



San Bernardino Investment Playbook

Transformative investments to catalyze sustainable
and equitable economic growth



San Bernardino Community
Stakeholders

Made possible with the support of The James Irvine Foundation

What will the Investment Playbook do?

This Investment Playbook will increase climate readiness, bring new energy to the local economy, and improve quality of life in San Bernardino's communities. It brings together big moves across six key categories:

CAPACITY

Ensure that stakeholders have the capacity to design and implement Playbook projects

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

INFRASTRUCTURE

Create a sustainable and connected platform for equitable growth

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

HOUSING

Increase housing density near multimodal transit

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

INNOVATION

Invest in key drivers of the Inland Empire economy

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

ENTREPRENEURSHIP

Support startup activity and small business success

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

COMMUNITY

Expand opportunities and improve outcomes for all residents

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

Three levels of project readiness

The Playbook's 36 transformational investments represent the building blocks of a more sustainable and broadly prosperous future. Projects that made the cut took one of three forms.

READY-TO-GO

These projects are largely complete, with clear design, costs, and plans for implementation

LAST MILE

These intermediate-stage projects need to get specific on design and cost

EXPLORATION

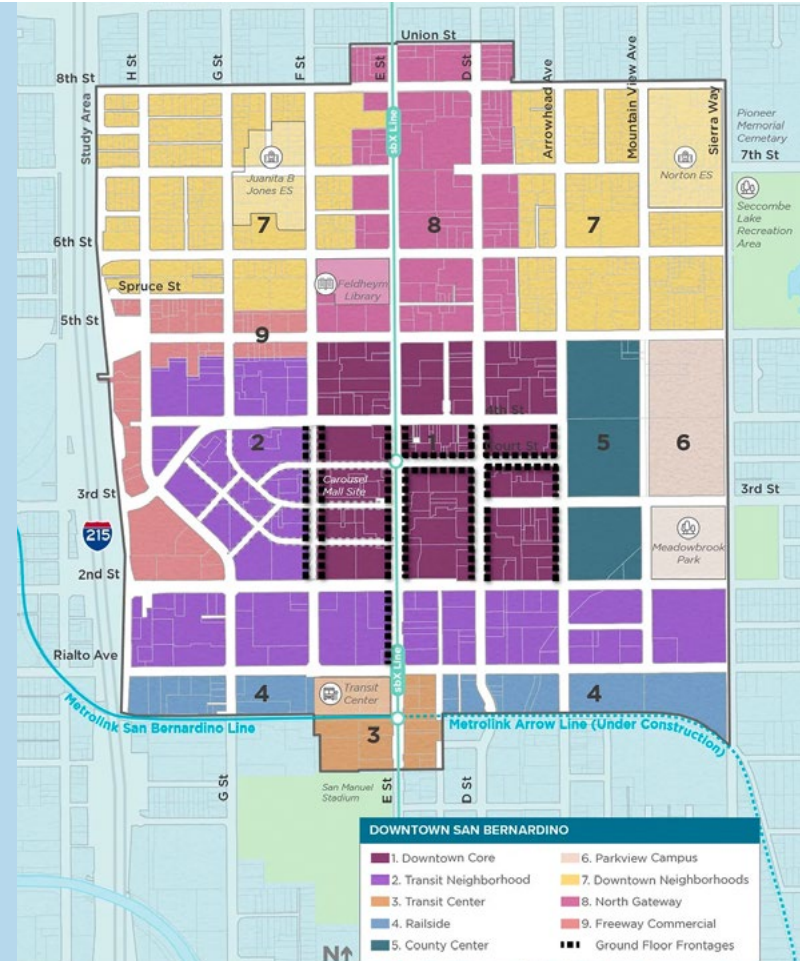
These early-stage projects will need more development before they are ready to fund and implement

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

Where does the Playbook focus?

This Playbook focuses on Downtown San Bernardino, a small geography with outsized impact

Though underpopulated and underinvested today, the downtown core has major potential, with inexpensive city-owned land, historic buildings, and close proximity to multimodal transit. A reinvigorated, climate-ready urban core will catalyze growth and improve quality of life throughout the city, making it more attractive for current and prospective residents and businesses alike. The geographic focus of this Playbook will provide the critical mass of coordinated investment that San Bernardino needs to reclaim its position as one of the crown jewels of the Inland Empire.



Coordinated investments that benefit everyone

Playbook investments were identified through more than 40 individual and group interviews with local stakeholders. Each project was selected based on its ability to:

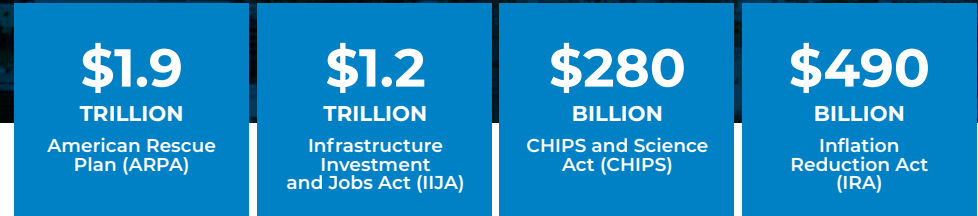
- 1 Build on San Bernardino's strengths
- 2 Leverage market momentum and work underway
- 3 Unlock federal, state, and local resources
- 4 Drive equitable growth via community wealth-building strategies

Approach: Leveraging Local Knowledge to Identify Priorities and Projects

Local knowledge and expertise form the backbone of the San Bernardino Investment Playbook. Dozens of in-depth individual and group interviews with community stakeholders surfaced invaluable information about the concerns and aspirations of San Bernardino residents and provided context and inspiration for the Playbook as a whole. These conversations identified six priority areas as well as the individual projects within each category.

Why now?

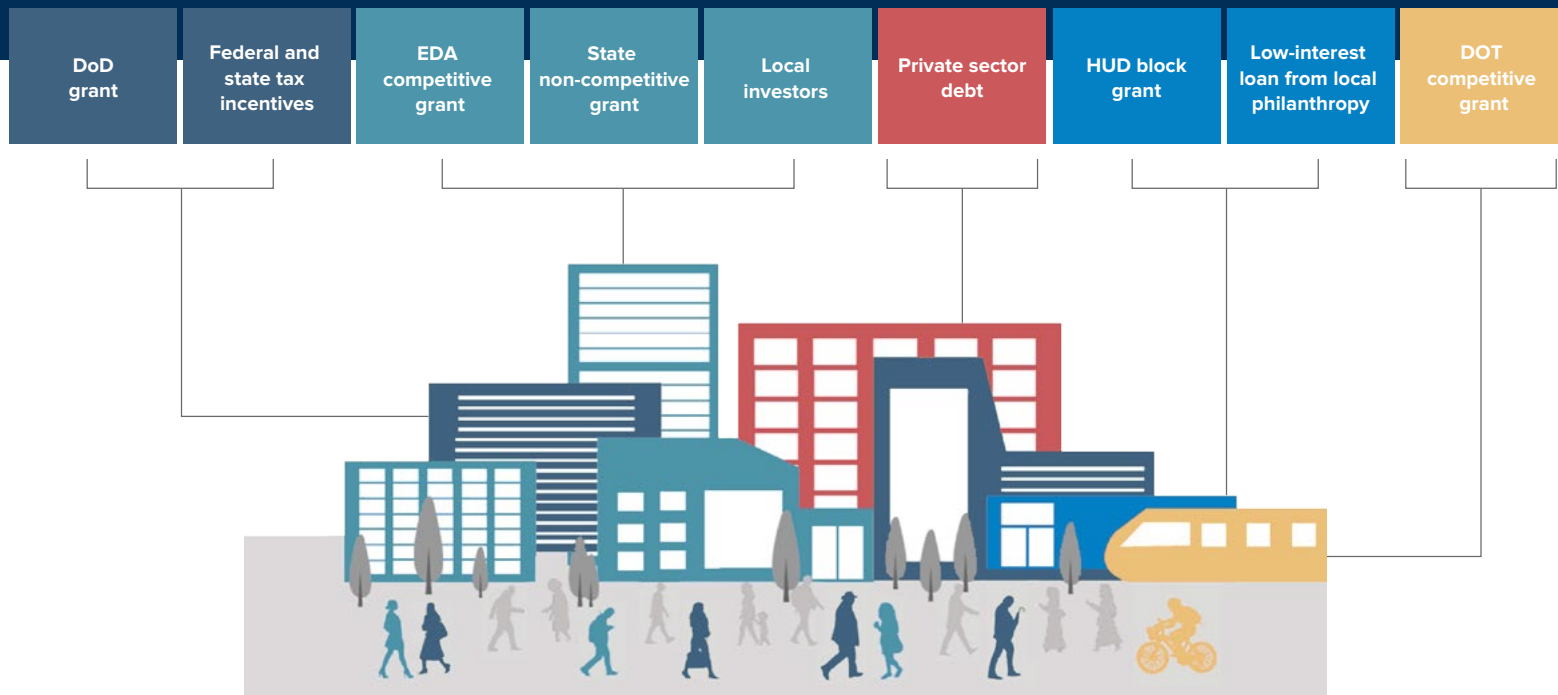
Over the past year and a half, the federal government has embarked on a massive effort to accelerate climate action and equitable economic growth in American communities. This unprecedented level of federal funding has created new possibilities for transformative investment at scale.



Making the most of this once-in-a-lifetime opportunity is no simple task

Funds are being dispersed through dozens of different federal programs, each governed by different agencies with different application processes, delivery mechanisms, timelines, and reporting requirements. State governments have funds to disburse as well.

If cities hope to maximize return on these extraordinary investments, they must organize now.





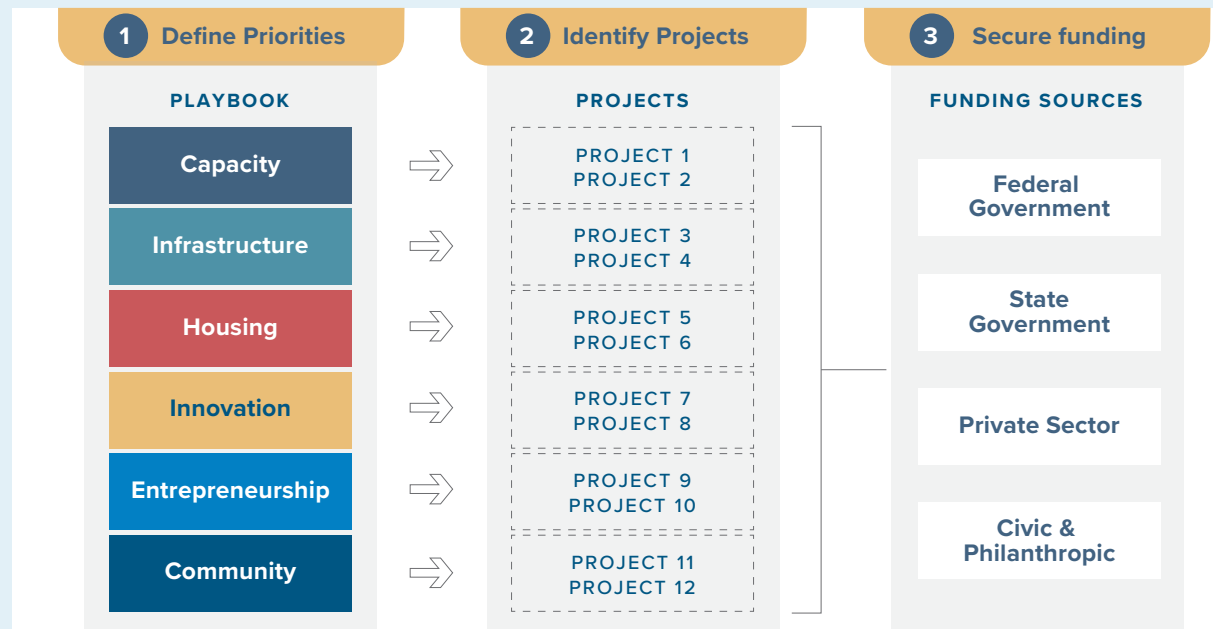
An innovative approach to transformative investment

A growing number of cities throughout the United States are using Investment Playbooks to organize themselves for action

An Investment Playbook will help San Bernardino meet this unusual moment

The San Bernardino Investment Playbook offers a cohesive approach to climate action and economic recovery that leverages San Bernardino's existing strengths and makes the most of public, private, and civic investment. Anchored in community priorities and distinctive local strengths, the Playbook highlights needed investments and explains how they can be staged and sequenced in order to deliver benefits that are more than the sum of their parts.

The Playbook also explains how to move from idea to action. It sets out a process for matching local projects with federal funding and other private, public, and civic resources. It also addresses a make-or-break factor—capacity to act—to ensure that projects are financed and delivered in a coordinated and timely fashion.



A new way of working

Conventional approaches have not led to better outcomes. Reliance on one-and-done planning, top-down decision making, and minimal coordination across projects mean that investments do not benefit everyone and longstanding disparities remain unresolved.

Investment Playbooks offer a different approach. Based on community needs and local strengths, Playbooks address disparities and improve quality of life for all residents. What's more, they are designed to evolve over time, coordinating and sequencing investments for maximum impact.

Collaboration to Identify Priorities and Projects



The first stage of an ongoing process

The San Bernardino Investment Playbook is a living document that will evolve over time, triggering new projects and unlocking new investment as new priorities surface. As ready-to-go projects get underway, last-mile projects will secure funds and exploratory projects will become more concrete.

Looking ahead, a more extensive design process will be needed to make the most of the recent influx of federal and state funding (e.g., CHIPS and Science Act, Inflation Reduction Act, California climate and housing legislation). The Playbook framework gives San Bernardino a way to identify new opportunities and get projects ready to go.

