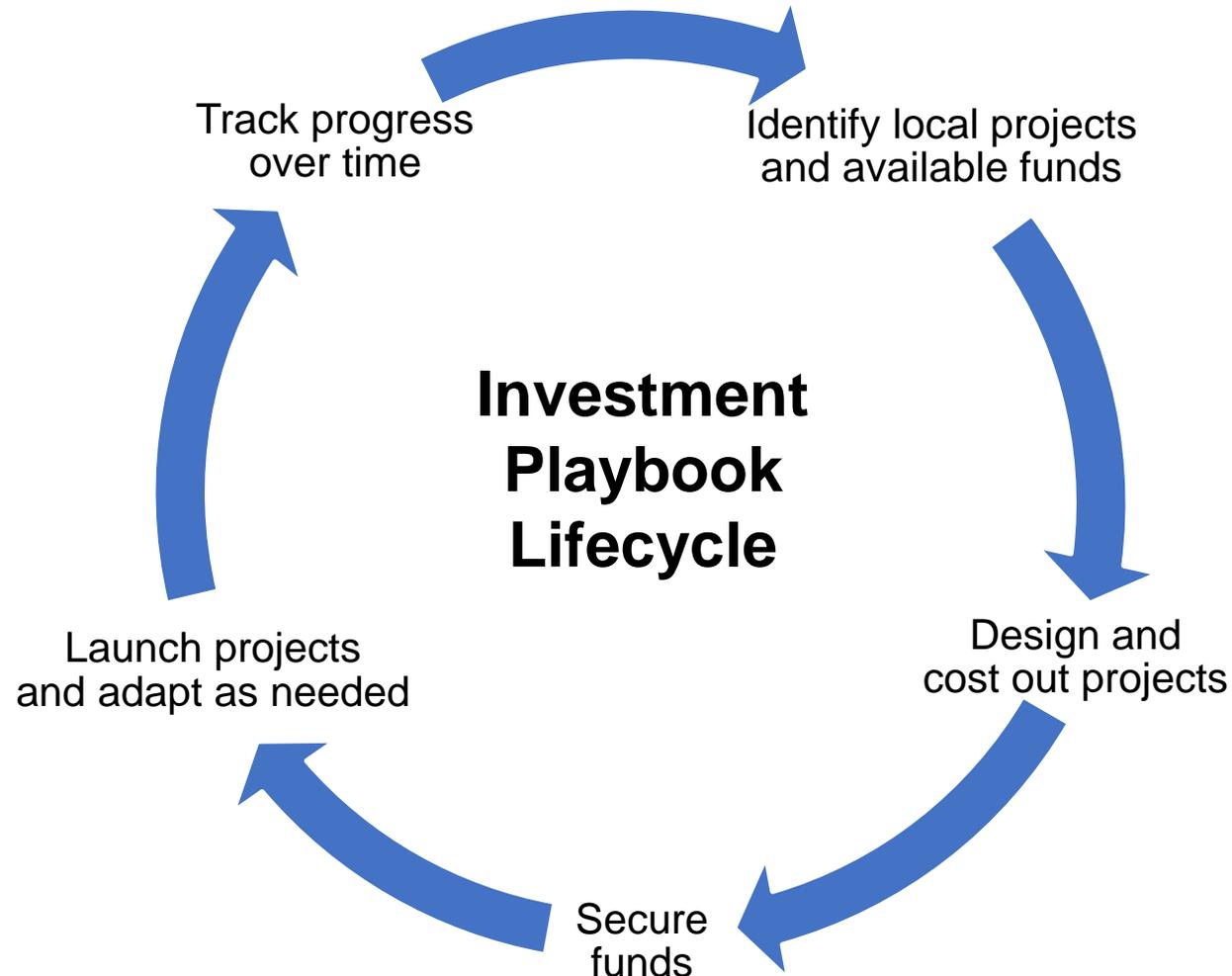
This alignment process will require careful planning, thoughtful engagement, and increased capacity within local government as well as nonprofit and civic organizations



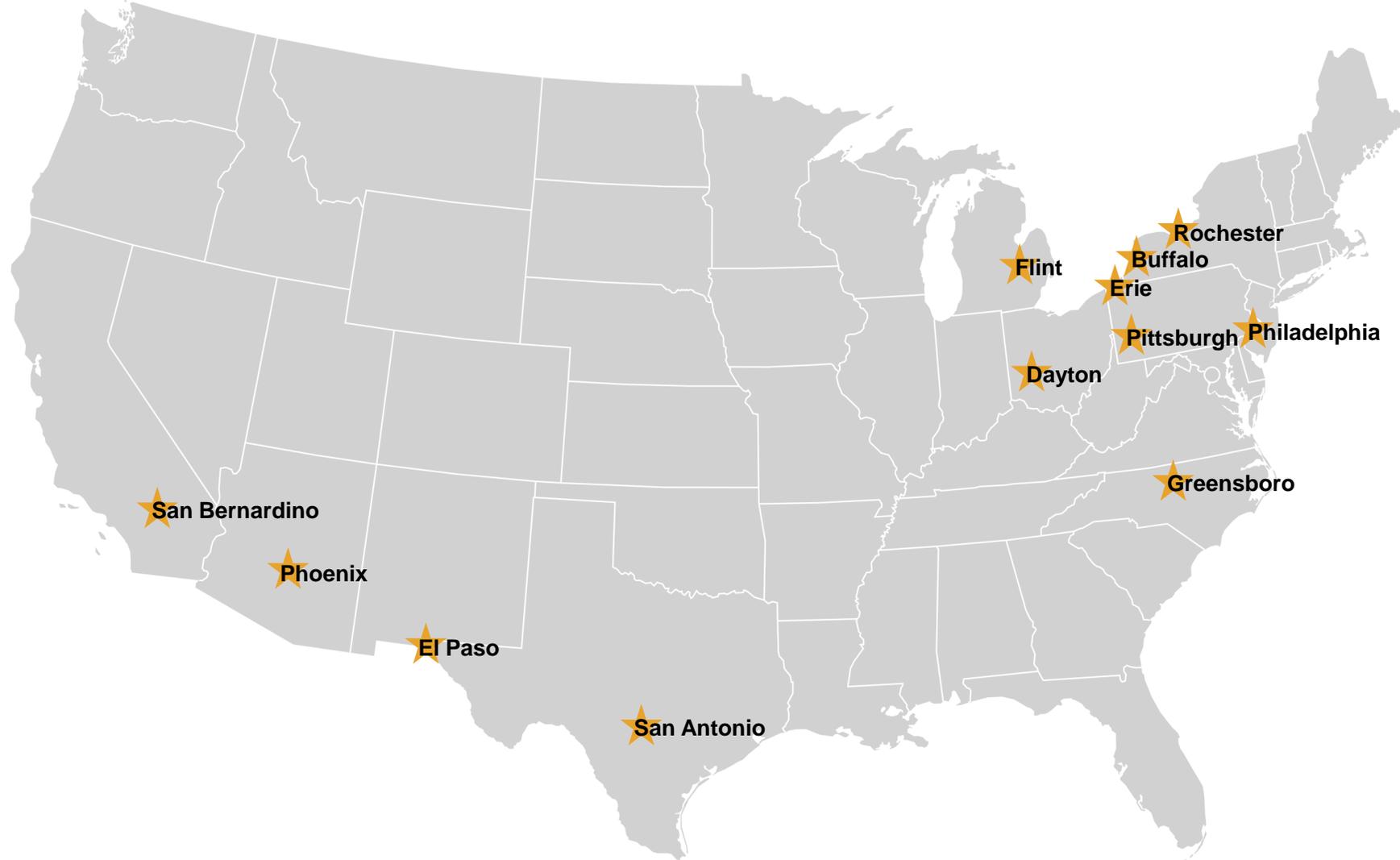
An Investment Playbook helps match local projects to federal and state funds



Playbooks **evolve over time** as new funds come available and new projects emerge



A growing number of cities are using Investment Playbooks to organize themselves for action



Investment Playbook: Buffalo, NY

The Buffalo East Side Avenues Initiative is one of the most ambitious community wealth building efforts in the country. After a successful initial phase of investments in small business, placemaking, and workforce development along four historically disinvested commercial corridors, the project team assembled an Investment Playbook to map out its next phase of work. This Playbook has helped the Buffalo East Side Avenues Initiative secure \$200M in federal, state, private, and philanthropic support.



Strategy for Generational Wealth Building Ecosystem

Three Pillars of Investment:

- Small Businesses** (Icon: People around a table)
- Placemaking** (Icon: Buildings and trees)
- Workforce** (Icon: Person with gear)

NINE TARGET AREAS AND INVESTMENTS TO DATE

- recent investments
- target investment areas
- anchor districts

MLK Park

Michigan Street African American Heritage Corridor

Northland Corridor/ Northland Workforce Training Center

Broadway Market

Central Terminal

MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR

Transformative Community Anchor

	PROPOSED	TO DATE
Capital	\$7,428,000	\$30,000,000
Operations/ Capacity Building	\$1,070,000 / \$10,000,000	

NORTHLAND CORRIDOR/ NORTHLAND WORKFORCE TRAINING CENTER

Scale Up Success

	TO DATE
Capital (Corridor/ NWTC)	\$100,000,000 / \$45,000,000
NWTC Operations/ Capacity Building	\$7,500,000 / \$15,000,000

EAST SIDE COMMERCIAL DISTRICTS PROGRAM

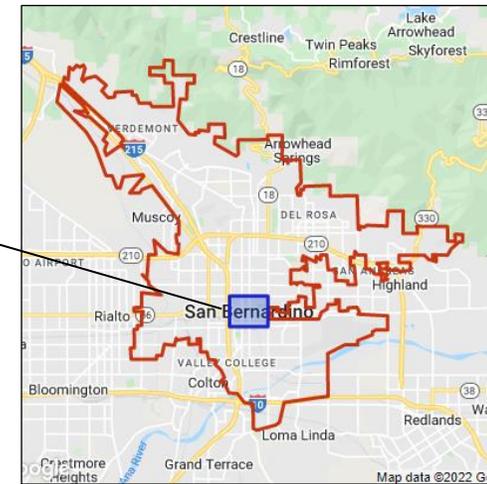
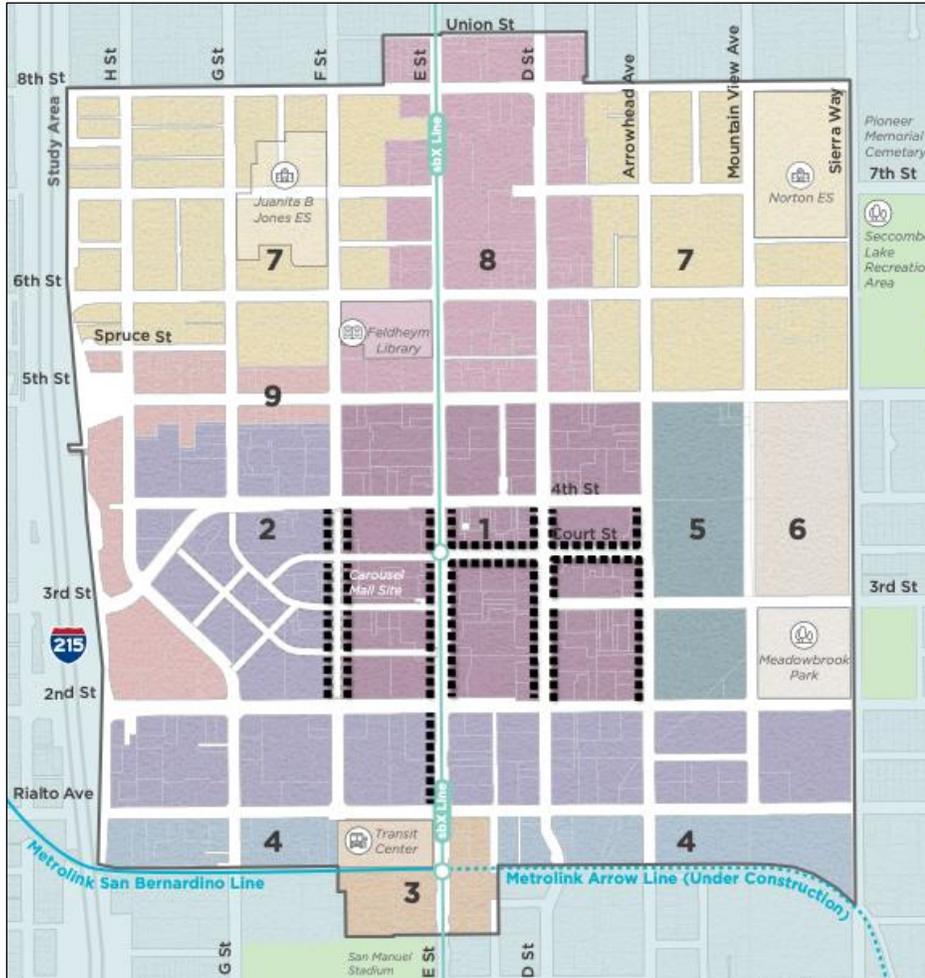
Scale Up Success

	PROPOSED	TO DATE
Capital	\$2,600,000	\$25,000,000
Operations/ Capacity Building	\$1,150,000	\$4,000,000

This Playbook focuses on Downtown San Bernardino

A small geography with outsized impact

Located in the Inland Empire some 60 miles east of Los Angeles, it is part of the Riverside-San Bernardino-Ontario MSA, which is the largest MSA by size and 13th largest by population.



Why Downtown San Bernardino?

The nation's first 21st-century city

With inexpensive city-owned land, historic buildings, and close proximity to multimodal transit and innovation-intensive institutions of higher education, downtown San Bernardino has an opportunity to reclaim its position as one of the crown jewels of the Inland Empire.

Low density, high potential

Underpopulated and underinvested today, downtown San Bernardino holds out the prospect of sustainable urban living in a suburban setting.

The public face of San Bernardino

A reinvigorated, climate-ready urban core will improve quality of life throughout the city, making it more attractive for current and prospective residents and businesses alike.

Key to solving the climate crisis

From transit-oriented development and housing density to electric vehicle (EV) infrastructure and energy-efficient buildings, downtowns have an outsized role to play in the race for climate readiness.

Local knowledge and expertise form the backbone of the San Bernardino Investment Playbook

Dozens of in-depth individual and group interviews with community stakeholders surfaced invaluable information about the concerns and aspirations of San Bernardino residents and provided context and inspiration for the Playbook as a whole.

These conversations identified six priority areas—Capacity, Infrastructure, Housing, Innovation, Entrepreneurship, and Community—as well as the individual projects within each category.

Specific projects were developed in close collaboration with key community partners, including El Sol Neighborhood Educational Center, Just SB and its member organizations, and Uplift SB.

A suite of priority projects were identified through individual and group interviews with local stakeholders

Each project was selected based on its ability to:

- Build on San Bernardino's unique assets and advantages
- Leverage market momentum and promising initiatives underway
- Unlock federal, state, and local resources
- Drive equitable growth via community wealth-building strategies

Projects that made the cut took one of three forms:

- *Ready-to-go*: Project design largely complete, with components costed out
- *Last-mile*: Additional support needed to get specific on design and cost
- *Exploratory*: Early-stage and largely undeveloped

In addition to surfacing projects, conversations with stakeholders revealed **tremendous untapped potential**

A blank slate

Downtown San Bernardino is a space of possibility, with inexpensive land, historic buildings, solid access to multimodal transportation, and close proximity to world-class research capacity at CSUSB, UCR, and CARB

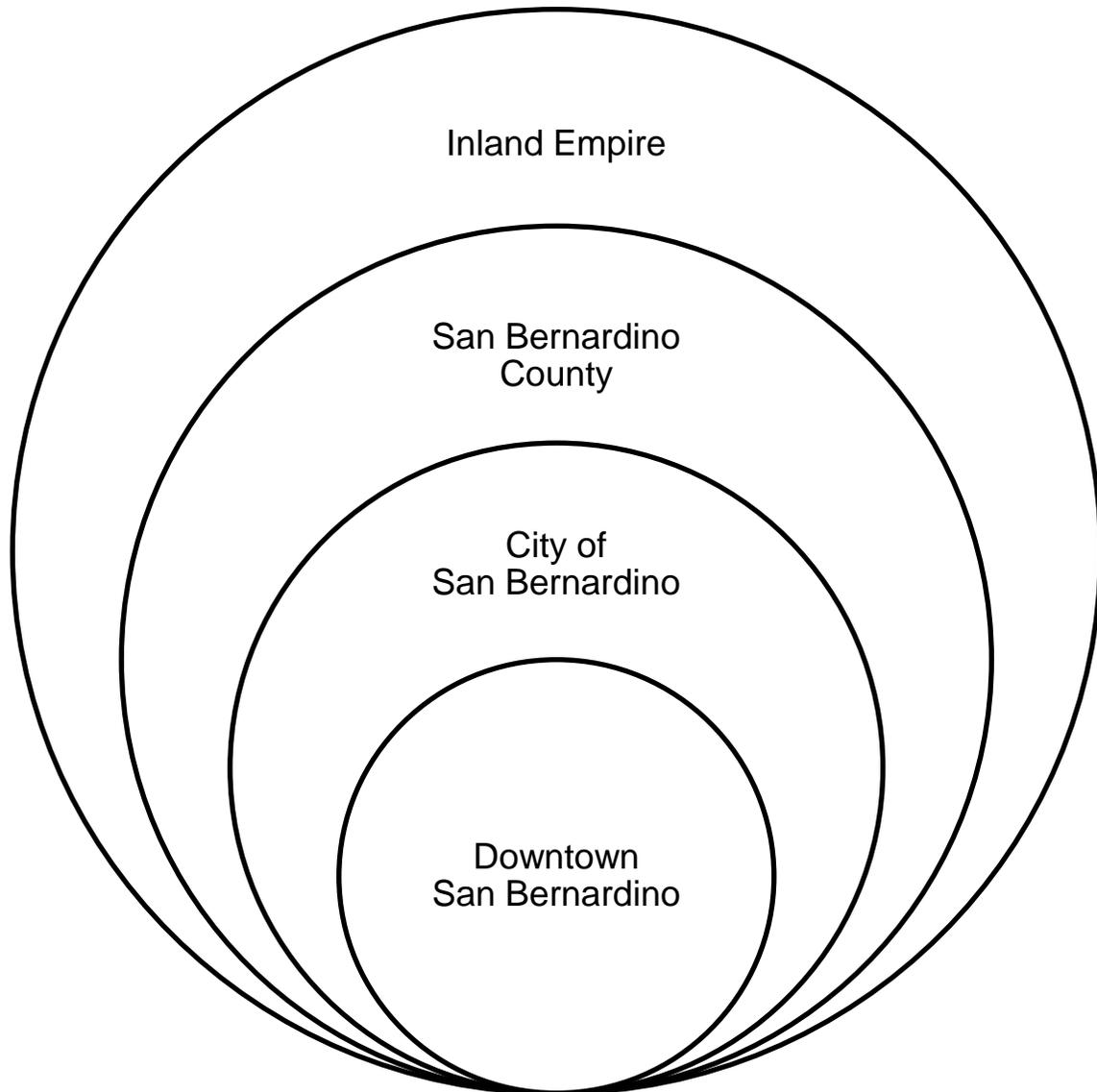
Change is possible

Many San Bernardino residents have deep faith that their city can finally turn the corner and achieve its promise

Leapfrog effect

Investment in a sustainable, accessible, well-connected downtown will give San Bernardino a chance to realize its full potential as an inland port

Coordinated investments can **benefit everyone**



Place-based projects invest in a target geography, creating benefits that ripple out to the city, county, and region

Cross-cutting projects provide far-reaching benefits such as climate readiness, workforce development, broadband, and entrepreneurial support

Capacity-building investments ensure that local stakeholders are ready to design and implement projects

Successful Playbooks require a new way of working

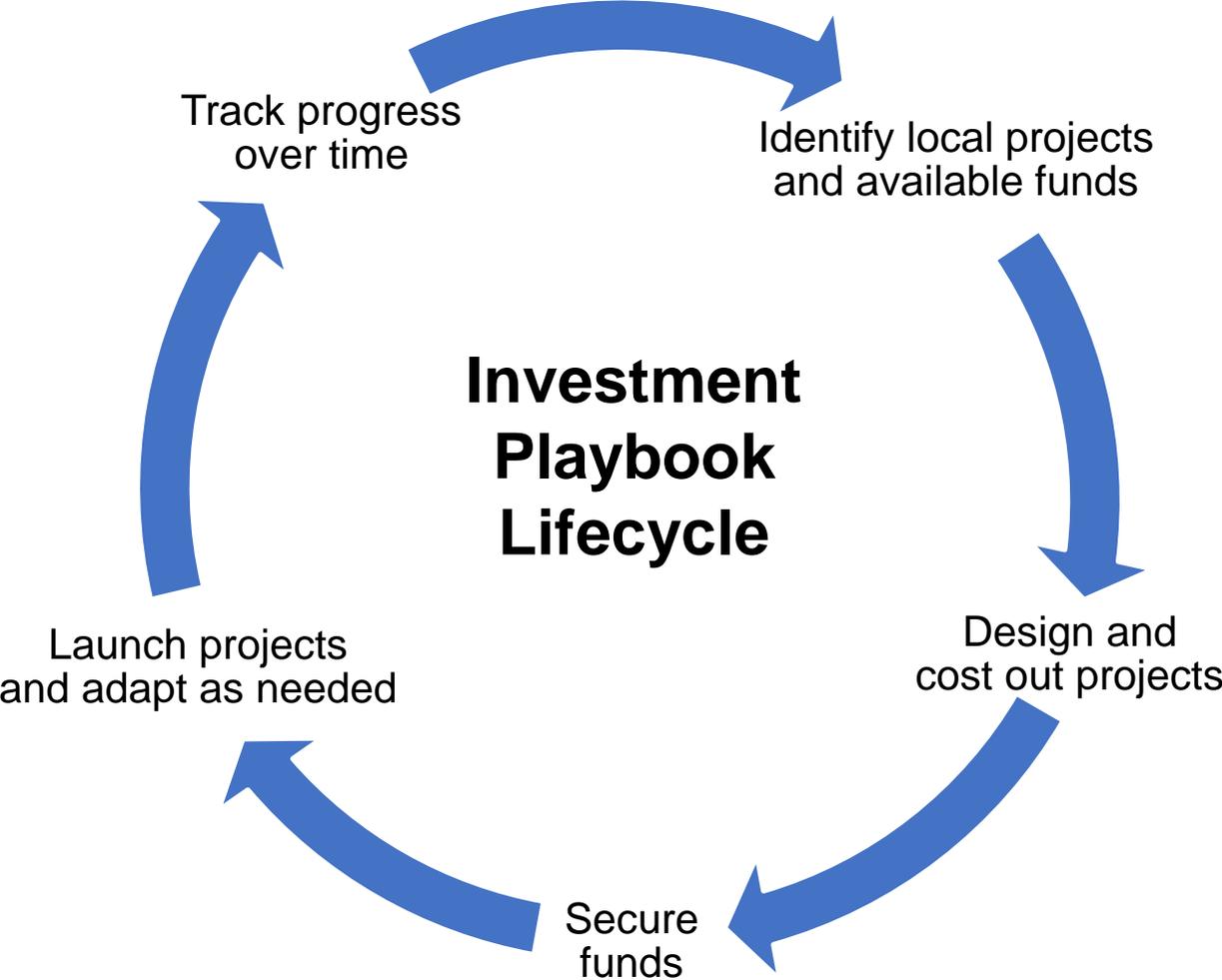
Conventional approaches will not lead to better outcomes

- ⊗ One-and-done planning
- ⊗ Top-down decision making
- ⊗ Little coordination across siloes
- ⊗ Investments don't benefit everyone
- ⊗ Longstanding disparities remain unresolved

Equitable growth requires a different approach

- ✓ Iterative and continuously evolving
- ✓ Anchored in community needs and distinctive local strengths
- ✓ Investments coordinated for maximum impact
- ✓ Designed to address disparities and improve quality of life for all residents

This Playbook marks the **first stage of an iterative approach** to ongoing transformational investment in equitable growth



Continued Playbook iteration will be needed

Federal funding as impetus	This Investment Playbook was developed in response to the American Rescue Plan and the Infrastructure Investment and Jobs Act.
First phase of projects	Stakeholders identified relevant projects based on local needs <ul style="list-style-type: none">• <i>Ready-to-go</i>: Design largely complete, components costed out• <i>Last-mile</i>: Additional work needed on design and costs• <i>Exploratory</i>: Early-stage and largely undeveloped
New funding creates new possibilities	A more extensive design process will be needed to make the most of the recent influx of federal and state funding (e.g., CHIPS and Science Act, Inflation Reduction Act, CA climate and housing legislation). A six-month design sprint will allow San Bernardino to identify new opportunities and get projects ready to go.



Contents

Summary

Context

Playbook Vision

• Playbook Projects

Next Steps

This Investment Playbook brings together **big moves** that will **benefit all residents**

Capacity

Nerve Center
City Staffing Surge
Climate Solutions Team
Technical Assistance for
Community
Organizations

Infrastructure

Zero-Emission Buses
Complete Streets
Fiber Network
Installation
Enhanced Infrastructure
Financing District
City Hall Renovation
Climate-Ready SB

Housing

Carousel Mall
Heart of Mobility
Homelessness initiative
Homeownership
initiative
Downtown Habitat for
Humanity Project
Permanent Residential
Real Estate Cooperative

Innovation

Sustainable Mobility Hub
National Security
Innovation Ecosystem
Enterprise District
Sustainable Logistics
Center of Excellence
Downtown Satellite
Campuses
Annual Climate
Readiness Summit

Entrepreneurship

Entrepreneurial
Resource Center
Food Entrepreneurship
Hub
Supply SB
Local Small Business
Retail Plaza
Center for Youth
Financial Literacy and
Entrepreneurship

Community

Cybersecurity Tech
Workforce Hub
El Sol Holistic Campus
Community Leadership
Empowerment
Workshop
Olympic Aquatic Center
Institute for Child
Development and
Family Relations –
Downtown
Economic Opportunity
Center
E Street Arts Corridor
Inland Port Career
Resource Center
Purposeful Pathways

Proposed ready-to-go projects total roughly \$1 billion

Given that only 20 of the 36 projects have been costed out thus far (in **bold** below), we expect that the total cost of implementing the entire Playbook will exceed \$1 billion.

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					E Street Arts Corridor
					Inland Port Career Resource Center
					Purposeful Pathways



Contents

Summary

Context

Playbook Vision

• **Playbook Projects**

Next Steps

Capacity



Implementing the Investment Playbook will require thoughtful collaboration and coordination across the public, private, civic, philanthropic, and nonprofit sectors. These investments will ensure that local stakeholders have the capacity to design and implement projects and drive Playbook evolution.

Ready-to-go:

- Nerve Center (\$TK M)

Last-mile:

- Staffing Surge

Exploratory:

- Climate Action Team
- Technical Assistance for Community Organizations

Capacity: Nerve Center

Ready-To-Go



The Nerve Center will oversee Playbook implementation and help ensure that all activities are well coordinated and aligned with identified priorities. This entity will not replace the efforts of those organizations that are implementing the work. Rather, the Nerve Center will coordinate among all stakeholders to ensure consistent communication, drive collaboration, and reduce duplicative efforts.

Objectives

- Ensure a bias for action and coordination across investments
- Keep Playbook on schedule and on budget
- Support Playbook evolution as new projects and priorities emerge

Cost

\$TK M Staffing

\$TK M Overhead

Total: \$TK M

The number and complexity of projects proposed in the Investment Playbook exceed the current capacity of city staff. A temporary staffing surge (whether within or alongside City Hall) will help ensure that projects are implemented on time, on budget, and with fidelity. This surge will include specialists in infrastructure, housing, sustainability, and transportation as well as analysts with skills in GIS, policy, and fiscal support. The surge period could be extended depending on how staffing needs evolve.

Objectives

- Increase capacity for project development and implementation
- Ensure access to subject matter expertise
- Identify opportunities for accelerated Playbook implementation

A technical assistance program for community organizations will help local nonprofits play an active role in Playbook project design and implementation. Eligible nonprofits will receive ten hours of one-on-one consulting tailored to their most pressing concerns (e.g., accounting, internal controls, grant writing and management, data collection and analysis, strategic planning, long-term budget development, governance structures, staffing, technological solutions). Group trainings and peer learning opportunities will complement one-on-one support and create opportunities for local organizations to build connections, share lessons learned, and engage in collaborative problem solving.

A delivery team will determine the scale and specific components of this initiative, develop cost estimates, establish eligibility criteria, conduct an RFP process to secure consultants, and devise a roadmap for securing funds and phased implementation.

Objectives

- Increase nonprofits' capacity for service delivery, strategic planning, fundraising, and other core functions
- Enhance capabilities of community-based organizations
- Support development and implementation of Playbook projects

A 3-to-4-person Climate Solutions Team (CST) will provide leadership, coordination, and support for the Climate Ready SB initiative (see Infrastructure section for detail). Working with local stakeholders and subject matter experts, the CST will identify, design, and deliver a holistic suite of investments that advance the City's climate goals.

The CST will help stakeholders determine how best to coordinate action and contribute to this massive undertaking. It will oversee all investments related to climate readiness and will co-produce the Annual Climate Readiness Summit, a destination event with broad relevance for all working to address the climate crisis. Areas for action include active transportation investments, building electrification, energy efficiency retrofits, EV infrastructure, heat mitigation, power grid upgrades, renewable energy, urban greening, and ZE public transit.

Objectives

- Position San Bernardino in the vanguard of climate action
- Improve health outcomes and quality of life for area residents
- Significantly reduce the City's reliance on carbon-based energy

Infrastructure

Climate action has become an existential imperative. These investments will ensure that San Bernardino is climate-ready by creating a platform for resilient and connected growth

Ready-to-go:

- Zero-Emission Buses (\$400.5M)
- Complete Streets (\$28.2M)
- Fiber Network Installation (\$166M)
- City Hall Renovation (\$93M)
- Enhanced Infrastructure Financing District (n/a)

Exploratory:

- Climate-Ready SB

Capacity: Zero-Emission Buses

Ready-To-Go

Omnitrans will transition to an all-zero-emission bus fleet for its 40-foot buses by 2040. This multi-stage effort will require extensive investment across several domains, including fleet acquisition, maintenance facility upgrades, design and construction of fueling stations, operation and maintenance of fueling/charging stations, and hydrogen fuel (liquid or gas). A new last-mile shuttle service will encourage ridership by improving connections to downtown employment hubs. Omnitrans will also work to prepare workers to operate and maintain zero-emission vehicles, with training for incumbent workers and a new paid apprenticeship program in collaboration with San Bernardino Valley College.

Objectives

- Position San Bernardino in the vanguard of climate action
- Significantly reduce the City's reliance on carbon-based energy
- Improve health outcomes and quality of life for area residents

Cost

\$200 M Vehicles

\$45 M Charging/fueling infrastructure

\$155 M Operations and maintenance

\$500 K Apprenticeship program

Total: \$400.5 M

Capacity: Complete Streets

Ready-To-Go

Investment in street improvements, street signage and striping, street trees, and transit signal prioritization for the sbX Green Line will help make downtown San Bernardino a more inviting urban environment for those traveling on foot, by bicycle, and via public transit. These measures will enhance beautification and implement design standards informed by community needs and local culture.

Objectives

- Create a safe, accessible, walkable downtown that supports a variety of multimodal transportation options
- Mitigate heat downtown by expanding the urban tree canopy
- Enhance the visual appeal of downtown streets

Cost

\$18.2M Street improvements, signage, striping, etc.

\$3.2M Street tree planting

\$6.8M sbX transit signal prioritization

Total cost: \$28.2 M

Capacity: Fiber Network Installation

Ready-To-Go

Installation of a citywide fiber network will ensure that San Bernardino residents, businesses, and organizations have the connectivity they need. A companion Digital Inclusion Initiative led by an organization with community standing will conduct outreach and provide equipment and training to residents from historically disadvantaged and disinvested communities so that all can benefit from this investment.

Objectives

- Expand access to high-speed Internet citywide
- Establish San Bernardino as an attractive location for innovation-intensive companies and research institutions
- Address racial and ethnic disparities in high-speed Internet access and usage

Cost

\$150 M Installation

\$16 M Digital Access Initiative

Total: \$166 M

The City of San Bernardino will establish a citywide Enhanced Infrastructure Financing District (EIFD) in order to raise funds for needed public improvements. EIFD funding can be used for public improvements that provide community benefit and have an expected useful life of 15 years or more. Improvements under consideration include street improvements (e.g., re-paving, replacement of curbs, gutters, and sidewalks), park improvements (e.g., landscaping and irrigation system improvements, playground equipment), and improvements for public libraries, community centers, public safety facilities, and other city-owned facilities.

Objectives

- Address longstanding and future infrastructure needs
- Improve public perception and quality of life for current and prospective residents and businesses

Cost

The cost to establish a citywide EIFD is minimal and will primarily consist of city staff time.

Capacity: City Hall Renovation

Ready-To-Go

San Bernardino's seven-story, 105,000 square-foot City Hall opened in 1974 as part of a centralized public-sector campus in the heart of downtown. In order to bring this facility back to full use, the now-unoccupied building will undergo a wholesale renovation that will include seismic retrofitting and removal and replacement of all core systems and components (e.g., HVAC, electrical, plumbing, ADA accessibility, fire protection, telecom, windows).

Objectives

- Modernize City Hall so that the building better serves City staff, residents, and visitors
- Create a revitalized center of civic activity that inspires community pride

Cost

\$25 M Architectural work

\$20 M Seismic retrofit

\$15 M HVAC

\$10 M Fire protection

\$10 M Site improvements

\$8 M Plumbing

\$5 M Electrical

Total: \$93 M

Over the next five years, the City will embark on an extensive suite of investments that will together position San Bernardino as a leader on climate action. Investments in EV infrastructure, heat mitigation, transit decarbonization, community solar, and other climate-relevant areas will create a downtown that is powered by clean, renewable energy. The Climate Solutions Team (CST) will oversee these investments with an eye toward leveraging existing efforts and encouraging cross-sector collaboration to accelerate decarbonization. The CST will also work with stakeholders to ensure a just transition to carbon zero that sparks equitable economic growth and improves quality of life for all area residents.

The CST will serve as the delivery team for Climate Ready SB. It will seek out subject matter experts and local stakeholders, identify needed investments, develop cost estimates, and devise a roadmap that stages and sequences investments for effective implementation. Total cost cannot be estimated until the specific elements of the roadmap are identified but given the number of infrastructure-related projects involved, the level of investment will be substantial.

Objectives

- Position San Bernardino as a leader on climate action and decarbonization
- Create a cleaner and healthier environment for San Bernardino residents and businesses

Housing



Though hollowed out today, the downtown core has a number of attributes that make it an attractive geography for transit-oriented redevelopment. By increasing housing density downtown and improving access to affordable housing, these investments will spark market interest and provide attractive options for area residents seeking an affordable, walkable, urban way of life.

Ready-to-go:

- Carousel Mall Redevelopment (\$37M)
- Heart Of Mobility TOD Project (\$22M – 30M)
- Homelessness Initiative (\$52.5M – 72.5M)
- Homeownership Initiative (\$15M)
- Downtown Habitat for Humanity Project (\$TK)

Exploratory:

- Permanent Residential Real Estate Cooperative

Housing: Carousel Mall Redevelopment

Ready-To-Go

Redevelopment of this long-vacant 43-acre property will send a clear signal that downtown San Bernardino is poised for a comeback. The project will bring new life downtown by creating space for academic and research institutions, industry, small businesses, workforce development, and other key contributors to the local innovation ecosystem. In addition, it will re-establish the historic street grid, expand workforce housing, and implement urban forestry and placemaking measures to enhance sustainability and walkability downtown.

Objectives

- Jumpstart sustainable development and expand accessible workforce housing downtown
- Boost employment among San Bernardino residents through quality job creation and clear, well supported career pathways
- Advance equitable economic development in the city via local hire and local procurement provisions

Cost

\$5 M Planning

\$12 M Site preparation / demo

\$5 M Labor

\$5 M Streetscaping and urban greening

\$10 M Workforce development

Total: \$37 M

This transit-oriented development project will complement the Carousel Mall redevelopment and catalyze investment and increased housing density near the transit center, which sits at the south end of downtown. This initiative will work to improve resident health and reduce pollution and greenhouse gas emissions by diversifying transportation options in underserved communities and encouraging construction of walkable workforce and student housing in and around the downtown (including the Seccombe Lake inclusionary housing project, which will be led by a public-private partnership). The project will incorporate a wide range of climate-friendly measures, including energy-efficiency improvements for low-income residents, parking lot solar canopies, residential and commercial renewable energy, urban greening collaborations with local community college and elementary schools.

Objectives

- Create a vibrant, walkable, transit-oriented downtown
- Enhance quality of life for all who frequent the core
- Improve climate readiness in and around downtown
- Mitigate the ongoing housing crisis

Cost

\$10 M Active Transportation Plan

\$6M-10M Seccombe Lake workforce housing

\$6M-10M Transit center/ballfield workforce housing

Total: \$22 M – 30 M

In order to meet rising demand among unhoused San Bernardino residents, the City is partnering with local stakeholders and nonprofits to expand interim / transitional housing options. Two projects—a 200-bed interim housing facility for men and men with children and a 60-100-unit transitional / permanent student housing complex—will provide additional shelter capacity and improve access to supportive services (e.g., substance abuse counseling, behavioral health, medical care, workforce training, assistance with entitlement benefits) in order to help homeless individuals successfully exit homelessness.

Objectives

- Expand availability of supportive housing for individuals experiencing homelessness
- Improve student success by ensuring that homeless San Bernardino Valley College students have access to stable housing and wraparound support services

Cost

200-bed interim housing

\$26M-30M Construction

\$15M-20M Operations (5 years)

60-100-unit student housing

\$10M-20M Construction

\$1.5M-2.5M Operations (5 years)

Total: \$52.5M - 72.5M over 5 years

Increased homeownership can transform the lives of many San Bernardino residents by promoting stability and helping households build wealth over time. The City's Homeownership Initiative will invest in programs to help prospective homebuyers overcome barriers to homeownership. These efforts will connect potential homeowners to financial assistance (e.g., grants and loans to help with down payments and/or closing costs) and buyer readiness programming (e.g., credit repair, education, counseling). It will also secure funds (including gap financing) to develop additional workforce housing that can be sold to low- to moderate-income residents.

Objectives

- Expand access to affordable workforce housing
- Reduce housing cost burden on San Bernardino households
- Increase the number of San Bernardino residents who own their homes

Cost

\$5M Down payment assistance loans

\$4M Revolving loan fund

\$4M Housing trust fund

\$2M Homeownership counseling and credit repair

Total cost: \$15 M

Housing: Downtown Habitat for Humanity Project

Ready-To-Go



Habitat for Humanity San Bernardino will construct three four-bedroom houses in the northwest corner of downtown San Bernardino as part of its well-established Homeownership program. These three houses will enable three local low-income households to become first-time home-buyers.

Objectives

- Expand availability of affordable workforce housing
- Reduce cost burden on San Bernardino households
- Increase homeownership among San Bernardino residents

Cost

\$TK M TK

\$TK M TK

Total: \$TK M

The Uplift SB Housing Working Group will work with relevant stakeholders to establish the City's first Permanent Residential Real Estate Cooperative (PRREC). Unlike a traditional housing cooperative made up of those living in a particular building, the PRREC will sell individual shares to community members interested in local control of and investment in San Bernardino's neighborhoods.

Members who live on the PRREC's properties "will have [a] long-term renewable 'diminishing rent lease'...[that] simulate[s] direct homeownership in many ways: tenants build equity and payments lessen over time as the building is paid off." If a member-tenant decides to move out, they "sell" their lease in exchange for "a pre-determined price based on their equity contributions to date," which will ensure "a modest return...as well as compensation for improvements."

Uplift SB will also work with the PRREC to connect local community members to programs and services that can increase homeownership readiness, avoid displacement, and support community wealth-building.

The Uplift SB Housing Working Group will identify specific project elements, develop cost estimates, determine the appropriate ownership model, and devise a roadmap for securing funding, property acquisition, and phased implementation.

Objectives

- Preserve and expand the inventory of affordable housing in the City of San Bernardino
- Increase lower-income residents' access to wealth-building mechanisms
- Encourage local investment in and control of residential real estate

Innovation

Today's economy is powered by innovation. From the latest in clean tech to that new small business down the block, innovators develop ideas, create jobs, and help regional economies grow. These investments will strengthen key drivers of the area economy in order to produce more competitive sectors, a stronger entrepreneurial culture, and a greater number of quality jobs.

Ready-to-go:

- Sustainable Mobility Hub (\$36.5M)
- National Security Innovation Ecosystem (\$161M)

Last-mile:

- Enterprise District
- Downtown Satellite Campuses

Exploratory:

- Sustainable Logistics Center of Excellence
- Annual Climate Readiness Summit

Located in the heart of downtown, this hub will serve as a central location for interdisciplinary collaboration and innovation in the sustainable movement of people and goods, with ample space for meetings, workshops, and public events. CSUSB and UCR researchers, visiting scholars, private-sector leaders, public-sector actors, and local communities will come together to understand the current state of regional mobility and supply chain systems and develop a new vision for sustainable mobility that is grounded in a community-based perspective. It will house a leadership training program for business, government, and community-based organization stakeholders interested in sustainable practices. It will also encourage technology commercialization and company formation with help from the nearby Entrepreneurial Resource Center and will connect early-stage firms with opportunities to test and implement solutions that benefit area residents.

Objectives

- Establish the Inland Empire as a leader in sustainable mobility solutions
- Conduct community-informed research in order to advance clean tech, sustainable growth, and job quality in logistics
- Improve quality of life and health outcomes for area residents by implementing sustainable logistics and transportation

Cost

\$25M Facilities

\$2.5M Staff (5 years)

\$2.5M Operations (5 years)

\$0.5M Programming (5 years)

\$5M Research funding

\$1M Leadership development program

Total : \$36.5M over five years

The NSF Regional Innovation Engines Project will build a coalition of academic institutions, nonprofits, companies, government entities, and others intent on creating a model regional innovation ecosystem. Led by the Inland Empire Center for Entrepreneurship (IECE) and School of Entrepreneurship (SoE) at CSUSB, this effort will galvanize user-inspired research, technology translation, and workforce development throughout the Inland Empire. Commercialization of national security innovations will be a central focus of this project. The ecosystem will identify new ways to connect innovations with a risk-taking entrepreneurial culture in order to drive user-inspired research and development and increase the translation of innovation to practice, which will in turn strengthen the regional economy.

Objectives

- Develop an effective ecosystem to support innovation-based economic development
- Commercialize novel technologies and support entrepreneurship
- Build a platform for regional innovation
- Ensure underrepresented inventors and founders have equal access to defense-related innovation, intellectual property, commercialization support, and funding

Cost

\$1 M Phase 1 (24 months)

\$160 M Phase 2 (10 years)

Total: \$161 M

An Enterprise District along E Street will re-establish downtown San Bernardino as a landmark destination in the Inland Empire. Building on the heroic revitalization efforts underway at the historic Enterprise Building (320 North E St), the District will bring new life to this once-vibrant commercial corridor. Thoughtful rehabilitation of the iconic Enterprise, Harris, Heritage, and Woolworth Buildings will provide ample transit-accessible space for a number of Playbook projects. When combined with space for private-sector firms, this concentration of economy-shaping assets will boost innovation activity and encourage entrepreneurship, small business growth, and job creation in and around the downtown core. With close proximity to the San Bernardino Transit Center and sbX bus line as well as the E Street Arts Corridor, Carousel Mall redevelopment, and Heart of Mobility project, the Enterprise District will provide an ideal environment for workforce housing and local-serving businesses of all kinds, including restaurants, bars, coffeeshops, and boutiques.

A delivery team composed of decisionmakers from the Enterprise Building, the City of San Bernardino, CSUSB, Uplift SB, and other relevant stakeholders will identify specific project elements, develop cost estimates, and devise a roadmap for securing funds and phased implementation.

Objectives

- Cultivate a vibrant, amenity-filled downtown that encourages innovation, entrepreneurship, and small business growth
- Reestablish E Street as a dynamic commercial corridor and popular Inland Empire destination
- Boost activity in downtown San Bernardino during and after workday hours

The high level of transit accessibility in Downtown San Bernardino makes it an ideal location for satellite branches of regional academic institutions. Whether independently or as part of a larger shared facility, California State University San Bernardino; California Baptist University; San Bernardino Community College District; and the University of California, Riverside will establish a physical presence in the downtown core in order to expand access to higher education and pathways into quality jobs.

A delivery team composed of stakeholders from participating academic institutions and city government will determine the size and scope of facilities needed, develop cost estimates, and devise a roadmap for securing funds and phased implementation.

Objectives

- Expand access to training, services, and resources provided by area academic institutions
- Establish a physical presence for regional academic institutions in downtown San Bernardino

A California Sustainable Logistics Center of Excellence in downtown San Bernardino will accelerate multidisciplinary, cross-sector innovation in order to address pressing challenges facing the logistics sector, including decarbonization and climate adaptation, skilled workforce development, and economic competitiveness and resilience. This 20,000 ft² facility will bring together key stakeholders from industry, academia, and government in order to establish the Inland Empire as a global exemplar of next-generation sustainable logistics. Special emphasis will be placed on building capacity to deliver educational programs and experiential learning opportunities to students from high school to PhD.

The Center will provide access to facilities where academic and industry partners can conduct demonstration projects on innovative new technologies. Partners will be able to use onsite facilities as well as a network of testbeds and specialized equipment located throughout the region. UCR's Entrepreneurial Proof of Concept and Innovation Center (EPIC) and CSUSB's Entrepreneurial Resource Center (ERC) will help technology startups access specialized mentorship and seed capital for proof-of-concept demonstrations. It will also support the formation of employer-led workforce development partnerships as well as collaborations among logistics companies on workforce development, decarbonization, and hyperconnected logistics models powered by multiparty networks and open synchromodal technologies.

Objectives

- Establish the Inland Empire as a global leader in sustainable logistics and supply chain innovation
- Expedite decarbonization at scale in the logistics sector
- Increase collaboration among industry employers, higher education, and other relevant stakeholders
- Strengthen career pathways into quality jobs within the sustainable logistics sector

The City of San Bernardino and Inland Economic Growth and Opportunity (IEGO) in conjunction with the California Air Resource Board (CARB), California State University San Bernardino (CSUSB), and University of California Riverside (UCR), will host an Annual Climate Readiness Summit for those working to end reliance on carbon-based fuels throughout the world. Each year, industry leaders in logistics, transportation, manufacturing, and materials science; subject matter experts; K-16 education and workforce development; state and local government; Tribal representatives; community-based organizations; private-sector investors; and philanthropies will convene to set goals and priorities, share solutions and lessons learned, and identify next steps. This destination event will attract global thought leaders and key actors in the fight for carbon zero.

IEGO and the Climate Solutions Team will serve as the delivery team for this annual event. They will design the program, identify speakers and workshop facilitators, develop cost estimates, secure funding, and oversee event production.

Objectives

- Position San Bernardino in the vanguard of climate action
- Provide a venue for sharing novel climate solutions and lessons learned
- Build community and encourage collaboration among those involved in the rapid decarbonization effort

Entrepreneurship

Entrepreneurship and small business activity are important drivers of job growth, wealth creation, and economic resilience—provided that company founders and would-be entrepreneurs have ready access to support services, mentorship, and capital. The investments in this section will make the most of San Bernardino’s existing entrepreneurial assets in order to support startup activity and small business success

Ready-to-go:

- Entrepreneurial Resource Center (\$5M – 7.5M)
- Food Entrepreneurship Hub (\$3.9M)
- Supply SB (\$19M)
- Center for Youth Financial Literacy and Entrepreneurship

Exploratory:

- Local Small Business Retail Plaza

The Entrepreneurial Resource Center (ERC) will provide a centrally located, transit-accessible downtown hub for small business resources and support. It will bring together a wide range of entrepreneurial support organizations to provide a full spectrum of training, technical assistance, and access to resources for small business owners and entrepreneurs in the area. The ERC will work with both aspiring and existing entrepreneurs to increase the rate of business creation and foster greater success and long-term sustainability for local small businesses. Anchored by the Inland Empire Center for Entrepreneurship and CSUSB's School of Entrepreneurship, the ERC will provide support for every stage of company formation. It will also work with the Supply SB supplier diversity initiative to connect local small businesses to contract-readiness programming and sales opportunities.

Objectives

- Establish a continuum of support for local entrepreneurs and small business owners
- Provide long-term support in order to ensure small business success
- Address disparities in small business ownership and entrepreneurship
- Increase coordination and collaboration among entrepreneurial support organizations in the region

Cost

\$5M-7.5M Facilities, staff, programming, and services

Total: \$5 M – 7.5M

The Downtown Food Entrepreneurship Hub will provide much-needed assistance and resources for area residents interested in opening a food-based business. The Hub will connect entrepreneurs with comprehensive programming and support aligned to the particular needs of food-based companies. Local community organizations will provide technical assistance and programs in English and Spanish for food entrepreneurs in the region. The Hub will either be integrated into the Entrepreneurial Resource Center or will remain a standalone project nearby. It will feature a commercial kitchen that can be rented by the hour or by the day on a sliding-scale basis to ensure access for economically disadvantaged entrepreneurs. This affordable production space will help food entrepreneurs expand their businesses. A temporary food hall nearby (e.g., container park, designated food truck parking lot) will provide low-cost retail space for new food businesses as the Hub is built.

Objectives

- Support the success of local food-based businesses
- Boost entrepreneurship by leveraging and encouraging collaboration among existing program offerings
- Expand retail and dining options in downtown San Bernardino

Cost

\$ 1.5M Commissary kitchen

\$ 750K SBDC Eats

\$ 625K Market program

\$ 500K Technical assistance

\$ 500K Food hall

Total : \$3.875 M over five years

Supply SB will organize and leverage anchor institutions' purchasing power to grow locally owned small businesses and advance supplier diversity in San Bernardino. The Inland Empire Center for Entrepreneurship (IECE) and its Procurement Center program (which is run through the Inland Empire Small Business Development Center) will head up this initiative. IECE will develop and implement a comprehensive array of programs aimed at aligning member anchors' procurement processes and engaging minority- and women-owned small businesses in the local contracting process. A staff of 3-4 FTEs will work with local anchors to assess purchasing demand, improve procurement policies and practices, and inventory local vendors—all with an eye toward matching member anchors with area firms that can meet their procurement needs. Supply SB will also work to expand the capacity of local small businesses, with particular emphasis on minority- and/or women-owned vendors. As a key component of the proposed downtown Entrepreneurial Resource Center (ERC), it will connect local business owners to the programming, resources, and expertise they need to compete successfully for anchor contracts.

Objectives

- Leverage anchor purchasing power in support of local small businesses (with a focus on Latino-, Black-, and/or woman-owned firms)
- Increase diversity of vendors winning anchor procurement contracts
- Promote wealth-building by accelerating sustainable growth among local Brown- and Black-owned small businesses

Cost

\$19M Facilities, staff, programming, and services (seven years)

Total: \$19M over seven years

The Center for Youth Financial Literacy and Entrepreneurship (CYFLE) will provide a transit-accessible hub that connects young people to relevant programs and resources offered by Uplift SB and other stakeholders. Situated in the downtown Enterprise District, the CYFLE office will match San Bernardino youth to educational programming, coaching, and mentorship so that they can acquire financial management know-how and engage in entrepreneurial activity. Co-location with the Entrepreneurial Resource Center and the Food Entrepreneurship Hub will create opportunities to leverage resources, space, and programming across all three initiatives.

Uplift SB will work with relevant stakeholders to develop this project and devise a roadmap for securing funding and phased implementation.

Objectives

- Increase the financial literacy of young people in San Bernardino
- Encourage entrepreneurial activity among San Bernardino youth

Cost

\$ 1.25M Programming (\$250K per year)

\$ 750K Operations, staffing, physical space (\$150K per year)

\$ 250K Marketing and outreach (\$50K per year)

Total : \$2.25 M over five years

In order to expand local entrepreneurs' access to affordable retail space, Uplift SB will work with a coalition of local partners to acquire a transit-accessible multi-unit retail plaza within walking distance of downtown. After acquiring the property, this coalition will make needed building and grounds improvements and work with the Entrepreneurial Resource Center and other community actors to rent vacant units to local small business owners in need of affordable commercial leases. Uplift SB and coalition partners will be able to connect tenants to small business resources in the city and guarantee that these commercial spaces remain permanently affordable, with a sliding rent scale to accommodate a broader range of entrepreneurs.

Uplift SB's Small Business Resource Group will identify specific project elements, develop cost estimates, determine the appropriate ownership model for the plaza, and devise a roadmap for securing funding, property acquisition, and phased implementation.

Objectives

- Support local entrepreneurs working to grow their businesses
- Increase the inventory of affordable commercial space for local small businesses
- Use colocation to encourage peer learning and collaboration among local small business owners

Community

Investments in economic development have all too often accelerated gentrification, alienating long-time residents and increasing displacement in job and housing markets. These investments will expand opportunities, improve outcomes for all residents, and keep the wealth and prosperity generated by Playbook investments in the community.

Ready-to-go:

- Cybersecurity Workforce Tech Hub (\$6.75M)
- El Sol Holistic Center (\$1.5M)
- Community Leadership Empowerment Workshop (\$0.5M)
- Olympic Aquatic Center (\$45M)
- Institute for Child Development and Family Relations – Downtown (\$20.5M)

Last-mile:

- Economic Opportunity Center

Exploratory:

- E Street Arts Corridor
- Inland Port Career Resource Center
- Purposeful Pathways Initiative

This new workforce and apprenticeship hub in downtown San Bernardino will address rising demand for skilled cybersecurity professionals by providing a well-coordinated combination of career exploration, classroom instruction, mentorship, and experiential learning opportunities. As part of the Inland Empire Cybersecurity Initiative (IECI), this proven model for cyber workforce development will build on the nationally recognized cybersecurity program at CSUSB, with active collaboration from area community colleges and K-12 schools as well as private- and public-sector employers. Given that CSUSB and its community college partners are Hispanic-Serving Institutions with large numbers of students of color (including many who are economically disadvantaged and/or first-generation), Hub programming will boost student economic mobility and help rectify racial and ethnic disparities in the region.

Objectives

- Establish a transit-accessible downtown hub for workforce development in cybersecurity
- Develop clear, well-supported pathways into quality cybersecurity careers
- Strengthen collaboration among area K-12, community colleges, universities, and public- and private-sector employers
- Boost economic mobility for economically disadvantaged students, students of color, and first-generation students

Cost

\$2M Staff (five years)

\$1.5M Facilities

\$1M Sensitive Compartmented Information Facility (SCIF)

\$1M Hub management (five years)

\$750K Hardware, software, equipment

\$250K Marketing and outreach

\$250K Programming and expert stipends

Total: \$6.75 M over five years

An expansion of this established community transformation hub on a 1.9-acre parcel northeast of Seccombe Lake will provide additional space for culturally specific health education, basic health screenings, wellness classes, peer-to-peer counseling, and educational services for vulnerable San Bernardino residents. Designed in collaboration with community members, the El Sol Holistic Campus will provide space for service provision alongside gardens for food and healing, a playground, a children’s amphitheater, a basketball court, a turf play area, and a two-story Learning and Community Center. This new facility will include space for recreational activities and cultural pursuits, children’s playroom, library, art gallery, cafeteria, and a commercial kitchen for onsite food preparation. Flexible multipurpose space will be available for events, meetings, workshops, and other community uses, with sliding-scale rental fees to ensure accessibility.

Objectives

- Strengthen an established community organization that has a proven track record working with San Bernardino’s most vulnerable communities
- Increase access to health care, education, recreation, and social services in the downtown core

Cost

\$2 M Gap funding

Total: \$2 M

The nine-session Community Leadership Empowerment Workshop (CLEW) program builds leadership skills, community empowerment, and urban planning know-how among cohorts of area residents. Designed to support inclusive community and economic development, this program will act as a safeguard against gentrification, displacement, and community disinvestment. Each 15-20-person cohort costs less than \$50K to run. CLEW graduates have gone on to work in their communities at all levels, ranging from neighborhood projects to local elected office. Adoption of the CLEW model—possibly as part of Uplift SB programming—will provide a clear signal that San Bernardino is embracing an equitable, community-informed approach to economic development.

Objectives

- Build leadership skills, empowerment, and urban planning know-how among community residents
- Guard against displacement and disinvestment
- Ensure economic development is responsive and authentic to the local community

Cost

\$500 K Workshop costs (over five years)

\$100 K Coordination across existing programs

Total: \$600 K over five years

An Olympic aquatic center in Ward 5 will boost quality of life, improve access to exercise options, and establish San Bernardino as a destination location for aquatics competitions. This 65,000 square foot state-of-the-art facility will be composed of three swimming pools with space for spectators; a building for platform diving; non-aquatic exercise areas; meeting rooms; event space; party rental gazebos; and a playground. Core activities will include swimming activities for all ages, competitions and other large aquatic events, aerobics and other exercise training in an aquatic environment, and weekend facility rentals. Free water safety workshops and sliding-scale swimming lessons will ensure that area residents have the skills and knowledge needed to prevent drowning accidents.

Objectives

- Promote healthy living in San Bernardino by expanding the range of exercise opportunities
- Provide needed water safety education and swimming lessons for area residents
- Boost tourism by attracting major aquatics competitions to San Bernardino

Cost

\$20 M Infrastructure / construction

\$8.6 M Pools

\$4.4 M Additional project costs

\$10 M Annual operating costs (over five years)

Total: \$43 M

The Institute for Child Development and Family Relations – Downtown (ICDFR – Downtown) will serve as a community hub committed to the well-being of parents, children, and families in the San Bernardino community through a combination of education, direct services, and research. This centrally located, transit-accessible facility will support delivery and expansion of the ICDFR Science of Parenting parent education program, offer child assessments and cognitive training through its Family Assessment Center in order to identify children with learning needs and enhance their success in school, and offer in-person courses and certificate programs for professionals who serve children and families in San Bernardino. The ICDFR – Downtown will also house the Child and Families Research Center, which will conduct and support community-university partnership-based research on child development, parenting, work-family balance, child mental health, and family well-being.

To further extend its capacity, the ICDFR – Downtown will leverage existing relationships with community agencies and funding partners such as First 5 of San Bernardino County, San Bernardino County Superintendent of Schools, Children’s Network, Child Care Resource Center, San Bernardino County Sheriff’s Department, Community Action Partnership of San Bernardino County, and the Making Hope Happen Foundation. Working in collaboration with community partners, it will also serve as a Family Resource Hub for parents and families, offering after school programming with developmentally appropriate activities, education events, and access to child and family resources in the community.

Objectives

- Improve the long-term health and well-being of San Bernardino residents
- Support healthy development of San Bernardino children and youth
- Develop the workforce that will serve children and families in the future

Cost

\$20.5M Facilities

Total: \$20.5 M

An Economic Opportunity Center constructed on land owned by the City of San Bernardino will provide needed physical infrastructure, programming, and staff support for local street vendors and day laborers. Classroom and conference space for tailored programming will support the success of area street vendors and day laborers. The Center will include a commercial kitchen that can be rented by the hour or by the day on a sliding-scale basis. This affordable production space will help food-based street vendors interested in expanding their businesses. The Center will also serve as a safe, well-regulated hiring hub for area day laborers seeking work.

Objectives

- Improve quality of life and reduce economic exploitation among local day laborers and street vendors
- Expand access to city services for local street vendors and day laborers
- Provide a central hub for area contractors seeking day laborers
- Increase business activity near the proposed site

The E Street Arts Corridor will strengthen the San Bernardino creative economy by providing a designated geography for arts and cultural activities. This downtown arts district will extend from the Garcia Center for the Arts to West 2nd and West Rialto, encompassing the Sturges Center for the Fine Arts and the California Theatre of the Performing Arts as well as two new facilities, Creativ.IE and the 440 Court Building.

Creativ.IE: This mixed-use arts entrepreneurship lab will provide a hub for working artists and creative entrepreneurs, with free/low-cost artist studios and maker space, retail space for artists to sell their work, a digital media center, a photo lab, a recording studio, and a culinary arts kitchen and café. Creativ.IE will also feature a creative-in-residence program to support entrepreneurial working artists. Led by Arts Connection in partnership with other arts organizations, the San Bernardino City Unified School District, San Bernardino Valley College, CSUSB, and leaders in the creative economy, Creativ.IE will work to establish and promote strong, well-supported pathways into creative careers in the Inland Empire.

440 Court Building: Located in the heart of the Enterprise District, this historical building will complement existing arts assets by providing flexible, multipurpose space for large-scale events and exhibitions, performing arts rehearsals, classes, and conferences. It will also offer sliding-scale office space for local nonprofit organizations. Strong relationships with Creativ.IE, the Garcia Center for the Arts, and other local arts organizations will encourage collaborations within the local arts community while avoiding duplicative effort and investment.

A delivery team composed of decisionmakers from Arts Connection, the Garcia Center for the Arts, and other local arts organizations; the City of San Bernardino; and other relevant stakeholders will identify specific project elements, delegate responsibilities, develop cost estimates, and devise a roadmap for securing funds and phased implementation.

Objectives

- Cultivate an ecosystem to support working artists, creative workers, and arts-oriented entrepreneurs
- Increase coordination and collaboration between local arts organizations and the City of San Bernardino
- Provide support to strengthen and grow the arts community and increase revenues from arts-related activities
- Build strong relationships between the arts community and area K-12 and higher education in order to support arts education and pathways into creative careers.

An Inland Port Career Resource Center (IPCRC) in San Bernardino will expand capacity for skilled workforce development by providing transit-accessible training for potential and incumbent workers in the region. Headed up by key stakeholders from Just SB and other relevant entities, the IPCRC will connect area residents with clear, well-supported pathways into high-demand careers that require some level of acquired skill (including those related to climate adaptation). Career pathways will emphasize work-based learning, using earn-and-learn apprenticeship and internship models whenever possible in order to give trainees real-world experience and reduce the likelihood that they will need an additional job in order to make ends meet.

The IPCRC will improve collaboration and coordination within the area workforce development ecosystem by bringing together relevant stakeholders from the private sector, P-12 and postsecondary education, workforce training, state and local government, support services and community organizations in order to support worker success and align IPCRC offerings with employer demand. To maximize impact, the IPCRC will proactively recruit area residents, working with trusted community organizations to tailor outreach so that it speaks to the distinct needs, concerns, and priorities of each target audience. It will also connect trainees to needed wraparound supports as they move along their career pathways so that barriers such as unreliable transportation and lack of childcare, limited career awareness and guidance, and poor study skills do not stand in the way of their success.

Objectives

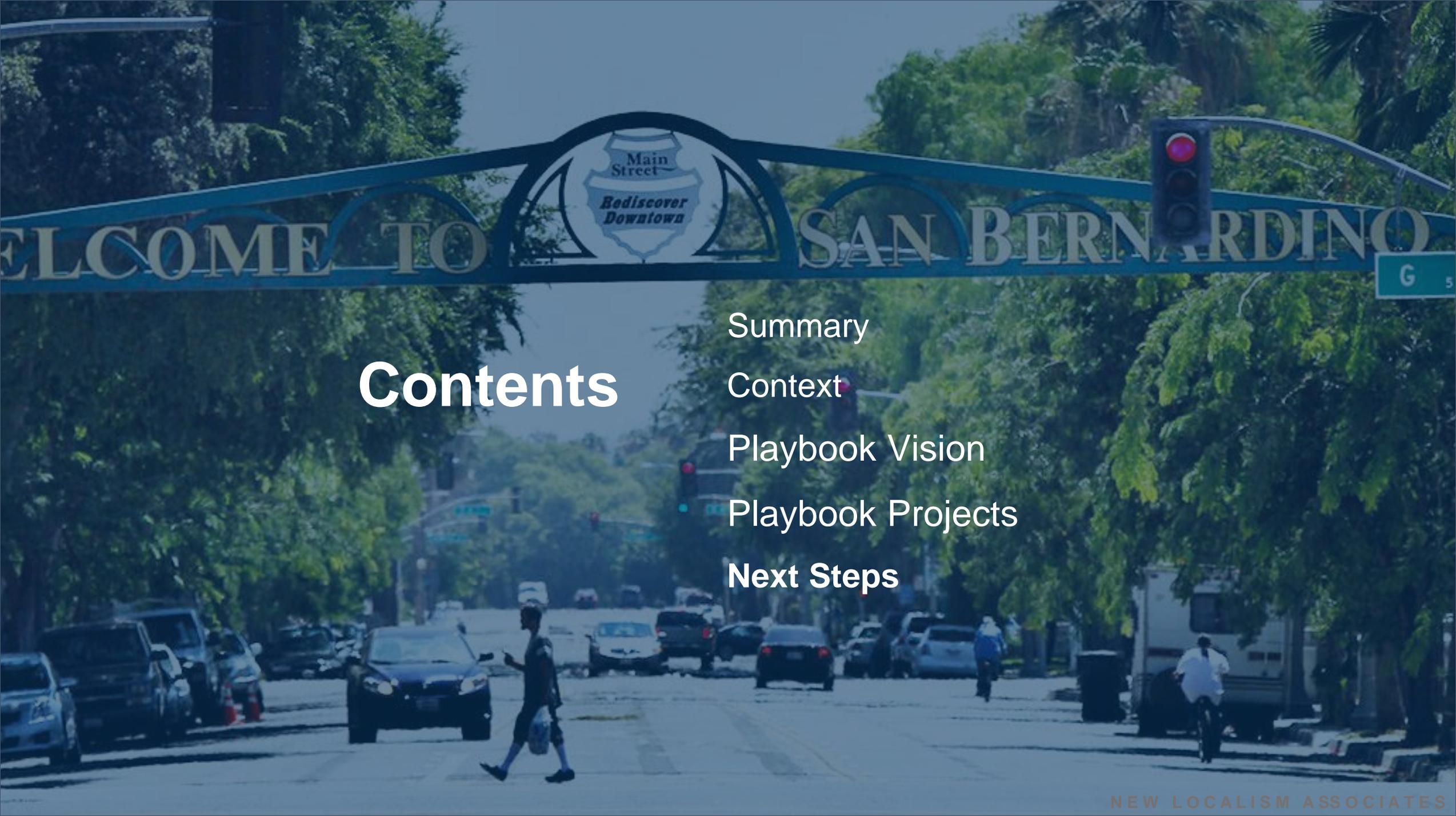
- Establish well-supported and easily navigated pathways into quality jobs in the IE
- Increase the number and proportion of IE residents with quality jobs (particularly within disadvantaged and disinvested communities in the region)
- Ensure that area employers have access to the skilled workers they need to grow

The Purposeful Pathways initiative will strengthen career pathways relevant to the San Bernardino economy and community by improving outreach to students and families and expanding student access to programming and wraparound support. Special care will be taken to work with local communities in a supportive and culturally responsive manner. Outreach and engagement strategies will be tailored to the distinct needs, concerns, and priorities of each target audience. Mutually beneficial partnerships with community organizations that have earned the trust of target audiences will help connect with communities that historically have been harder to reach. In order to ensure maximum benefit to San Bernardino's disadvantaged and disinvested communities, the initiative will also boost access to needed wraparound supports that will give students peace of mind and support their success as they pursue their passions and prepare for their careers.

Decisionmakers from Just SB will work with relevant stakeholders to determine how best to boost awareness of career pathway options and support students as they select and pursue specific pathways.

Objectives

- Improve students' ability to pursue well-supported and easily navigated pathways into quality jobs
- Increase the number and proportion of San Bernardino students on pathways into quality jobs (particularly within disadvantaged and disinvested communities)
- Ensure that area employers have access to the skilled workers they need to grow



Contents

Summary

Context

Playbook Vision

• Playbook Projects

Next Steps

San Bernardino has the **opportunity** to become a **model 21st-century city**

Capacity

Ensure that stakeholders have the capacity to design and implement projects

Infrastructure

Create a sustainable and connected platform for equitable growth

Housing

Increase housing density near multimodal transit

Innovation

Invest in key drivers of the Inland Empire economy

Entrepreneurship

Support startup activity and small business success

Community

Expand opportunities and improve outcomes for all residents

These next steps will help San Bernardino harness the full potential of this Playbook

1. **Confirm and launch Nerve Center.** This entity will play a crucial role in virtually every aspect of Playbook development and implementation.
2. **Raise local capital and grow local capacity first.** In order to build momentum and capacity for these transformational projects, San Bernardino will need to raise considerable local capital, with soft commitments for additional support as other public and private funding is secured.
3. **Match local uses with available funding sources.** Once project specifics and costs are ironed out, the Nerve Center will work with local stakeholders to secure funding for projects. This work may involve road shows to present the Playbook to potential funders (e.g., state and federal policymakers, philanthropies, corporations).
4. **Deploy Delivery Teams.** Last-mile and Exploratory Playbook projects will need further development in order to move forward. Delivery Teams composed of local stakeholders can help ensure that these high-impact but less-concrete projects come to fruition.
5. **Break ground on projects as soon as possible.** All Playbook stakeholders should have a bias toward action and maintaining momentum.

Three entities will help **monitor and implement** the San Bernardino Investment Playbook

Nerve Center Steering Committee

- Oversees Playbook execution
- Provides guidance for local organizations implementing projects
- Supports fundraising for Playbook projects

Nerve Center Support Staff

- Provides day-to-day support on project implementation
- Helps organizations improve project design, expand capacity, and secure funding

Delivery Teams

- Get Last-Mile and Exploratory Playbook projects ready to go
- Work with stakeholders to secure funds and implement projects

Formal Playbook launch **this November**

The Investment Playbook will be formally released on **November 17, 2022** at the **White House Initiative Latino Economic Summit** in San Bernardino.

Hosted by the White House Initiative on Advancing Educational Equity, Excellence and Economic Opportunity for Hispanics and the Aspen Institute Latinos and Society Program, this event will bring together federal, state, and local actors intent on advancing equity and economic empowerment in San Bernardino.

Thank you!

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