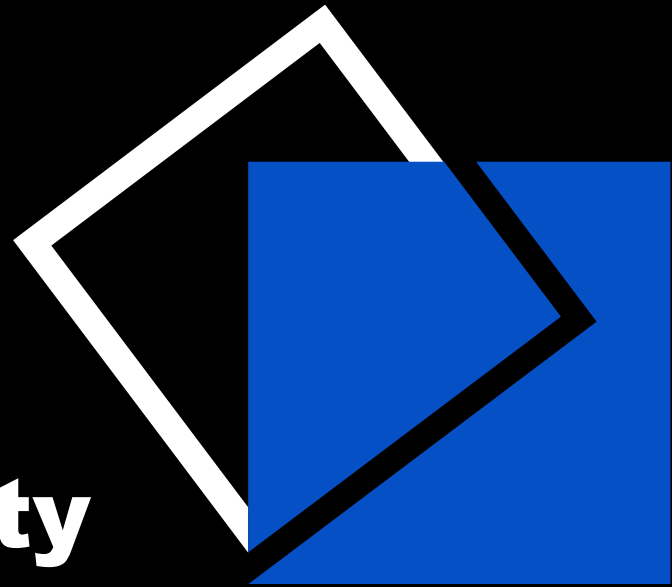




2025 San Bernardino County CEDS Update

August 1, 2025





Prepared For:

San Bernardino County Economic Development
Department

Prepared By:

Christiana McFarland, Director

Jacob Gottlieb, Project Leader

Claire LeCornu, Project Leader

Mary Beth Kelly, Research Analyst

Mallika Malhotra, Intern

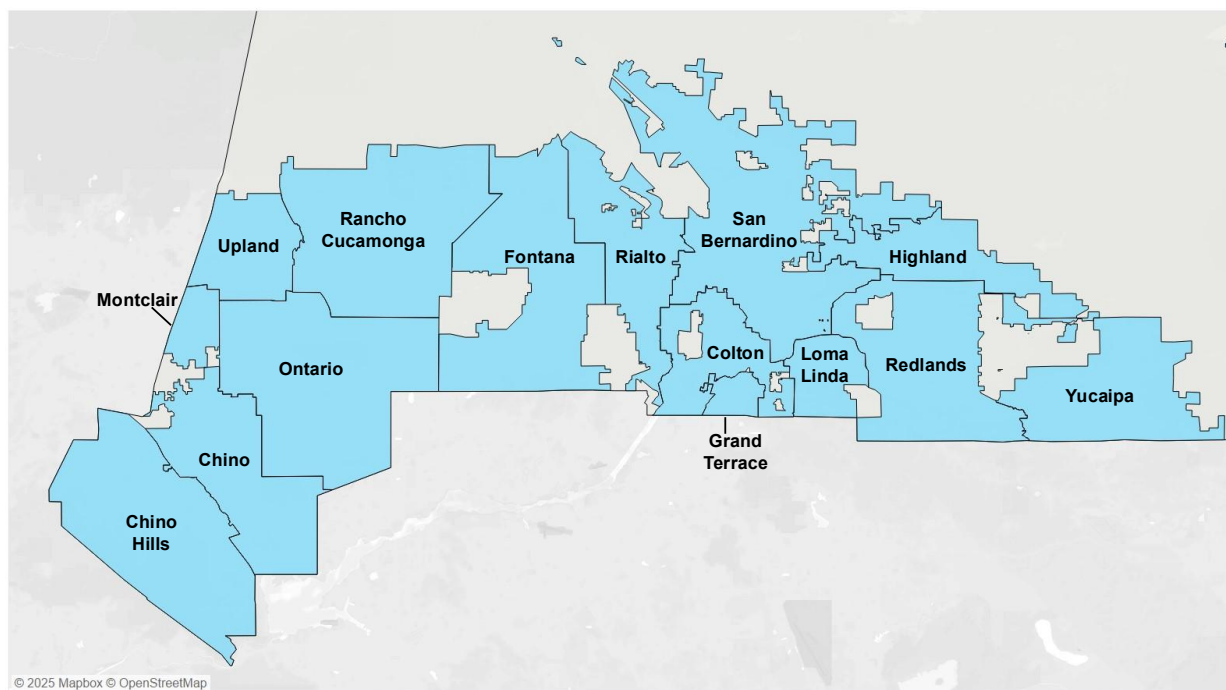
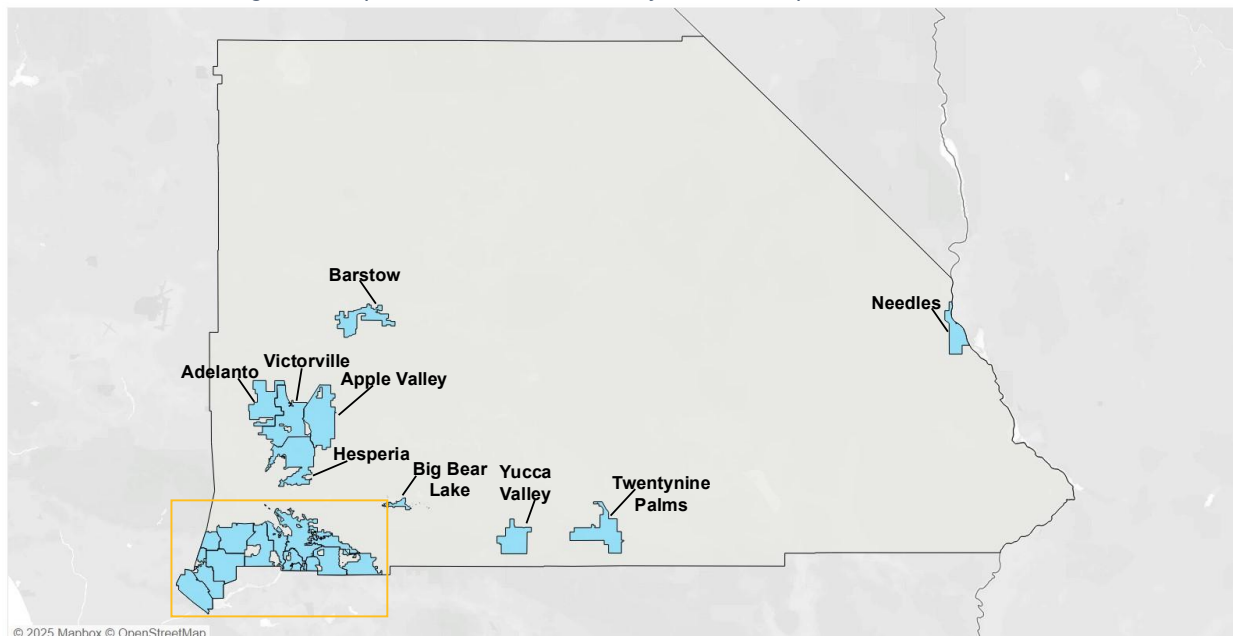
Table of Contents

San Bernardino County.....	3
Executive Summary	4
Introduction	6
Economic and Community Assessment.....	7
Demographics	7
Industry Landscape	13
Education & Workforce.....	18
Infrastructure & Quality of Life	20
Strategic Direction and Action Plan.....	24
Strategy 1 Progress Check: Diversify the Economy and Increase High Quality Employment	25
Strategy 2 Progress Check: Spur the Creation and Scaling of New Businesses	27
Strategy 3 Progress Check: Strengthen Capacity and Governance for Regional Action	29
New Action Items for San Bernardino County CEDS	31
Appendix A: Supplemental Figures	34
Endnote(s)	41

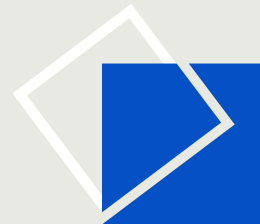


San Bernardino County

Figure 1: Map of San Bernardino County and its incorporated communities



Note: Incorporated communities are outlined, labelled, and colored light blue.



Executive Summary

The San Bernardino County Economic Development Department (EDD) collaborated with SRI to prepare its most recent Comprehensive Economic Development Strategy (CEDS) to guide EDD's activities and support the vision for the county's economy:

San Bernardino County Economic Development Department will support a resilient and vibrant economy that increases access to high-quality jobs for all residents by attracting employers across a diverse set of industries that have strong growth potential and by promoting education and training opportunities. Collaboration between sectors and across San Bernardino County will ensure widespread and equitable prosperity.

San Bernardino County is the largest county by land area in the contiguous United States with 20,053 square miles and 2.2 million residents who call it home. Since the initial CEDS was developed in 2023, conditions have shifted dramatically—from the instability surrounding federally funded programs to the far-reaching economic impact of newly announced tariffs on the regional economy. The warehousing and logistics industry is particularly important to San Bernardino County's economy, making the potential impact of tariffs on international trade consequential. EDD seeks to remain responsive and adaptable to an ever evolving economic and political landscape. To that end, EDD requested an updated analysis of the national socio-economic conditions and additional recommendations that further leverage the county's unique geographic landscape and connect underserved communities to economic opportunities.

Key insights from the updated socio-economic assessment include the following:

- San Bernardino County's population grew at a rate faster than both the state and the nation which portends well for the region. Its GDP growth has outpaced that of the United States, demonstrating county's strength as a region for economic investment and opportunity.
- Tariffs could have a negative impact on the warehousing and logistics industry, reducing demand for goods and services, underscoring the need for the county to diversify its economic base.
- Hispanic, Native American, and Black communities experience income disparities in San Bernardino County; however, this disparity is less stark in the county than in the state and nation overall. These income disparities are partially related to disparities in education outcomes for Hispanic and Native American.
- Although a challenge throughout the entire county, poverty is particularly persistent in San Bernardino County's rural communities, but there is opportunity to leverage targeted federal programs and assistance for strategic revitalization and growth.
- Like California, San Bernardino's housing costs are a challenge for more than half of the renters and nearly a third of the homeowners. The county's housing affordability crisis is expected to worsen as the cost of construction and raw materials escalate due to tariffs.

San Bernardino County's ongoing investments in electric vehicle infrastructure and manufacturing present a strategic opportunity to drive both environmental sustainability and job creation, positioning the region as a key player in the growing green economy. Two new action items have been added to the county's CEDS. Other action items have been slightly amended or kept as is from the original 2023 CEDS. The strategies are provided below, with new action items *italicized in blue*. Several of

the action items below have made significant progress, which is reported in the Strategic Direction and Action Plan update:

Strategy 1: Diversify the Economy and Increase High Quality Employment

- Create an inventory of shovel-ready or near-shovel-ready sites for development.
- Develop industrial parks as attractive manufacturing locations with easy rail or freeway access.
- Support development and adoption of alternative energies, including hydrogen.
- Promote industry collaboration with the Cybersecurity Center at California State University, San Bernardino to expand applied cybersecurity opportunities for businesses and experiences for students and faculty.
- Encourage and support opportunities for foreign direct investment and international trade.
- Create an online data portal that compiles county statistics in one place to inform and attract businesses considering to locate in San Bernardino County.

Strategy 2: Spur the Creation and Scaling of New Businesses

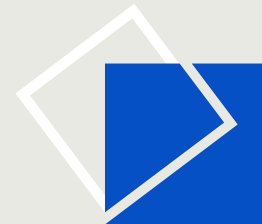
- Support the development of business incubators, accelerators, and entrepreneurial assistance centers.
- Create a bilingual online business portal with resources and funding programs to help entrepreneurs start and grow a business quickly in the county.

Strategy 3: Strengthen Capacity and Governance for Regional Action

- Convene economic development leaders quarterly to identify best practices, challenges, solutions, and areas that would benefit from county support.
- Establish an industry council to coordinate the development of target industries comprised of stakeholders in local governments, business, workforce, and economic development.
- Provide cities with grant and proposal writing and other technical support.
- Collaborate across the region to communicate with stakeholders to develop and implement a countywide marketing strategy.
- *Expand partnerships with tribal communities and nonprofit organizations.*

Strategy 4: Bolster Quality of Life

- Promote and invest in opportunities for outdoor recreation, such as community parks and programs for school-aged children.
- Support municipalities' development of employment center districts, including cultural arts and retail districts, to spur tourism, placemaking, and entrepreneurship.
- Work with community leaders and organizations to explore the possibility of providing county support for community land trusts.
- *Develop a comprehensive strategy to promote quality development in unincorporated areas.*



Introduction

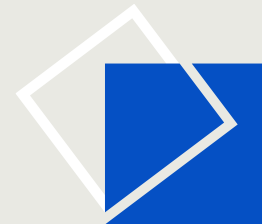
This CEDS update offers a comprehensive analysis of San Bernardino County's evolving economic position, emphasizing key trends and insights essential for shaping the region's economic development strategy moving forward. Drawing from data through 2023, the update provides a clear understanding of current conditions and highlights the county's economic resilience, opportunities, and areas of vulnerability in 2025.

San Bernardino County continues to hold a strategic position within the Inland Empire, driven by its role as a logistics and warehousing hub that supports the broader Southern California economy. The county has experienced job growth in sectors such as hospitality, healthcare, and education, which have helped offset declines in traditional sectors like manufacturing and transportation. Despite the county's economic growth, it faces challenges stemming from global supply chain disruptions and shifting consumer demand. Rising input costs across a range of industries, including construction, utilities, and materials, have created persistent price pressures.¹ Additionally, while unemployment has decreased, wage growth remains cautious, and inflationary effects are still being felt across both business and consumer sectors.²

San Bernardino County's warehousing and logistics industry, a pillar of its economy, faces risks driven by ongoing global trade uncertainties and the possibility of continued tariff-related cost increases. Still, prior to tariffs, manufacturing input costs were high, creating reluctance among businesses to reduce downstream prices. This persistent increase in the costs of essential materials, such as metals, concrete, and energy, has severely impacted profit margins, particularly for businesses in consumer-driven sectors like retail, tourism, and business services through higher operational costs, rising product prices, and decreased consumer spending. As a result, these industries are experiencing weakened demand, a trend further exacerbated by broader economic pressures, including rising interest rates and escalating construction costs. These factors slowed activity in the real estate and construction sectors, underscoring the need for strategic planning to mitigate these challenges to ensure long-term growth.³

Despite these challenges, San Bernardino County has demonstrated economic resilience. The county has weathered pressures from supply chain disruptions and rising costs, growing in certain sectors and adapting with the changing economic landscape. Key sectors like health services and hospitality have grown, contributing to a more diversified economy. However, the county must continue to focus on strategic diversification to avoid over-reliance on vulnerable sectors like warehousing by building robust hard and soft infrastructure to capitalize on 21st century advanced technologies including robotics and artificial intelligence (AI).

Looking toward the future, the county's economic development strategy should focus on seizing emerging opportunities, particularly in industries such as aerospace and defense, advanced manufacturing, health care, clean energy, infrastructure, and international trade. Investments in these sectors can contribute to new business growth and create high-wage job opportunities, helping the county's transition to a sustainable and innovation-based economy. As the county continues to grow, addressing the ongoing housing crisis and expanding access to education, training, and workforce development programs will be essential in ensuring that benefits of economic growth are widely shared by all.



Economic and Community Assessment

To evaluate San Bernardino County's current economic situation, we present data analysis that examines the following areas:

- Demographics
- Industry Landscape
- Education & Workforce
- Infrastructure & Quality of Life

Data was primarily drawn from sources such as the U.S. Census Bureau, U.S. Bureau of Labor Statistics, and the California Employment Development Department.

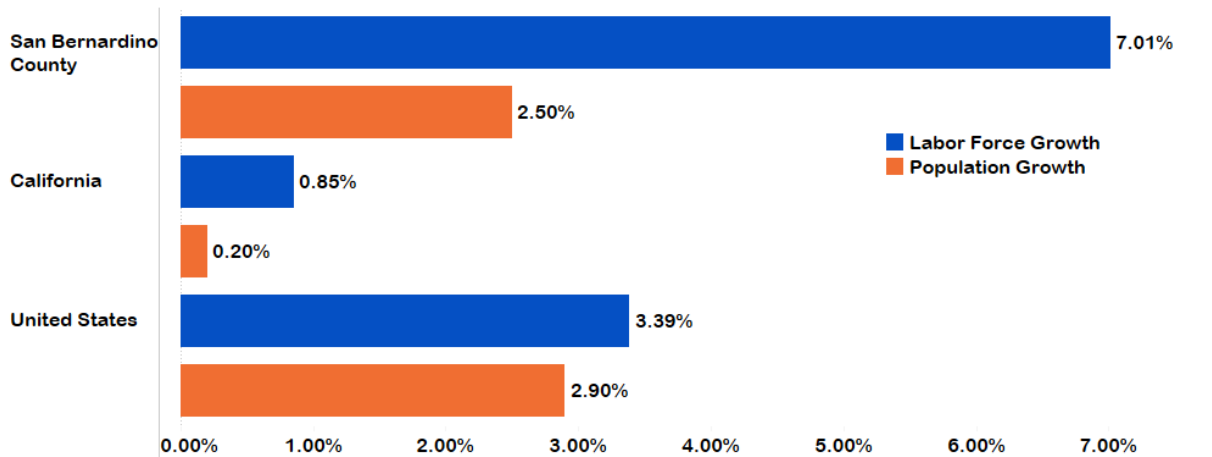
Demographics

Population and labor force growth outpace California

Economic growth and opportunity heavily depend on a growing population and labor force. From 2018 to 2023, San Bernardino County's population grew by 2.5% to 2.2 million, outpacing California and the United States (Figure 2). The county has experienced even more impressive growth in its workforce with a 7% growth in labor force from 2018 to 2023. Labor force growth significantly outpacing population growth likely reflects increased workforce engagement among existing residents rather than an influx of new population (see Appendix A, Figure 11 for data on components of population change).¹ This trend may be driven by a combination of economic necessity—such as rising living and housing costs requiring more dual-income households or delayed retirements—and improved access to employment opportunities in expanding regional sectors like logistics and healthcare. Additionally, local workforce development initiatives and job training programs may be successfully mobilizing individuals who were previously outside the labor market, including youth, women, and older adults. Together, these dynamics signal both economic momentum and shifting household labor patterns within the county.

¹ Data used to demonstrate population growth against labor force growth are from 2018 to 2023. Data used to analyze components of population change are from 2020 to 2024. This discrepancy is due to the availability of data from multiple disparate federal resources. Despite the difference in the timeframes for the data analyzed in this paragraph, the broader insights are consistent.

Figure 2: Change in population and labor force, 2018–2023



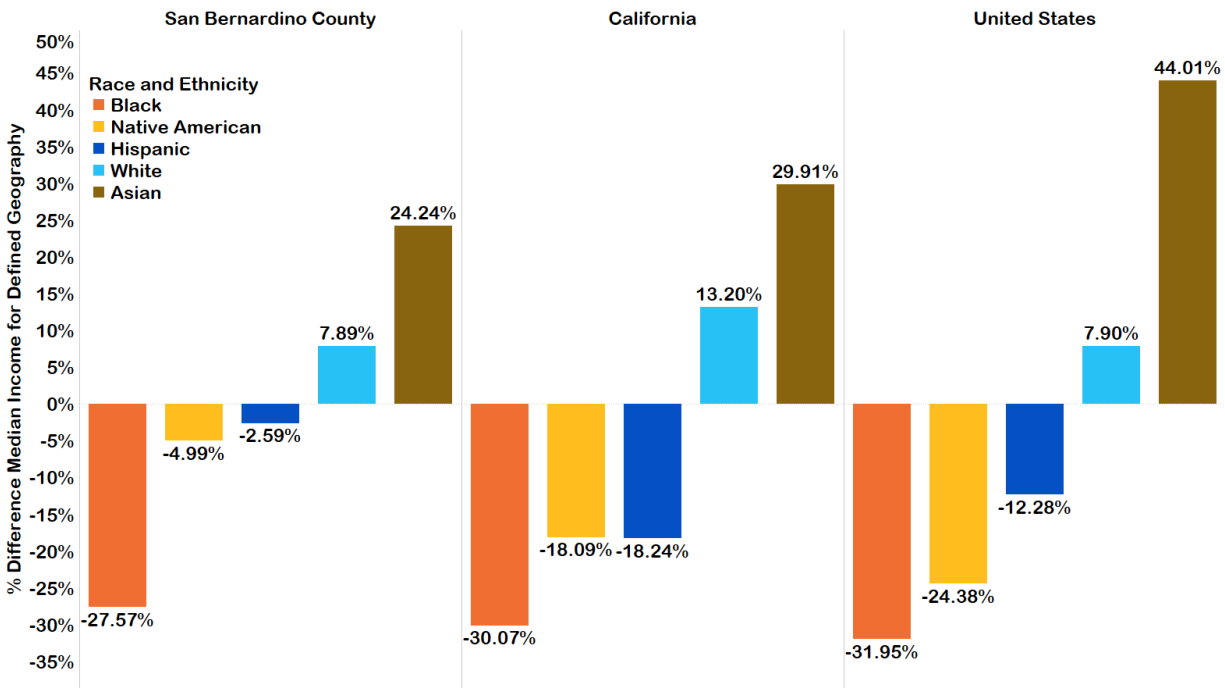
Source: U.S. Census Bureau American Community Survey; Bureau of Labor Statistics

Despite its growing population, San Bernardino County has gotten increasingly older. The share of residents aged 0–19 decreased by 2.8%, while residents aged 65 and older increased by 13.5% (Appendix A, Figure 12). The county’s aging population will require consideration for future development and planning efforts.

Economic disparities exist between different races despite San Bernardino County being a majority-minority community

San Bernardino County, as a majority-minority region, has long been home to a substantial and growing Hispanic population. Over the past several years, the demographic makeup of the county has shifted modestly, with Hispanic residents becoming a slightly larger share of the population, while the proportion of non-Hispanic White residents has declined (Appendix A, Figure 13). Income data by race and ethnicity reveal persistent disparities affecting historically disadvantaged groups, including Hispanic, Black, and Native American communities. However, these disparities appear to be less pronounced in San Bernardino County compared to broader state and national trends (Figure 3). Notably, although the county’s overall median income is lower than California’s, Hispanic residents in San Bernardino County earn slightly more than their statewide peers, even as their earnings remain below the county median (Appendix A, Figure 14). These findings point to both ongoing challenges and relative progress in achieving greater income equity within the region.

Figure 3: Percent difference from median household income for defined geographic regions, by race and ethnicity, 2023



Source: U.S. Census Bureau American Community Survey

Poverty rates are higher in rural communities

Over the past five years, San Bernardino County has experienced a steady decline in poverty rates, mirroring broader improvements seen across California and the nation (Appendix A, Figure 15). This progress reflects both regional economic shifts and targeted local efforts to improve economic well-being. Despite this positive trend, the county's poverty rate remains slightly elevated compared to state and national averages. A closer look at geographic patterns within the county reveals that poverty is more concentrated in rural communities, particularly in areas such as Needles, Twentynine Palms-Yucca Valley, Barstow, and Searles Valley (Figure 4). In contrast, urban and mountain communities tend to exhibit moderate poverty levels, suggesting uneven economic conditions across the county's diverse regions.

Figure 4: Poverty rate by county subdivision, 2023



Source: U.S. Census Bureau American Community Survey (2023)

EDA Investment Eligible Areas

To be eligible for investment assistance from the U.S. Economic Development Administration (EDA) under programs such as Public Works (Part 305) and Economic Adjustment Assistance (Part 307), a project must be located in a region that demonstrates specific indicators of economic distress. These indicators are defined by federal regulation and rely on authoritative data sources such as the U.S. Census Bureau's American Community Survey.

To be eligible for the EDA's economic distressed area designation, regions must meet the following criteria:

- An unemployment rate that is at least one percentage point greater than the national average unemployment rate, for the most recent 24-month period for which data is available
- Per capita income that is 80 percent or less of the national average per capita income for the most recent period for which data is available

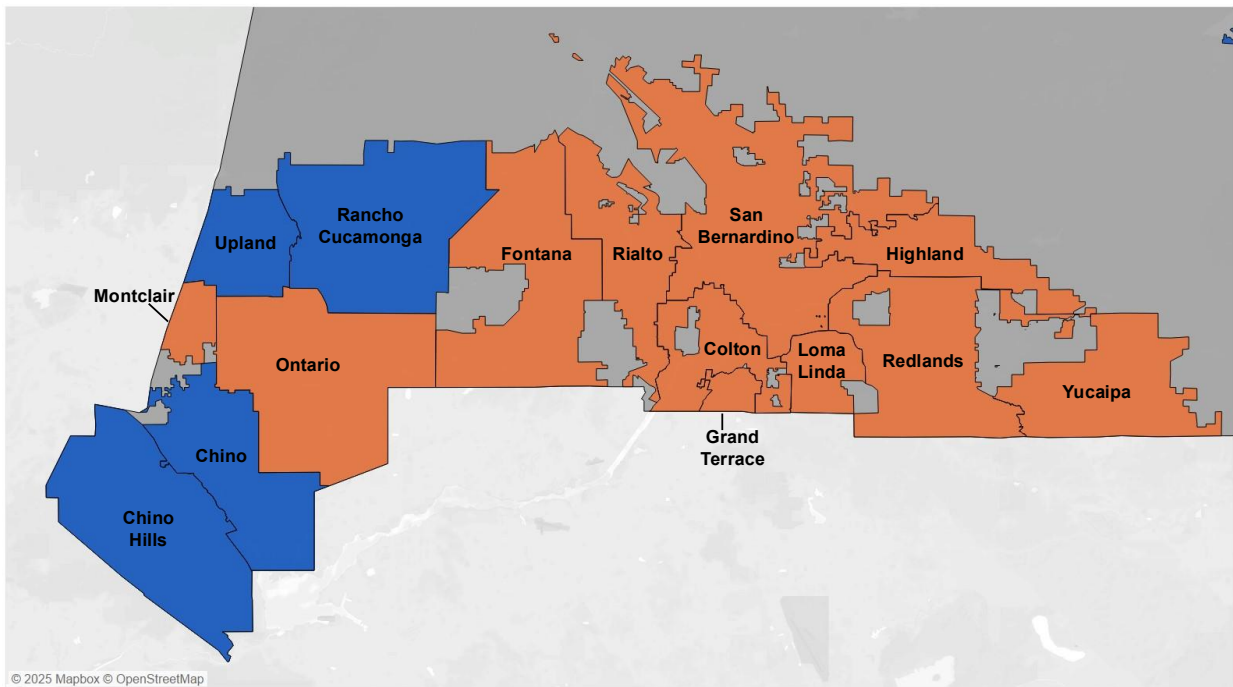
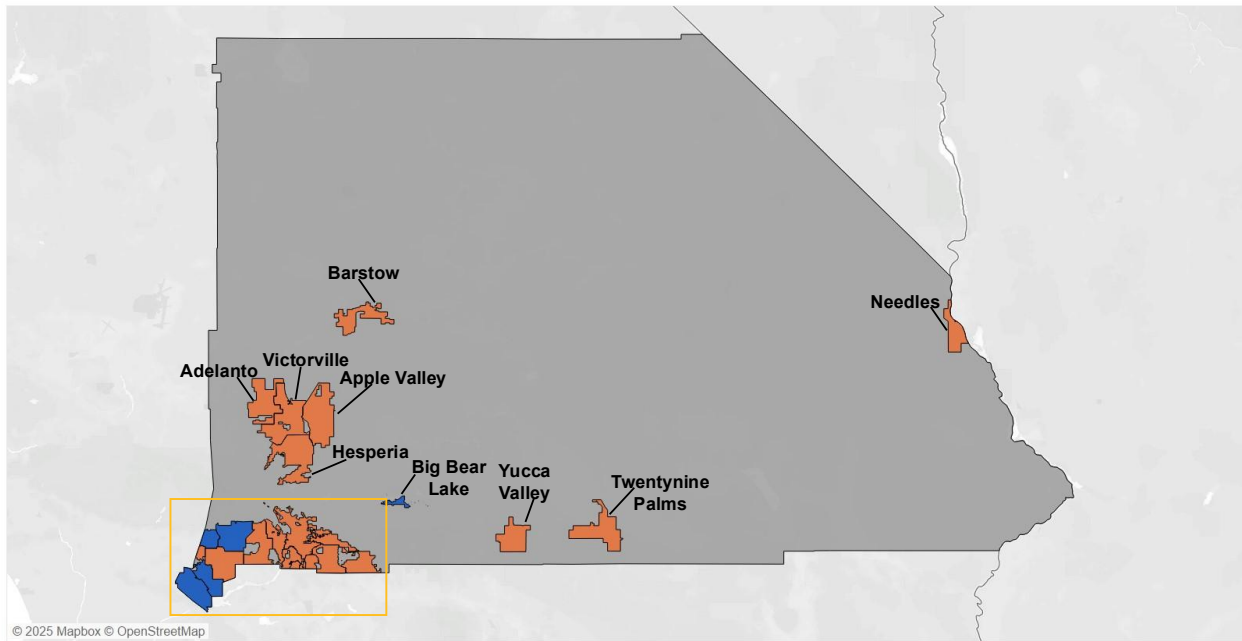
Most of San Bernardino County's incorporated communities are economically distressed (Figure 5). Only five of the 24 incorporated municipalities in the county (Big Bear Lake, Chino, Chino Hills Upland, and Rancho Cucamonga) do not qualify for the EDA's economically distressed area criteria. See Table 1. Highlighted in red below are per capita income and unemployment rate for municipalities that are economically distressed.

Table 1: San Bernardino County's incorporated communities eligibility by unemployment rate and per capita income

Region	Per Capita Income	24-month Average Unemployment rate	EDA investment eligible areas
United States	\$43,313	5.3%	N/A
Adelanto	\$19,480	11.5%	Yes
Town of Apple Valley	\$33,801	9.0%	Yes
Barstow	\$25,531	9.7%	Yes
Big Bear Lake	\$50,506	6.3%	No
Chino	\$36,118	5.6%	No
Chino Hills	\$49,460	6.3%	No
Colton	\$26,757	7.2%	Yes
Fontana	\$33,679	6.5%	Yes
Grand Terrace	\$36,267	8.1%	Yes
Hesperia	\$26,141	9.7%	Yes
Highland	\$34,323	5.8%	Yes
Loma Linda	\$43,108	6.8%	Yes
Montclair	\$26,889	6.2%	Yes
Needles	\$29,587	13.5%	Yes
Ontario	\$31,010	5.9%	Yes
Rancho Cucamonga	\$44,295	5.6%	No
Redlands	\$50,938	6.3%	Yes
Rialto	\$25,071	8.8%	Yes
San Bernardino	\$23,641	7.0%	Yes
Twentynine Palms	\$29,241	5.3%	Yes
Upland	\$48,934	5.1%	No
Victorville	\$26,955	10.9%	Yes
Yucaipa	\$38,468	6.9%	Yes
Yucca Valley	\$32,643	7.6%	Yes

Source: 2023 ACS 5-year estimates for per capita income and 2022 and 2023 5-year estimates for 24-month average unemployment rate

Figure 5: Mapping San Bernardino County incorporated communities by eligibility for EDA economically distressed area designation



Source: ACS 2022 & 2023, 5-year estimates

San Bernardino County contains 28 unincorporated areas (see Appendix A, Figure 18 for a map of San Bernardino County map by area type). Unlike incorporated areas, unincorporated communities are not governed by their own municipal governments; instead, they fall under the jurisdiction of a larger entity such as the county or a township. In reality, 82% of San Bernardino County's land is federally owned, and only 12% is under the sole control of county or city governments.⁴ Despite their vast land coverage, unincorporated areas are home to only 9% of the county's population.

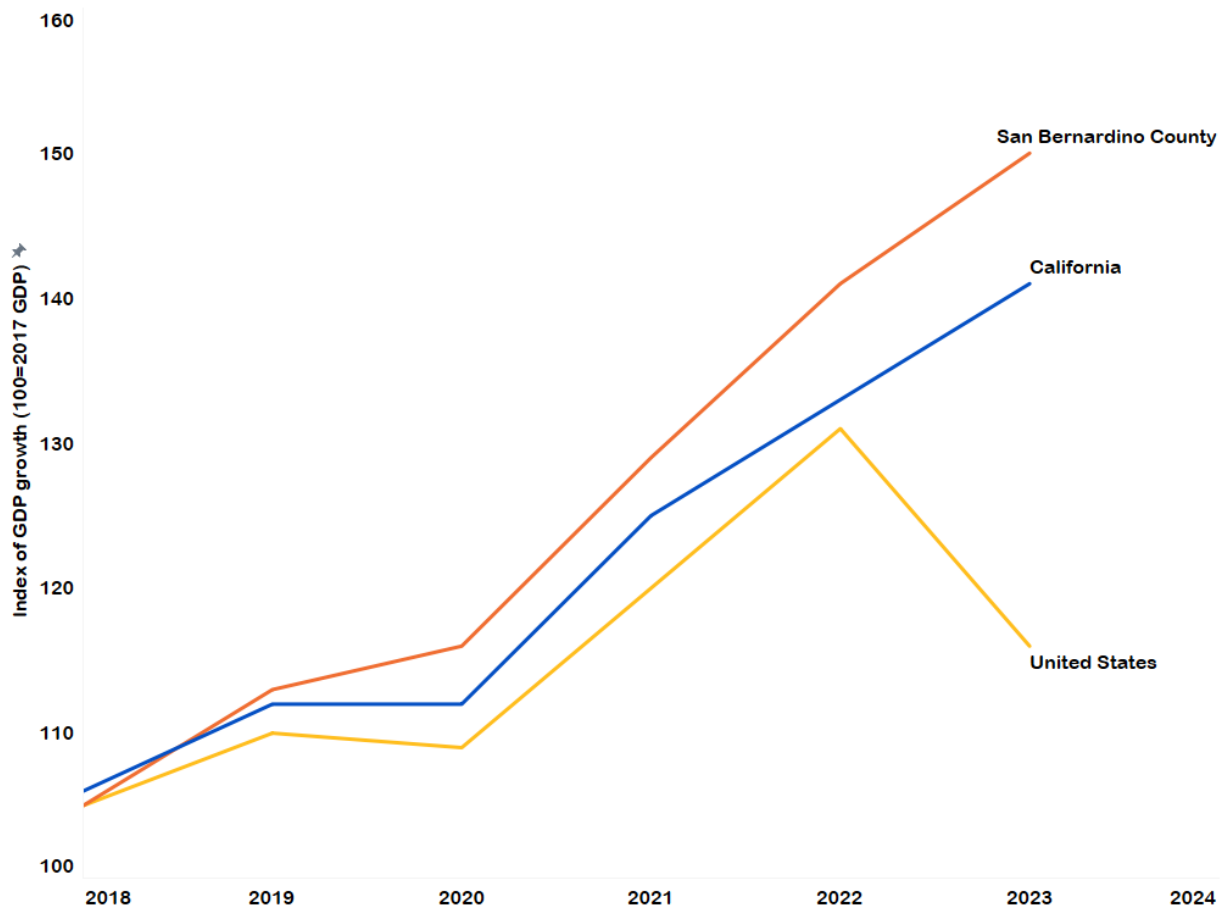
Of the 28 unincorporated communities, 19 are economically distressed according to criteria from the EDA. Unincorporated areas that are not economically distressed include Crestline, Lake Arrowhead, Mentone, Oak Glen, Running Springs, San Antonio Heights, Silver Lakes, Spring Valley Lake, and Wrightwood (Appendix A, Table 4). This presents an opportunity to expand economic development efforts in distressed municipalities and adjacent unincorporated areas to spur broader regional economic growth and well-being. Despite housing 9% of San Bernardino County's population, unincorporated communities often have limited access to infrastructure, services, and economic opportunity. Thus, investing in unincorporated areas is essential for promoting equitable growth and regional stability. Targeted investments can help close long-standing gaps, unlock underutilized land, and support more inclusive, resilient development that benefits the entire county.

Industry Landscape

San Bernardino County's GDP growth has outpaced that of the United States

San Bernardino County's economy has seen impressive growth in the past five years. Since 2018, the county's gross domestic product (GDP) has grown by 42%, which outpaced state and national GDP growth, 33% and 10% respectively (Figure 6). San Bernardino experienced an average annual growth rate of 7%, with expansion in the years prior to COVID-19, stagnation during the pandemic, and a return to growth in the years following.

Figure 6: Index of GDP growth, 2018–2023



Source: Bureau of Economic Analysis, 2023

San Bernardino County's post-pandemic GDP growth has been fueled by a combination of structural advantages and responsive local dynamics. The county's strategic role as a logistics and warehousing hub positioned it to benefit from the surge in e-commerce and supply chain demand, driving job creation and industrial investment. The county's advantage in logistics and warehousing has also made it a strong market for foreign direct investment (FDI). San Bernardino County ranks 8th among California counties for jobs supported by foreign investors and 7th in the number of foreign-owned enterprises. Over 800 foreign-owned businesses have a footprint in the county, including Canada, China, France, Germany, Japan, Mexico, Switzerland, and the United Kingdom.⁵

At the same time, economic diversification into sectors like healthcare, construction, and manufacturing has broadened the region's resilience. Relatively affordable housing compared with the rest of the state has helped retain and attract residents, boosting consumer activity, while increased labor force participation has expanded the productive capacity of the local economy. Public and private infrastructure investments, along with pandemic-era federal recovery funds, further accelerated the region's economic momentum and positioned San Bernardino as a key engine of the Inland Empire's recovery. However, recent tariffs present a potential headwind for continued growth by disrupting trade flows and increasing costs in key sectors.

Job growth is concentrated in a few industries, raising the need for economic diversification

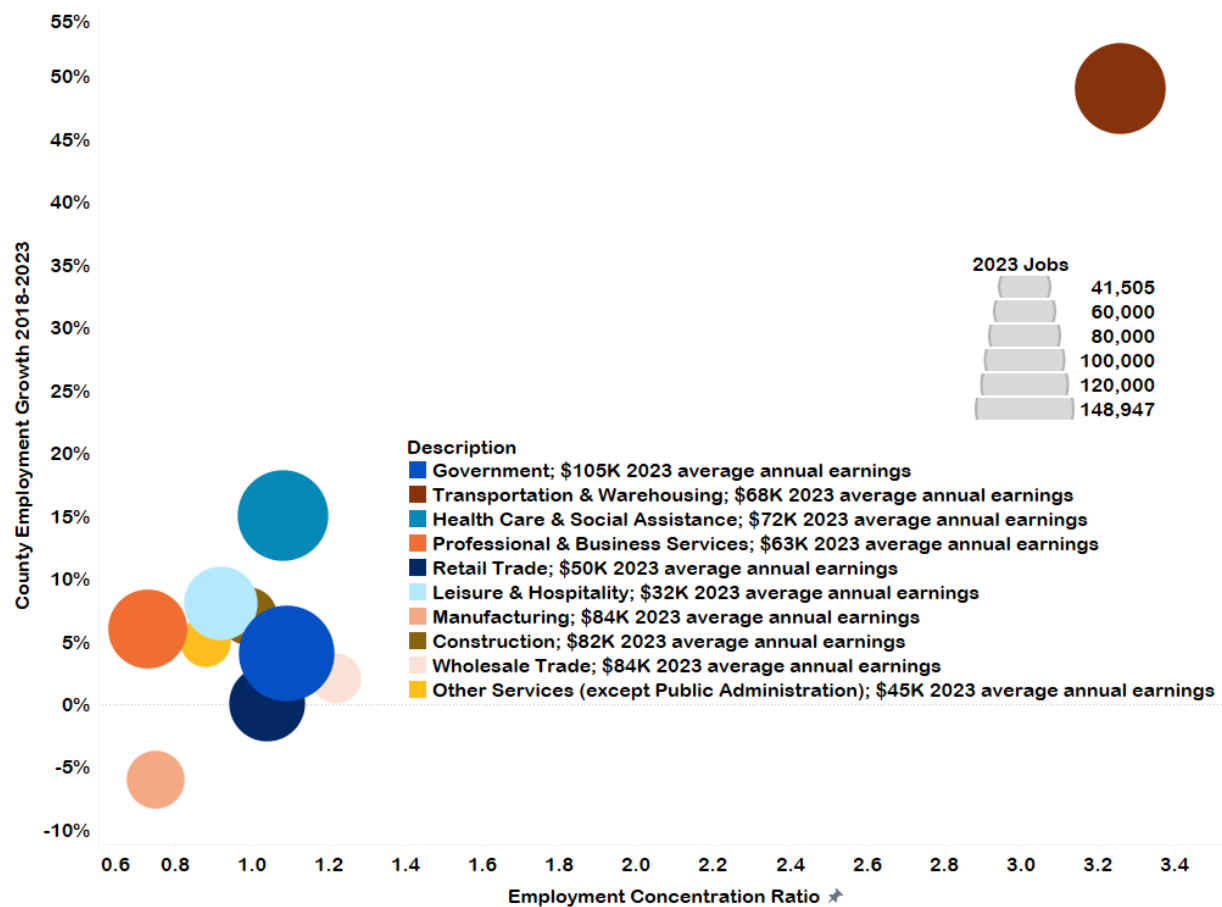
Much of the county's recent economic growth is driven by the Transportation & Warehousing industry. Owing to San Bernardino County's strategic location—both as a logistical hub for e-commerce and as a staging area for international shipping—the rapid development of warehouses and logistical facilities has contributed to the county's economic recovery, making the industry a large and essential component of the county's economic competitiveness. Throughout the Inland Empire, approximately 4,000 warehouses cover an area over 40 square miles,⁶ and industry employment in San Bernardino County has grown year-over-year from 90,000 jobs in 2018 to 133,000 in 2023. Figure 7 (Appendix A, Table 5) below shows the top 10 largest sectors in San Bernardino County, with Government, Transportation & Warehousing, and Healthcare & Social Assistance ranking as the top three by employment. In the figure, bubble size represents the number of workers employed in each industry.

Transportation & Warehousing is the fastest-growing industry by jobs in the county from 2018 to 2023, with total employment increasing by 49% and an average annual growth rate of 10%. Employment peaked in 2022, reaching over 140,000 jobs, largely driven by pandemic-related demand. However, growth has since slowed, with employment declining by 4% from 2022 to 2023, indicating a potential shift in post-pandemic logistics and supply chain dynamics.

Given San Bernadino's proximity to major tourist destinations and the post-pandemic rebound in travel, the tourism industry is growing modestly, with the third-highest job growth rate at 8%, from 2018 to 2023. From 2017 to 2023, Joshua Tree National Park saw an annual average of 3 million visitors, while Death Valley National Park averaged 1.3 million annually. Despite its job growth, the Hospitality industry offers the lowest average annual wages among the county's ten largest industries. This stands in stark contrast to industries such as Healthcare and Transportation & Warehousing, where wages are approximately twice as high, highlighting a disparity in income potential across growing industries.

However, other industries that employ significant numbers of workers have experienced modest, stagnant, or even negative growth. While employment in the Healthcare industry grew by 15% in the past five years, the second fastest growing industry, employment in the Retail Trade and Government industries experienced little to no growth, and Manufacturing employment decreased by 6%. It is worth noting that of all industries shown in Figure 7 (Appendix A, Table 5), Government (\$104,911), Wholesale Trade (\$84,492), and Manufacturing (\$84,091) offer the highest average annual wages. By contrast, the average annual wage in Transportation & Warehousing is \$68,000. To reduce the county's vulnerability to economic disruptions due to too much industry concentration, it will be important for the county to establish programs that support high-growth industries offering well-paying jobs accessible to those with less than a bachelor's degree.

Figure 7: Growth, concentration, size, and average annual earnings of select industries in San Bernardino County, 2018–2023



Source: Department of Labor Occupational Employment Statistics; U.S. Census Bureau American Community Survey; California Employment Development Department

Occupations in the Transportation & Warehousing and Healthcare industries are growing

Within the county's jobs base, four of the five largest occupations pay a median annual wage of less than \$46,000. Some of these occupations, such as Material Moving Workers and Health Care Aides, are growing substantially and may contribute to a growing pool of lower wage jobs (Table 2). Much of San Bernardino County's economic activity is concentrated in the Transportation & Warehousing and Healthcare industries. In fact, Transportation and Material Moving occupations accounted for 18% of county jobs in 2023, while Healthcare Support and Health Practitioner occupations accounted for another 12% that same year.

Table 2: Growth, median annual earnings, and size of San Bernardino County's largest occupations, 2023

Description	2023 Jobs	2018-2023 jobs % change	Median annual earning
Laborers and Freight, Stock, and Material Movers, Hand	47,805	31%	\$45,877.83
Home Health and Personal Care Aides	39,135	38%	\$33,310.28
Heavy and Tractor-Trailer Truck Drivers	27,892	60%	\$58,871.72
Stockers and Order Fillers	25,690	15%	\$41,923.36
Fast Food and Counter Workers	24,675	-7%	\$34,241.06
Cashiers	20,008	-11%	\$34,047.69
Registered Nurses	18,340	-13%	\$125,960.63
Retail Salespersons	18,184	-11%	\$34,928.77
Industrial Truck and Tractor Operators	16,397	-2%	\$47,632.01
Office Clerks, General	12,545	-10%	\$44,713.74

Sources: Department of Labor Occupational Employment Statistics; U.S. Census Bureau American Community Survey; California Employment Development Department

Though jobs in the Transportation and Material Moving classification are typically associated with salaries under \$50,000, this large occupation group faces potential disruption from the rise of autonomous trucking technologies that could replace traditional drivers. 13% of trucking jobs are expected to be automated by 2035.⁷ Such a shift risks eliminating one of the county's largest sources of accessible employment and would reduce the availability of the second-highest paying jobs for workers without a college degree—Truck Driving. Given that non-college educated residents make up a large share of the county's population, it is critical that ample job opportunities exist that enable these residents to earn a livable, middle-class salary. As the county seeks to create and expand higher-wage job opportunities for the skilled technical workforce, it must also contend with trends toward automation that put existing jobs at high risk of displacement and with potential disruptions from geopolitical or industry-specific events. Recognizing the challenges posed by automation, San Bernardino County's Economic Development Department collaborates with workforce development leaders, employers, and educational institutions to ensure the workforce is upskilled to meet the needs of businesses.

Education & Workforce

Native American and Black residents face significantly higher rates of unemployment

When the COVID-19 pandemic hit, unemployment across the country skyrocketed, and that was true in San Bernardino County as well. Nevertheless, the county has made a swift rebound, as its annual unemployment rate for 2023 is 4.6%, increasing slightly from 4.2% in 2022. This rate is on par with that of California (4.7%) and slightly higher than the national rate (3.6%) (Appendix A, Figure 16). Federal Reserve economists anticipate the county may experience a spike in unemployment as the region’s warehousing and logistics industry begins to feel the impact of recent tariffs enacted by the federal executive administration.⁸

There is also substantial variation in the unemployment and labor force participation rates by race and ethnicity, though they reflect national patterns. As shown in Table 3, the unemployment rate of Native American and Black residents is substantially higher than that for White and Asian residents.¹¹

Table 3: Labor force participation rate and unemployment rate in San Bernardino County, by race and ethnicity, 2023

Race/Ethnicity	Labor force participation rate	Unemployment rate
Countywide	62.2%	7.1%
Hispanic or Latino	65.6%	7.0%
Asian American	63.8%	5.3%
Native American	62.8%	8.0%
Black	59.2%	11.3%
White	52.2%	6.9%
Other	65.4%	3%

Source: U.S. Census Bureau American Community Survey, 2023

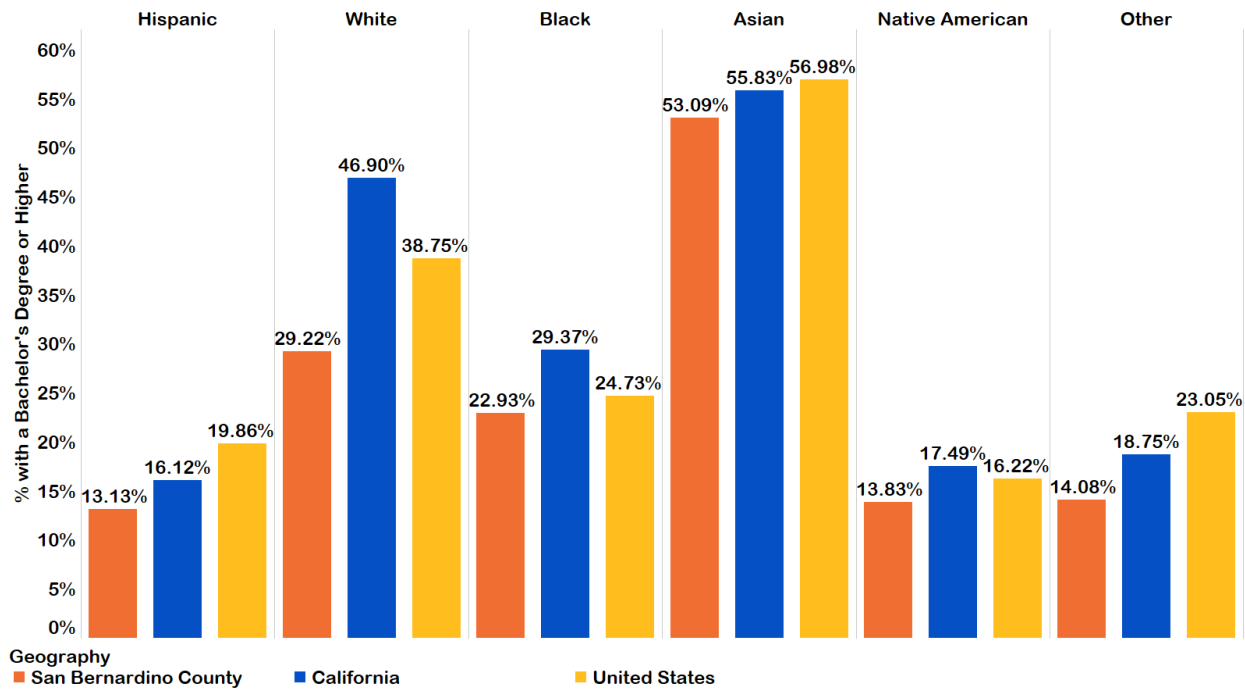
Disparities between racial and ethnic groups are prevalent in educational attainment rates

One factor that can hinder employment and economic growth potential is low educational attainment, a notable weakness for San Bernardino County. Just 23% of those over 25 years old have earned a bachelor’s degree or higher, compared to 37% for California. While 8% of the county’s population have earned an associate’s degree, another 23% have received some college education without earning a degree (Appendix A,

Figure 17). This indicates that many people are starting college, often at a community college, but are unable to complete the program. Educational attainment rates in the county vary significantly by race and ethnicity. Only 13% of Hispanic residents possess a bachelor’s degree compared to 29% for non-Hispanic Whites and 53% for Asian residents (Figure 8).

¹¹ Table 2 and Figure 14 (Appendix A) use different data sources, resulting in different numbers for overall county unemployment in 2023. Unemployment data referenced from Figure 14 is from the Bureau of Labor Statistics, while data in Table 2 is from the Census Bureau.

Figure 8: Share of residents with a bachelor's degree, by race and ethnicity, 2023



Sources: Department of Labor Occupational Employment Statistics; U.S. Census Bureau American Community Survey; California Employment Development Department

Engagement with community colleges is an important strategy for sustaining the region's talent pipeline. On average, only 50% of students graduating in the 2023–24 class from San Bernardino County public high schools met the requirements necessary for admission to the University of California or California State University systems. Furthermore, 46% of graduating students from that same year came from socioeconomically disadvantaged backgrounds. As previously noted, Hispanic, Black, and Native American communities exhibit income levels below the median, despite having narrower gaps than state and national levels (Figure 2). While the cost of attending community colleges in California is 64.26% lower than the national average, the cost of private universities is 17.85% higher.⁹ This underscores the importance of accessible training opportunities for students facing economic barriers to attending a 4-year college.

Infrastructure & Quality of Life

Housing affordability continues to be a challenge for some residents.

For many county residents, housing insecurity stems from challenges in finding affordable housing. While home prices vary by community, the median monthly cost of housing in San Bernardino County has increased by 24% in the past five years, rising from \$1,320 in 2018 to \$1,745 in 2023. Still, this is far below median monthly housing costs statewide (\$2,043 in 2023) but more than median monthly housing costs nationally (\$1,358 in 2023). During the same period, the median household income in the county grew 37%.

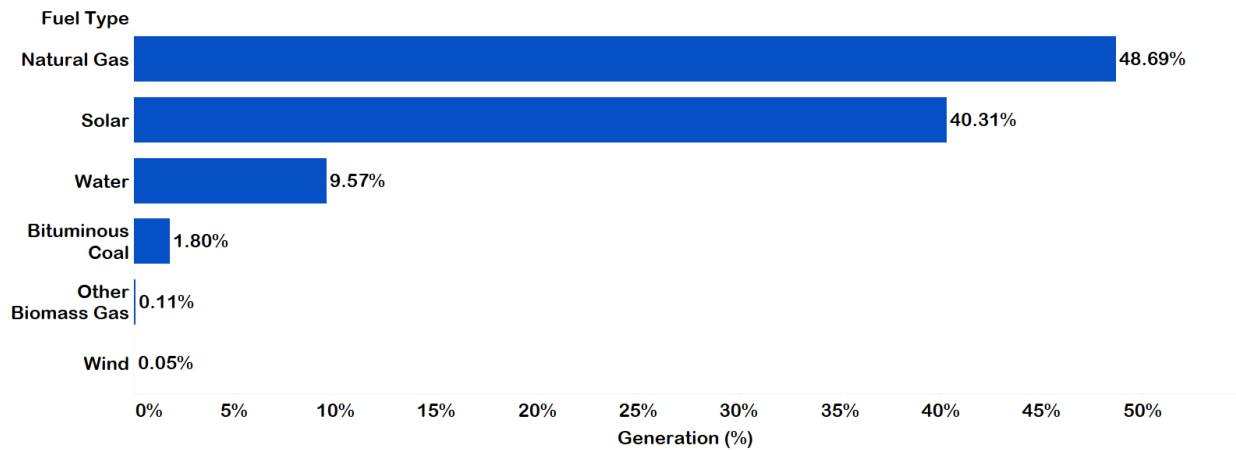
This dynamic—housing cost growth aligning more closely with income growth—suggests that housing remains a relatively stable share of expenses for many households. The ratio of housing costs to household income is widely used as a metric to measure an area's housing affordability. Households that spend 30% or more of their incomes on housing are considered “cost-burdened,” and those that spend 50% or more of their incomes on housing are considered “severely cost-burdened.” In 2018, 55% of renters compared to 32% of homeowners were considered cost burdened. In 2023, renters (55% cost-burdened) continued to be disproportionately affected by the high cost of housing compared with homeowners (31%). San Bernardino County compares similarly in terms of housing cost-burden compared to California (31% of homeowners and 52% of renters). However, the United States share of cost-burdened homeowners (22%) and renters (47%) is less than California and San Bernardino County. Although the cost-burden of housing in San Bernardino County has proven stable in recent years, the potential for skyrocketing rent is a legitimate threat to the county's long-term economic stability if the county cannot increase housing supply or take other measures to reduce prices. However, construction of new residential properties in 2025 has slowed down overall since the start of the year, with developers citing higher construction cost and market uncertainty.¹⁰

The fact that renters are significantly more housing cost-burdened than homeowners has serious implications for economic stability and equity. Renters, who typically have lower incomes and no equity-building benefits, face heightened financial vulnerability and limited opportunities for upward mobility. This dynamic continues to widen wealth gaps, increases the risk of displacement, and places added pressure on public assistance systems. It can also undermine labor market efficiency by limiting where workers can afford to live and erode community stability as cost-burdened households experience more frequent moves and greater social disruption.

Increasing clean energy production and clean transportation can boost energy capacity, climate resilience, and create jobs

San Bernardino's grid is largely clean energy, with 49.45% coming from renewable sources: 40.1% from solar, 9.3% from hydro, and 0.05% from wind (Figure 8).¹¹

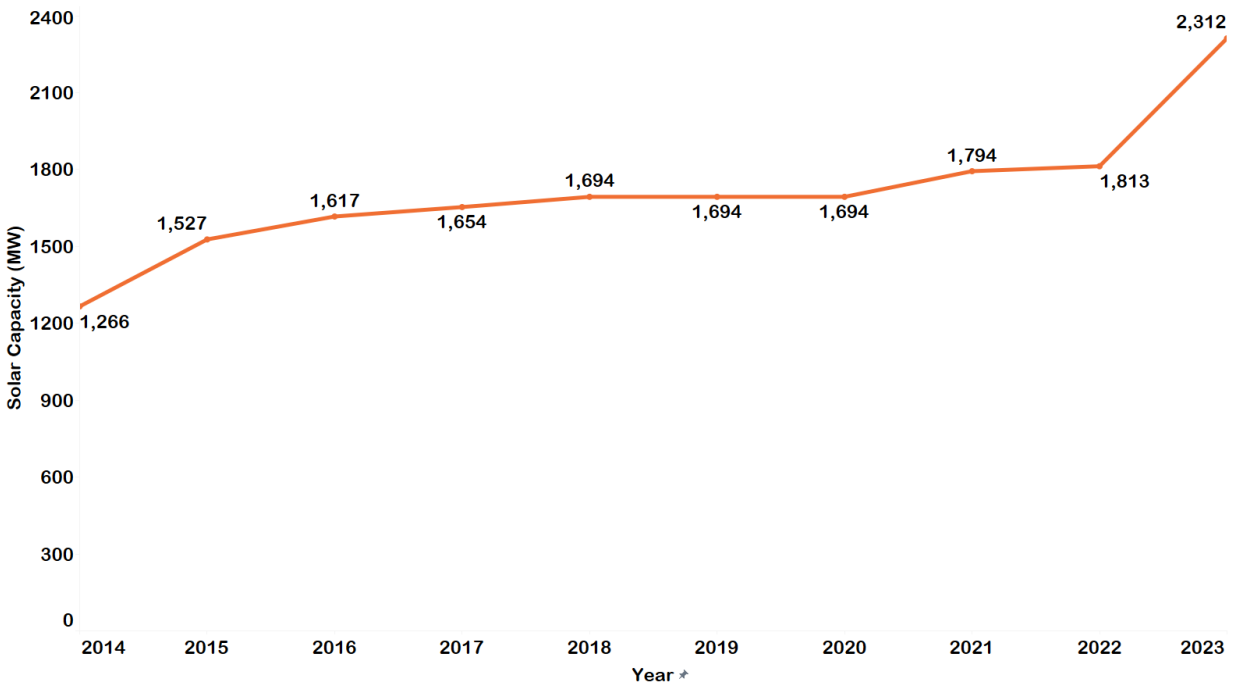
Figure 9: Nearly half of San Bernardino County's energy generation was from renewable resources from May 2024-April 2025.



Source: GridInfo, 2025

Over the past decade, the capacity for solar energy production in the county has nearly doubled (Figure 9), reflecting a significant increase in installed solar facilities. The county ranks second among Los Angeles, Orange, Riverside, and San Diego for non-residential solar installations.¹² As of 2025, there are several new projects being proposed, reviewed, and permitted.¹³

Figure 10: Solar photovoltaic and solar thermal electricity production capacity in San Bernardino County, 2014–2023



Source: California Energy Commission

Through its county plan, San Bernardino is prioritizing community solar on rooftops and parking lots through Community Oriented Renewable Energy (CORE) projects.¹⁴ These projects, primarily meant to serve unincorporated communities, will support the local economy by requiring sponsorship or co-sponsorship by local users, hiring local residents for construction and operation, encouraging the

creation of renewable energy job skills programs in community colleges and workforce training, and promoting renewable energy innovation zones. Most importantly, these projects expect consultation with Native American tribes to protect natural and cultural resources.

Along with solar energy, the county could look to expand its use of hydropower and wind energy, as well as invest in hydrogen, to both increase jobs and reduce its portfolio of non-renewables like natural gas and coal. In 2024, the county acquired seven new hydroelectric facilities: two in the Santa Ana River, two in Mill Creek, and three in San Antonio Creek.¹⁵ While San Bernardino has high wind energy potential, the county only has jurisdiction of 15% of its land, making it hard to create utility scale wind plants.¹⁶ However, similar to solar energy, the county is prioritizing residential wind turbines and changed city code in 2025 to increase capacity for accessory wind systems from 10 KW to 25 KW.¹⁷

Hydrogen energy is an emerging clean energy technology that has broad support in California. The state launched a Clean Hydrogen Program in 2022 to scale up its production, offering funding to public and private entities.¹⁸ Additionally, it was just established as one of the seven national hydrogen hubs from the Department of Energy in 2024.¹⁹ Although both funding opportunities have diminished, the county should look to apply to upcoming grants.

The county has several existing partnerships to help support the clean energy transition. The Inland Regional Energy Network (IREN), a partnership between the San Bernardino Council of Governments, Western Riverside Council of Governments, and Coachella Valley Association of Governments, advances clean energy across the Inland Empire. Its key programs include no-cost support for public agencies through the Public Sector initiative, energy efficiency career training and the I-REN Fellowship, and assistance with energy code training for building professionals.²⁰

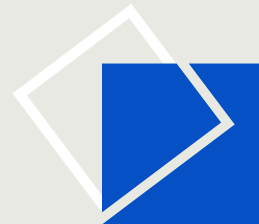
Regarding clean transportation, the county has several newly built and emerging projects. San Bernardino County's Zero-Emission Multiple Unit (ZEMU) train is the nation's first federally compliant, self-powered, zero-emission passenger train. Powered by a hybrid hydrogen fuel cell and battery system, it emits only water vapor, making it a significant milestone in clean transportation. ZEMU will operate on the existing Metrolink Arrow line between San Bernardino and Redlands, with full service expected following thorough static and field testing; as of June 2025, the train is entering its final testing and preparation phase ahead of planned passenger service. Another large-scale public transportation project currently in development state is a high-speed passenger rail system, Brightline West, which will span 218-miles from Las Vegas to Rancho Cucamonga, California. The project is expected to create 35,000 construction jobs, 1,000 permanent jobs, and remove 400K+ tons of CO₂ per year from reduced vehicle use, with a launch date in 2028.²¹

Ryvid and ZM Trucks are two innovative electric vehicle companies driving clean tech manufacturing in San Bernardino County. In 2024, Ryvid opened its U.S. manufacturing facility in the City of San Bernardino to produce electric motorcycles for consumers and public safety agencies. The company received a \$20 million California Competes grant to support job creation and product development.²² Meanwhile, ZM Trucks established its North American headquarters and assembly facility in Fontana. It is expected to produce 35,000–40,000 zero-emission trucks annually and create over 200 jobs in engineering, manufacturing, and operations.²³

Low-income households in the county struggle to access broadband, limiting participation in the broader regional economy

Due to the county's size and geographic diversity, there is a risk of drastic differences in quality of life for rural and urban residents. Fortunately, one metric for which this does not apply is broadband access, which is available across most of the county. In 2023, 92% of households in the county had

an internet subscription, which is on par with the rate for California (93%) and higher than the rate for the United States overall (90%). However, there are discrepancies in this rate by income level. Roughly 10% of households in San Bernardino County had an income of less than \$20,000, and in 2023, 23% of these low-income households had no internet subscription. This represents a slight uptick from 22% in 2022. In contrast, 54.3% of households had an income of \$75,000 or more, and fewer than 3% of these higher-income households lacked an internet subscription. For a full breakdown of household incomes see Appendix A, Table 6.



Strategic Direction and Action Plan

San Bernardino County's economic development strategy is a roadmap to help the county realize its vision for the future: *a resilient and vibrant economy that increases access to high-quality jobs for all residents by attracting employers across a diverse set of industries.*

Two new action items were developed for the county's CEDS. Other action items have been slightly amended or kept as is from the original 2023 CEDS. The strategies are provided below, with new action items *italicized and colored blue*. Several of the action items below have made significant progress, which is reported in the Strategic Direction and Action Plan update:

Strategy 1: Diversify the Economy and Increase High Quality Employment

- Create an inventory of shovel-ready or near-shovel-ready sites for development.
- Develop industrial parks as attractive manufacturing locations with easy rail or freeway access.
- Support development and adoption of alternative energies, including hydrogen.
- Promote industry collaboration with the Cybersecurity Center at California State University, San Bernardino to expand applied cybersecurity opportunities for businesses and experiences for students and faculty.
- Encourage and support opportunities for foreign direct investment and international trade.
- Create an online data portal that compiles county statistics in one place to inform and attract businesses considering to locate in San Bernardino County.

Strategy 2: Spur the Creation and Scaling of New Businesses

- Support the development of business incubators, accelerators, and entrepreneurial assistance centers.
- Create a bilingual online business portal with resources and funding programs to help entrepreneurs start and grow a business quickly in the county.

Strategy 3: Strengthen Capacity and Governance for Regional Action

- Convene economic development leaders quarterly to identify best practices, challenges, solutions, and areas that would benefit from county support.
- Establish an industry council to coordinate the development of target industries comprised of stakeholders in local governments, business, workforce, and economic development.
- Provide cities with grant and proposal writing and other technical support.
- Collaborate across the region to communicate with stakeholders to develop and implement a countywide marketing strategy.
- *Expand partnerships with tribal communities and nonprofit organizations.*

Strategy 4: Bolster Quality of Life

- Promote and invest in opportunities for outdoor recreation, such as community parks and programs for school-aged children.
- Support municipalities' development of employment center districts, including cultural arts and retail districts, to spur tourism, placemaking, and entrepreneurship.

- Work with community leaders and organizations to explore the possibility of providing county support for community land trusts.
- *Develop a comprehensive strategy to grow development in unincorporated areas.*

Strategy 1 Progress Check: Diversify the Economy and Increase High Quality Employment

Action Item 1.5: Encourage and support opportunities for foreign direct investment and international trade.

Lead: EDD

Support: State and federal economic development agencies, entrepreneurship and small business support organizations

Recent Activity

San Bernardino County's Economic Development Department website provides resources for international business seeking to invest in the county. This includes assistance in site selection, project facilitation, regulatory and tax assistance, market analysis, labor market analysis, and permitting.

The U.S. Commercial Service Gold Key Service, a business matchmaking service, enables the county to maximize meaningful foreign direct investment partnerships.

The San Bernardino County's Economic Development Agency also has a dedicated FDI page on its website. This site has quick metrics on the county's labor force, number of foreign owned enterprises, and jobs created from FDI. It includes an overview of sectors where the region excels, and top foreign owned enterprise companies. The site also details mission trip taken in 2023 to enhance trade partnerships with South Korea and Japan.

Upcoming Activity

The county looks to strengthen its FDI outreach in renewable energy, cybersecurity, drone technology, aerospace and health technology by leveraging existing MOUs:

- An MOU established in 2015 with Wuxi, Jiangsu Province, China was revamped in 2023 to extend trade and investment collaboration in key industries like information technology and micro-electronics.
- An MOU with Incheon, South Korea was renewed in 2021 to continue collaboration in key industries like aerospace and defense manufacturing, lightweight materials manufacturing, food and beverage manufacturing, logistics, health care, education, energy, and tourism.

Potential Next Steps

Extend San Bernardino's sister city partnership with Wuxi, China, to solidify investment in other key industries such as healthcare, cybersecurity, and renewable energy.

Expand beyond Wuxi and Incheon to establish MOUs in regions with expertise in renewable energy (e.g. Germany, Denmark) and health tech (e.g. Sweden).

Add a multi-language switch on the FDI page for diverse business and global attraction and reach.

Action Item 1.6: Create an online data portal that compiles county statistics in one place to inform and attract businesses considering to locate in San Bernardino County.

Lead: EDD

Support: Other relevant county departments

Recent Activity

Rather than creating a new online portal, the county should look to leverage and expand upon its existing SBCountyData.com portal. This portal, developed by the county, provides the most recent demographic and socio-economic data across several key focus areas:

- Economic summary
- Labor force
- Community assets
- City comparisons
- Commercial markets
- City demographics

Upcoming Activity

Identify key data gaps. An initial scope of data included on SBCountyData.com was conducted. The following indicators and metrics were identified that could be added to the SBCountyData.com platform:

- Utility and energy capacity
- Prime-age labor force participation
- Housing/rent costs
- Business, Retention, & Expansion Program survey insights (see progress check for Action Item 3.1)
- State and national benchmarking/comparisons across all indicators and metrics, where data is available

Potential Next Steps

Add a multi-language switch on the SBCountyData.com page for diverse business and global attraction and reach.

Update SBCountyData.com to account for key gaps in data presented and include state and national benchmarks for indicators and metrics

Strategy 2 Progress Check: Spur the Creation and Scaling of New Businesses

Action Item 2.1: Support the development of business incubators, accelerators, and entrepreneurial assistance centers.

Lead: EDD

Support: Incubators, accelerators, libraries, community centers, community colleges

Recent Activity

The Entrepreneurial Resource Center (ERC) led by CSUSB's Randall W. Lewis Center for Entrepreneurship serves as a central hub offering services including personalized business counseling, hands-on workshops, funding and grant support, tailored resources for diverse entrepreneurs, and networking opportunities to foster growth and collaboration.

Upcoming Activity

Entrepreneurial Resource Center (ERC) and Randall W. Lewis Center for Entrepreneurship is pursuing a \$1 billion economic impact by 2028 through expanded business counseling, targeted training, and mentoring programs—empowering small businesses and entrepreneurs to launch and grow ventures that drive innovation, resilience, and job creation.

Potential Next Steps

Expand Entrepreneurial Resource Center's (ERC) Affiliate Service Providers and enhance transparency and accessibility by improving the website, adding a clear calendar of events, and publishing an official, regularly updated list of classes offered by affiliates.

Recent Activity

Asociación de Emprendedor@s, an ERC affiliate, offers an 8-week, Spanish-only training program for Hispanic entrepreneurs, covering business planning, marketing, leadership, and finance through expert-led sessions. The program recently celebrated the graduation of its latest cohort of 33 entrepreneurs and typically supports 2 cohorts per year in San Bernardino County, each with 25–35 participants and a 90% graduation rate.

Upcoming Activity

The Asociación de Emprendedor@s' application is open to their second cohort of 2025 and seeking 25–35 participants from San Bernardino County.

Asociación de Emprendedor@s will establish formal partnerships with 2–3 additional micro-lending institutions, CDFIs, or grant-making organizations, while also developing a referral system to connect entrepreneurs directly with funding sources and offering follow-up financial coaching sessions after program completion.

Potential Next Steps

Enhance Asociación de Emprendedor@s' digital infrastructure by upgrading virtual learning platforms to improve accessibility and engagement, improving website functionality for a better user experience and resource access, and investing in staff training on AI tools to boost customer service responsiveness and efficiency.

Recent Activity

Caravanserai Project provides entrepreneurs with a Business Readiness Training Program, including comprehensive workshops, individualized coaching, and ongoing support. The 10-week program supports 20+ traditionally underserved minority entrepreneurs and small business owners in the High Desert region of San Bernardino County, delivered in Spanish or English.

In February 2024, the Caravanserai Project launched Caravan SBDC, a Small Business Development Center affiliated with the Orange County Inland Empire SBDC Network.

Upcoming Activity

Caravanserai Project will launch multi-session intensive trainings for 500 participants and webinars for 1,500 individuals in 2024, with a goal of increasing participation by 25% each year.

The Caravan SBDC will conduct active-learning and cohort-based training programs for entrepreneurs who are looking for a mission-driven model to help their business grow and succeed.

Potential Next Steps

Explore a potential partnership with the Caravanserai Project as an ERC Affiliate Service Provider to expand access to culturally responsive training programs and strengthen support for underrepresented entrepreneurs in the region.

Action Item 2.2: Create a bilingual online business portal with resources and funding programs to help entrepreneurs start and grow a business quickly in the county.

Lead: EDD

Support: Providers of entrepreneurship and small business assistance

Recent Activity

In July 2025, San Bernardino County launched BizHUUB a free, bilingual online platform that provides small business owners and entrepreneurs with easy access to a wide range of resources and support.

Services include on-demand business training and workshops, connections to local experts and consultants, peer-to-peer support networks, and real-time alerts for grants and funding opportunities.

Upcoming Activity

N/A

Potential Next Steps

Explore development of a mobile app, expand community outreach, promote the online platform, and conduct user surveys to assess resource effectiveness and identify needs for more tailored support.

Develop Spanish versions of key online business resources like San Bernardino County's Business Program and Incentives Guide and the Entrepreneurial Skill Sets guide.

Strategy 3 Progress Check: Strengthen Capacity and Governance for Regional Action

Action Item 3.1: Convene economic development leaders quarterly to identify best practices, challenges, solutions, and areas that would benefit from county support.

Lead: EDD

Support: City economic development leaders

Recent Activity

Established in October 2024, the City Partners Roundtable, a quarterly meeting of economic development leaders from the 24 municipalities in the county. These meetings provide opportunities to identify challenges, best practices, and allow for collaboration amongst regional partners.

The City Partners Roundtable is a closed meeting. The last meeting, held in June 2025, had participation from only 42% of the county's 24 municipalities.

Upcoming Activity

Continue the City Partners Roundtable.

As of this report, the next City Partners Roundtable is planned for September 2025.

Potential Next Steps

Build on the momentum of the quarterly City Partners Roundtable meetings by using follow-up surveys to engage with participants who may have more input to share.

Additionally, this survey offers an opportunity for less participatory municipalities to engage with the county's economic development leadership.

Recent Activity

Stemming from the 2019 San Bernardino County Countywide Plan, the County partnered with the Chamber of Commerce to start the Business, Retention, & Expansion (BRE) Program. As part of the BRE Program, county staff meet regularly with top employers to identify concerns early, offer workforce development solutions, or help secure expansion incentives.

This program also includes an annual survey for businesses in the county.

Upcoming Activity

Continue the BRE program.

Potential Next Steps

Leverage municipal economic development leaders to redirect businesses to the BRE program.

Increase the frequency of the BRE Program survey to quarterly or biannually to understand shifting business constraints and needs throughout the year.

Action Item 3.2: Establish an industry council to coordinate the development of target industries comprised of stakeholders in local governments, business, workforce, and economic development.

Lead: EDD

Support: Chambers of commerce, industry representatives

Recent Activity

Based on analyses and identification of key assets presented in the Economic and Community Assessment and San Bernardino County's goal to diversify its economy by growing sectors that capitalize on 21st century technologies, like artificial intelligence, robotics, and information and communications technologies, recommendations for target industries include:

- Transportation & Warehousing
- Health Care & Social Assistance
- Leisure & Hospitality
- Renewable Energy
- Cybersecurity
- Advanced Manufacturing that supports other target industries

Upcoming Activity

Identify and organize stakeholder groups to inform target industry selection and represent industry interests.

Identify target industries.

Potential Next Steps

Leverage the City Partners Roundtable and BRE program to identify potential stakeholders to form industry council. Roundtable and BRE program participants can participate in the industry councils and facilitate participation of other stakeholders like businesses, research institutions, and education and training institutions.

Designate the industry council to lead the monitoring and reporting of business retention issues, such as rising operating costs and regulatory barriers.

New Action Items for San Bernardino County CEDS

Action Item 3.5: Expand partnerships with tribal communities and nonprofit organizations.

Lead: EDD

Support: Tribal communities and organizations, city economic development administrators, CSUSB

Thirteen federally recognized tribes are headquartered in San Bernardino County and the adjacent Riverside County (Appendix A).²⁴ Establishing stronger economic connections between San Bernardino County's tribal communities and the broader regional economy is critical for fostering inclusive growth, cultural preservation, and long-term sustainability. Organizations like the Tribal Alliance of Sovereign Indian Nations (TASIN), the Southern California Tribal Chairmen's Association (SCTCA), and the Yuhaaviatam of San Manuel Nation actively contribute to regional economic development through infrastructure projects, philanthropic investments, and community services, and many of these organizations have their own economic and community development plans that EDD can map onto. Partnerships with tribal and nonprofit organizations can help capitalize on the economic innovation and job creation exemplified by projects such as San Manuel Landing, a major logistics and commercial hub providing significant financial impact through jobs, taxes, and sustainable design practices.²⁵ Further, initiatives like the Southern California Tribal Digital Village illustrate the transformative potential of technological investments in tribal communities, promoting equitable access to critical digital infrastructure, fostering workforce readiness, and supporting entrepreneurship.²⁶

In addition to tribal organizations and nonprofit entities, San Bernardino County EDD works closely with other economic, workforce, and community development nonprofits to help address economic development challenges. San Bernardino County EDD partners with the Inland Empire Technical Trade Center (IETTC) to strengthen workforce development in the region. Through this collaboration, the Center aligns its advanced manufacturing, automation, and robotics training with local industry needs, helping to cultivate a skilled talent pipeline that supports regional economic growth.

San Bernardino County partners with unincorporated chambers of commerce to promote tourism and drive economic growth in its unincorporated communities. Through the Tourism Incentive Program, the county supports locally driven marketing initiatives that enhance destination visibility, leveraging the chambers' deep understanding of community events and attractions to increase visitation and generate sales and occupancy tax revenues.

The county also collaborates with the Inland Regional Energy Network (IREN) to advance clean energy initiatives and build a more sustainable regional economy. Through this partnership, IREN provides residents, businesses, and public agencies across San Bernardino County with equitable access to energy efficiency programs, workforce training, and technical support that promote energy savings and clean energy job creation.

San Bernardino County EDD has distinct opportunities to enhance regional economic integration with tribal entities and nonprofit organizations by:

- Supporting and facilitating further infrastructure projects like San Manuel Landing, leveraging tribal investments to stimulate broader regional economic revitalization.
- Promoting partnerships in workforce development initiatives such as the San Manuel Nonprofit Workforce Academy, which strengthens nonprofit sector capabilities, benefiting marginalized populations and contributing to overall economic resilience.²⁷

- Encouraging technological advancement collaborations like the Tribal Energy Innovation Accelerator, enhancing clean energy technology use, promoting sustainability, and driving regional economic innovation.²⁸
- Deepening collaboration with academic institutions like California State University, San Bernardino (CSUSB), to expand culturally relevant educational and professional development programs, thereby aligning workforce capabilities with regional economic demands.²⁹
- Continue to support and facilitate connections between employers and IETTC to ensure education and training institutions are aligned with industry's current needs while preparing the workforce for the future.
- Continue or expand investment in the Tourism Incentive Program.
- Promote utilization of IREN resources to public agencies and municipal organizations, especially in communities and neighborhoods where energy infrastructure is lacking.

By strategically expanding these partnerships, San Bernardino County EDD can harness the economic potential of tribal communities and other economically disadvantaged communities, enhance regional prosperity, and ensure equitable and inclusive development across the county. Much like the region's unincorporated communities, San Bernardino County's 8,000 tribal residents are more likely to experience poorer economic and health outcomes compared to other demographics. Partnering with tribes and nonprofit organizations could allow EDD to provide targeted support to some of the county residents most in need of support. Tribal communities and other residents would benefit from having more direct access to the county government's vast resources and connections, such as already developed job training programs and robust relationships with local employers.

Action Item 4.4: Develop a comprehensive strategy to promote quality development in unincorporated areas.

Lead: EDD

Support: Municipal economic development administrators, commercial and residential developers

Unincorporated communities in San Bernardino make up a vast majority of the county's geographic area, but these areas are only home to about 15% of the county's population. Like most of San Bernardino County's incorporated areas, several of the county's unincorporated communities are economically distressed. The median household income in San Bernardino County's unincorporated areas was 22% less than that of the county overall in 2018.³⁰

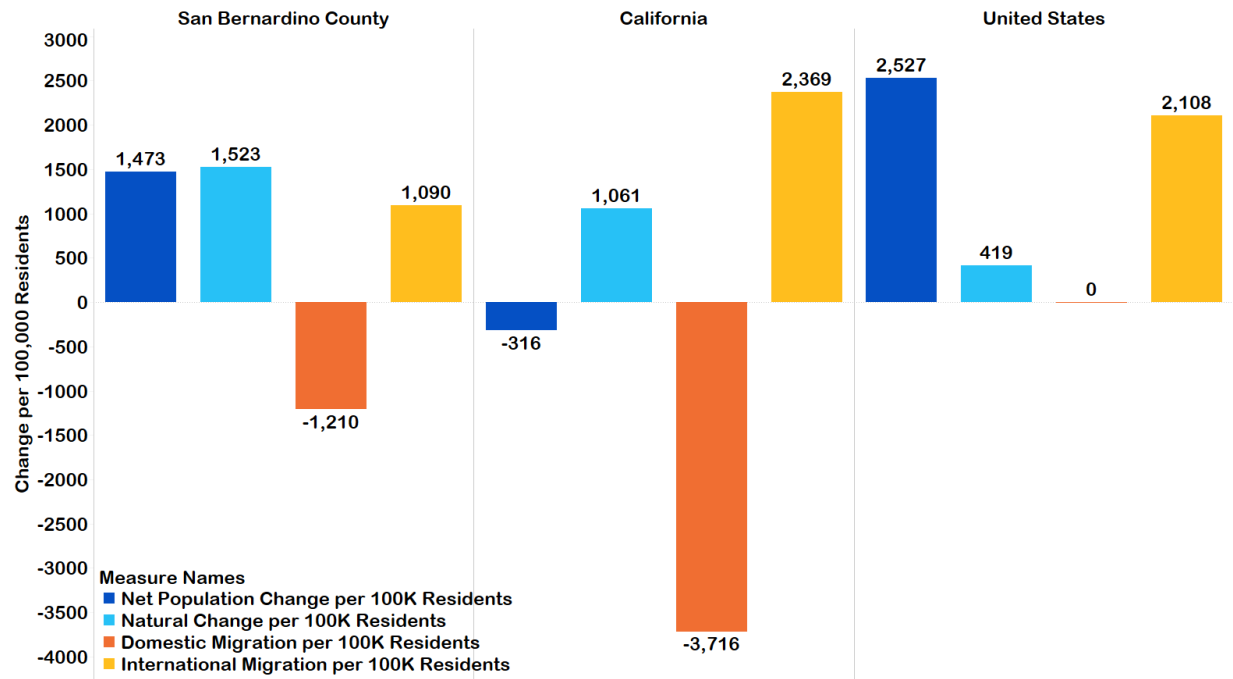
San Bernardino County has a unique opportunity to bring new life to its unincorporated areas by turning them into places where people want to live and work. Many of these areas have long been overlooked, but they hold potential due to their location, available land, and proximity to major roads and transportation corridors. There are several measurable steps that the San Bernardino County EDD and its partners can take to significantly enhance the county's unincorporated areas:

- Evaluate key sites for improving basic infrastructure so that the county can make these areas more attractive for new homes, businesses, and community spaces.
- Implement cleanups to enhance curb appeal and beautification, build community trust, and show that change is happening.
- Simplify zoning rules or help combine small parcels of land to encourage investment.
- Promote training programs that prepare residents for relevant jobs and connect local talent to the new opportunities that development brings.

Lessons from the Bloomington Community Plan show that even modest improvements, when paired with a clear vision, can shift the way people view a neighborhood. For example, Bloomington is planning to establish designated trucking routes to reduce traffic congestion and road damage. Bloomington is also seeking to expand its sewer infrastructure and sewage treatment capacity to accommodate additional businesses. Another key initiative in Bloomington is leveraging new development opportunities to create revenue for community improvements through impact fees. Bloomington does struggle with crime, as the community does not have its own police station, which has impacted investment potential in the area. To combat this, Bloomington plans to take a community-based approach to crime and violence reduction.^{31,32}

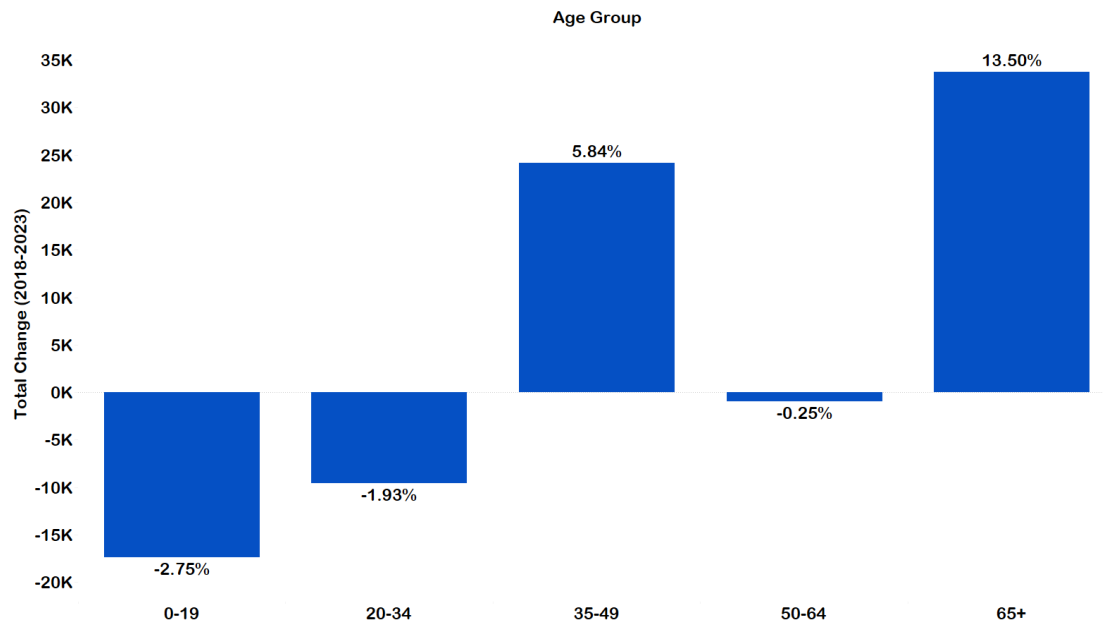
Appendix A: Supplemental Figures

Figure 11: Components of population change per 100K residents, 2020–2024



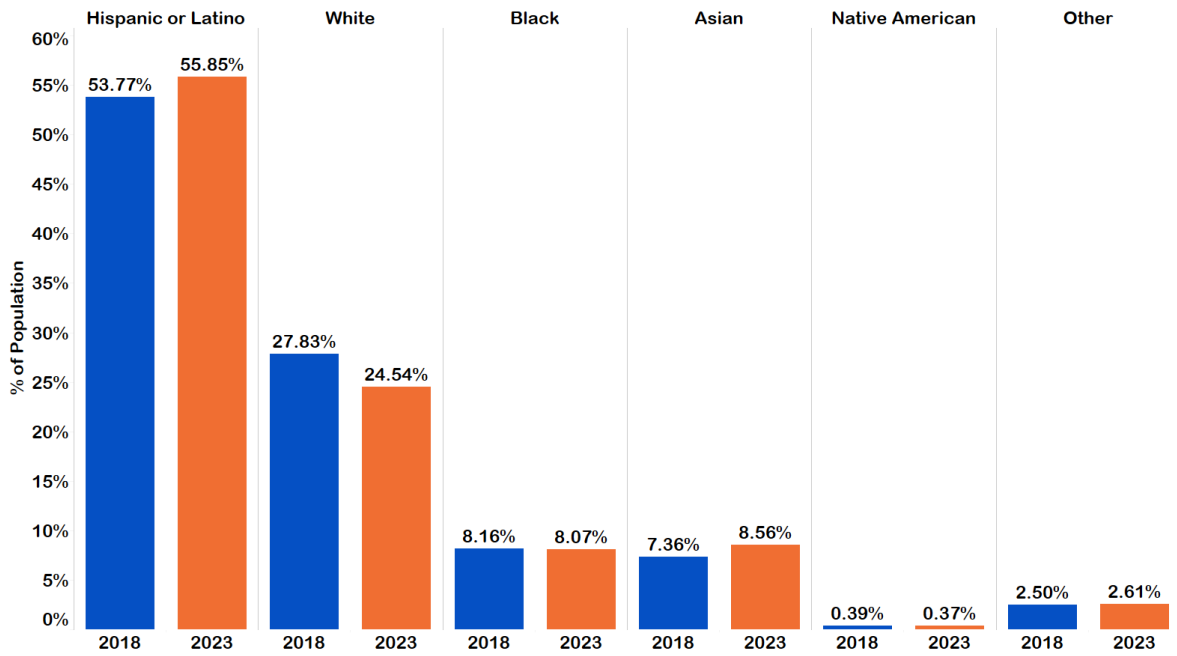
Source: U.S. Census Bureau Population Estimates

Figure 12: Population change, by number and percent, by age group, 2018–2023



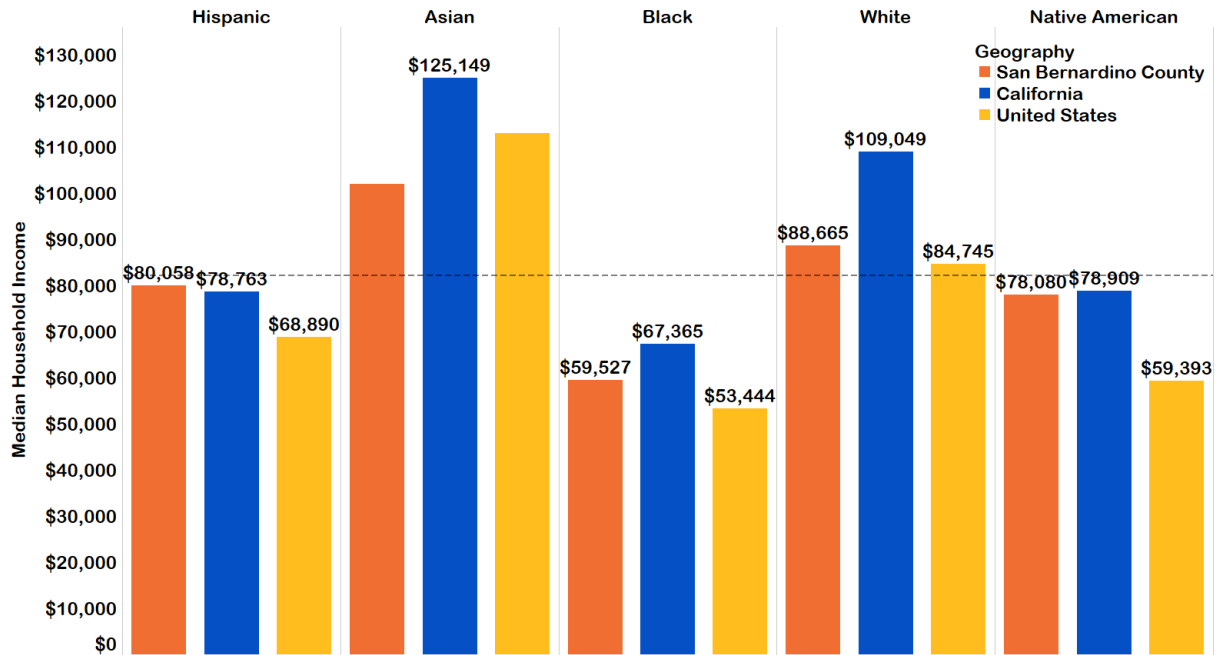
Source: U.S. Census Bureau American Community Survey

Figure 13: Population share by race and ethnicity, 2018 and 2023



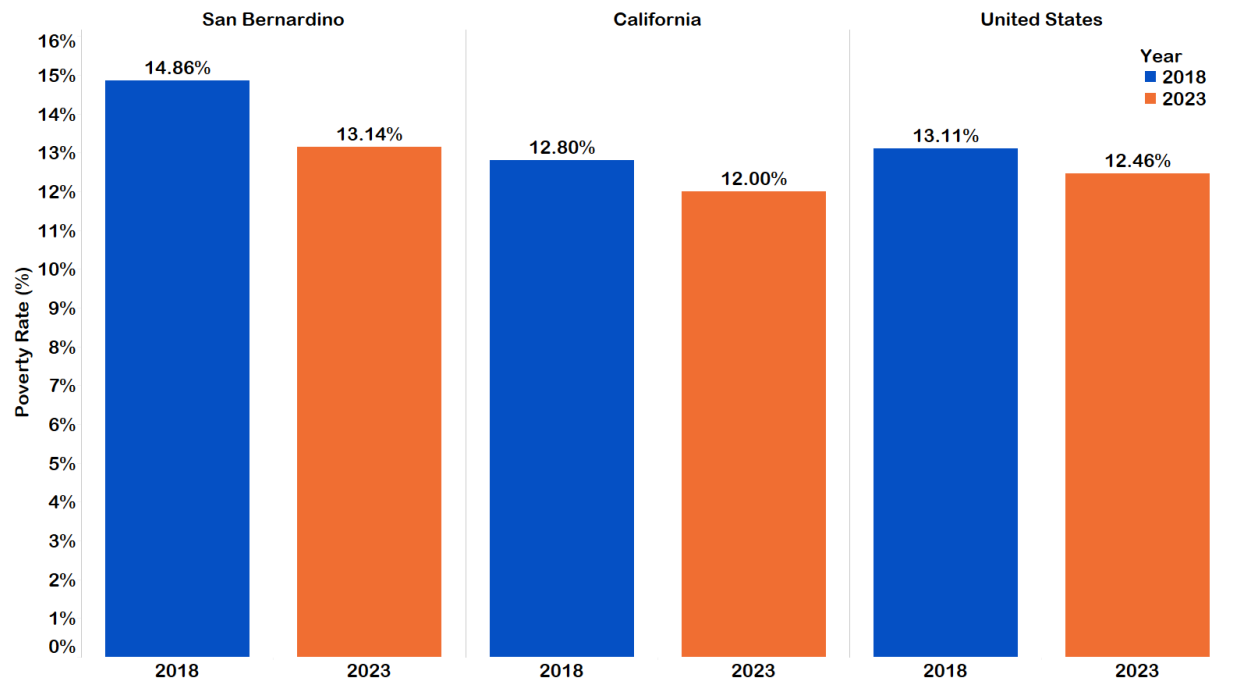
Source: U.S. Census Bureau American Community Survey

Figure 14: Median household income by race and ethnicity, 2023



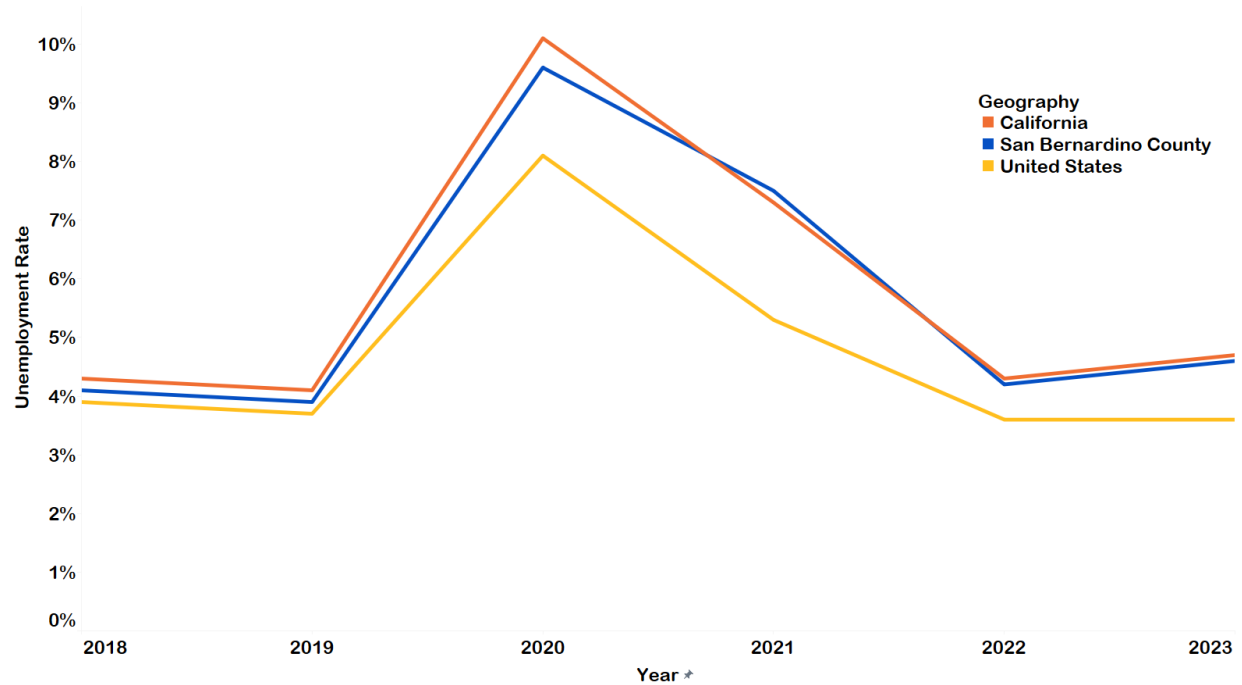
Source: U.S. Census Bureau American Community Survey

Figure 15: Share of population below the poverty line, 2018 and 2023



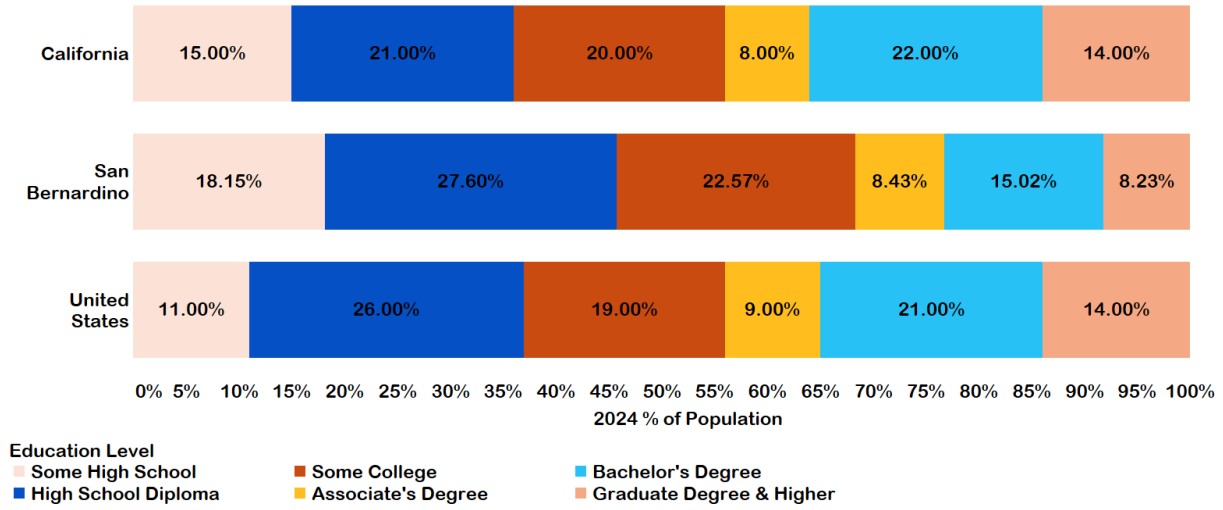
Source: U.S. Census Bureau American Community Survey

Figure 16: Unemployment rate, 2018–2023



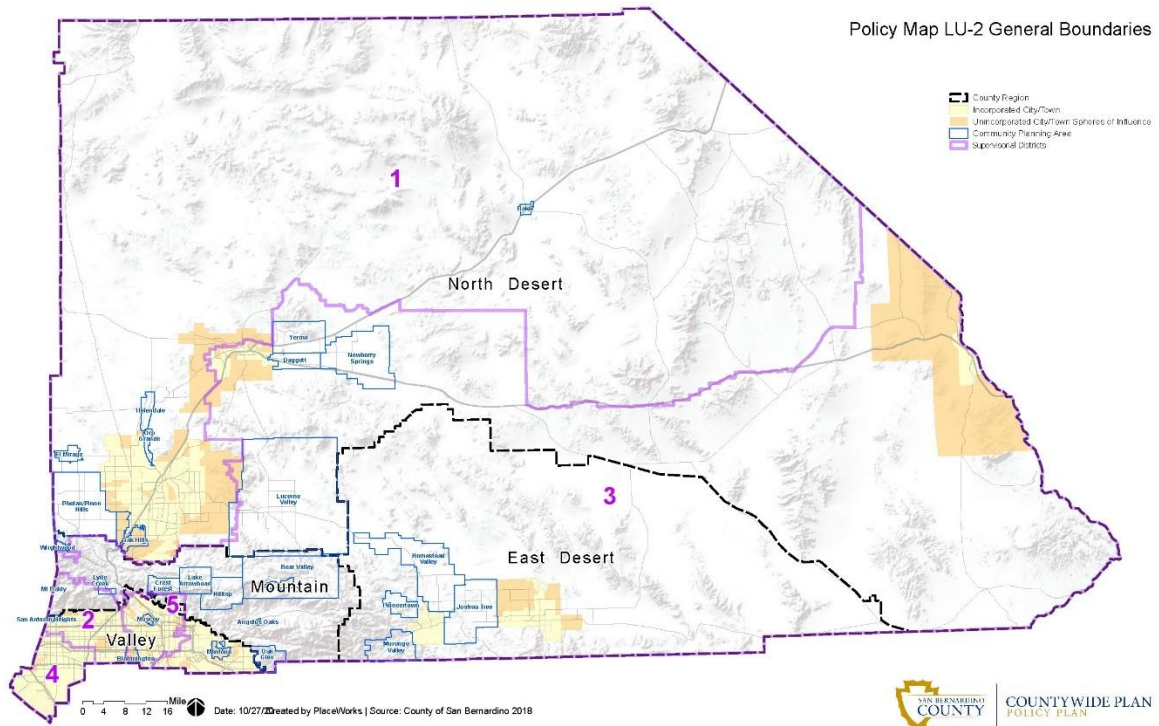
Source: Bureau of Labor Statistics

Figure 17: Educational attainment for San Bernardino County and peer regions, 2024



Source: U.S. Census Bureau American Community Survey

Figure 18: San Bernardo County map by area type



Source: County of San Bernardino

Table 4: San Bernardino unincorporated communities' eligibility by unemployment rate and per capita income

Region	Per Capita Income	Unemployment rate	EDA investment eligible areas
United States	\$43,313	5.3%	N/A
Baker	\$24,663	3.0%	Yes
Big Bear	\$38,030	8.1%	Yes
Big River	\$33,137	13.2%	Yes
Bloomington	\$24,296	6.6%	Yes
Bluewater	\$45,452	9.0%	Yes
Crestline	\$37,029	5.2%	No
Fort Irwin	\$28,872	12.0%	Yes
Homestead Valley	\$23,380	15.0%	Yes
Joshua Tree	\$33,512	9.0%	Yes
Lake Arrowhead	\$52,386	5.0%	No
Lenwood	\$23,690	6.0%	Yes
Lucerne Valley	\$22,888	23.0%	Yes
Lytle Creek	\$39,701	13.0%	Yes
Mentone	\$37,463	3.0%	No
Morongo Valley	\$33,049	8.0%	Yes
Mountain View Acres	\$19,937	13.0%	Yes
Muscoy	\$21,271	8.0%	Yes
Oak Glen	\$63,557	0.0%	No
Oak Hills	\$51,168	7.0%	Yes
Phelan	\$28,310	12.0%	Yes
Piñon Hills	\$36,676	15.0%	Yes
Running Springs	\$39,966	5.0%	No
San Antonio Heights	\$67,234	2.0%	No
Searles Valley	\$28,057	10.0%	Yes
Silver Lakes	\$60,043	3.0%	No
Spring Valley Lake	\$39,935	6.0%	No
Wrightwood	\$52,949	3.0%	No
Yermo	\$39,363	43.0%	Yes

Source: U.S. Census Bureau American Community Survey

Table 5: Growth, concentration, size, and average annual earnings of select industries in San Bernardino County, 2018–2023

NAICS	Description	Employment Concentration 2023	2023 Jobs	2023 Average Earnings Per Job	2018–2023 jobs % change
90	Government	1.09	148,947	\$104,911	4%
42	Wholesale Trade	1.22	42,130	\$84,492	2%
31	Manufacturing	0.75	55,121	\$84,091	-6%

23	Construction	0.99	54,629	\$82,032	7%
62	Health Care and Social Assistance	1.08	133,875	\$71,803	15%
48	Transportation and Warehousing	3.26	134,488	\$67,779	49%
54-56	Professional & Business Services	0.73	101,468	\$63,042	6%
44	Retail Trade	1.04	93,837	\$49,626	0%
81	Other Services (except Public Administration)	0.88	41,505	\$45,163	5%
71-72	Leisure & Hospitality	0.92	88,040	\$32,039	8%

Source: Department of Labor Occupational Employment Statistics; U.S. Census Bureau American Community Survey; California Employment Development Department

Table 6: 2023 San Bernardino household income

San Bernardino County	Households
Total	668,004
Less than \$10,000	4.2%
\$10,000 to \$19,999	5.8%
\$20,000 to \$34,999	9.8%
\$35,000 to \$49,999	10.2%
\$50,000 to \$74,999	15.7%
\$75,000 or more	54.3%

Source: U.S. Census Bureau American Community Survey

Table 7: 2023 San Bernardino income by household type

San Bernardino County, California	Households	Families	Married-couple families	Nonfamily households
Total	668,004	508,474	342,568	159,530
Less than \$10,000	4.20%	3.50%	1.50%	9.00%
\$10,000 to \$14,999	3.20%	1.90%	1.00%	8.10%
\$15,000 to \$24,999	5.80%	4.60%	3.10%	11.10%

\$25,000 to \$34,999	6.60%	5.80%	3.90%	10.30%
\$35,000 to \$49,999	10.20%	9.60%	7.80%	12.80%
\$50,000 to \$74,999	15.70%	15.80%	14.40%	15.90%
\$75,000 to \$99,999	13.60%	14.30%	14.20%	11.00%
\$100,000 to \$149,999	19.40%	20.80%	23.50%	12.80%
\$150,000 to \$199,999	10.60%	11.60%	14.50%	4.80%
\$200,000 or more	10.80%	12.20%	16.20%	4.10%
Median income	\$82,184	\$89,923	\$107,870	\$48,121
Mean income	\$105,546	\$113,303	\$132,246	\$68,167

Source: U.S. Census Bureau American Community Survey

Table 8: Federally Recognized Tribes in San Bernardino and Riverside County

Tribe	County
Agua Caliente	Riverside
Augustine	Riverside
Cabazon	Riverside
Cahuilla	Riverside
Chemehuevi	San Bernardino
Fort Mojave	San Bernardino
Morongo	Riverside
Pechanga	Riverside
Ramona	Riverside
Yuhaaviatam	San Bernardino
Santa Rosa of Cahuilla	Riverside
Soboba	Riverside
Torres Martinez	Riverside
Twenty-Nine Palms	San Bernardino

Source: Bureau of Indian Affairs Tribal Leaders Directory

Endnote(s)

-
- ¹ Center for Economic Research & Forecasting, California State University, San Bernardino. (2025, March). *Inland Empire economic report*. https://www.csusb.edu/sites/default/files/upload/file/2025/ROB_Mar2025_Final.pdf
- ² California Employment Development Department. (2025, May 17). *Riverside-San Bernardino-Ontario metropolitan statistical area: Labor force and industry employment*. <https://labormarketinfo.edd.ca.gov/file/lfmonth/rive%24pds.pdf>
- ³ Federal Reserve Bank of San Francisco. (2025, June 4). *Beige Book – Twelfth District economic summary*. <https://www.frbsf.org/research-and-insights/publications/san-francisco-fed-twelfth-district-beige-book/>
- ⁴ San Bernardino County. (n.d.). *San Bernardino County Community Indicators*. <https://indicators.sbcounty.gov/county-profile/>
- ⁵ San Bernardino County. (n.d.). *Foreign Direct Investment*. <https://selectsbcounty.com/major-initiatives/fdi>
- ⁶ Newton, J. (2024, August 1). California warehouse boom comes with health, environmental costs for Inland Empire residents. *Cal Matters*. <https://calmatters.org/commentary/2023/01/inland-empire-california-warehouse-development/>
- ⁷ Kelkar, A., Heineke, K., Kellner, M., Möller, T., Brennecke, R., & Chauhan, S. (2024, September 24). *Will autonomy usher in the future of truck freight transportation?* McKinsey & Company. <https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/will-autonomy-usher-in-the-future-of-truck-freight-transportation>
- ⁸ Board of Governors of the Federal Reserve System. (2025, March 5). *Beige Book 2025: Federal Reserve Bank of San Francisco*. Board of Governors of the Federal Reserve System. <https://www.federalreserve.gov/monetarypolicy/beigebook202502-san-francisco.html>
- ⁹ “Average Cost of College by State”. (2024). *Education Data Initiative*, <https://educationdata.org/average-cost-of-college-by-state>.
- ¹⁰
- ¹¹ GridInfo (2025). *Summary of Electricity Activity in San Bernardino County, CA*. <https://www.gridinfo.com/california/san-bernardino-county>
- ¹² San Bernardino County: Green Innovation (2025). *Community Indicators*. <https://indicators.sbcounty.gov/environment/green-innovation/>
- ¹³ County of San Bernardino, Land Use Services – Planning Division. (2025, February 1). *Renewable Energy Projects as of February 1, 2025*. County of San Bernardino. <https://lus.sbcounty.gov/wp-content/uploads/sites/48/SolarProjectListFEB2025.pdf>
- ¹⁴ County of San Bernardino. (2020). *Renewable Energy & Conservation*. In *County Policy Plan*. <https://countywideplan.sbcounty.gov/policy-plan/renewable-energy-conservation/>
- ¹⁵ Association of California Water Agencies. (2024, September 3). *San Bernardino Valley enhances resiliency with hydroelectric facilities*. ACWA. <https://www.acwa.com/news/san-bernardino-valley-enhances-resiliency-with-hydroelectric-facilities/>
- ¹⁶ County of San Bernardino. (2020). *Renewable Energy & Conservation*. In *County Policy Plan*. <https://countywideplan.sbcounty.gov/policy-plan/renewable-energy-conservation/>
- ¹⁷ County of San Bernardino, Board of Supervisors. (2025, May 20). *Ordinance amending development code relating to residential accessory wind energy systems* (File No. 12194) [Legislation]. <https://sanbernardino.legistar.com/LegislationDetail.aspx?From=RSS&GUID=4B33C922-FCA7-4B78-AABD-2F83A908B4C1&ID=7404869>
- ¹⁸ California Energy Commission. (n.d.). *Clean Hydrogen Program*. <https://www.energy.ca.gov/programs-and-topics/programs/clean-hydrogen-program>
- ¹⁹ California Governor’s Office. (2023, October 13). *California selected as a national hydrogen hub*. California Governor’s Office. <https://www.gov.ca.gov/2023/10/13/california-selected-as-a-national-hydrogen-hub>
- ²⁰ Inland Regional Energy Network (n.d.) <https://iren.gov/>
- ²¹ Brightline West. (n.d.). *Project overview*. <https://www.brightlinewest.com/overview/project>

-
- ²² BusinessWire.com (2022, November 9). *RYVID Receives \$20 Million Grant to Increase Jobs and Contribute to California's World Leading Climate Goals*. <https://www.businesswire.com/news/home/20221129005395/en/RVID-Receives-%2420-Million-Grant-to-Increase-Jobs-and-Contribute-to-Californias-World-Leading-Climate-Goals>
- ²³ San Bernardino County. (2025, February 5). *ZM Trucks chooses San Bernardino County for its first North American manufacturing plant and new regional headquarters*. <https://main.sbcounty.gov/2025/02/05/zm-trucks-chooses-san-bernardino-county-for-its-first-north-american-manufacturing-plant-and-new-regional-headquarters/>
- ²⁴ Yarbrough, B. (2021). *Here are the 13 Native American tribes in the Inland Empire recognized by the federal government*. San Bernardino Sun. <https://www.sbsun.com/2021/11/19/here-are-the-12-native-american-tribes-in-the-inland-empire-recognized-by-the-federal-government/>
- ²⁵ Inland Empire Business Journal. (2021). *San Manuel Band of Mission Indians Breaks Ground on Innovative Commercial Center*. <https://iebizjournal.com/san-manuel-band-of-mission-indians-breaks-ground-on-innovative-commercial-center/>
- ²⁶ Southern California Tribal Chairmen's Association. (n.d.). *Southern California Tribal Digital Village*. <https://sctca.net/southern-california-tribal-digital-village/>
- ²⁷ IECC Nonprofits. (2024). *IECC receives \$50,000 to establish the San Manuel Nonprofit Workforce Academy*. Inland Empire Community Collaborative. <https://inlandempirecommunitycollaborative.org/2024/10/28/iecc-receives-50000-to-establish-the-san-manuel-nonprofit-workforce-academy/>
- ²⁸ Southern California Tribal Chairmen's Association. (n.d.). *Tribal Energy Innovation Accelerator*. <https://sctca.net/tribal-energy-innovation-accelerator/>
- ²⁹ California State University San Bernardino. (n.d.). *Tribal Relations*. <https://www.csusb.edu/tribal-relations>
- ³⁰ Southern California Association of Governments (2019). *Profile of Unincorporated San Bernardino County*. <https://scag.ca.gov/sites/default/files/old/file-attachments/unincareasanbernardinocounty.pdf?1604709363=>
- ³¹ San Bernardino County. (2020). *Bloomington Community Plan*. https://countywideplan.com/wp-content/uploads/sites/68/2020/07/Bloomington_CAG_2020.pdf
- ³² San Bernardino County. (2017, March 16). *Valley Corridor Specific Plan – Bloomington, San Bernardino County*. <https://lus.sbcounty.gov/wp-content/uploads/sites/48/SpecificPlans/ValleyCorridorSPMarch2017web.pdf>





CEDS Project Submissions

Table of Contents:

Adelanto	2
Adelanto Civic Center.....	2
El Mirage Industrial Corridor Improvement	4
Wastewater Treatment Facility Capacity Expansion	6
Chino	8
EPIC	8
Grand Terrace	9
ADA Sidewalk & Ramp Assessment	9
City Hall Resilience Generator	11
Civic Workforce Internship Expansion	13
Local Street Repairs - Grind & Overlay	15
Mt. Vernon & Van Buren Traffic Signal.....	17
Solar-Powered Digital Message Board.....	19
Rialto	21
Revitalization of Notable Structures & Trial Connectivity Project	21
Upland	22
City of Upland Parking Structure.....	22
Randall Lewis Center of Entrepreneurship at Cal State University San Bernardino	24
Entrepreneurial Resource Center.....	24
University of Redlands	26
University Village.....	26

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Adelanto	Name of the Project: Adelanto Civic Center
E-mail: gkeinan@adelantoca.gov	Phone: 213-373-1353
Address: 11600 Air Expy, Adelanto, CA 92301	Contact Person: Gil Keinan

1. Project Description

i The description should be a clear and concise overview of the project. Describe which investment priority or priorities the project will address, max 250 words. To review EDA investment priorities, please go to <https://www.eda.gov/funding/investment-priorities>

The City of Adelanto is proposing a set of upgrades to support the long-term development of its civic center. The project includes paving multiple roads around the city center, installing a traffic signal at a key intersection along Highway 395, and constructing sidewalks and stormwater drainage systems. These improvements will serve as a foundation for future public safety facilities, including the potential of a new fire station and police station, but also advance adjacent elements including retail, hospitality, and medical. This project strongly aligns with EDA's Critical Infrastructure priority by creating a better civic center, allowing better collaboration between local agencies at times of emergency, and potentially quicker regional response for fire. Located in a disadvantaged high-desert and food desert community, the project supports inclusive growth and strengthens the City's capacity to respond to future development demands and economic fluctuations.

2. Impacts

i Include specific details related to how the project will create or retain jobs, including an estimate of the number of jobs created, salary and wages, new businesses created, retained or developed, and any enhancement to the local tax base.

The project is expected to generate approximately 200 new permanent private sector jobs in addition to construction activity. Also, the project will create conditions for sustained economic development, increase investor confidence, and improve quality of life for residents and businesses.

3. Funding

i Please share the total project cost, EDA dollars requested, and local matching funds available.

The total estimated project cost is \$20 million. The City is requesting EDA funding support and will contribute its share via local impact funds.

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:

Co-Applicant (if any): San Bernardino County Transportation Authority

Organization Name: City of Adelanto	Name of the Project: El Mirage Industrial Corridor Improvement
E-mail: gkeinan@adelantoca.gov	Phone: 213-373-1353
Address: 11600 Air Expy, Adelanto, CA 92301	Contact Person: Gil Keinan

1. Project Description

i The description should be a clear and concise overview of the project. Describe which investment priority or priorities the project will address, max 250 words. To review EDA investment priorities, please go to <https://www.eda.gov/funding/investment-priorities>

The City of Adelanto is proposing the improvement and paving of 8.2 miles (two lanes) of El Mirage Road and Adelanto Road to relieve commercial traffic through residential neighborhoods and support major industrial development adjacent to the Southern California Logistics Airport. Currently, large segments of El Mirage Road/Adelanto Road remain unpaved and in poor condition, forcing heavy truck traffic through residential neighborhoods to access Highway 395. This has led to safety concerns and numerous complaints from local residents. The road improvement project will provide a direct and efficient logistics corridor for goods movement between the Inland Empire, Northern California, Nevada, and the Antelope Valley region.

The project aligns with EDA's Manufacturing investment priority, as it directly supports the proposed construction of almost 10m sqft of industrial and manufacturing facilities, including a large manufacturing facility for doors and windows that cannot progress without proper circulation. Also, it promotes Economic Recovery and Resilience by strengthening regional infrastructure, reducing congestion, and improving the reliability of supply chains and freight movement in a disadvantaged, high-desert community.

2. Impacts

i Include specific details related to how the project will create or retain jobs, including an estimate of the number of jobs created, salary and wages, new businesses created, retained or developed, and any enhancement to the local tax base.

The project is expected to support the creation of approximately 1,000 permanent jobs in addition to construction-related employment. By facilitating manufacturing growth, improving freight efficiency, and enhancing public safety, the project will contribute to sustained regional economic development and quality of life improvements for residents and businesses.

3. Funding

i *Please share the total project cost, EDA dollars requested, and local matching funds available.*

The total estimated project cost is \$50 million. The City is requesting EDA funding support and will use local tax and impact fees for local match.

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: Adelanto Public Utility Authority	Name of the Project: Wastewater Treatment Facility Capacity Expansion
E-mail: gkeinan@adelantoca.gov	Phone: 213-373-1353
Address: 11600 Air Expy, Adelanto, CA 92301	Contact Person: Gil Keinan

1. Project Description

i *The description should be a clear and concise overview of the project. Describe which investment priority or priorities the project will address, max 250 words. To review EDA investment priorities, please go to <https://www.eda.gov/funding/investment-priorities>*

The Adelanto Public Utility Authority (APUA) is proposing a capacity expansion of its Wastewater Treatment Plant (WWTP), which currently treats an average of 3.015 million gallons per day (MGD). As the APUA anticipates rapid growth in residential, commercial, and industrial development over the next five years, the existing plant is nearing capacity. This project directly addresses the Critical Infrastructure and Economic Recovery and Resilience investment priorities by enhancing essential public infrastructure and supporting the City's ability to accommodate economic expansion in a disadvantaged, high-desert community. The expanded facility will address the Plume issue at the nearby George Air Force Base, protect local groundwater resources, promote public health, and increase regional water resilience, enabling future development and long-term economic sustainability.

2. Impacts

i *Include specific details related to how the project will create or retain jobs, including an estimate of the number of jobs created, salary and wages, new businesses created, retained or developed, and any enhancement to the local tax base.*

The WWTP expansion will remove a major barrier to development and unlock economic growth across multiple sectors. It is projected to support the creation of approximately 5,000 new jobs within ten years, through increased capacity for logistics, retail, and manufacturing growth. These jobs are expected to be well distributed across wage levels and skill types. Also, the project will stimulate new

2. Impacts

The parking structure project will create available retail spaces for lease, along two street frontages, for a total of 9,900 square feet. This will potentially provide for the opening of up to 5 new small businesses and/or restaurants in the downtown area and the creation of over 50 new jobs to continue to contribute to the economic vitality of the Historic downtown. Small businesses within the new space may include restaurants, cafes, and/or a mix of retail shops.

3. Funding

The total project cost for the parking structure project in downtown Upland is estimated at \$23 Million dollars. The City would request EDA for 50% of the project cost of \$11.5 Million dollars. The City is currently working on identifying all the funding sources available for financing the development of the parking structure project.

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Chino	Name of the Project: EPIC
E-mail: rperry@cityofchino.org	Phone: 909-449-1568
Address: 13320 Central Avenue, Chino, CA 91710	Contact Person: Rhonesia Perry

1. Project Description

i *An adaptive reuse project of a former college facility into an Entrepreneurship Center that will provide a comprehensive suite of training programs, workshops, and mentorship initiatives designed to equip participants with cutting-edge skills. The Entrepreneurship Center represents a transformative opportunity to foster job creation and cultivate a competitive workforce. This strategic redevelopment will preserve the character of downtown Chino and introduce an asset that fosters entrepreneurship from inception to establishment, guiding business owners through every stage of development—from ideation to brick-and-mortar operations.*

2. Impacts

i *The project will provide state-of-the-art facilities, resources, and programming. The project will create a robust entrepreneurial support ecosystem. The project will empower individuals with the skills and confidence to launch and sustain successful ventures. Total employment created by the project is 20-30 jobs. Estimated potential for the creation of one hundred new businesses annually.*

3. Funding

i *Total project cost is estimated at \$20M. Source of matching funds to be determined.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Grand Terrace	Name of the Project: ADA Sidewalk & Ramp Assessment
E-mail: stillman@grandterrace-ca.gov	Phone: 909-954-5191
Address: 22795 Barton Rd, Grand Terrace, CA 92313	Contact Person: Shanita Tillman

1. Project Description

i This planning project is a direct investment in the EDA's Critical Infrastructure and Economic Recovery & Resilience priorities. It will establish a data-driven framework to address systemic and hazardous deficiencies across Grand Terrace's 79-mile sidewalk network. Since 2022, approximately 25 sidewalk complaints have been received annually. The city does not always have a dedicated sidewalk budget but, on average, completes \$50,000 worth of repairs. With initial estimates showing up to 70% of ramps and 20% of sidewalks are not ADA-compliant, the City faces significant legal and financial risk. The current repair model is unsustainable; with only one full-time maintenance crew for a city of 13,000, repairs are reactive and complaint-based, addressing only the most urgent of the approximately 25 sidewalk complaints received annually. This piecemeal approach, funded by a modest average budget of \$50,000, fails to address the underlying systemic issues or provide safe, equitable access for all residents.

This project will fund a comprehensive citywide inventory and ADA compliance assessment, culminating in a strategic capital improvement plan. The plan will prioritize repairs based on objective criteria, targeting routes essential for workforce access, including those serving K-12 schools, transit stops, and public facilities. This foundational study will transform the City's approach from reactive to strategic, creating a pipeline of shovel-ready projects essential for building a resilient and accessible community and positioning Grand Terrace to compete for future construction funds.

2. Impacts

i This planning project will create 3-5 professional jobs for the engineers and planners who will execute the study. Its primary economic impact is twofold: risk mitigation and investment readiness. By systematically identifying and prioritizing ADA deficiencies, the City will avoid costly litigation and replace an inefficient, complaint-based repair budget with a strategic, fundable capital plan. More importantly, this study is a direct investment in workforce development. Safe, reliable sidewalks are a prerequisite for residents to access jobs, transit, and commercial centers. By creating a pipeline of vetted, shovel-ready

construction projects, this plan makes Grand Terrace highly competitive for future state and federal funding, unlocking millions in potential infrastructure investment. It is a fundamental, high-leverage action that transforms the City's ability to deliver the equitable and resilient infrastructure necessary for long-term economic growth and an expanded local tax base.

3. Funding

i *The total project cost is \$250,000, with \$125,000 requested in grant funds and \$125,000 in local matching funds (comprised of \$10,000 in-kind and \$115,000 cash). A detailed budget breakdown is included as an attachment.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Grand Terrace	Name of the Project: City Hall Resilience Generator
E-mail: stillman@grandterrace-ca.gov	Phone: 909-954-5191
Address: 22795 Barton Rd, Grand Terrace, CA 92313	Contact Person: Shanita Tillman

1. Project Description

i *The City of Grand Terrace requests funding to install a permanent, code-compliant natural gas standby generator at its City Hall, which also serves as the City's primary Emergency Operations Center. The current use of a portable generator is inefficient, unreliable, and incapable of powering all critical systems during increasingly frequent Public Safety Power Shutoffs and weather-related outages. This project directly addresses the EDA investment priorities of critical infrastructure, workforce, and economic recovery & resilience.*

A permanent generator ensures the continuity of government and protects essential public infrastructure. More critically, it allows the City to provide uninterrupted economic support services that are vital to our business community. By guaranteeing power to our EOC, administrative offices, and critical communications systems, this project safeguards our ability to serve our 13,000 residents and support key community assets. Our operational EOC allows for crucial coordination with our public safety partners at the adjacent San Bernardino County Sheriff's substation and ensures we can manage essential services for our community's vulnerable populations, including those served by the city-owned Senior Center. This project is a necessary, one-time investment to harden a critical public facility, ensuring Grand Terrace can sustain both its governmental functions and its role as a hub for local economic activity during any emergency, thereby strengthening regional resilience.

2. Impacts

i *This project provides significant economic resilience, primarily by ensuring uninterrupted City Hall operations, which serve as the administrative core and are vital to our local tax base. During a recent multi-day Public Safety Power Shutoff, staff logged a combined 995 hours responding to community needs. Efforts included maintaining public access, stabilizing internal systems, and supporting local businesses with critical services such as refrigeration for food storage. Without permanent backup power, this essential work remains vulnerable to disruption, safeguarding access to core government functions during grid-driven and weather-related emergencies.*

This project secures the continual work of the City's 25-member team across Public Works, Planning, Finance, and the City Manager's Office. Critically, the generator also safeguards private sector employment by ensuring continuity of permit processing, inspections, and business support functions. For example, a prolonged outage could halt multi-million dollar construction projects awaiting city permits or inspections. This generator ensures that at least 10–15 major commercial and residential projects can continue without costly delays, preserving private sector construction jobs at any given time. A functional City Hall is the nerve center for local commerce, and this project ensures the retention and continued development of over 500 registered businesses in Grand Terrace who rely on the City for permits, emergency access information, and recovery coordination. By preventing a government shutdown, this project ensures these businesses can sustain operations, recover faster, and avoid revenue losses, which in turn protects the City's sales and property tax base from erosion and makes Grand Terrace a more attractive and stable place for new business investment.

3. Funding

i *The total project cost is \$565,000, with \$282,500 requested in grant funds and \$282,500 in local matching funds. A detailed budget breakdown is included as an attachment.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Grand Terrace	Name of the Project: Civic Workforce Internship Expansion
E-mail: stillman@grandterrace-ca.gov	Phone: 909-954-5191
Address: 22795 Barton Rd, Grand Terrace, CA 92313	Contact Person: Shanita Tillman

1. Project Description

i *The City of Grand Terrace proposes to expand its municipal internship program, directly addressing the critical EDA investment priorities of workforce development and innovation and entrepreneurship. As a small city of just 13,000 residents, Grand Terrace operates with a lean staff of only 25 employees and an average of 1-2 individuals per department. This "skeleton crew" allows us to cross-pollinate with other departments more easily and navigate doing more with less. This program directly responds to this need by providing structured, paid placements for 3 to 6 high school and college students annually, offering invaluable early-career exposure to the complexities and rewards of municipal government operations.*

Interns will rotate through core city departments, including engineering, finance, planning, and public works, gaining practical, in-demand skills in areas such as zoning, permitting, customer service, and infrastructure research. This hands-on experience not only supports essential city functions but also develops a skilled local workforce tailored to public sector needs. High school interns are recruited from the local community, fostering early civic engagement, while college interns from regional institutions, particularly in civil engineering, receive direct mentorship and cross-training. The program ensures equitable access by limiting participation to one year per intern, maximizing opportunities for diverse students. This proven, in-house model is immediately feasible, scalable, and essential for building Grand Terrace's future municipal workforce, ensuring sustained operational capacity.

2. Impacts

i *The program directly creates 3-6 paid internship positions annually. Interns receive competitive stipends, averaging \$20 per hour, representing an annual investment of approximately \$51,200 in direct wages injected into the local economy (based on 2,560 projected annual intern hours). This investment cultivates a vital pipeline of trained local talent, evidenced by the 12,800 government sector jobs added in the Riverside–San Bernardino–Ontario MSA between June 2024 and June 2025. Historically, 100% of our past*

engineering interns have successfully transitioned into professional engineering firms or pursued advanced degrees, directly contributing to the regional workforce demand. This program ensures Grand Terrace's contribution to meeting this growing demand for skilled public sector talent. We aim to retain local talent with a long-term goal of having program alumni constitute 5% of the city's workforce by 2035.

While not directly creating new businesses, the program significantly enhances the local business environment. By increasing the city's operational capacity by 2,560 intern hours annually, the program enables the completion of at least three long-deferred municipal projects, including the organization of 460 digitized tract maps. This increased efficiency and project completion (estimated at \$15,000 in staff time savings) allows city staff to focus on higher-value activities. A more efficient and well-managed local government fosters a more stable and attractive environment for retaining existing businesses and attracting new entrepreneurial ventures, as businesses seek communities with efficient public services.

Beyond these direct economic contributions, the program yields substantial indirect benefits. These include significant cost avoidance through reduced reliance on external consultant services for routine tasks and continuous systems and process improvements driven by the fresh perspectives and support interns bring to various city departments.

3. Funding

i *The total project cost for the Public Sector Workforce Internship Program is \$75,000, with \$60,000 requested in grant funds and \$15,000 in local matching funds from the City General Fund (Operating Budget). A detailed budget breakdown is included as an attachment.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Grand Terrace	Name of the Project: Local Street Repairs – Grind and Overlay
E-mail: stillman@grandterrace-ca.gov	Phone: 909-954-5191
Address: 22795 Barton Rd, Grand Terrace, CA 92313	Contact Person: Shanita Tillman

1. Project Description

i This proposal seeks funding to rehabilitate approximately 395,836 square feet of aging roadway along three vital transportation corridors in Grand Terrace, California: Mt. Vernon Avenue, Canal Street, and Observation Drive. This project is scheduled for implementation in Fiscal Year 2026–27 and will significantly enhance critical infrastructure, contributing to both economic recovery and long-term resilience for the region. These three corridors are more than local streets; Mt. Vernon Avenue is a designated truck and transit route, and all three form essential links in the regional supply chain. They connect Grand Terrace to the significant economic hubs of Colton, Riverside, and Loma Linda, facilitating the crucial movement of goods, services, and the workforce throughout the Inland Empire.

The existing pavement conditions along these routes present a growing challenge. With an average Pavement Condition Index (PCI) of 68, these roadways are currently below optimal performance. While not yet in a state of failure, this declining condition contributes to increased vehicle operating costs for businesses and creates inefficiencies within the regional transportation network. Given the City's severe capital funding limitations, comprehensive repairs for these vital corridors would be delayed for several years without external support. This project represents a strategic, single-phase investment to proactively address the current state of these assets, mitigate further degradation, and restore the long-term safety, reliability, and efficiency of this essential regional infrastructure.

2. Impacts

i This project will immediately generate an estimated 17 direct construction jobs, creating prevailing-wage employment for skilled laborers, equipment operators, and paving specialists. The primary economic impact extends to business retention and development. By restoring these vital arteries, the project lowers daily operating costs for dozens of local businesses that rely on these routes for logistics, reducing expenses related to vehicle wear-

the local economy during the project's 4-6 month construction period. All work will be publicly bid and comply with prevailing wage requirements.

Beyond direct job creation, the enhanced communication infrastructure will foster a more attractive and secure environment for business retention and development. By ensuring reliable, real-time information during emergencies and daily operations, the project reduces business uncertainty and risk. This heightened reliability is expected to lead to the retention of 2-3 local businesses that prioritize community safety and connectivity, and potentially attract 1-2 new small businesses seeking a well-informed and resilient community. The increased economic activity, including potential for new business licenses and consumer confidence, is projected to enhance the local tax base by an estimated \$10,000 - \$15,000 annually through increased sales tax revenue and improved property values.

Furthermore, the message board system will measurably increase the percentage of Grand Terrace residents receiving timely emergency notifications by 35-50% within 12 months of project completion, significantly improving public safety and community preparedness. Importantly, the message board will be solar-powered to ensure continued operation during grid outages, reinforcing the City's ability to deliver critical updates when conventional systems fail. This investment ensures equitable access to critical information, particularly benefiting seniors, low-income households, and others without consistent internet access, strengthening social cohesion and trust.

3. Funding

i *Please see attachment. The total project cost for the Solar-Powered Digital Message Boards is \$125,000, with \$87,500 requested in grant funds and \$37,500 in local matching funds (comprised of \$5,000 in-kind and \$32,500 cash). A detailed budget breakdown is included as an attachment.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Grand Terrace	Name of the Project: Mt. Vernon & Van Buren Traffic Signal
E-mail: stillman@grandterrace-ca.gov	Phone: 909-954-5191
Address: 22795 Barton Rd, Grand Terrace, CA 92313	Contact Person: Shanita Tillman

1. Project Description

i This project directly supports the EDA's critical infrastructure and economic recovery & resilience priorities by funding the installation of a desperately needed, shovel-ready traffic signal at the intersection of Mt. Vernon Avenue and Van Buren Street. This high-speed corridor, with a posted speed limit of 40 mph, currently has a four-way stop that is routinely ignored by drivers, creating an immediate and daily danger to the community, especially at night when visibility is reduced. The intersection serves as a critical junction for a nearby school, local businesses, and residents of a HUD-qualified Low- and Moderate-Income (LMI) neighborhood (Census Tract 71.06), where 51.1% of the population meets LMI criteria. Mt. Vernon Avenue is a primary regional artery connecting Grand Terrace to the economic centers of Riverside and Colton, carrying significant commercial and commuter traffic. Replacing the hazardous stop-controlled intersection with a modern signal is not merely an upgrade but a necessary intervention to prevent accidents and ensure safe passage for vehicles and pedestrians alike.

The project is fully designed and shovel-ready, with initial design costs of \$33,810 already covered by a school district bond focused on student safety. Its installation is timed for a cost-saving joint installation with another signal, making this a fiscally responsible and high-impact investment in public safety, regional mobility, and equitable infrastructure for an underserved community.

2. Impacts

i This project will create an estimated 30-35 prevailing-wage construction jobs. Its most critical economic impact, however, lies in optimizing a vital transportation conduit. The signal will cut vehicle travel time through the intersection by an estimated 50%, directly reducing fuel and operational costs for local businesses and regional freight, thereby strengthening supply chain efficiency. By coordinating with existing signals, it will also reduce greenhouse gas emissions.

By eliminating a known safety hazard where drivers frequently fail to stop, this project de-risks the corridor, fostering a more resilient local economy by supporting the seamless movement of goods and people through the area. This investment sustains the existing tax base by enabling continued efficient commerce and reliable access. For a community where residents depend on this route for daily access to jobs and services, this investment is foundational to ensuring safe mobility and enhancing the economic vitality of the neighborhood by improving its functionality as a critical pathway.

3. Funding

i *The total project cost for the Mt. Vernon & Van Buren Traffic Signal and Installation is \$470,000, with \$235,000 requested in grant funds and \$235,000 in local matching funds (comprised of \$43,810 in-kind and \$191,190 cash). A detailed budget breakdown is included as an attachment.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant:
Co-Applicant (if any): _____

Organization Name: City of Grand Terrace	Name of the Project: Solar-Powered Digital Message Board
E-mail: stillman@grandterrace-ca.gov	Phone: 909-954-5191
Address: 22795 Barton Rd, Grand Terrace, CA 92313	Contact Person: Shanita Tillman

1. Project Description

i *The City of Grand Terrace proposes the installation of a Solar Civic Message Board System, a vital Critical Infrastructure enhancement designed to significantly bolster public safety, emergency preparedness, and foster Economic Recovery & Resilience. The urgent need for this project was starkly revealed during the January 2025 Public Safety Power Shutoff, which rendered conventional communication channels (internet, cellular networks) inoperative across significant portions of the city. This event exposed a critical vulnerability: Grand Terrace currently lacks a reliable, localized, and universally accessible platform for disseminating real-time information during crises, leaving residents and city staff without essential updates or coordination capabilities. This deficiency directly impedes effective emergency response and community cohesion.*

This project will establish a robust communication system. A prominently located, high-visibility physical message board will be installed along Barton Road, a key commercial corridor, ensuring immediate access for all residents and commuters. This board will serve as a centralized hub for time-sensitive alerts, emergency updates, and critical community announcements. It will provide comprehensive reach, especially to vulnerable populations lacking consistent internet or smartphone access. Managed by the City Manager's Office with regional coordination, this system will provide a resilient, equitable, and dependable communication backbone. It is crucial for maintaining public trust, supporting civic engagement, and ensuring the community's ability to respond effectively to future disruptions.

2. Impacts

i *This project will deliver significant economic and social impacts for the City of Grand Terrace, bolstering local resilience. The construction phase is anticipated to generate an estimated 10-12 temporary direct jobs, including skilled roles in fabrication, electrical work, and installation. These positions are projected to offer competitive, prevailing wages, averaging \$30-\$45 per hour, injecting an estimated \$50,000 to \$80,000 in direct wages into*

and-tear and fuel consumption from traffic delays. This enhanced efficiency helps retain existing businesses and makes the corridors more attractive for new commercial investment.

Furthermore, the project directly supports workforce connectivity and community access by ensuring reliable access to the Riverside-San Bernardino County Indian Health, Inc. facility, a vital regional healthcare provider. This clinic, located within the project area, will significantly benefit from improved road conditions, ensuring smoother operations and patient access for both its employees and patients.

By addressing road degradation, this investment safeguards property values along these corridors and strengthens the local tax base through sustained commercial activity and future development potential. This proactive infrastructure maintenance is a critical investment in long-term economic resilience, preventing the significant economic disruption and higher costs associated with emergency repairs on deteriorated roadways.

3. Funding

i *The total project cost is \$1,200,000, with \$600,000 requested in grant funds and \$600,000 in local matching funds. A detailed budget breakdown is included as an attachment.*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission**

Organization Name: City of Rialto
Name of Project: Revitalization of Notable Structure & Trail Connectivity Project
Email: paguerrero@rialtoca.gov
Phone: (909) 820-2505 x2652 office or (909) 781-8610 cell
Address: 150 S. Palm Avenue, Rialto, CA 92376
Contact Person: Paul Guerrero, Economic Development Manager
Project Description: This project involves a rehabilitation of the Pacific Electric Train Station (Project) built approximately in 1914 that served the Red Car trolley. The building will be upgraded with a new roof, heating ventilation air conditioning system, electrical work, restroom modernization, and accessibility improvements along with environmental testing and abatement. These upgrades are critical for enabling future business attraction and incubation, job creation both temporary and permanent, preservation, sales and property tax generation, and tourism.

The Project is located at 119 N. Riverside Avenue, adjacent to the soon to be bike and pedestrian trail along the decommissioned Pacific Electric Train line, linking the building to downtown, nearby neighborhoods, and the regional trail system. The trail will encourage eco-tourism and foot traffic, car-free, low-carbon transportation, supporting future tenants and public events. This shovel-ready project supports job creation, reuse of underutilized assets, and placemaking in a historically underserved area.

The project goals are the following:

Goal 1: Rehabilitate and repurpose a notable property for economic use.

Goal 2: Expand outdoor creation infrastructure and tourism.

Goal 3: Promote equitable access to economic opportunities in underserved communities.

Goal 4: Enhance infrastructure that supports small business development.

The partners and stakeholders are the following:

The City of Rialto, Rialto Chamber of Commerce, and construction companies.

The timeline of the project:

Q4 2025: Obtain bids and start construction

Q1 2026: Complete construction and issue RFP for business tenant

Q2 2026: Execute lease agreement

Q3 2026: Business tenant improvements

Q4 2026: Business grand opening

Q1 2027: Estimated date the trail opens to the public

Impact:

Temporary Jobs: Approximately 25 construction/trades jobs (roofers, electricians, plumbers, painters, flooring, environmental inspectors and abatement contractors).

Permanent Jobs: Estimated 20 to 30 jobs created within 18 months post-rehab (small business tenants, café, retail).

Increased Tourism: Trail expected to attract approximately 75,000+ users annually.

New Business Attraction: One (1) and up to multiple businesses.

Tax Revenue: Estimated \$250,000 in annual property (direct) and sales taxes (direct/indirect/induced).

Funding: **Total Project Cost:** \$500,000; EDA requested dollar amount: \$300,000; City amount: \$200,000.

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant: City of Upland
Co-Applicant (if any): _____

Organization Name: City of Upland	Name of the Project: City of Upland Parking Structure
E-mail: RDalquest@uplandca.gov	Phone: (909) 931-4148
Address: 460 N. Euclid Avenue	Contact: Robert D. Dalquest, Development Services Director

1. Project Description

The proposed parking structure will be an integral part of Downtown Upland, providing approximately 409 parking spaces (300 net new stalls) to serve the downtown businesses and Metrolink riders.

The parking structure will be a 5-level, cast-in-place structure totaling 140,000 square feet. The site is an existing surface parking lot at the southeast corner of First Avenue and C Street. Two stair and elevator cores will be provided at the northeast and southeast corners of the structure along the alley.

Additionally, the alley located east of the proposed site will be renovated to become pedestrian friendly. The use of trees, light features, benches and security features will be incorporated to revamp the alley.

The existing parking lot will need to be demolished and redeveloped to establish the multiple story parking structure project.

The following elements are included in the design:

- A parking structure with a total of 409 spaces including code required accessible and accessible EV parking spaces.*
- Ground floor retail space along the two street frontages, totaling 9,900 square feet of leasable area.*
- New landscape and hardscape walkways on the east and south sides of the structure.*
- Onsite trash enclosure location along the alley for the new retail and existing Second Avenue retail trash collection.*

The proposed public parking structure project will address the EDA's investment priorities for supporting the development of public facilities.

small business development, improve investor confidence, and expand the local tax base.

3. Funding

i *Please share the total project cost, EDA dollars requested, and local matching funds available.*

The total estimated project cost is \$80 million. The APUA is requesting EDA funding support and is prepared to mix state loans and contribute local funds.

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant: Dr. Mike Stull
Co-Applicant (if any): _____

Organization Name: RLCE at Cal State San Bernardino	Name of the Project: Entrepreneurial Resource Centers (ERC)
E-mail: mstull@csusb.edu	Phone: 909-537-3708
Address: 5500 University Parkway, San Bernardino, CA	Contact Person: Dr. Mike Stull

1. Project Description

i *Created and operated by the Randall W. Lewis Center for Entrepreneurship at Cal State San Bernardino, the Entrepreneurial Resource Center (ERC) is easily accessible regional hub for small business support and resources that meets the EDA's priority of Innovation and Entrepreneurship. The core mission of the ERC is to support the development and growth of entrepreneurs. The core services offered through the ERC are business counseling and training. Counseling services and training programs cover the full range of business needs, from accounting, finance, marketing, access to capital, startup, human resources, retail, restaurant, government contracting, international trade, and more. The ERC also delivers specialized training and support programs such as our Veterans Entrepreneurship Program, Financial Fitness Boot camp, and the Catapult Business Growth Network. In addition, the ERC is placing a significant emphasis on our Marketplace Program, which focuses on assisting entrepreneurs as they move from initial idea to microbusiness launch with tracks for farmers market/craft fair sales (IE Made), e-commerce (California Shop Small-Amazon), wholesale (procurement network), and exports. Overall, these myriad services give current and aspiring entrepreneurs a streamlined pathway of support and increased accessibility to essential resources for launching and expanding their enterprises. We currently operate one ERC in the County, in San Bernardino, and have plans to expand and create a second ERC that would serve the western region of the County (e.g., Ontario, Chino).*

2. Impacts

i *The expected outcomes include increasing the number of successful small businesses, creating jobs, and fostering economic growth in the region. Furthermore, by increasing access to entrepreneurial resources and technical assistance, the ERC empowers local businesses, contributes to wealth-building in the community, and enhances the overall entrepreneurial ecosystem of San Bernardino County. In 2024, the ERC in San Bernardino provided business counseling services and provided training to over 1,700 small businesses, resulting in more than \$1 million in economic impact, five new startups and supporting 172 jobs (created/retained). With an expansion to the West End, we anticipate serving over 3,000 businesses annually, with 50 startups and more than 500 jobs supported.*

3. Funding

i *Currently, the RLCE has received \$1.873 million from the City of San Bernardino to develop and operate the ERC in San Bernardino from 2024-2026. The RLCE has provided matching funds of approximately \$500,000 to support the initiative. The total project cost to operate the existing ERC in San Bernardino and support the creation of a new ERC in western San Bernardino County would be \$500,000 annually, which would be matched by the RLCE from its existing program funds (various local, private, foundation, and state funding).*

PLEASE READ:

- ✓ Project applicants must include at least ONE EDA investment priority.
- ✓ EDA typically covers 50% of the total project cost with the remaining local matching funds. Please note that the local match cannot be Federal funding.
- ✓ In your submission, please identify source(s) of your local matching funds.
- ✓ Please send your project submission electronically to Ryan.Niesen@eda.sbcounty.gov

**San Bernardino County Economic Development
2025 Comprehensive Economic Development Strategy (CEDS) Update:
Project Submission Form**

Name of the Applicant: University of Redlands
Co-Applicant (if any): Grace Crickette and Peter Songster

Organization Name: University of Redlands	University Village
E-mail: grace_crickette@redlands.edu	Phone: 909-974-8066
Address: 1200 East Colton Avenue, Redlands CA 3080	Contact Person: Grace Crickette, VP CFO

1. Project Description

i The description should be a clear and concise overview of the project. Describe which investment priority or priorities the project will address, max 250 words. To review EDA investment priorities, please go to <https://www.eda.gov/funding/investment-priorities>

Developing University Village is one of the University's key strategic initiatives. The targeted project improvements are consistent with University sustainability goals and are necessary for the overall strategic implementation, including but not limited to restoration of the Zanja, climate resilience, flood control, water conservation, and energy efficiency. The University Village will be a sustainable multimodal, transit-oriented, mixed-use infrastructure project encompassing affordable housing, creative live/workspaces, an Innovation Lab, green space, a recreational facility, critical transportation-pedestrian connections, and other infrastructure that will spur economic activity. The project will create jobs and strengthen the local economy. And the project will provide a welcoming city center for the Arrow Line's University Station to the University of Redlands.

2. Impacts

i Include specific details related to how the project will create or retain jobs, including an estimate of the number of jobs created, salary and wages, new businesses created, retained or developed, and any enhancement to the local tax base.

The University Village project will result in significant local and regional economic impacts, including approximately 6,000 new jobs through construction, operations, and resident spending, upwards of \$193 million in new tax revenue for the city of Redlands and \$95 million in new tax revenue for San Bernardino County over the lifetime of the project. The University has committed to awarding 15 percent of the new construction jobs to the region's at-risk population. The project will house approximately 2,500 residents, with 15% of the housing being affordable. This project is in line with the California Comeback

Plan (CCP) and will create more affordable housing expeditiously to address the region's housing shortage. Through infill housing, it is in alignment with the State's sustainability

and CCP goals by moving away from single-family housing to transit-oriented housing. High-density housing in the Village will help to maintain the Redlands' identity (downtown and residential communities).

The University Village is a key part of the future of the University of Redlands. A vibrant University Village will attract and retain University of Redlands faculty, students, and staff, who increasingly desire walkable and transit-connected neighborhoods. This project will provide additional revenue for the University to ease pressure on tuition and thus help keep tuition affordable. Finally, the development of University Village will ensure the University thrives as part of the City of Redlands well into the future.

3. Funding

i *Please share the total project cost, EDA dollars requested, and local matching funds available.*

The capital stack for the project is currently in development and is expected to comprise a mix of private sector advance funding, and grants in excess of \$250,000,000. Financing secured to date includes \$8,000,000 from a state appropriations bill where the City served as financial intermediary (Assemblymember James Ramos) and \$750,000 in federal funding earmarked for infrastructure (Congressmember Pete Aguilar). In addition, the University has secured and spent \$2,000,000 for the walkway connecting the campus to the train station, which opened in the fall of 2024 (Senator Rosilicie Ochoa Bogh).

The University has explored a variety of financing strategies to support infrastructure development for the project, in addition to the potential use of an Enhanced Infrastructure Financing District (EIFD) or Climate Resilience District (CRD), which the City Council voted unanimously to support in April 2022. These strategies include the financing identified in answer to questions six above, traditional debt instruments, private capital partnerships, and development agreements. Given the rising development costs, uncertainty in the capital markets, high environmental mitigation costs (i.e. FEMA flood zone, historic Zanja restoration) and increased uncertainty surrounding federal funding sources, innovative local financing mechanisms such as EIFD or CRD have become increasingly critical to ensuring the project's financial viability.

The University currently has \$7 million in eligible local matching funds, providing the foundation for a \$14 million project. Up to \$200 million in future local matching funds will become available as the project develops.