

# WATERMAN + BASELINE

## NEIGHBORHOOD SPECIFIC PLAN

ADOPTED DECEMBER 19, 2016





# WATERMAN + BASELINE

neighborhood specific plan

## PREPARED FOR:

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## PREPARED BY:

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INNOVAGE GREATER CALIFORNIA PACE	CONTINUUM OF CARE ALLIANCE

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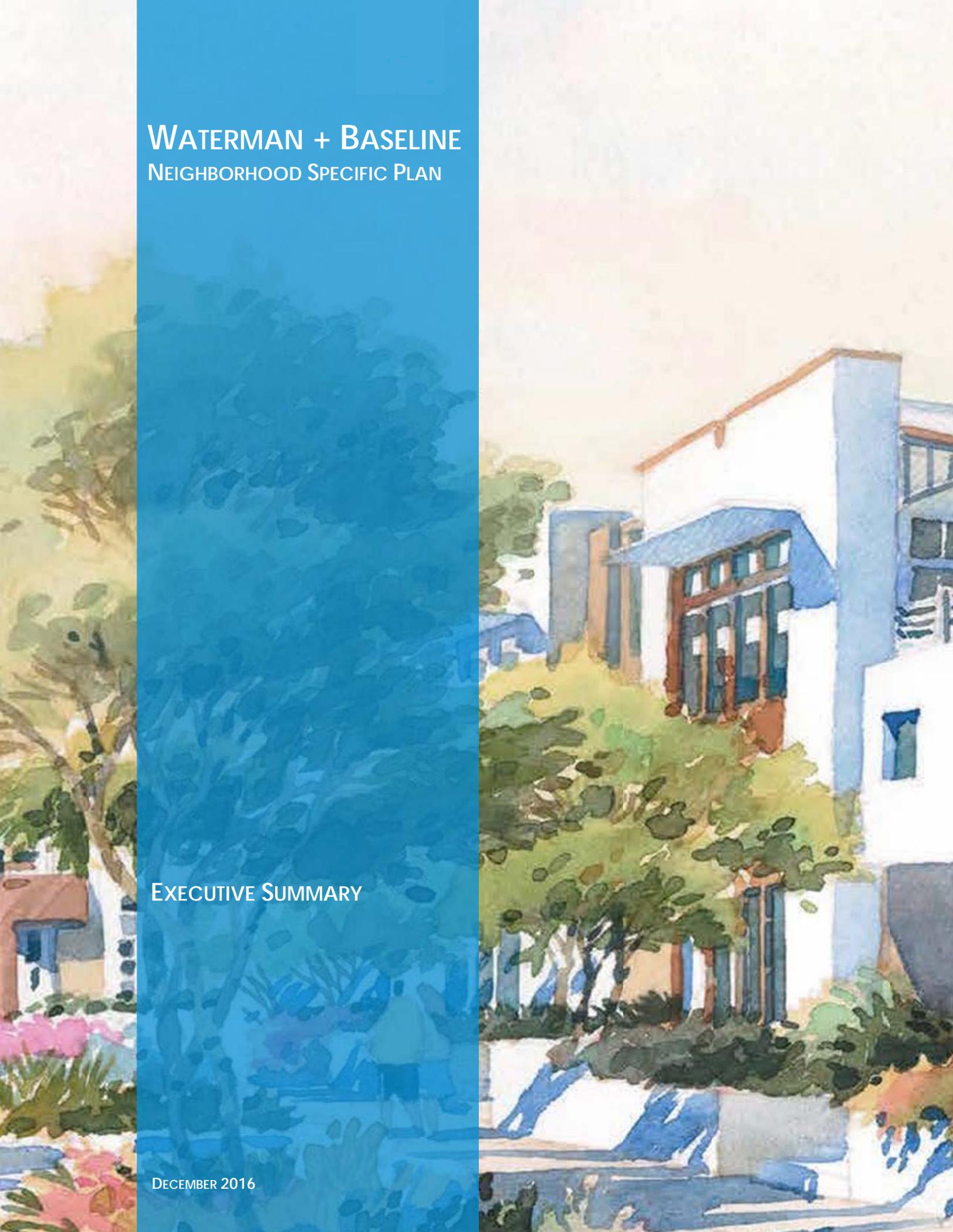
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**WATERMAN + BASELINE**  
NEIGHBORHOOD SPECIFIC PLAN

A watercolor illustration of a modern, multi-story building with a prominent blue awning over a window. The building is surrounded by lush green trees and plants. The style is soft and artistic, with visible brushstrokes and a warm, slightly hazy atmosphere. The building has white walls and blue accents, and there are some pink flowers in the foreground on the left.

# WATERMAN + BASELINE

## NEIGHBORHOOD SPECIFIC PLAN

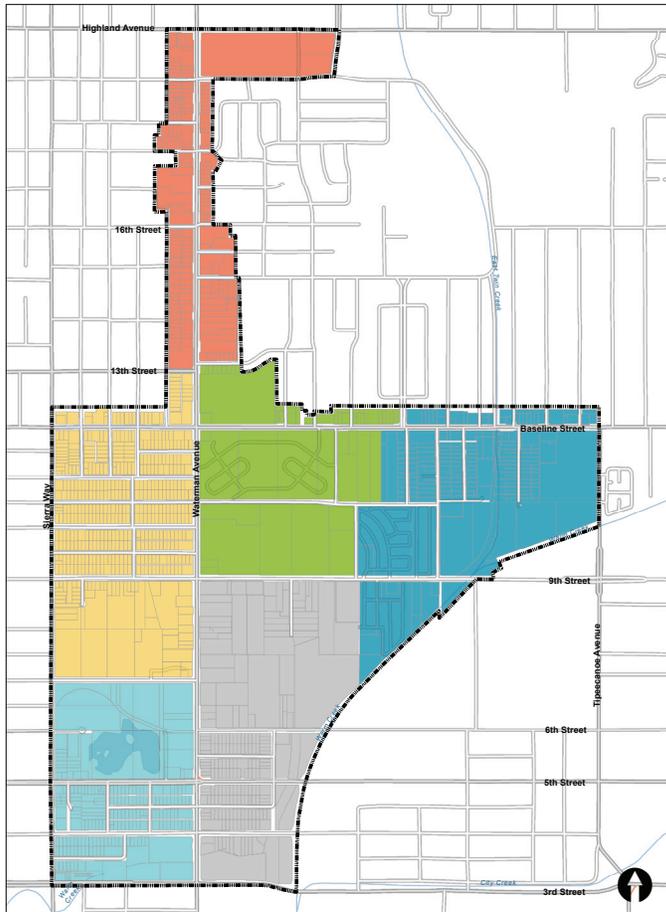
### EXECUTIVE SUMMARY

DECEMBER 2016





# Waterman + Baseline Specific Plan Districts



## District One – Uptown Professional

- New medical and health-related uses to complement St. Bernardine’s Medical Center
- Service oriented businesses (i.e. cafes, flower shops, bank, etc.) along Waterman Avenue
- Housing focused on senior residents



## District Two – Westside Neighborhood

- Improve and preserve homes
- Complimentary neighborhood oriented businesses along Baseline Street
- Explore Pioneer Memorial Cemetery as a public open space



Specific Plan Boundaries

DISTRICTS

1 - Uptown Professional

2 - Westside Residential

3 - Midtown Core

4 - Eastside Residential

5 - Gateway

6 - Employment Mixed Business

## District Three – Midtown Core

- Redevelopment of Waterman Gardens into a mixed use, mixed income community
- Repurpose E. Neal Roberts Elementary into a K-12 educational village with joint-use facilities
- Create a public gathering space for community events
- Activate parking lots with pop-up shops, farm stands, etc.



## District Four – Eastside Neighborhood

- Preserve mobile home parks and promote homeownership and property maintenance
- Support infill development and facade improvements along Baseline Street
- Create playgrounds and pocket parks



## District Five – The Gateway

- Restore and enhance Seccombe Lake Park
- Foster an urban-suburban neighborhood to complement Downtown San Bernardino
- Establish an entry point into the Specific Plan area
- Connect to the SbX line along E Street



## District Six – Employment Mixed Business

- Buffer and protect auto-related uses
- Encourage employment generating uses
- Support infill and property maintenance of businesses
- Encourage adaptive reuse of existing buildings when possible farm stands, etc.



# Waterman + Baseline Neighborhood Specific Plan

## Land Use



The Land Use Plan supports more mixed-use development, presents strategies for resolving conflicting land uses, and guides development of vacant, underutilized and blighted properties. The Plan accommodates an additional 2,292 residential units and 1.2 million square feet of commercial uses. The Plan is intended to encourage residential and neighborhood-serving commercial businesses on major corridors such as Waterman Avenue and Baseline Street, direct the creation of employment generating uses to the southern portion of the Plan area closer to the Downtown, and protect and enhance the existing residential neighborhoods. The Plan establishes five new land use zones to achieve a mix of uses and encourage revitalization of the neighborhood. The five zones shown within the Specific Plan Area are:

### MIXED USE VILLAGE

Create a sense of place through a connected pedestrian-oriented environment with a variety of housing options, commercial shops and eating establishments including residential uses up to 30 dwelling units an acre and non-residential with a max floor area ratio (FAR) of 0.75.

### CORRIDOR MIXED USE

Encourage the development of a mix of neighborhood serving commercial and residential uses along Baseline Street and Waterman Avenue through vertical and horizontal mixed use development up to 20 dwelling units per acre and a FAR of 0.5.

### EMPLOYMENT

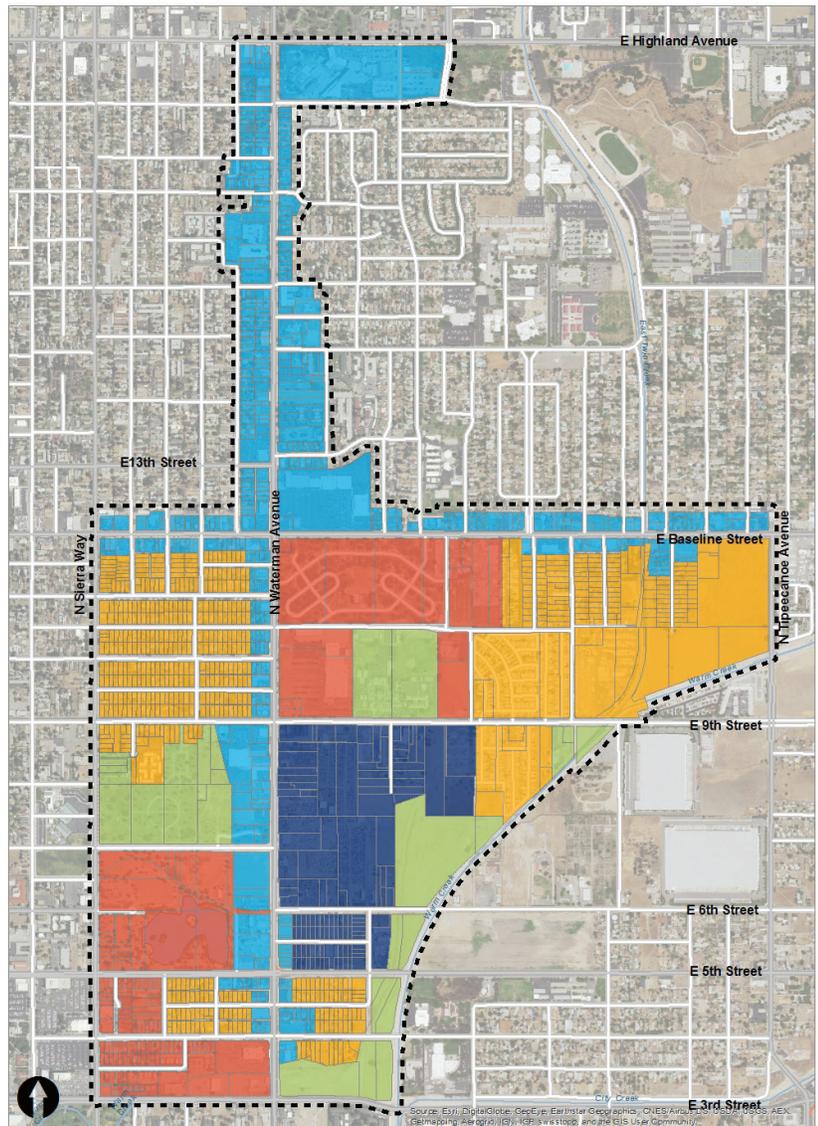
Promote the development of employment generating uses including office, commercial, and business park uses up to an FAR of 0.75 to establish new job opportunities in close proximity to new and existing residential development.

### NEIGHBORHOOD RESIDENTIAL

Restore, preserve and enhance existing residential neighborhoods while allowing for the development of new residential units up to 14 dwelling units per acre. This zone will help buffer existing neighborhoods from higher intensity surrounding uses.

### OPEN SPACE

Protect and create recreational and open space opportunities throughout the Specific Plan area including multi use trails, ball courts & fields, pocket parks, tot lots, and other similar uses.



# Waterman + Baseline Neighborhood Specific Plan

## Mobility



- Support a safe pedestrian-oriented environment with enhanced sidewalks and shade trees
- Create bicycle corridors to connect the Plan area to key destinations
- Provide bicycle storage, parking and bike share programs
- Establish a multi-purpose trail along the flood control channel
- Promote the use of public transit, by bus and on the sbX line
- Ensure adequate traffic flow and level of service to prevent congestion
- Design wayfinding signage to create a sense of place



## Infrastructure



- Provide adequate infrastructure to support and encourage new development
- Coordinate with SBMWD to ensure water is available for new projects
- Explore regional solutions for storm water requirements
- Encourage the use of drought tolerant landscaping
- Ensure adequate police and fire coverage
- Provide new school and library facilities to accommodate growth



## Open Space



- Establish pocket/mini parks in residential areas
- Provide a variety of activities to improve fitness and health
- Require plazas and outdoor areas for employees
- Activate underutilized surface parking lots with events and art
- Design a community center to serve as an activity hub for the area
- Support a more cohesive community fabric
- Create environments that inspire learning and support the developmental and educational needs of children



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**WATERMAN + BASELINE**  
NEIGHBORHOOD SPECIFIC PLAN

A watercolor illustration of a modern, multi-story building with a balcony and large windows. The building is rendered in shades of blue and white, with a prominent vertical blue element. In the foreground, there are green trees and bushes. The background is a soft, light blue sky. The overall style is artistic and painterly.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 1. INTRODUCTION

- 1.1. SPECIFIC PLAN CONTEXT
- 1.2. SPECIFIC PLANS AS A TOOL FOR TRANSFORMATION

DECEMBER 2016



# CHAPTER 1

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## introduction

### 1.1. SPECIFIC PLAN CONTEXT

The Waterman + Baseline Neighborhood Specific Plan (the Plan) is a Specific Plan that reflects the hopes and dreams of residents, neighbors, local businesses, and Leadership Committee partners who participated in numerous public events, interviews and planning sessions. Over the course of five years, the stage will be set for continued investment in the neighborhoods centered around the intersection of Waterman Avenue and Baseline Street. Educational outcomes will improve. Home ownership and property values will increase, as will median household incomes. This will be achieved through a comprehensive series of programs and project strategies that are intended to redefine this neighborhood from a distressed area of San Bernardino into a healthy neighborhood, with a diverse range of employment and housing opportunities and arts, cultural, entertainment, and educational offerings.

#### 1.1.1. PLAN PURPOSE

The Waterman + Baseline Neighborhood Specific Plan provides comprehensive, consistent and multi-faceted strategies for revitalization of the properties and neighborhoods surrounding the intersection of Waterman Avenue and Baseline Street. On face, the Plan is a Specific Plan that legally conforms to California State requirements and will implement a land use framework to promote the reuse of vacant and/or underutilized properties for approximately 870 acres in Central San Bernardino, identify needed transportation and infrastructure improvements, while ensuring consistency with the City’s General Plan.

This Plan, however, also goes beyond the typical physical planning process in an effort to guide the Plan area in a direction that improves the quality of life for existing and future residents. The Plan includes specific strategies aimed at creating new living

wage jobs, reducing blight, attracting new industry, reducing crime, and promoting economic growth that serves a range of incomes. It maximizes San Bernardino's rich cultural legacy combined with the abundance of underutilized, accessible land in the very heart of an economically productive region.

The Plan is also serves as a tool to promote existing businesses while attracting job generating industries to key sites and encouraging overall economic development. The Plan balances a multitude of interests - regulatory requirements, citywide policies and directions, community issues, needs and preferences, market conditions, along with Southern California regional considerations among other factors - to achieve communitywide revitalization.

Generally, the Plan establishes a long term vision for the neighborhood surrounding the intersection of Waterman Avenue and Baseline Street, allowing for the addition of roughly 1,200,000 square feet of space for new employment and commercial uses and up to 2,400 new housing units. This Plan also includes provisions to ensure that existing, longstanding residents' are able to remain in the area and participate in the expected economic growth.

### 1.1.2. HISTORIC CONTEXT

The City of San Bernardino is one of the oldest communities in the state of California with a rich history shaped by religious pioneers, the gold rush, and the introduction of rail lines. Incorporated in 1854, the City was founded with a population of roughly 940 residents. The gold rush and the construction of the rail lines spurred new residential development and rapid population growth. By 1900 the population was roughly 6,150 residents and by 1910 it had more than doubled to include over 12,000 residents. The Great Depression and the Dust Bowl brought new waves of

growth, as migrants from Oklahoma and Arkansas arrived to work the fields in and around the City. In the 1940's, an Army Air Corps base, San Bernardino Army Air Field, later named after Leland Francis Norton, was opened as a training base, logistics depot and heavy-lift transport facility, a by-product of World War II. The base brought



new families and a substantial number of jobs to the area. By 1950 the City's population had grown to nearly 75,000 residents.

#### HISTORIC SAN BERNARDINO

Deplorable housing conditions and unsanitary living conditions plagued the County of San Bernardino at the turn of the 20<sup>th</sup> century.

Post-war prosperity, coupled with the increasing number of railroad jobs, civilian and military jobs at Norton and at Kaiser Steel in Fontana, meant continued growth and success for the City of San Bernardino. In the 1960's, housing development expanded to the north and east of the downtown and the Inland Center Mall opened in the southern portion of the City. Hospitality Lane was developed in the 1970's in the southern extreme end of the City, south of the Santa Ana River, and north of the 10 freeway. This put additional pressure on downtown, but has allowed San Bernardino to compete regionally for office space and tax dollars. In 1976 and 1977, the City of San Bernardino was designated an "All-America" City. The economy was prospering, crime was low and San Bernardino was a good place to visit and live.

## HISTORIC SAN BERNARDINO

Left: The first McDonalds in the nation opened in San Bernardino in 1940. Right: The Atchison, Topeka and Santa Fe Railroad yard, San Bernardino, California, 1943.



Over the last 20 years the tides have turned. Today, the City has some of the worst rates of poverty, graduation, employment, crime, and health data as compared to all other communities in the United States with a population over 200,000. In 1994, the closing of Norton Air Force Base resulted in the loss of 10,000 jobs, setting the scene for a local economic downturn. The community was further impacted by the recession of the early 1990s, the closing of Kaiser Steel, and Santa Fe Railroad's relocation of jobs to Topeka. Throughout the late 1990s, the City's crime rate skyrocketed as the middle class slowed moved away in favor of safer neighborhoods closer to new job opportunities. By 2004, the City had become the 11<sup>th</sup> most dangerous city in the United States and in 2012, the City filed for bankruptcy. The stage has been set for the City's renaissance.

The redevelopment of the Waterman Gardens housing development and the revitalization of the surrounding neighborhoods as prescribed by this Plan are an important aspect of the City's larger effort. The history of the Waterman + Baseline Neighborhood Specific Plan is provided in **Chapter 2, Community Visioning**.

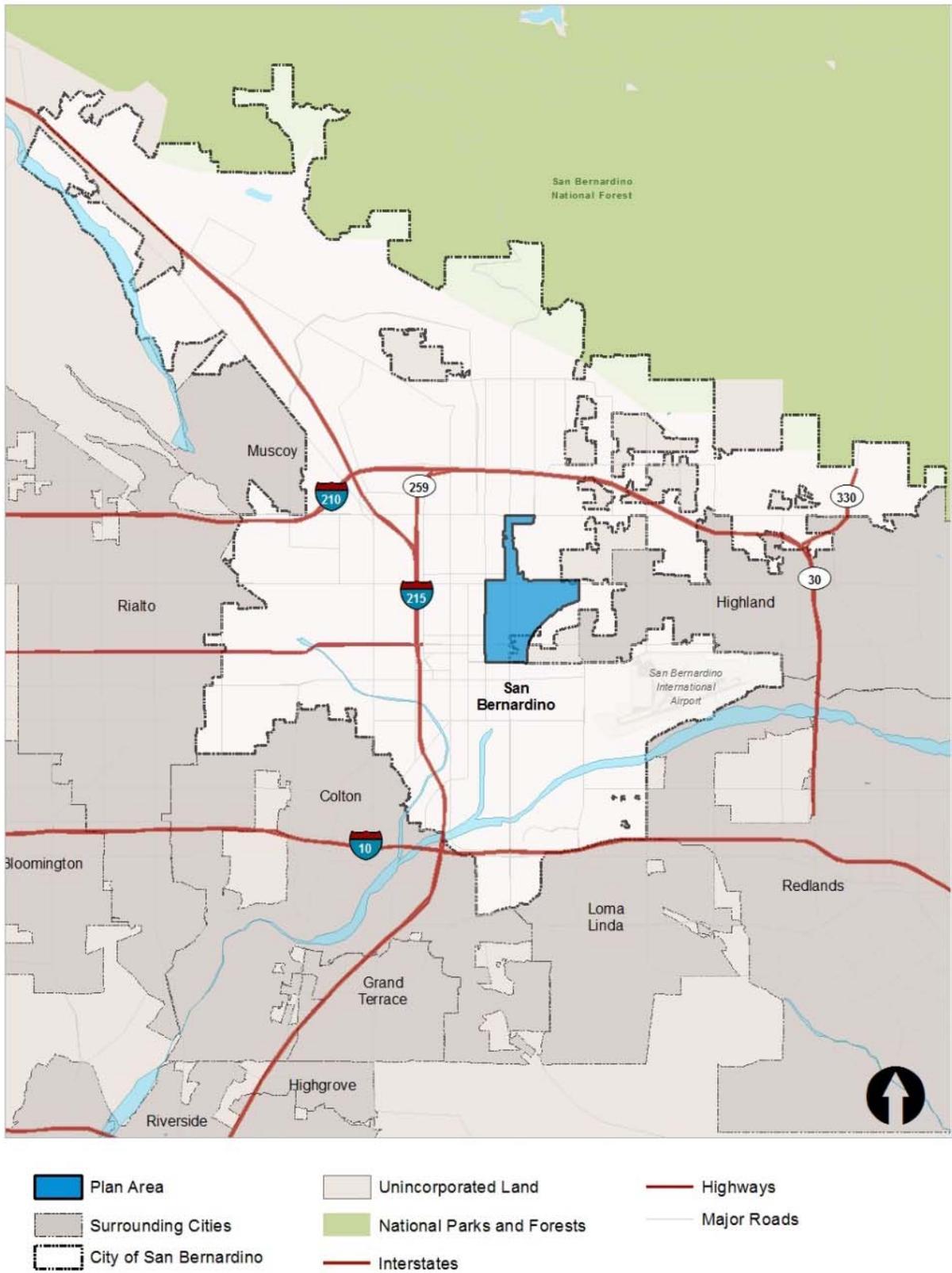
### 1.1.3. THE PLANNING AREA TODAY

The Plan area is located in the center of the City of San Bernardino and within the Riverside-San Bernardino metropolitan area, also referred to as the "Inland Empire". San Bernardino is a large city with a population of just under 210,000 residents occupying approximately 60 square miles on the floor of the San Bernardino Valley. Serving as the County seat, San Bernardino is the 17<sup>th</sup> largest city in California, and the 99<sup>th</sup> largest city in the United States. Jurisdictions neighboring San Bernardino include the cities of Rialto, Colton, Loma Linda, Redlands, Highland, and Muscoy.

The Plan area is strategically located within the Inland Empire providing excellent access to downtown San Bernardino, the San Bernardino and Ontario airports, Los Angeles and Orange Counties by major freeways. It contains historic residential neighborhoods and structures; existing building stock with potential for creative and economically viable reuse; convenient connections to local and regional transportation networks; adjacencies to major economic development centers; and a diverse demographic of residents. **Figure 1.1, *Regional Location Map***, illustrates the regional location of the Plan area.

The Plan area boundaries are loosely formed by Sierra Way to the west, Tippecanoe Avenue and the flood control channel on the east, 3<sup>rd</sup> Street to the south and Highland Avenue to the north. The Plan area is comprised of approximately 875 acres, including infrastructure right-of-ways, situated near the geographic center of the City of San Bernardino. **Figure 1.2, *Community Context Map***, illustrates the boundaries and landmarks within the Plan area.

FIGURE 1.1- REGIONAL LOCATION MAP

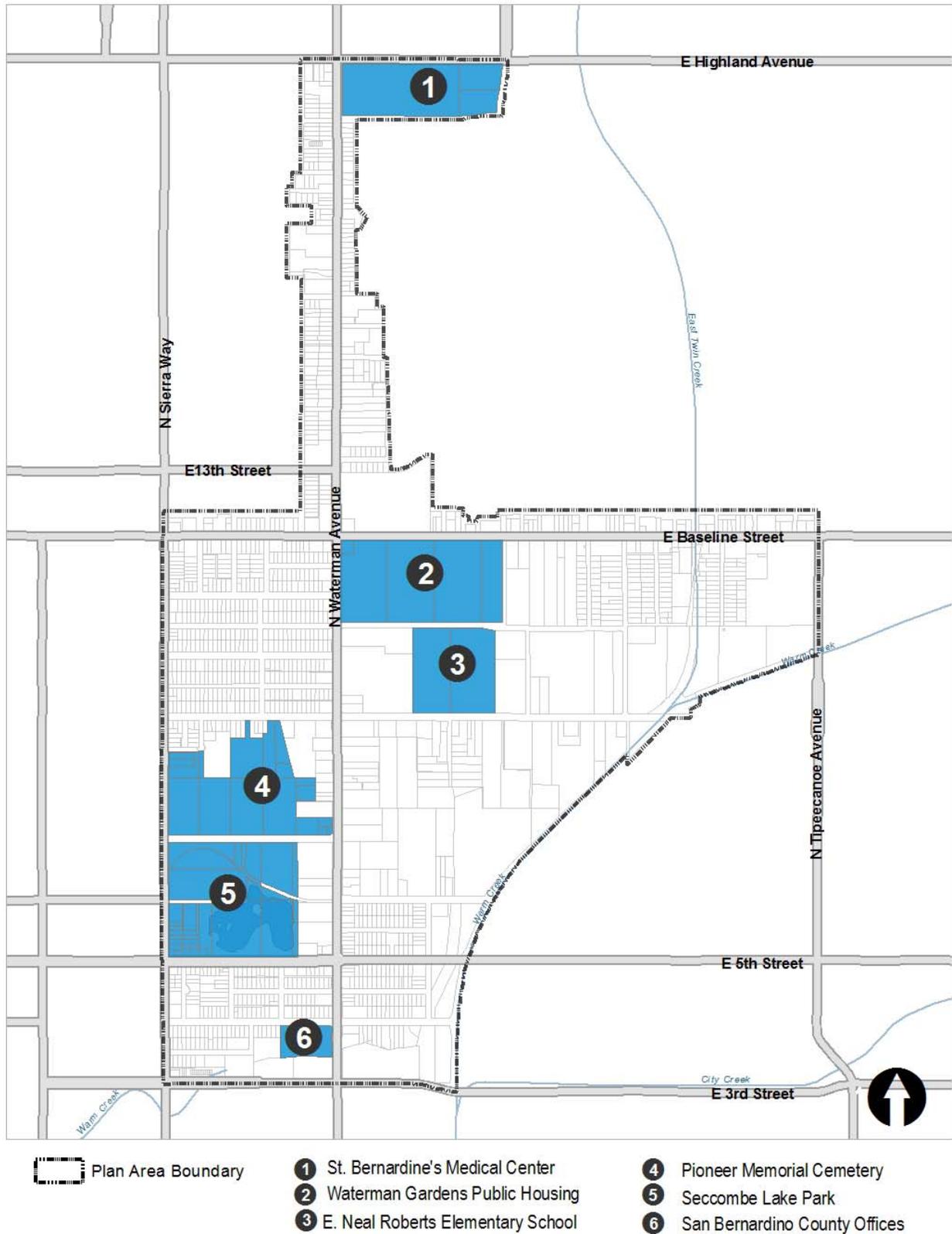


## COMMUNITY ASSETS

Within the Plan area there are a number of existing facilities that serve the community and provide a strong foundation for revitalization. These facilities are considered to be major landmarks including: 1) St. Bernardine’s Medical Center, a regional hospital with 342-beds, offering a full continuum of services; 2) Waterman Gardens, one of California’s oldest public housing projects constructed in 1943, now in the process of being redeveloped; 3) E. Neal Roberts Elementary School, a kindergarten through 6<sup>th</sup> grade facility with approximately 700 students; 4) Pioneer Memorial Cemetery, a burial site founded in 1853 by Mormon settlers; 5) Seccombe Lake Park, a 44-acre regional park; and 6) Offices for the County of San Bernardino. **Figure 1.2, Community Context Map**, illustrates the geographical assets within the Plan area.



FIGURE 1.2 – COMMUNITY CONTEXT MAP



## REGIONAL ASSETS

Immediately surrounding the Plan area there are a number of geographical assets that can be leveraged and will likely contribute to the success in converting the Plan area to a sought-after neighborhood. These assets include: 1) California State University – San Bernardino campus located north of the Plan area; 2) Theater Square/Regal Cinema, a \$15 million revitalization of a movie theater complex and historic performing arts center 3) Carousel Mall–Proposed redevelopment of a 1960’s 750,000 square-foot indoor mall on 43 acres in the Downtown; 4) San Bernardino County Justice Center–A \$350 million new state court justice center is expected to attract related uses; 5) San Bernardino Valley College, with approximately 12,000 students, located to the southeast of the Plan area; and 6) Loma Linda University Medical Center, a nationally ranked medical and surgical facility located in the City of Loma Linda, south of the Plan area. **Figure 1.3, Regional Asset Map,** illustrates the geographical assets surrounding the Plan area.

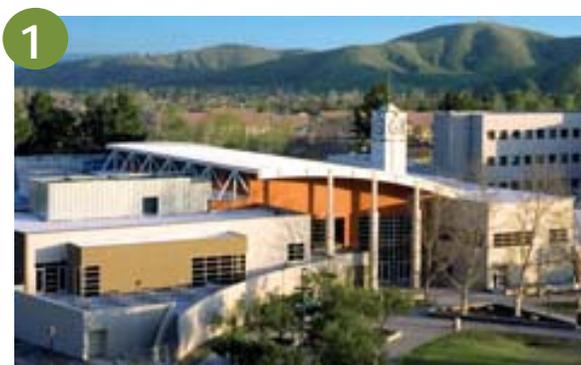
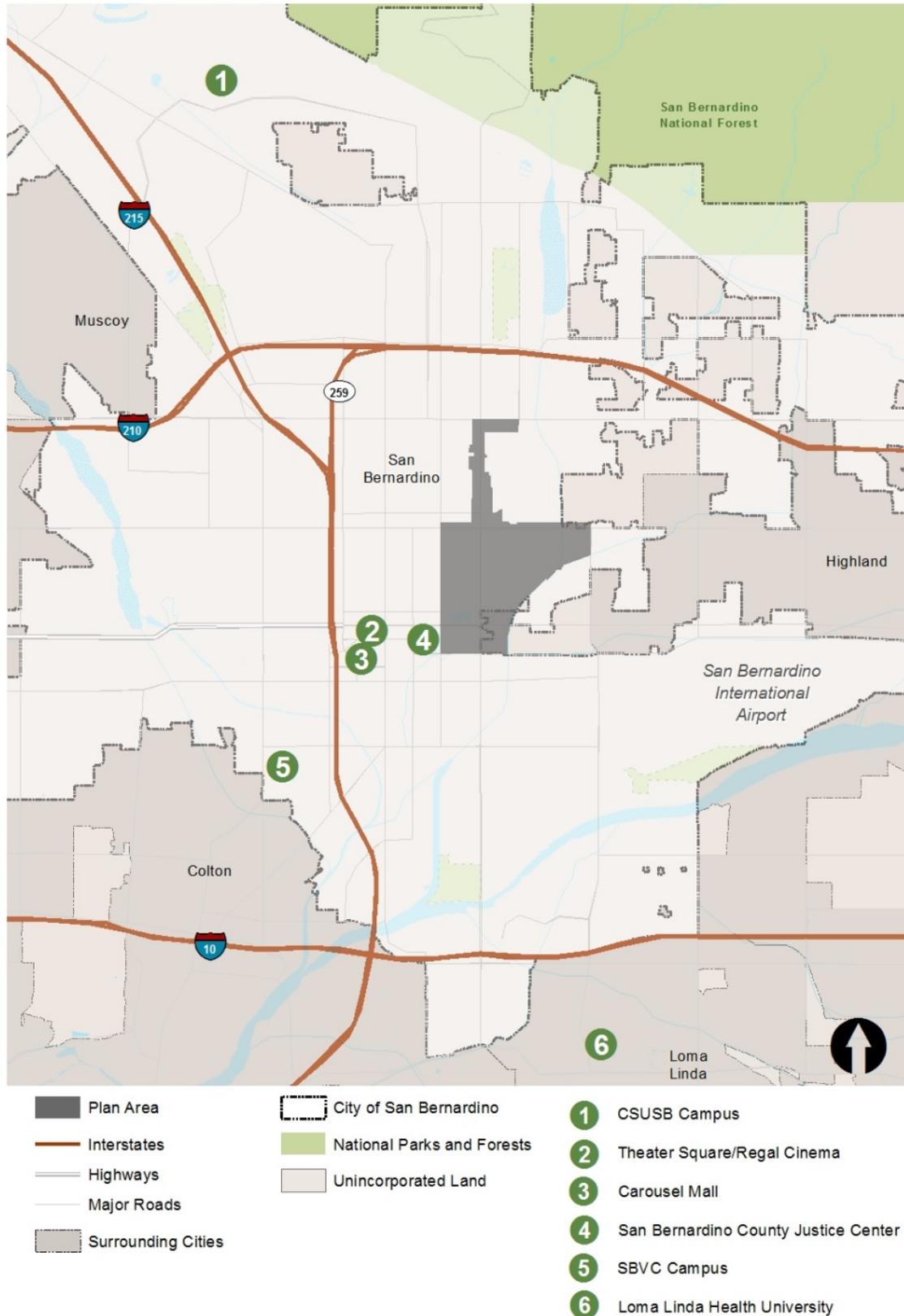
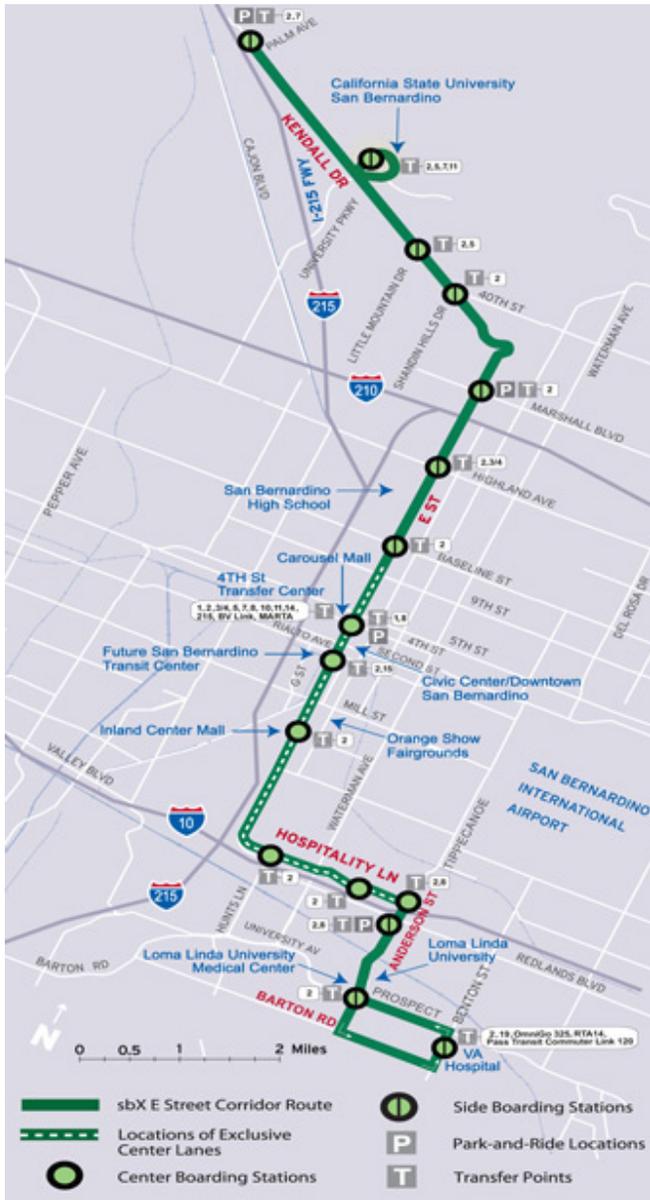


FIGURE 1.3 - REGIONAL ASSET MAP



MOBILITY ASSETS

In addition to new development and impending redevelopment plans, a number of transportation improvements are occurring or are planned in and around the Plan area. Just east of the Plan boundary is the sbX Green Line Transit Corridor run by OmniTrans. SbX is a newly opened \$200 million bus rapid transit system (BRT) along E Street, connecting Cal State San Bernardino (north) to Loma Linda University in the south through the Downtown. Future transportation improvements include the San Bernardino Multi-Modal Regional Transit Center, a \$100 million regional transit center that unites four rail platforms for the Southern California regional rail system (Metrolink), 22 bus bays for the regional bus system, the sbX BRT system, and the future Redlands Light Rail system is also within close proximity to the Plan area. The Redlands Light Rail System is a \$250 million, nine-mile light rail system, connecting downtown San Bernardino with downtown Redlands and the University of Redlands, set to open in 2018. Finally, as part of one of the nation's largest American Recovery and Reinvestment Act (ARRA) efforts, over \$800 million to widen Interstate-215 (I-215) through the Downtown area to facilitate efficient goods/people



**SBX LINE** movement.

As shown above, Omnitrans operates a BRT line along the E Street Corridor.

The educational, economic and transportation assets located in and around the Plan area provide a solid foundation for revitalization through existing partnerships.

## 1.1.4. THE NEIGHBORHOOD TODAY

### DEMOGRAPHICS AND LAND USES

#### POPULATION

8,421

In 2016, the City of San Bernardino had a population of approximately 210,000 people, and contained job opportunities for more than 88,000 employees. The population of San Bernardino has grown rapidly over the last 50 years from roughly 90,000 residents in 1960, reflecting wartime immigration and new employment opportunities extending from counties to the west. Within the Plan area the population is estimated to be roughly 8,421 residents or roughly 3 percent of the City's overall population.

In the last 20 years, there has been a major shift in the area's ethnic and racial composition. The percentage of white non-Hispanic residents has declined from 45 percent to 19 percent while the number of Hispanic residents has increased from 34 percent to 60 percent. The population of African Americans and Asians has generally remained the same.

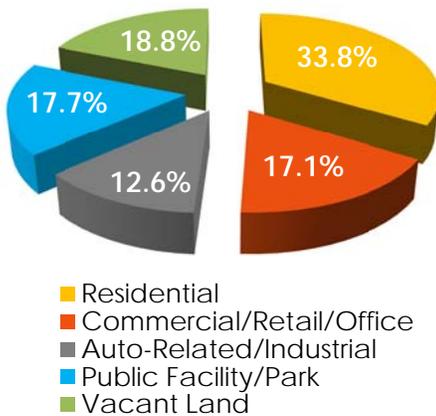
#### POVERTY RATE

49%

Citywide, the median income is roughly \$38,500 and approximately 27 percent of the residents have incomes below the poverty line. In comparison, within the Plan area the poverty rate is closer to 49 percent and the median income is roughly \$24,076. Similarly, in comparison to the rest of the City, households within the Plan area are overwhelmingly renters - 67 percent versus 49 percent; own fewer cars; and are larger than average, with more children under 18 years old at home.

The Plan area includes a range of uses from single family residential enclaves, fast food restaurants and grocery stores to a large auto repair and car part yard in the southern portion of the Plan area. There are employment opportunities along Waterman Avenue, particularly at the northern end of the Plan area, and also along Baseline Street and 3<sup>rd</sup> Street. The Plan area predominately contains older, traditional style businesses including healthcare and professional offices, neighborhood serving stores as well as a large number of auto-related businesses. The Plan area also contains several well-established residential neighborhoods containing a mix of single family and multifamily homes.

**PLAN AREA EXISTING LAND USES**



Source: National Community Renaissance, Survey conducted January 2015.

As illustrated in the chart to the right, residential uses occupy approximately 34 percent of the land in Plan area, generally concentrated in the central and southwestern portions of the Planning Area. Industrial, commercial, and auto-related uses occupy about 31 percent of the land area, government/institutional and public facility uses occupy approximately 18 percent while the remaining 19 percent is vacant.

Auto-related uses are concentrated in the southeastern corner of the Plan area and along Baseline Street and Waterman Avenue. Commercial activities primarily occur along the major corridors and in the northern portion of the Plan area where there is a concentration of medical uses around St. Bernardine Medical Center. Lands devoted to government, institutional and public facilities include properties owned by the County, Army Reserve, San Bernardino City Unified School District, Housing Authority of San Bernardino, and City of Riverside. The Plan area, like many other communities, is hampered by relatively low incomes, high crime rates and infiltration of often incompatible land uses. It also has a number of strengths that, if focused in a strategic manner, will encourage revitalization actions. The Plan area also has a thriving concentration of medical and healthcare offices along Waterman Avenue near Highland Avenue. The vision and revitalization strategies delineated in this Plan reflect the importance of building upon these existing assets while creating new ones.

**UNEMPLOYMENT RATE**



**PEOPLE**

**EMPLOYMENT**

Over the past few decades, investment in new development, housing, and infrastructure within the Plan area has been non-existent. Consequently, progress toward job creation, new business starts, and retention of existing businesses has been limited. More specifically, no multi-family housing has been development in more than 20 years. Similarly, new industrial and commercial development has been virtually non-existent, affecting employment opportunities and job growth. As a result, within the Plan area the unemployment rate is at 19 percent; nearly double the citywide rate of roughly 10 percent. (U.S. Census, 2009-2013 American Community Survey 5-Year Estimates).

In the immediate vicinity surrounding the Plan area, the City and County have enacted a variety of incentives to attract a diverse mix of new or expanded businesses and jobs, which has successfully created a strong transportation, distribution, and logistics employment base. Unfortunately, the great majority of unemployed or underemployed residents residing in the Plan area

do not have skills or education to capitalize upon these opportunities. Consequently, due to the economic limitations of the families living within the Plan area there is a need for wrap around family resource services.

### SCHOOLS AND EDUCATION

#### GRADUATES READY FOR COLLEGE

17%

Students within the Plan area face a challenging educational environment. Based on the boundaries drawn by the San Bernardino City Unified School District, students living within the Plan area attend one of three high schools located in the surrounding neighborhoods depending on where they reside. The three local high schools serving the Plan area are San Bernardino High School located to the northwest, Indian Springs High School to the south, and Pacific High School to the east.

For the three impacted high schools, overall educational attainment levels and college attendance rates are low. The graduation rate districtwide is roughly 75 percent, with San Bernardino High graduating 78 percent of its students, Pacific High graduating 75 percent and Indian Springs 91 percent for the 2013-2014 school year. Of the students that graduate, only an estimated 17 percent have completed the required courses to be eligible to attend the UC/CSU system. Furthermore, of the total number of students that do graduate, the number that complete a rigorous secondary school program of study are as low as 5 percent for San Bernardino High and 1 percent at Pacific High (note data was not yet available for Indian Springs High). Typically, only 57 percent of the graduating seniors from SBCUSD attend college.

#### FREE/REDUCED SCHOOL LUNCH

94%

In addition to low educational attainment, local schools also deal with a high instance of behavioral issues. The suspension rates at local high schools are high, ranging from 12 percent to 19 percent, more than double the countywide rate of 6.6 percent. High suspension rates in the local schools may be reflective an ongoing struggle related to the economic and social challenges of the area. For example, high percentages of students attending these three schools receive free/reduced lunch. Districtwide, on average, an estimated 94 percent of high school students qualify for the reduced or free lunch program and Plan area schools were particularly impacted with 99 percent of students at San Bernardino HS receiving a reduced or free lunch. Furthermore, the FBI National Gang Threat Assessment conducted in 2011, reported that the County also has the second highest gang population in the country. To address this issue, many of the schools throughout the district host a Creative Before and After-school Program for Success (CAPS); however there is great need for additional mentoring programs to discourage gang involvement and to

promote a job attainment and college-going mentality among local students.

### COMMUNITY HEALTH

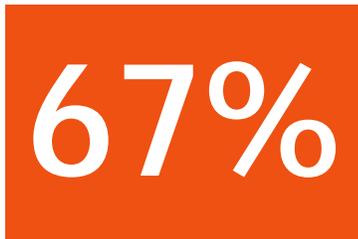
Out of California's 57 counties, San Bernardino County is currently ranked 40<sup>th</sup> with regard to health outcomes, which pertains to length of life and quality of life, and 45<sup>th</sup> for health factors which include health behaviors, clinical care, social and economic factors, and the physical environment. Generally, an estimated 50 percent of County residents are still in need of health insurance coverage.

Within the Plan area, the intersection of Baseline Street and Waterman Avenue was declared the unhealthiest intersection in the nation due to the over-concentration of liquor stores, fast food outlets, marijuana dispensaries, in addition to the number of traffic accidents and homicides. Local residents, In a Community Vital Signs (CVS) community forum held in August 2013, expressed that access to healthy food and a lack of mental health services were two primary challenges for local families.

### MEDIAN INCOME



### RENTAL HOUSEHOLDS



### HOUSING

In the wake of 2008 housing downturn, the Plan area has not experienced the housing recovery seen in many other cities throughout Southern California. The vacancy rate among single-family units (SFUs) is still high in San Bernardino at almost 10 percent in 2014. Squatters occupying vacant properties have fueled vagrancy and arson related crimes, destabilizing neighborhood schools, making it difficult for families to thrive. Many single family homes within the Plan area are "bank-owned" (REO) and renter occupied (67.2 percent). Unoccupied homes and absentee ownership continue to diminish this housing stock through neglect.

According to the City's Housing Element, to rent or buy in the City, a household must have an income of at least \$39,000 per year. The 2008-2012 American Community Survey reports the median income of the Plan area is roughly \$24,000, meaning that most households are overpaying (paying more than one-third of their total income) for housing. This often leads to poor living conditions, including overcrowding or families doubling up in one home.

### NEIGHBORHOOD

Within the Plan area, public safety, both actual and perceived, is a significant issue. The Police Department is limited by recent

budget reductions and staffing cutbacks making it difficult to monitor and combat the historic proliferation of gangs and high number of parolees and probationers returning to the community.

From 2011 to 2013, Class 1 violent crime data for the Plan area, reported some of the highest rates in California. In 2013, the Plan area crime rate per 1,000 residents was 66.3 - representing some of the City's most violent sectors. These numbers show that the violent crime index for the Plan area is nearly double that of the state and neighboring communities, indicating the need for sustained support and resources directed within the City. The high crime rate is a frequently cited deterrent to new business start-ups, business expansion and job creation.

## 1.2. SPECIFIC PLANS AS A TOOL FOR TRANSFORMATION

One of the primary purposes of the Plan is to provide a vision and implementation program for the development of vacant or underutilized properties around the intersection of Waterman Avenue and Baseline Street. As a Specific Plan prepared pursuant to California planning law, this document contains a comprehensive set of goals, objectives, strategies and guidelines to be used by the City of San Bernardino and other groups to support, attract and facilitate new development and redevelopment projects. This Plan integrates past ideas and new concepts into a present-day strategy to ensure that the efforts of previous planning initiatives are not disregarded.

Its message regarding preferred development strategies is intended as a communication tool for attracting developers to key sites and for fostering consistent orchestration of public and private investments in the area. This Plan incorporates the following chapters:

- **Introduction:** The introductory chapter provides general information about the Plan, the history and location of Plan area, demographic information, and discussion of consistency with State law and local governing documents.
- **Community Visioning:** An extensive community engagement process was administered to collect input on needs and assets and to define the vision and goals of the Plan. This chapter outlines the engagement process and presents the final vision to achieve the Plan's defined goals.

- **Planning Districts:** The Planning Districts chapter describes the six land use districts identified for the Plan area, including: the existing assets, opportunity areas, objectives, and vision to achieve transformation of the Plan area. This chapter evaluates existing conditions and includes a detailed analysis by district of development potential taking into consideration existing parcels, structures and urban context.
- **Land Use Plan:** The Land Use chapter describes the new zoning designations to be applied to properties within the Plan area and includes a Table of Permitted Uses. This chapter also includes maps and conceptual images to encourage the development of new amenities for residents including: parks, walking trails, plazas and other recreational spaces to encourage a healthy lifestyle.
- **Design Guidelines:** The Design Guidelines chapter provides specific guidelines to enhance the architectural style of existing and future buildings. This chapter provides recommendations and requirements for design features including: streetscapes, signage, lighting, rooflines, and other design elements.
- **Mobility Plan:** The Mobility chapter identifies established and planned conditions for roadways within the Plan area, including contextual exhibits and conceptual street sections. This chapter also explores options for alternative forms of transportation, including bicycles, buses, and ways to improve the pedestrian environment.
- **Infrastructure Plan:** The Infrastructure chapter provides information about accessibility to key utilities and public services including water, sewer, energy, police, fire, and other services necessary to develop the Plan area.
- **Administration and Implementation:** The Administration and Implementation chapter identifies strategies to execute the recommendations put forth in the Plan. This chapter also includes the necessary steps to implement the Plan document and the actions required to modify the Plan.

### 1.2.1. SPECIFIC PLAN REQUIREMENTS

The Plan is intended to provide comprehensive, consistent and multi-faceted redevelopment strategies for the neighborhoods surrounding the intersection of Waterman Avenue and Baseline Street. Toward that end, this Plan establishes a land use and development framework, identifies needed transportation and infrastructure improvements, and recommends strategies needed to develop and redevelop the Plan area. Section 65451 of the State of California Government Code requires that specific plans include text and diagrams that specify all of the following:

- The distribution, location, and extent of the uses of land, including open space, within the area covered by the plan;
- The proposed distribution, location, and extent and intensity of major components of public and private transportation, sewage, water, drainage, solid waste disposal, energy, and other essential facilities proposed to be located within the area covered by the plan and needed to support the land uses described in the plan;
- Standards and criteria by which development will proceed, and standards for the conservation, development, and utilization of natural resources, where applicable;
- A program of implementation measures including regulations, programs, public works projects, and financing measures necessary to carry out the specific plan; and
- A statement of the relationship of the specific plan to the general plan.

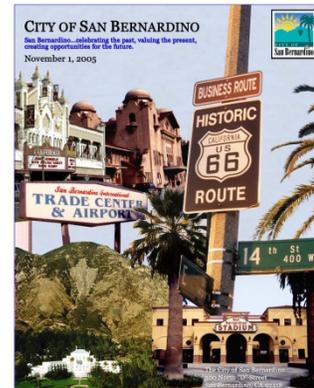
This Plan is designed to meet the requirements of the State of California Government Code. The Specific Plan is adopted by City Council ordinance and thereby establishes the zoning regulations for the development of the Plan area.

### 1.2.2. CONSISTENCY WITH LOCAL AND STATE REGULATIONS

The Specific Plan focuses on land use, open spaces, mobility, infrastructure, urban design and a number of other topics that implement the “vision” for the future physical development of the Plan area. The Plan identifies goals that support this vision, and each goal is addressed through objectives and specific strategies as outlined in **Chapter 2, Community Vision**.

## 2005 CITY OF SAN BERNARDINO GENERAL PLAN

This Plan establishes a link between policies of the City’s General Plan and implementation action for individual development proposals, focusing on the physical development of the neighborhoods and individual districts within the Plan area. This Plan also includes objectives and strategies that support and facilitate desired development as indicated in the General Plan. The General Plan identifies Strategic Policy Areas that contain a set of Strategies intended to result in actions and provide direction to influence each particular proposal. The Plan includes parcels within three Strategic Policy Areas that have been incorporated into the Specific Plan vision.



### BASELINE STREET STRATEGIC AREA

Baseline Street is a major east-west roadway characterized by a pattern of strip commercial, vacant or underutilized parcels, rundown structures, and uncoordinated aesthetics and signage. In addition, the majority of lots along the corridors are relatively small with individual ownership. Strategies to revitalize the Baseline Corridor are focused on stimulating redevelopment and promoting investment through the creation of a Corridor Improvement Program and other incentive programs to create public amenities such as community gardens, parks, and other recreational areas.

### DOWNTOWN STRATEGIC AREA

There is an opportunity for the Plan to capitalize and improve upon the Downtown’s pivotal role in the City as the social and economic heart of San Bernardino. The large number of existing multi-government offices in the area provides a sustained demand for business, retail, and professional services in the City. Increased employment in the Downtown is expected to provide additional support for retail and pedestrian oriented retail development in the surrounding area. Opportunities for downtown revitalization include new mixed use residential and office development projects, which will help support the addition of new retail spaces and restaurants. New efforts should include “urban-like” building design, increased landscaping and street furniture treatments to enhance the visual appeal and pedestrian-friendly atmosphere.

## TIPPECANOE STRATEGIC AREA

Within the City's General Plan, the Tippecanoe Strategic Area was established to address the infrastructure upgrades necessary to capitalize upon adjacent economic opportunities, such as the San Bernardino International Airport; improve the circulation system; redevelop vacant and underutilized lands into their highest potential; and capitalize upon the presence of the Santa Ana River. Tippecanoe strategies include the acquisition and consolidation of underutilized and blighted parcels through redevelopment efforts to help stimulate redevelopment; create a landscaping and sound barrier program along major arterials and where industrial uses abut residences to minimize noise impacts and improve aesthetics; and enhancing and protecting the Santa Ana River.

The Plan seeks to accomplish these strategies through a variety of actions, including creation of distinct land use plan to guide future development of key parcels throughout the Plan area. Following the adoption of the Specific Plan, the Plan area will be designated Specific Plan in the City of San Bernardino General Plan Land Use Element and on the Land Use Map.

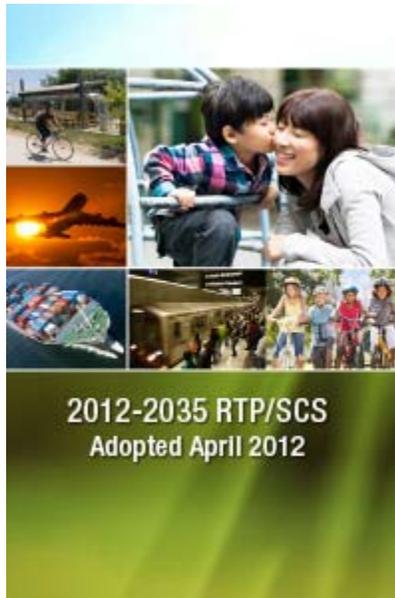
## CITY OF SAN BERNARDINO ZONING CODE

The Plan area currently includes a wide range of zoning ranging from Suburban Residential to Light Industrial. A large percentage of the parcels in the Plan area are zoned for low to medium density residential with general commercial uses fronting major corridors.

Following the adoption of the Specific Plan, the Plan area will be designated Specific Plan on the City of San Bernardino Zoning Map. For parcels included in the Plan area, the Specific Plan standards supplant the Zoning Code standards. Hence, parcels in a Specific Plan do not have to abide by both Zoning Code and Specific Plan standards; rather, the Specific Plan fulfills the requirements of the Zoning Code and provides customized standards that must be considered (unless the Specific Plan says otherwise). The zoning set by the Specific Plan, for parcels within the Plan area, is shown on **Figure 4.1, Proposed Land Use Plan** and the regulating development standards and design guidelines are included in Chapters 4 and 5. The Specific Plan land use map and development standards have been developed to implement General Plan goals, policies, and objectives and will provide for superior development by allowing a greater degree of design and land use flexibility within the framework of a site-specific development plan.

## REGIONAL TRANSPORTATION PLAN AND SUSTAINABLE COMMUNITY STRATEGY

This Plan is consistent with and seeks to implement relevant components of the Southern California Association of Governments' (SCAG) Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), a state mandated, long-range plan for the southern California region that balances future mobility and housing needs with economic, environmental and public health goals.

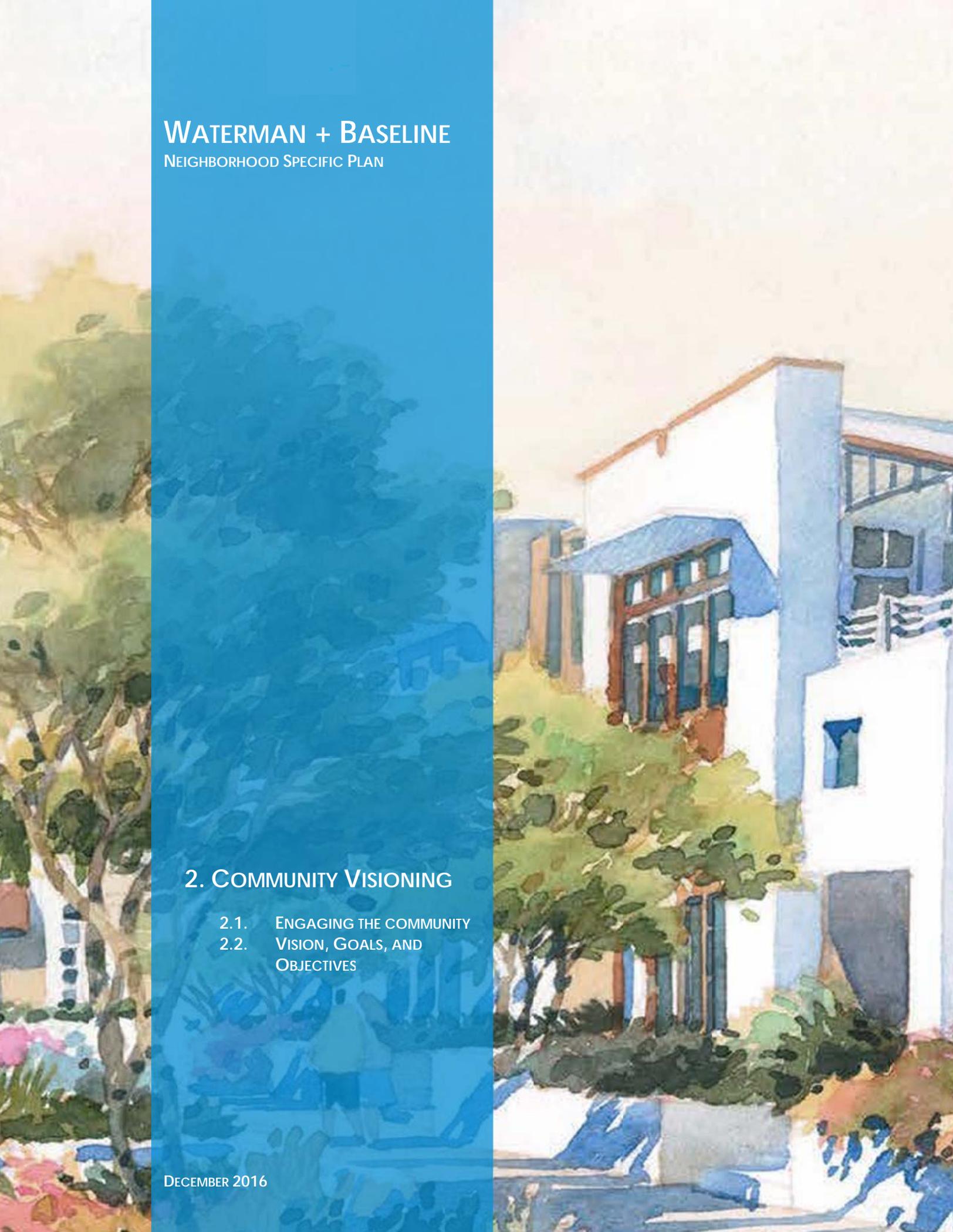


At the heart of the 2012 RTP/SCS are transportation projects ranging from freeway improvements, railroad grade separations, bicycle lanes, new transit hubs and replacement bridges. These future investments were included in San Bernardino County plans and seek to reduce traffic bottlenecks, improve the efficiency of the region's transportation network and expand mobility choices for everyone. Of particular importance is the E Street Bus Rapid Transit (BRT) corridor, branded sbX and the

improvements identified in this Plan that will provide connections to and enhance this critical BRT route.

In addition, the RTP/SCS is supported by a combination of transportation and land use strategies that will help the region achieve state greenhouse gas emission reduction goals and federal Clean Air Act requirements, preserve open space areas, improve public health and roadway safety, support our vital goods movement industry and utilize resources more efficiently. The Plan represents a local effort to achieve the goals of the RTP/SCS, in two key areas:

- A land use growth pattern that accommodates the region's future employment and housing needs and protects sensitive habitat and natural resource areas; and
- A transportation network that consists of public transit, highways, local streets, bikeways, and walkways.

A watercolor illustration of a modern, two-story house with a balcony. The house has white walls and blue accents. There are green trees and bushes in the foreground. The background is a light, hazy sky. The illustration is split into two vertical panels by a blue vertical bar.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 2. COMMUNITY VISIONING

- 2.1. ENGAGING THE COMMUNITY
- 2.2. VISION, GOALS, AND OBJECTIVES

DECEMBER 2016





### 2.1.1. RESIDENT AND NEIGHBORHOOD AWARENESS

Planning efforts were designed for inclusion and to support a resident engagement process leading to the creation and understanding of possibilities for reinvestment in the Plan area. Two community-wide pre-planning events were held May 5, 2015 and July 28, 2015 providing residents with the opportunity for one-on-one and group conversations. These neighborhood forums allowed residents to converse over dinner and drew over 125 people per event. Input for the Plan was also collected through quarterly neighborhood association meetings, “pop-up” workshop booths in conjunction with the local farm stand, neighborhood clean-ups, coffee talks, and mural painting/dedications. In addition a confirmation workshop was held September 22 at E. Neal Roberts Elementary to confirm the Plan captures the community’s vision.

#### COMMUNITY WORKSHOPS

Community workshops to discuss the Specific Plan effort were held in May 2015 and again in July 2015 at local faith-based organizations to determine key issues facing residents and how the community would like to see the neighborhood transform.



Quarterly development meetings to unite residents, community members, developers, property managers, and architects were held to discuss issues surrounding redevelopment. Loma Linda University, School of Public Health, conducted focus potential assistance programs, and the Latino Health Collaborative (LHC) in partnership with the City Neighborhood Associations held over 15 focus groups to collect data on the health and nutrition habits of the community members. Additionally, onsite at Waterman Gardens, over 100 focus groups were held with over 200 residents. These focus groups collected qualitative and quantitative data from the residents focused on the issues of housing and safety.

Resident input, leadership, and advocacy will continue to be a priority throughout and after the transformation planning process.

## NTC LEADERSHIP

Institute for Public Strategy

National Community Renaissance/Hope through Housing

Neighborhood Housing Services of the Inland Empire

## FORUM PARTICIPANTS

Ashdown College of Health Sciences  
 Children's Network  
 Catholic Charities  
 Church of the Nazarene  
 City of San Bernardino  
 County of San Bernardino  
 Housing Authority of San Bernardino County  
 El Sol  
 First Five  
 LF Leadership  
 GRID Alternatives  
 Hope Through Housing  
 Incredible Edible Garden  
 Inland Coalition  
 Inland Empire Jobs Corp  
 Inland Fair Housing Mediation Board  
 Institute for Public Services  
 Innovage Greater California  
 PACE  
 Rolling Start  
 South Coast Community Services  
 Molina Healthcare  
 Latino Health Coalition  
 Loma Linda University  
 National Community Renaissance  
 Reach Out  
 Redlands Family Services Corporation  
 Social Action Community Healthy System  
 St. Bernardine's Medical Center  
 Youth Build Inland Empire  
 United Way - Arrowhead

### 2.1.2. NEIGHBORHOOD TRANSFORMATION COLLABORATIVE

In addition to the Specific Plan, there are two additional major revitalization efforts focused on Central San Bernardino occurring within a similar timeframe. In October of 2012, the Institute for Public Strategies (IPS) was awarded a Planning and Implementation grant through the Byrne Criminal Justice Innovation Program (BCJI). The BCJI Program is a part of the Obama Administration's larger Neighborhood Revitalization Initiative (NRI) intended to help local communities develop place-based, community-oriented strategies, with coordinated federal support, to change neighborhoods of distress into neighborhoods of opportunity. Roughly two years later, Neighborhood Housing Services of the Inland Empire (NHSIE), in partnership with IPS, was awarded a Stable Communities Catalytic grant administered by NeighborWorks America. Launched in 2007, the Stable Communities Initiative provides training, technical assistance, and resources to help public, private and nonprofit partners stabilize communities while implementing comprehensive long-term revitalization strategies.

In an effort to align priorities and resources, IPS, NHSIE, and National Community Renaissance (CORE) formed the Neighborhood Transformation Collaborative (NTC) of Central San Bernardino in spring 2015. The NTC is committed to aligning and leveraging resources to achieve a collective impact within the neighborhoods surrounding the intersection of Waterman Avenue and Baseline Street. Furthermore, to better understand how the target area is being served by local non-profits and service organizations, the NTC initiated monthly non-profit forums on the third Thursday of each month. These meetings provide an opportunity for organizations to meet and discuss existing efforts within and around the Central San Bernardino area and ways that resources can be better aligned and leveraged. Member organizations are committed to sharing knowledge, identifying available services, and leveraging resources to achieve the greatest potential impact.

The NTC believes that the positive transformation of Central San Bernardino and its residents is dependent upon physical transformation of the area, linked to a comprehensive and coordinated public-private strategy to access and create jobs, increase economic activity and security, improve educational opportunities, improve health and wellness, and reduce violent crime.

As such seven priority areas have been identified as critical to the successful transformation of the target area:

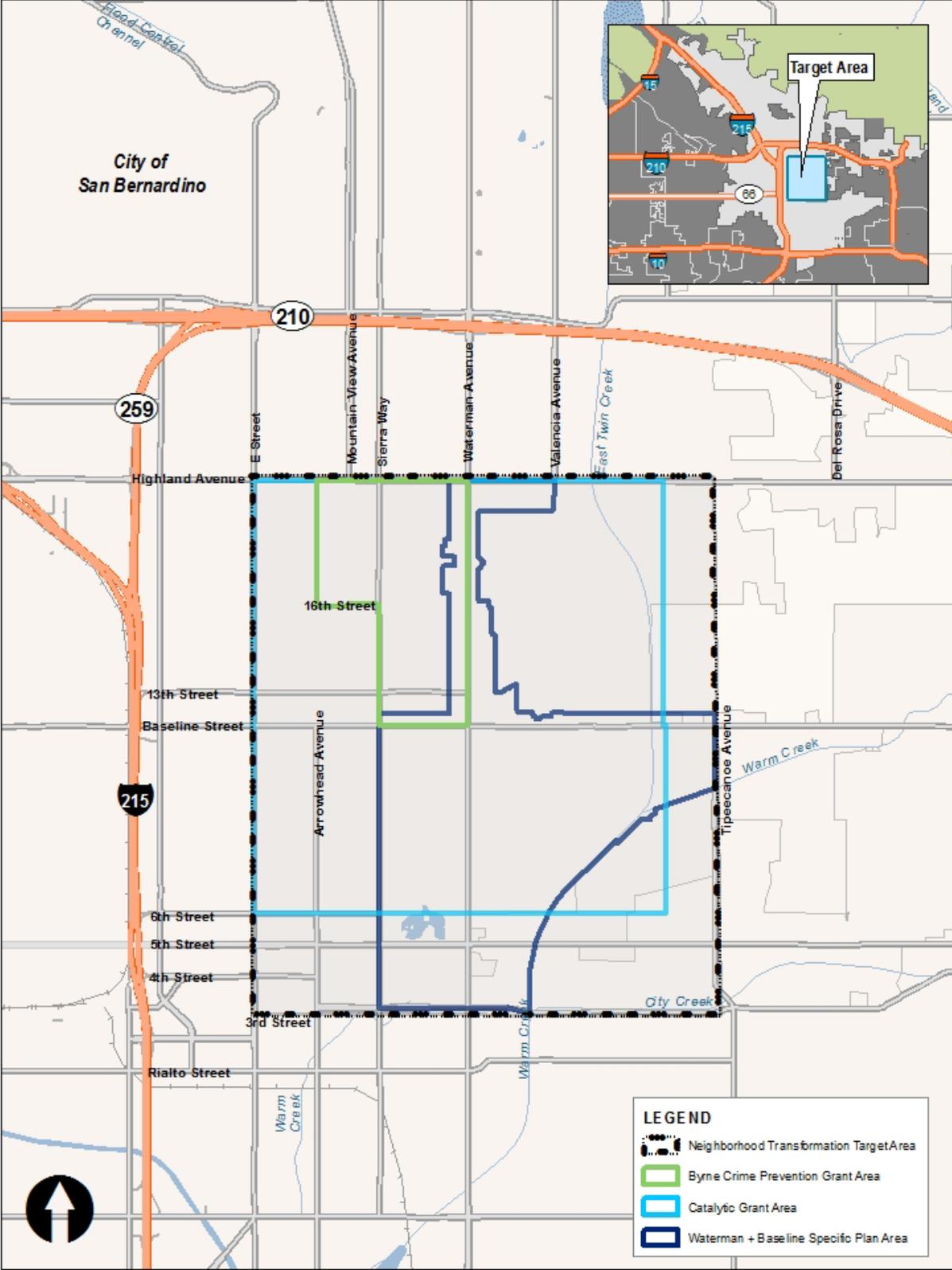


As shown in **Figure 2.1, Neighborhood Transformation Collaborative Target Area**, the NTC has identified a target area of approximately 4 square miles (2,465 s) centered on the intersection of Waterman Avenue and Baseline Street and was identified based on the boundaries of the Stable Communities Catalytic Grant, the Byrne Criminal Justice Grant, and the Specific Plan. The target area boundaries include Highland Avenue on the north, Tippecanoe Avenue on the east, E Street on the west, and 3rd Street on the south.

Since its inception in February 2015, NHSIE, IPS and CORE, as part of the NTC, have been involved in the following efforts:

- Formation of a business improvement district (BID) along Baseline Street;
- “Lights On San Bernardino” campaign to improve neighborhood safety by fixing and adding street and house lights;
- Holiday giving event, providing gifts and activities for low-income residents;
- Formulated a book club to help build the capacity of local non-profits through data sharing;
- Conducted one-on-one interviews with service providers to align efforts and resources; and
- Established a partnership with the school district to assess how local schools can better serve the neighborhood.

FIGURE 2.1: NEIGHBORHOOD TRANSFORMATION COLLABORATIVE TARGET AREA



### NTC ACTIVITIES

The NTC initiated monthly non-profit collaborative forums starting in April of 2015 and held several large community forums to obtain public input on issue prioritization. Joint efforts by NTC founding members have included community clean ups and murals in crime hot spots.



### 2.1.3. LEADERSHIP COUNCIL

The development of this Plan has also incorporated data and insight from a strong Leadership Council (the Council) formed for the San Bernardino Promise Zone Initiative. As shown on **Figure 2.2**, *Promise Zone Leadership Structure*, the Council includes 14 highly accomplished, longstanding organizations with a commitment to each other and to the proposed Plan. The Council is bound by a Memorandum of Understanding (MOU) that serves as the facilitating structure for the partner representation, and stipulates roles and responsibilities. The MOU was developed as a part of a Promise Zone application submitted in November 2014, and amended in February 2016 to add two new members. All team members are vested in the implementation and sustainability of the Promise Zone strategies and the Specific Plan as part of their ongoing work in the neighborhood, whether or not the area is designated as a Promise Zone.

The Council meets regularly to resolve challenges and identify new opportunities to integrate and leverage resources to accelerate revitalization. The Leadership Council has:

- 1) Established a solid infrastructure that blends contributions from multiple entities;
- 2) Holds the partners accountable for the execution of strategies to achieve implementation objectives;
- 3) Produced a strategy for short and long-term financing to implement and sustain the transformation; and
- 4) Developed a model that can be scaled and implemented in other City neighborhoods.

The relationship of the Leadership Council to other community leadership groups and local organizations is shown in **Figure 2.2**.

FIGURE 2.2 – PROMISE ZONE LEADERSHIP STRUCTURE



### 2.1.4. TRANSFORMATION PLAN PARTNERS

The transformation of the Plan area builds upon the existing assets in the region and relies on key partners for a successful execution. The City of San Bernardino partnership with the County of San Bernardino will facilitate the implementation of the Transformation Plan. Implementing Partners are the Housing Authority of the County of San Bernardino (HACSB), San Bernardino City Unified School District (SBCUSD), Loma Linda University (Loma Linda), CORE and IPS. Key Supporting Partners are California State University San Bernardino (CSUSB), San Bernardino Valley College (SBVC), Inland Valley Development Agency (IVDA), Dignity Health, Technical Employment Training (TET), NHSIE, Hope through Housing (HTH), and The Clancy Company (Clancy), amongst others.

The organizational structure to realize the Plan has been developed with each Implementation Partner leading and responsible for the initiatives that most closely align with their institutional mission and expertise. Working groups have been formed for each priority area with participation by Support Partners for technical advice and outreach. New Supporting Partners may be added, as needed. The aggregation of these new, enhanced and expanded resources, augmented by the area's proximity to Downtown and major employment centers, will trigger a resurgence of the area's popularity for families and individuals of all ages.

FIGURE 2.3 – PUBLIC OUTREACH EFFORTS 2010-2016



- Redevelopment of Waterman Gardens Public Housing (WGPH) Project Events
- Waterman + Baseline Neighborhood Transformation Specific Plan (WGNTSP) Events
- Institute for Public Strategies (IPS) – Byrne Criminal Justice Innovation (BCJI) Program Events
- San Bernardino Promise Zone (SBPZ) Events
- Neighborhood Transformation Collaborative (NTC) Events
- Neighborhood Housing Services of the Inland Empire (NHSIE) Events



## 2.2. VISION, GOALS AND OBJECTIVES

### 2.2.1. VISION

The Plan area will thrive as a revitalized, mixed-income community that builds on its existing assets and creates new, high quality housing options. A short distance from downtown, the Plan area will be the model for other revitalization efforts in San Bernardino, with retail, restaurants, community and economic activity, active thoroughfares and vibrant business corridors. It will be a safe neighborhood with new parks and recreational opportunities, reinvigorated commercial districts with enhanced identities, multi-modal streets and a variety of housing options. The Plan area will be a neighborhood of choice.

### 2.2.2. COMMUNITY DESIGNED GOALS AND OBJECTIVES

Residents across the Plan area first worked together to identify strengths and challenges within their respective neighborhood, then developed a series of priorities and possible initiatives to help revitalize the entire area. Residents were asked to focus on places to preserve, places to change, prioritizing types and locations of retail and social services, parks and open spaces, building types and character, and potential “complete streets.” These discussions resulted in the following principles and guided strategies for the Specific Plan.

## GOAL 1 - IMPROVE NEIGHBORHOOD SAFETY

### *Objectives:*

- Reduce crime, drug activity, and gang activity throughout the Plan area;
- Implement crime reduction activities and CPTED strategies;
- Restore underutilized, vacant, and neglected properties;
- Improve streetscapes through tree trimming and enhanced lighting;
- Provide a network of “Complete Streets”;
- Improve access and connections to surrounding neighborhoods and cities;
- Revitalize and create neighborhood serving commercial centers;
- Create safe and attractive public places for residents to gather;
- Reduce conflicts between neighborhoods and industrial uses; and
- Improve lighting and street appearance to deter dumping and blight.

## GOAL 2 - PROVIDE VIABLE HOUSING CHOICES

### *Objectives:*

- Acquire properties to develop and/or rehabilitate homes;
- Improve the existing housing stock;
- Create new opportunities for home ownership;
- Integrate a broad array of resources to support services for children and families into existing and future housing;
- Continue to implement the Build San Bernardino housing partnership program; and
- Pair housing support with financial literacy and other programs to achieve successful home ownership.

## GOAL 3 – PROMOTE NEIGHBORHOOD INVESTMENT

### *Objectives:*

- Drive neighborhood business growth and investment;
- Attract new businesses focused on offering fair wages;
- Promote infill development on vacant lots;
- Support the formation of a business improvement district;

- Allow for the implementation of community art projects;
- Plan for and prioritize the development of safe, reliable and efficient infrastructure systems to support new development;
- Build community efficacy and promote neighborhood pride; and
- Ensure adequate parking to attract and support development while encouraging alternative travel modes.

## GOAL 4 – ENSURE ECONOMIC PROSPERITY

### *Objectives:*

- Attract companies with high-paying, stable employment opportunities;
- Retain businesses that are compatible with surrounding neighborhoods;
- Promote school readiness through early child development opportunities;
- Enhance community partnerships to strengthen student capacity and parent involvement in schools;
- Prepare students for a postsecondary education and/or skilled job opportunities;
- Expand services to connect residents to critical employment resources;
- Establish partnerships with local businesses to prioritize the hiring of qualified residents;
- Support youth through mentoring and related programs; and
- Identify and administer services to support social and economic mobility for children and families.

## GOAL 5 – PLAN FOR A HEALTHY AND WALKABLE COMMUNITY

### *Objectives:*

- Create a walkable, mixed-use environment that is pedestrian-focused;
- Improve access for all residents to green spaces and recreational amenities;
- Enhance the network of pedestrian and bicycle routes, including a trail along the flood control channel;
- Employ “green” building practices;
- Increase access to quality physical and mental health services;
- Support programs that reduce preventable chronic health problems and financial burdens associated with disease; and
- Develop community gardens and access to fresh food.

A watercolor illustration of a modern, multi-story building with a balcony and large windows. The building is rendered in shades of blue and white, with a prominent vertical blue element. In the foreground, there are green trees and bushes. The background is a soft, light blue sky. The overall style is artistic and painterly.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 3. PLANNING DISTRICTS

- 3.1. EXISTING LAND USE REGULATIONS
- 3.2. MARKET ANALYSIS
- 3.3. PLANNING DISTRICTS
- 3.4. CATALYTIC DEVELOPMENT SITES

DECEMBER 2016



# CHAPTER 3

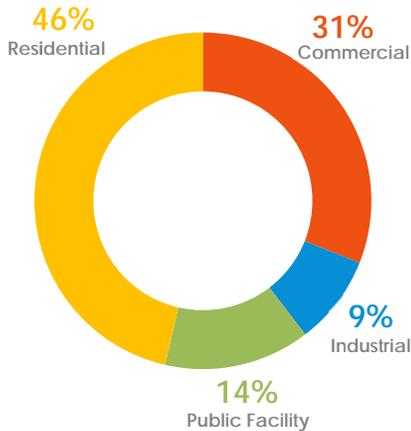
## planning districts

### 3.1. EXISTING LAND USE REGULATIONS

#### 3.1.1. CITY OF SAN BERNARDINO 2005 GENERAL PLAN

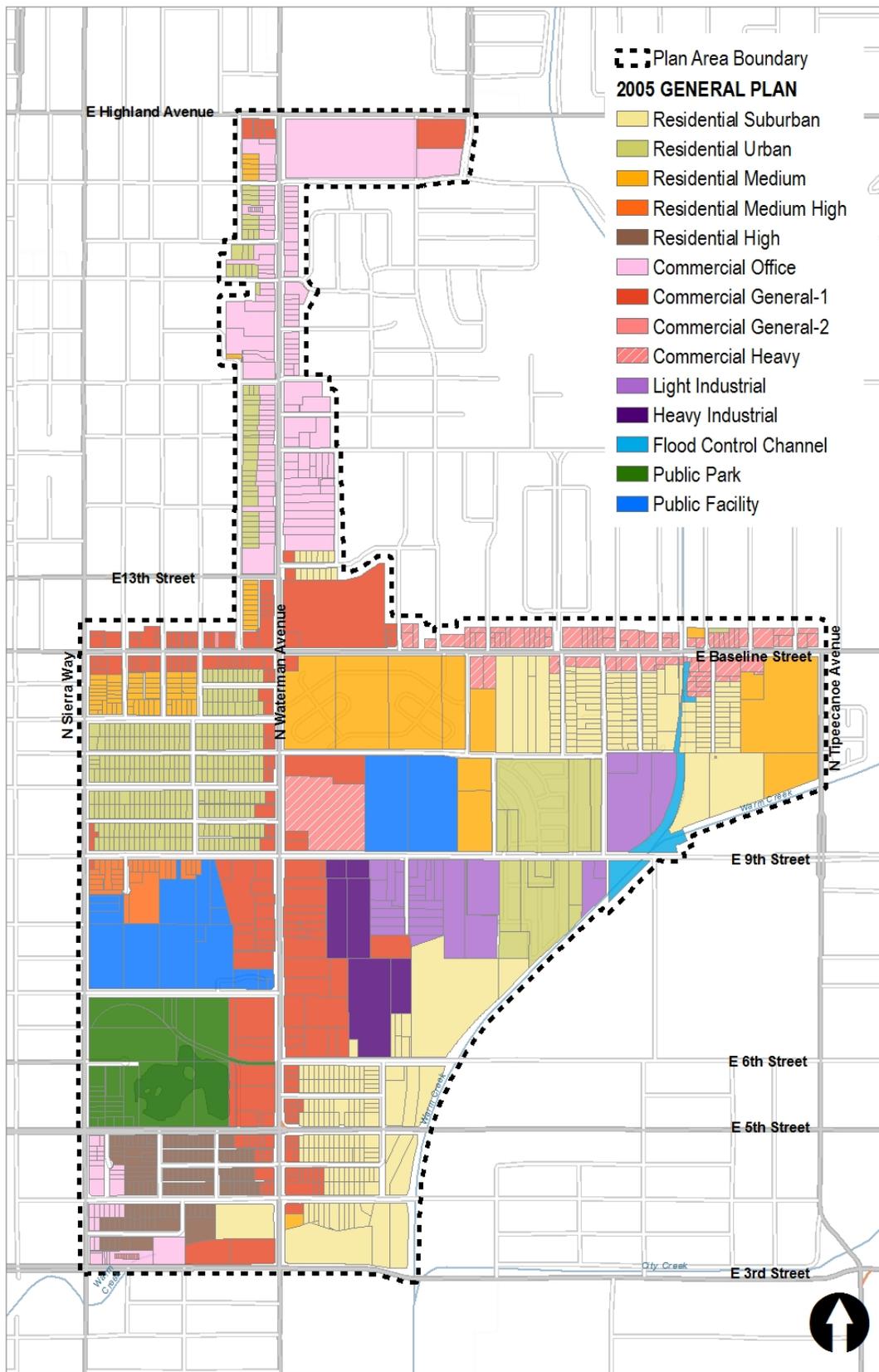
The Waterman + Baseline Neighborhood Specific Plan area is currently designated for residential, commercial and industrial uses by the City of San Bernardino 2005 General Plan. The majority of properties fronting Waterman Avenue north of 13<sup>th</sup> Street are designated Commercial Office and properties fronting Waterman Avenue from 13<sup>th</sup> to 3<sup>rd</sup> Street are designated Commercial General-1. Along Baseline Street, most of the parcels fronting the corridor from Sierra Way to Pepper Tree Lane are designated Commercial General-1 and parcels from Pepper Tree Lane to Titepecanoe Avenue are designated Commercial Heavy. There are two public facility sites within the Plan area, E. Neal Roberts Elementary School and the Pioneer Memorial Cemetery, and one Public Park, Seccombe Lake. In the southern portion of the Plan area, east of Waterman Avenue between 9<sup>th</sup> and 6<sup>th</sup> Streets, there is a clustering of parcels designated as Light Industrial, and a second smaller cluster designated for Heavy Industrial land uses. In the southwestern corner of the Plan area there is also a small grouping of properties designated for Commercial Office uses. The remaining parcels are designated for residential uses including: Residential Suburban (4.5 units per acre); Residential Urban (9 units per acre); Residential Medium (14 units per acre); Residential Medium High (24 units per acre); and Residential High (31 units per acre). The overall percentage of land uses permitted under the 2005 General Plan is shown in the graph to the left. The existing land use designations for parcels within the Plan area is shown in **Figure 3.1, Plan Area Existing Land Use Designations.**

PLAN AREA LAND USES BASED ON THE 2005 GENERAL PLAN



Following adoption, the Plan area will be designated as a Specific Plan within the City of San Bernardino General Plan and on the General Plan Land Use Map.

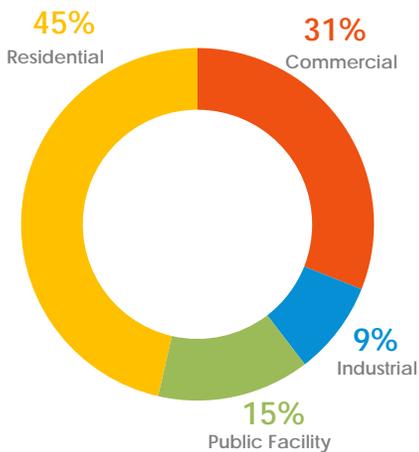
FIGURE 3.1- PLAN AREA EXISTING GENERAL PLAN LAND USE DESIGNATIONS



### 3.1.2. CITY OF SAN BERNARDINO ZONING MAP

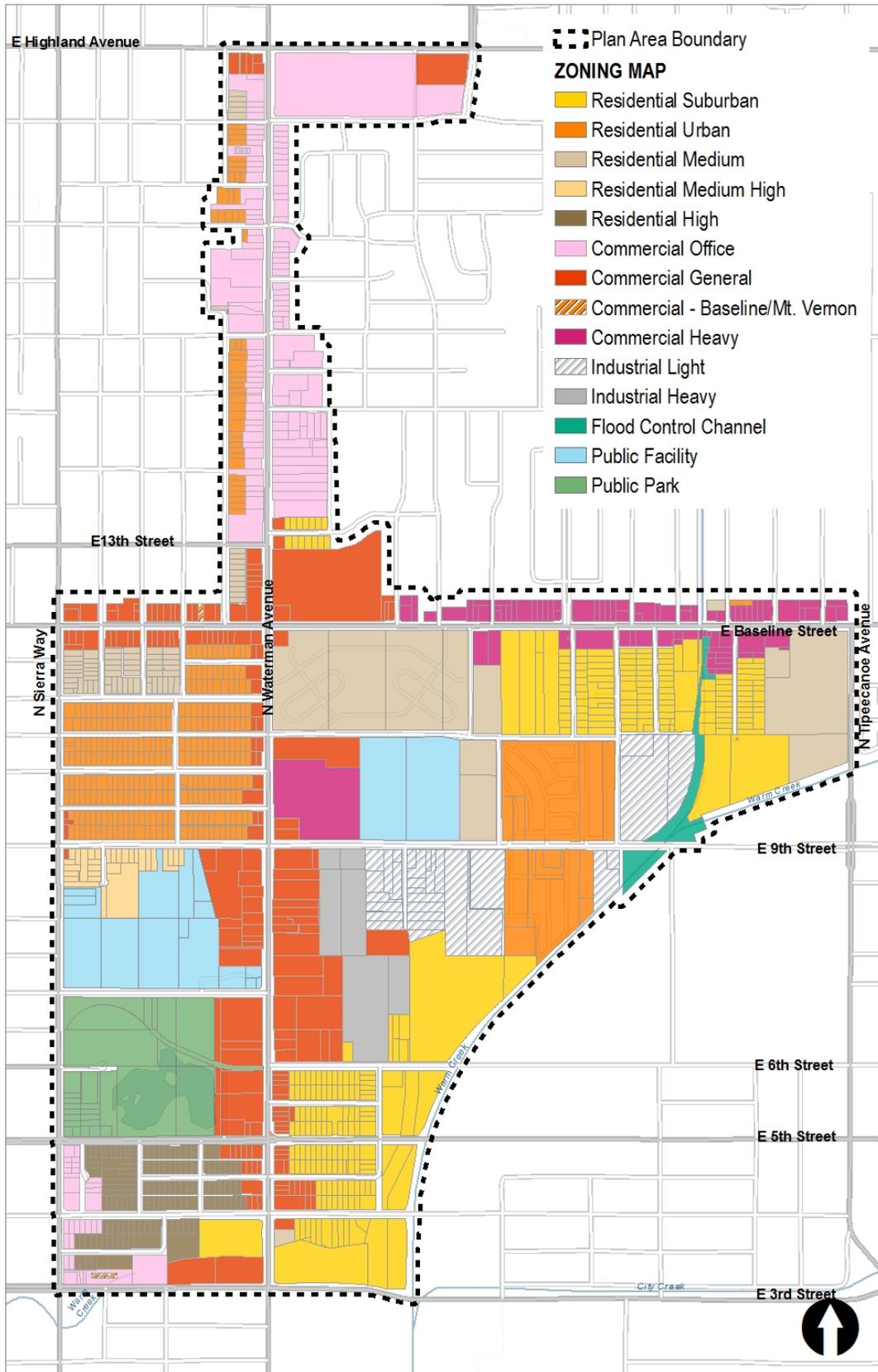
Within the Plan area the majority of properties fronting Waterman Avenue are zoned Commercial Office north of 13th Street and Commercial General-1 south of 13th to 3rd Street. Along Baseline Street, most of the parcels fronting the corridor from Sierra Way to Pepper Tree Lane are zoned Commercial General-1 and parcels from Pepper Tree Lane to Tipeecanoe Avenue are zoned Commercial Heavy. According to the Zoning Map, E. Neal Roberts Elementary School and the Pioneer Memorial Cemetery are both zoned as Public Facilities and Seccombe Lake is zoned as a Public Park. In the southern portion of the Plan area, east of Waterman Avenue, there is a clustering of parcels zoned Light Industrial fronting the south side of 9th Street, and a smaller grouping of parcels zoned Heavy Industrial closer to Waterman Avenue and also fronting along 9th Street. In the southwestern corner of the Plan area there is a small grouping of properties zoned Commercial Office fronting Sierra Way between 5th Street and 3rd Street. The remaining parcels in the Plan area are zoned for residential uses including: Residential Suburban (4.5 units per acre), Residential Urban (8 units per acre), Residential Medium (12 units per acre), Residential Medium High (24 units per acre), and Residential High (31 units per acre). The existing zoning for parcels within the Plan area is shown in **Figure 3.2, Plan Area Existing Zoning.**

**PLAN AREA LAND USES BASED ON THE ZONING CODE**



Following adoption, the Plan area will be zoned Specific Plan on the City of San Bernardino Zoning Map. For parcels included in the Plan area, the Specific Plan standards replace the Zoning Code standards. The zoning set by the Specific Plan, for parcels within the Plan area, is shown on **Figure 4.1, Proposed Land Use Plan** and the regulating development standards and design guidelines are included in Chapters 4 and 5.

FIGURE 3.2 - PLAN AREA EXISTING ZONING



## 3.2. MARKET ANALYSIS

Due to its geographical location and availability of land, San Bernardino developed as a magnet for large industrial operations including logistic hubs and warehouses and continues today to be valuable to wholesale and specialty distributors for the same reason. Looking forward, the economic development strategy underlying this Plan is based on finding those markets with strong growth potential and which represent a “good fit” for the Waterman + Baseline neighborhoods within the greater context of the City and the region. Within the broader context considering where San Bernardino fits in comparison to the larger Los Angeles metro-area and the Southern California economy, there is a wide range of business market sectors with the potential to become new, viable, attractive and desired land uses in the Inland Empire. Capturing a share of growth in these regional marketplaces must be based on a thorough marketing strategy that considers the following actions:

- Target growth of newer sectors that include the “green” economy and clean technology sector (such as businesses in the energy fields), the information sector (digital media, information technology, and audio/visual/film), and the life sciences and biotechnology sector (pharmaceuticals, medical devices);
- Capture the “leakage” of retail spending currently lost to adjacent cities within local retail establishments;
- Expand the types of housing opportunities available so that a greater share of the demand in various residential sub-markets can be better met; and
- Encourage the types of office and commercial uses that would be suitable for commercial corridor locations and would not compete with downtown office uses.

There is a strong desire by the City and the neighborhood to see a shift from traditional industrial uses toward a broader diversity of green and “new economy uses”, such as new digital media, trade and logistics/warehousing, life science and healthcare, green technology, green design and construction, and specialty food production. These types of uses are expected to be the target industries envisioned in this Plan, complimenting existing businesses, including auto-related uses, and providing new job opportunities for residents.

### 3.2.1. MARKET ASSESSMENTS AND DESIRABILITY

The Plan is based upon economic and real estate market assessments of the existing land uses and potential opportunity sites that provide a preliminary understanding of the market viability of different land uses. Further, it determines future demand for housing on certain sites that are being redeveloped and future demand for housing within the City and region. It also analyzes future market demand for non-residential uses and includes a determination of which types of industries could be targeted for key opportunity sites. For each potential use, the economic analysis has revealed:

- Strength of demand for near-, intermediate and longer-term development;
- Long-term absorption potential;
- Appropriate building product types (height, bulk, density, configuration, parking, possible reuse of existing building);
- Conditions needed to attract new uses; and
- Whether new uses can absorb their own development costs.

### 3.2.2. RESIDENTIAL MARKET ANALYSIS

Based on the number of units in the various planning stages and projected to be constructed over the next decade, the Plan area could see the largest housing construction boom experienced by the City in over a decade. However, the housing market dynamics of the neighborhood will likely only reach these projections once significant area-wide improvements have been established over time.

Preparation of this Plan included an examination of the market opportunities for residential real estate development in the Plan area. The analysis assessed the impact of current economic conditions and projected future trends in the housing market; provided an extensive review and evaluation of current demographic characteristics of the Southern California region, and provided a projection of both near and long-term demand for new housing in the context of historical trends.

## EXISTING HOUSING INVENTORY

In 2014, the Plan area included approximately 17,170 housing units, of which only 15,945 units were occupied, resulting in a vacancy rate of approximately 12 percent. In comparison, the estimated housing inventory for the City of San Bernardino as a whole is approximately 65,454 housing units and a vacancy rate of roughly 9 percent. Single family detached homes are the predominant housing type in the Plan area, representing roughly 62 percent of the housing stock. Multi-family units represent 33 percent of the housing units and the remaining five percent are single family attached units. There are proportionately more renters as compared to owner households in the Plan area (70 percent renters), than Citywide (which is 49 percent renters). The high proportion of renter households is partially attributed to the high concentration of public and multi-family low-income rental units.

### MEDIAN HOME VALUE

**\$125,500**

Almost a third of the Plan area housing stock has been developed since 1970, and approximately 31 percent of all units were built prior to 1950. Housing production peaked in the 1970s and 1980s; however only 3 percent of units have been added since 2005. Median value of the owner-occupied dwelling units in the Plan area is estimated to be around \$125,500. Importantly, in the last twenty years no new multi-family development has occurred in the City of San Bernardino.

## HOUSING AFFORDABILITY

Affordable housing is defined by the State of California as housing which is available for the longest feasible time at prices affordable to low- and moderate-income households, based on the local Area Median Income (AMI). The affordability levels and income limits for affordable housing in San Bernardino are described below:

- Moderate-income households are defined as households earning between 81 and 120 percent of the Area Median Income (AMI), and the income limit for median income households was \$60,700.
- Low-income households are defined as households earning between 51 and 80 percent of the AMI, and the income limit for low income households was \$48,550.
- Very Low-income households are defined as those households earning up to 50 percent of the AMI, and the income limit for very low-income households was \$30,350.

### MSA MEDIAN INCOME

**\$60,700**

In 2014, the HUD-defined median income for a four person household in the Riverside – San Bernardino – Ontario Metropolitan Statistical Area (MSA) was \$60,700, well above the \$36,000 median household income for the average 3.9-person San Bernardino household. The median income household for Plan area residents is estimated to be roughly \$25,100, which falls within the State’s definition of very low-income households. Only about 21 percent of all households in the Plan area have incomes above the AMI. Thus, the vast majority (more than 85 percent) of current residents meet the income requirements for affordable housing.

### FUTURE HOUSING DEMAND

In the context of the San Bernardino market, the market study suggests that the target markets for new construction in Plan area could absorb approximately 6,810 households over the next five years. This total includes a mix of the current residents of Waterman Gardens, and households that would be moving to the new units from elsewhere in the Study Area, from elsewhere in San Bernardino (city and county), and from elsewhere in the region and the U.S.

### PREFERENCE FOR RENTAL HOUSING



Following the 2008 Great Recession and subsequent housing market downturn, there has been a significant shift in market preferences from home ownership to rental dwelling units, particularly among younger households. Based on the tenure and housing preferences of the 6,810 target households, nearly 63 percent (4,270 households) are expected to prefer rental lofts and apartments versus 37 percent (2,540 households) wanting for-sale housing units. The Plan area target households can be further categorized by median income, tenure preference, and housing type to determine future housing preferences and market demand.

**TABLE 3.1 - PROPENSITY FOR HOUSING TYPE BY INCOME**

HOUSING TYPE	INCOME LIMITS				TOTAL
	<30% AMI	30-50% AMI	50-80% AMI	>80% AMI	
Multi-family for rent	1,336	821	1,197	916	4,270
Multi-family for sale	138	91	128	122	479
Single family attached for sale	185	133	179	203	700
Single family detached for sale	354	231	329	447	1,361
	<b>2,013</b>	<b>1,276</b>	<b>1,833</b>	<b>1,688</b>	<b>6,810</b>

The market study "target" households can also be characterized by general life stage and household type as follows:

- Traditional and non-traditional family households: 69.6 percent;
- Younger singles and childless couples: 21.3 percent; and
- Empty nesters and retirees: 9.1 percent.

Generally the market study shows, within the context of the larger San Bernardino market, that roughly 10 to 12 percent of the annual potential for market-rate rental units is likely to be achievable in the Plan area over the next five years. Based on economic conditions and the market capture forecast, roughly 50 new market-rate units can be absorbed per year between 2015 and 2020 in the Plan area.

This demand was calculated based on the following assumptions:

- Incomes of target households at or above 100% of AMI;
- Shortage of new rental housing within the City;
- Neighborhood assets (i.e. Stater Brothers, services, access to employment centers);
- Transformation of Robert E Neal into a K-12 campus; and
- Propensity for rental housing following the Great Recession.

## NON-RESIDENTIAL DEVELOPMENT POTENTIAL

Analysis of the Plan area also focused on potential for non-residential development based on the market demand for new commercial land uses that could potentially be developed. The report projects demand through the year 2035 for Retail/Restaurant, Office, and Industrial (Business Park) land use categories. The non-residential market demand analysis follows a top-down approach calculating citywide demand for each category and then estimating the portion of citywide demand that could potentially be captured within the Plan area.

Demographic information included within the non-residential market study highlights several key demographic factors. When compared to the City as a whole, the Plan area neighborhood is:

- More heavily Hispanic (72%)
- Younger (median age of 27.9 years)
- Less educated (47% of adults do not have high school diplomas/GEDs)
- Less affluent (median household income of \$25,100)

These demographics – especially the significantly lower income and education levels – may place San Bernardino at competitive disadvantage with respect to attracting certain types of development (especially office space and new higher-end retail/restaurant tenants). On the positive side, however, the relatively large Hispanic population presents opportunities for ethnically-oriented retail development, which has become more commonplace in many communities throughout Southern California. The unfavorable demographics with respect to income and education levels will hopefully be offset to some degree by the City's proactive efforts – by preparing this Plan – in improving the prospects for the Plan area.

In brief, the non-residential market study identified a citywide development demand of roughly 1.49 million square feet of retail space over the next three years (2015 to 2018) and demand is projected to increase to 2.67 million square feet by 2035. Citywide demand for new office and industrial space is projected to reach close to 2.0 million and 4.0 million square feet, respectively, by 2035. These citywide projections assume demand associated with San Bernardino's projected share of future demand growth in the larger region.

Potential demand for future retail/restaurant development in the Plan area is projected at 83,000 square feet over the next three years (2015 to 2018) and is projected to increase to 149,000 square

feet by 2035. The specific retail demand is shown in **Table 3-2**, *Development Potential for Retail Space*.

**TABLE 3.2 - DEVELOPMENT POTENTIAL FOR RETAIL SPACE**

RETAIL CATEGORY	SQUARE FOOTAGE			
	2018	2025	2030	2035
Shopper Goods	53,364	66,537	76,819	87,404
Food and Beverage	6,342	9,965	12,792	15,703
Restaurant	5,312	8,072	10,226	12,444
Building Materials	6,590	8,998	10,878	12,814
Auto Parts	3,401	4,433	5,239	6,068
Services Space	8,334	10,890	12,884	14,937
<b>Total</b>	<b>83,343</b>	<b>108,896</b>	<b>128,838</b>	<b>149,370</b>

*Source: Natelson Dale Group, Inc. 2015.*

By 2035, demand for new office space in the Plan area is projected to be roughly 100,000 square feet. For this same time period, demand for new industrial space in the Plan area is projected to reach 197,000 square feet. Approximately 5 percent of citywide demand for new office and industrial space will be captured within the Plan area, as shown in **Table 3.3**, *Development Potential for New Office/Industrial Space*.

**TABLE 3.3 - DEVELOPMENT POTENTIAL FOR NEW OFFICE/INDUSTRIAL SPACE**

LAND USE CATEGORY	SQUARE FOOTAGE			
	2018	2025	2030	2035
Office Demand	17,076	46,456	71,640	99,853
Industrial Demand	31,003	87,284	137,848	196,837

*Source: Natelson Dale Group, Inc. 2015.*

Based on the demand for new retail, office and industrial space, new jobs will be created within the Plan area. The market study analysis predicts the creation of positions for nearly 400 new industrial employees and 570 new office/professional services employees.

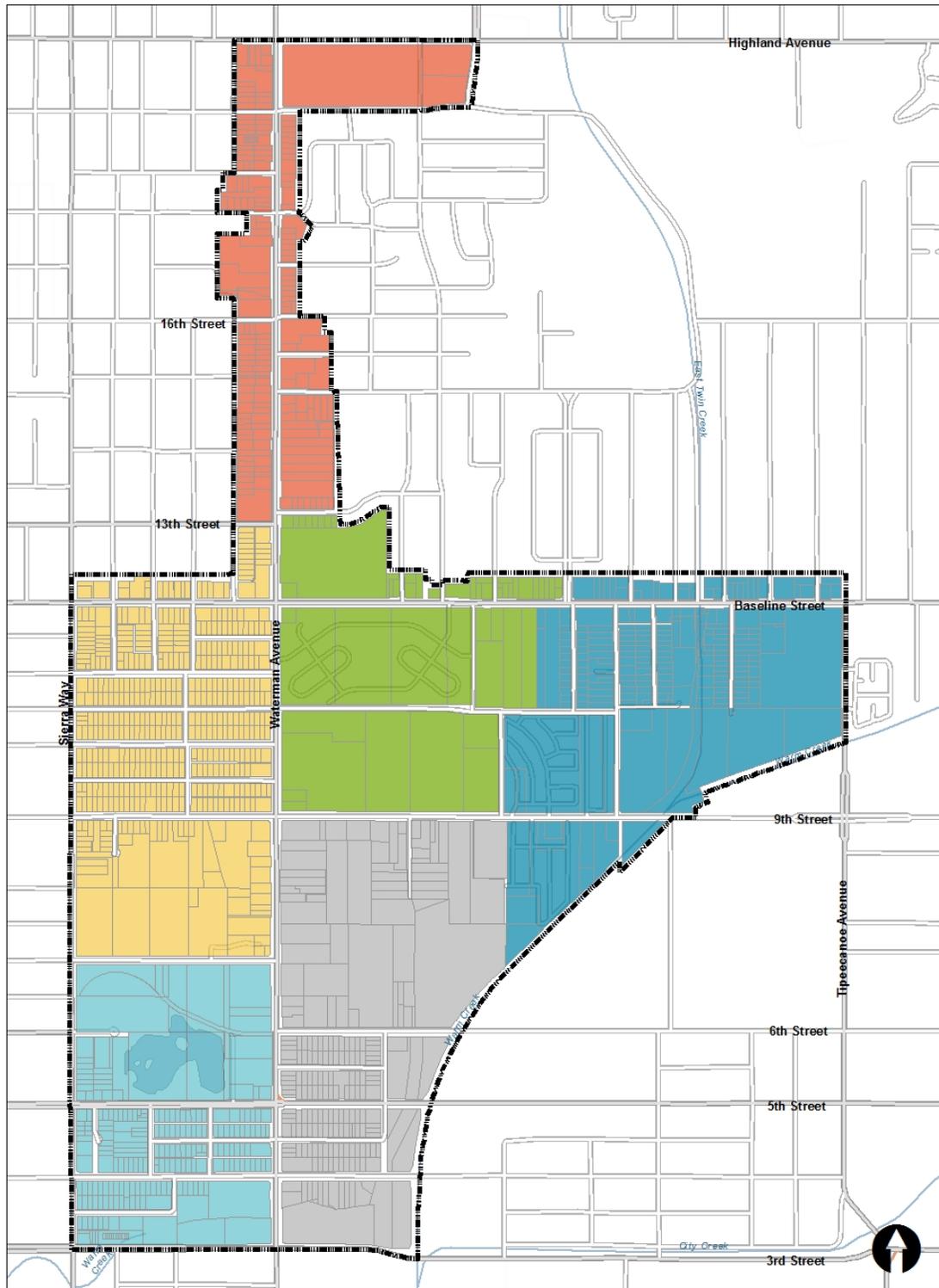
### 3.3. PLANNING DISTRICTS

Taking into consideration, the existing land use patterns, the market analyzes prepared for the Plan area, and the input from the community collected during the public participation program, this Plan creates six “districts” that together would achieve a mix of residential uses and commercial uses to implement the vision for the neighborhood. The boundaries for each of the six districts are shown on **Figure 3.3, *Planning Districts***. Overall, the implementation of the Plan would increase existing residential uses from an estimated 2,049 units to approximately 4,341 units, and would increase commercial uses from roughly 2,366,385 square feet to approximately 3,500,000 square feet. The six districts included in the plan are:

- District One - Uptown Professional District
- District Two - Westside Neighborhood District
- District Three - Midtown Core District
- District Four - Eastside Neighborhood District
- District Five - Gateway Lake District
- District Six - Employment Mixed Use District

A description of the existing conditions and assets as well as a vision for each district is also provided below.

FIGURE 3.3- SPECIFIC PLAN PLANNING DISTRICTS



- |                         |                          |                |
|-------------------------|--------------------------|----------------|
| Plan Area Boundary      | 2 - Westside Residential | 5 - Gateway    |
| <b>DISTRICTS</b>        | 3 - Midtown Core         | 6 - Employment |
| 1 - Uptown Professional | 4 - Eastside Residential |                |

# DISTRICT ONE: UPTOWN PROFESSIONAL

The Uptown Professional District is approximately 82 net acres located in the northern portion of the Plan area. It includes all the parcels fronting Waterman Avenue between Highland Avenue and 13<sup>th</sup> Street. This area is home to numerous medical professional offices with some supporting retail businesses, including fast food restaurants, financial institutions and other retail and service vendors. St. Bernardine’s Hospital run by Dignity Health anchors the northern tip of the Plan area near the intersection of Waterman Avenue and Highland Street. Along the corridor there are a number of vacant parcels and empty tenant spaces providing an opportunity for new projects through new construction, rehabilitation, adaptive reuse, and lot consolidation.

## EXISTING ASSETS AND OPPORTUNITIES

**Image (top, right):** St. Bernadine’s Hospital run by Dignity Health provides vital emergency care and employment opportunities.

**Image (bottom right):** Single family homes along Waterman, some of which have been converted to retail or office uses.

**Image (bottom, left):** The Waterman Nursing Center provides nursing care, independent living units, and social services to elderly residents.



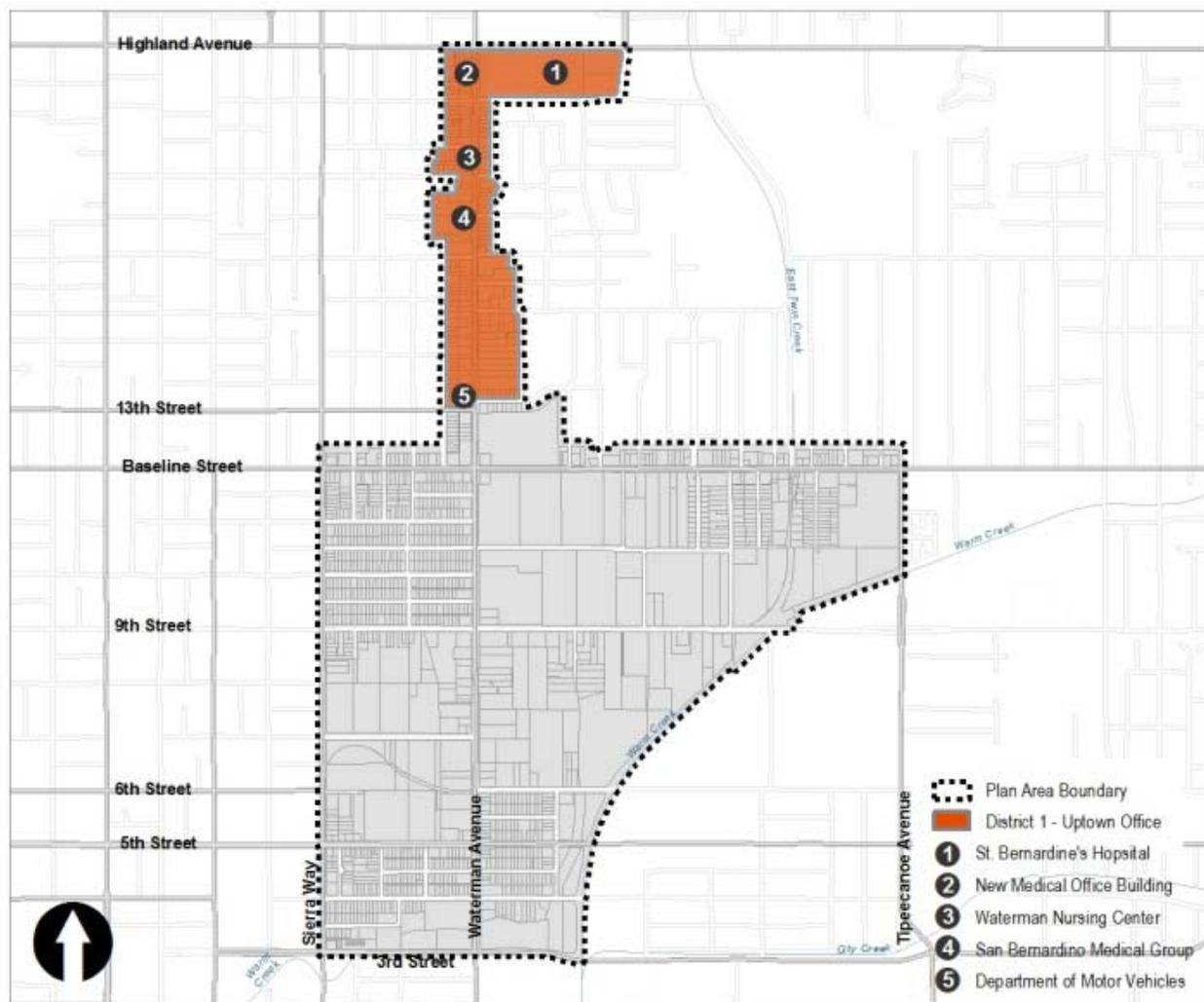


**EXISTING ASSETS AND OPPORTUNITIES**

Image (left): A new three-story medical building fronting Waterman Avenue.

Image (right): Limited retail and commercial uses exist in the northern portion of the Plan Area.

**FIGURE 3.4 – DISTRICT ONE ASSET AND OPPORTUNITY MAP**



## DISTRICT ONE VISION

The Plan seeks to consolidate the medical uses scattered along Waterman Avenue into a focused district that leverages the demand generated by St. Bernardine Medical Center. This district will be zoned entirely as mixed use allowing for office uses, neighborhood serving commercial uses and limited residential uses up to 20 dwelling units an acre with a focus on senior housing. The Plan also seeks to create a stronger connection to the Midtown District for its employees, patients, and visitors. The following land use elements are crucial to the transformation of this district:

- Promote the addition of new health and medical offices
- Support the creation of service oriented businesses (i.e. cafes, shops, banks, etc.)
- Improve sidewalks and right-of-ways for pedestrians and bicyclists
- Provide shaded outdoor spaces or pocket parks for employees and residents
- Introduce housing focused on senior residents



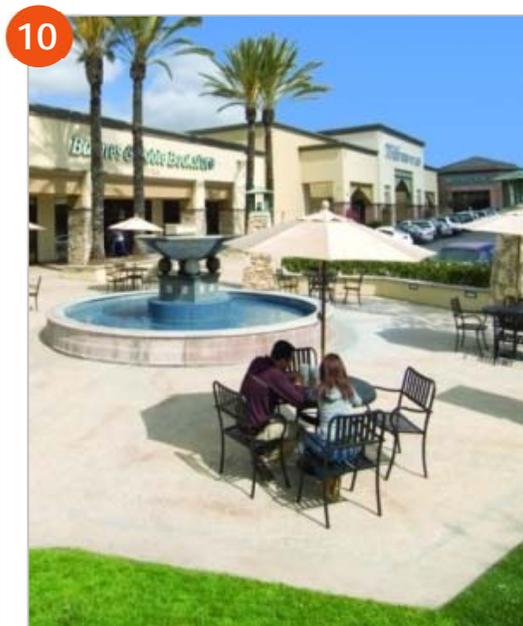
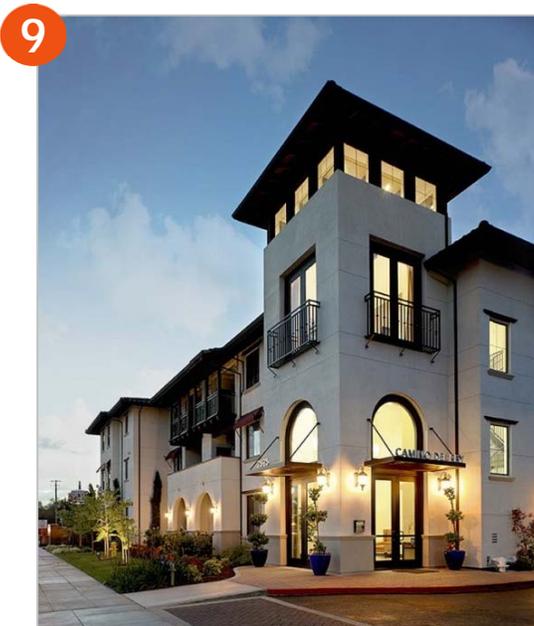
**1.** Encourage new medical offices with interesting design and materials. **2.** New development could include multi-use buildings with ground floor retail and restaurants with offices above. **3.** Lot consolidation fronting Waterman Ave would allow for larger comprehensive projects. **4.** New development should be aesthetically interesting and improve the pedestrian experience.



**5.** Coffee shops and cafes offering take out could compliment office/medical uses. **6.** To diversify District One there should be new retail/office mixed use development that is oriented to interface with Waterman Ave.



**7.** Uses to compliment the hospital should be allowed and encouraged. **8.** Sidewalk improvements should promote a safe and enjoyable pedestrian environment.



**9.** Housing for seniors that is affordable and walkable will be incentivized.

**10.** Strip malls along the corridor should be rehabilitated and new public gathering spaces introduced to accommodate patrons and local employees.

**11.** Outdoor dining can be achieved through creative reuse of existing space and vacant lots/storefronts.

**12.** Simple shaded plazas and small parks should be created for the community to gather and socialize.



## DISTRICT TWO: WESTSIDE NEIGHBORHOOD

The Westside Neighborhood District includes approximately 127 net acres at the western end of the Plan area. The boundaries of this district are formed by Sierra Way to the west, Waterman Avenue to the east, and 5<sup>th</sup> Street on the south. The district also includes the parcels fronting both sides of Baseline Street. This district is primarily comprised of residential single family homes. There are approximately 390 homes within the district, however many are in need of maintenance and/or rehabilitation. District Two also includes commercial uses fronting Waterman Avenue and Baseline Street, including a Walgreens drugstore, El Super grocery store, and a number of other small miscellaneous businesses (fast food restaurants, salons, a gas station, and offices). At the southern end of the district, the Pioneer Memorial Cemetery occupies approximately 30 acres, providing open space and a break in the urban fabric.



### EXISTING ASSETS AND OPPORTUNITIES

**Image (top left):** El Super, a local chain grocery store located along 9<sup>th</sup> Street near Waterman Avenue offers residents a reasonably priced assortment of groceries.

**Image (bottom, left):** A Walgreen's drug store at the corner of Waterman Ave and Baseline Street offers prescription and health services and provides retail goods.

**Image (bottom, right):** The Pioneer Memorial Cemetery is more than 150 years old and the resting place of many early San Bernardino pioneers.



**EXISTING ASSETS AND OPPORTUNITIES**

**Image (top right):** Multi-family housing in the Plan Area is limited, but a much needed source of affordable housing.



**Image (bottom, left):** The existing condition of single-family homes in the Westside Neighborhood District varies from block to block and even home to home. Many are in need of maintenance and rehabilitation.



FIGURE 3.5 - DISTRICT TWO ASSET AND OPPORTUNITY MAP



## DISTRICT TWO VISION

The primary vision for this district is to improve and preserve the existing single family neighborhoods to the west of Waterman Avenue. The standards and guidelines for District Two are also intended to encourage neighborhood serving commercial along Baseline Street and mixed use development along Waterman Avenue. The following land use elements are crucial to the transformation of the district:

- Partner with local organizations to rehabilitate and preserve single family homes
- Promote homeownership and property maintenance
- Support the creation of complimentary neighborhood oriented businesses focusing on eating establishments
- Identify opportunities for playgrounds and pocket parks
- Explore the possibility of the cemetery as a public open space



1. Provide assistance to homeowners and renters to maintain and update their homes. 2. Partner with local non-profit organizations to rehabilitate or redevelop dilapidated units. 3. Collaborate with local agencies to fill in vacant lots to create a safe and cohesive neighborhood. 4. Allow for new development using modular design.



**5.** Provide access to programs and funding sources to complete façade improvements for local businesses and organize street clean-ups.

**6.** Preserve and enhance existing neighborhood restaurants and eating establishments along Baseline Street to create a culinary corridor.

**7.** Encourage new personal service oriented retail uses to serve local residents and employees (i.e. coffee shops, ethnic restaurants, salons etc.)

**8.** Encourage façade improvements in older strip malls.

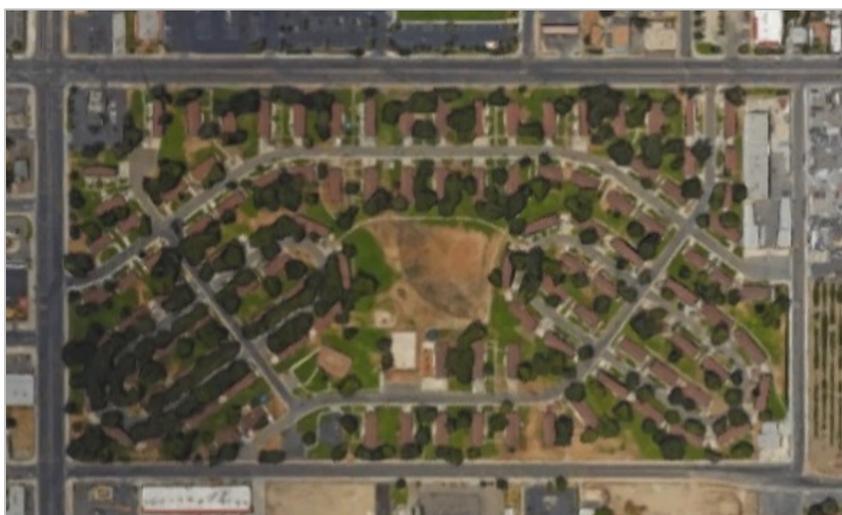
**9.** Identify sites for community gardens and pocket parks.

**10.** Encourage residents to actively create safe gathering spaces within their neighborhoods.

**11.** Explore the possibility of utilizing portions of the Pioneer Memorial Cemetery as open space with potential for public gatherings that is respectful of the existing use.

# DISTRICT THREE: MIDTOWN CORE

Located in the center of the Plan area, the Midtown Core district is at heart of the neighborhood. The boundaries of the district are Waterman Avenue on the west, 9<sup>th</sup> Street on the south, with no roadway boundary to the north or east. The district is roughly 120 acres in size comprised of a mix of multi-family residential and commercial uses. In the northern tip of the district, north of Baseline Street, is a well-established commercial center owned and anchored by Stater Brothers. At the center is Waterman Gardens, a 252-unit public housing complex developed by the Department of Housing and Urban Development (HUD) in 1943. In the southwest corner of the district is a second commercial hub including a 99-cent only store, two restaurants, and the Waterman Discount Mall, a venue for independent vendors to sell their goods. Fronting 9<sup>th</sup> Street is E. Neal Roberts Elementary school and Sierra High School. Finally, in the southeast corner of the district is Valencia Vista, a new 75-unit multi-family development, offering affordable housing opportunities.



## EXISTING ASSETS AND OPPORTUNITIES

**Image (top left):** The Stater Brothers grocery store located at Waterman Ave and Baseline St.

**Image (top right):** The iconic Waterman Gardens monument sign.

**Image (bottom):** An aerial view of Waterman Gardens, built in 1943.



**EXISTING ASSETS AND OPPORTUNITIES**

**Image (left):** The Waterman Discount Mall – home to an indoor swap meet.

**Image (right):** E. Neal Roberts Elementary is a K through 6 campus located between Olive and 9<sup>th</sup> Street across from Waterman Gardens.

**FIGURE 3.6- DISTRICT THREE ASSET AND OPPORTUNITY MAP**



## DISTRICT THREE VISION

Centered on a redesigned Olive Avenue, this 120-acre district is envisioned as a pedestrian-oriented core with a variety of housing options, commercial shops and eating establishments along Waterman Avenue and Baseline Street – all within walking distance to a repurposed public K-12 school campus. Mixed use development is encouraged with residential uses allowed up to 30 dwelling units an acre. At the heart of the district will be Arrowhead Grove, a new mixed-income, multi-family rental apartment community developed on the former Waterman Gardens public housing site. This district is envisioned to have an educational component to motivate and promote learning for residents, especially children at every turn. The following land use elements are crucial to the transformation of District Three:

- Promote mixed use development locating jobs and housing in close proximity
- Partner with the school district to redevelop the E. Neal Roberts campus
- Create an educational village with joint-use recreational facilities for students and residents
- Employ place-making strategies and encourage community identification projects
- Identify opportunities to activate parking lots through pop-up shops, farm stands, etc.
- Create a public gathering space for community events
- Promote alternative forms of transformation by providing the necessary infrastructure



1. New multi-family housing will create new opportunities for families earning a range of incomes.
2. Community based activities in large parking areas by Stater Brothers and the Discount Mall will be encouraged.
3. Residential uses over retail and office space are allowed to promote walkability.
4. Establish community branding and implement place-making initiatives.



- 5. Explore the possibility of improving and opening up the Waterman Discount Mall.
- 6. Partner with local organizations to create mobile services such as libraries to serve students and residents.
- 7. Provide key infrastructure to facilitate bicycles as a safe form of transport.
- 8. Work with SBCUSD to expand the Roberts school campus to accommodate grades K-12.
- 9. Develop joint use recreational facilities for students and local residents.
- 10. Support local farmers and healthy eating by allowing farm stands/markets.
- 11. Allow for innovative temporary retail facilities to encourage resident entrepreneurship and activate empty parking lots.
- 12. Design a public gathering space to host community events.
- 13. Create a linear park to connect this core district to all adjacent districts.

## THE REDEVELOPMENT OF WATERMAN GARDENS

In 2012, the Housing Authority of the County of San Bernardino (HACSB) partnered with Pyatok Architects, Inc. to prepare a preliminary plan to redevelop Waterman Gardens, a 38-acre site housing an outdated public housing project of 242 units constructed in 1943. To achieve their vision HACSB selected National Community Renaissance (CORE) as the implementing agent. The redevelopment of Waterman Garden involves the creation of a holistic strategy for improving the overall physical, social, and economic conditions of the neighborhood. The revitalization of the area is centered on the following opportunities:

- 1 Stabilize adjacent neighborhoods through home improvement, security, and employment efforts.
- 2 Revitalize commercial neighbors through the introduction of new housing and business improvement opportunities.
- 3 Collaborate with school leadership to emphasize enriched learning programs and promote improved open space, to catalyze broader neighborhood improvement.
- 4 Create new neighborhoods through new housing providing relocation opportunities and potential for collaboration with the school district on joint use facilities.
- 5 Allow the redevelopment of the public housing site to be at the root of the revitalization strategy.

FIGURE 3.7 - CONCEPTUAL REDEVELOPMENT PRINCIPLES FOR WATERMAN GARDENS



## PRINCIPLES FOR MOVING FORWARD

### 1. COMPETITIVE CNI APPLICATION

Provide a design for the catalytic revitalization of Waterman Gardens and the neighborhood.

### 2. INTERCONNECTED NEIGHBORHOOD

Connect the Waterman Site and adjacent parcels together and to the neighborhood and resources around it.

### 3. PLAN FOR SAFETY

Consider CPTED techniques, and provide "eyes" on the streets and parks.

### 4. PROCESS-INSPIRED ARCHITECTURE

Respond to resident aspirations for the redevelopment of Waterman Gardens.

### 5. ARCHITECTURE FOR A BROAD MARKET

Design units for all walks of life, low-income and market-rate.

### 6. HEALTHY HOUSING

Provide housing that is sustainable and energy efficient for healthy living.

### 7. IMPLEMENTABLE PROJECT

Provide a high-quality experience within the quantitative requirements of the site.

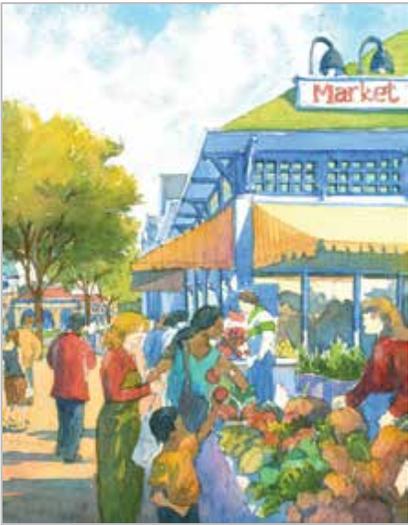


FIGURE 3.8 – CONCEPTUAL SITE PLAN AND ELEVATIONS FOR ARROWHEAD GROVES



### SCHOOL DISTRICT PARTNERSHIP

Within the Plan area, there are two adjoining school campuses operated by San Bernardino City Unified School District (SBCUSD): E. Neal Roberts Elementary and Sierra High School. National CORE is collaborating with SBCUSD on several elements of a successful community/school partnership and place-based neighborhood revitalization strategy including a K-12 campus, joint-use sports and recreational facilities, after school/summer programming, and curriculum enhancement.

FIGURE 3.9 – PROPOSED K-12 SCHOOL & JOINT-USE FACILITIES



# DISTRICT FOUR: EASTSIDE NEIGHBORHOOD

The Eastside Neighborhood District includes approximately 144 net acres at the eastern end of the Plan area adjacent to the Midtown Core. The boundaries of this district are loosely formed by Tipeecanoe Avenue and the flood control channel to the east and south, the parcels fronting Baseline to the north, with no formal boundary to the west. This district is currently zoned primarily for residential uses with commercial fronting Baseline Street. Commercial tenants along the Baseline corridor range from a new Dollar General store to older antique and furniture merchants, a carpet store, a restaurant and a laundromat. Within District Four there are also three different mobile home parks with roughly 515 units, in addition to approximately 150 single family homes. A flood control channel runs along the eastern edge of the district with low density uses including a bus storage yard owned by Laidlaw, and vacant land.



## EXISTING ASSETS AND OPPORTUNITIES

**Image (left, top):** The Laidlaw bus storage lot located centrally in District Four.

**Image (left, center):** A new Dollar General store along Baseline Street recently completed in 2014.

**Image (left, bottom):** Many business facades fronting Baseline are in need of improvements and/or rehabilitation to attract new tenants and improve walkability for pedestrians.

**Image (top, right):** The flood control channel forms the eastern and southern boundary of the district protecting adjacent uses from flash flooding.



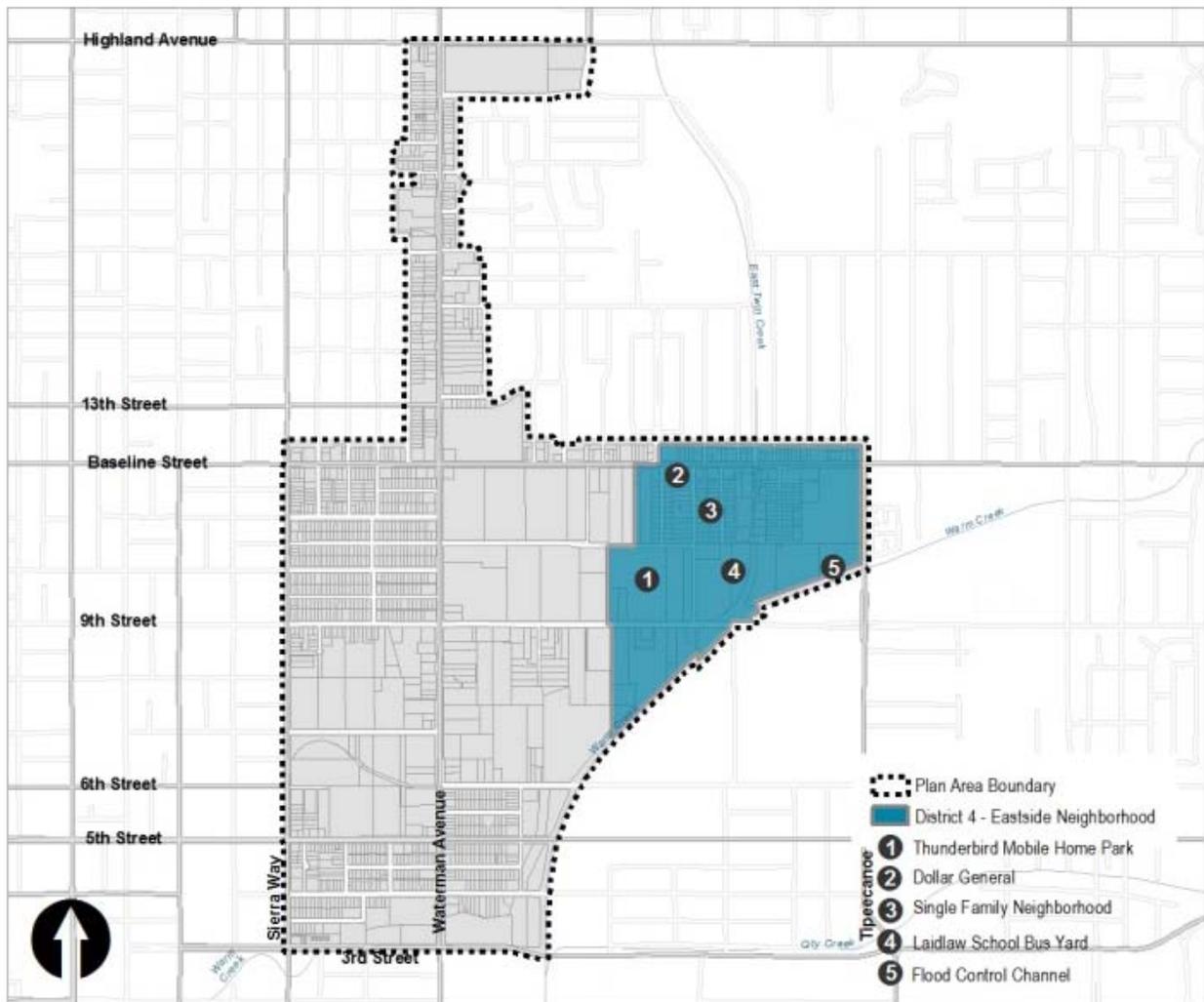


**EXISTING ASSETS AND OPPORTUNITIES**

**Image (left):** There are three mobile home parks within District Four, including the Thunderbird Mobile Park located between Olive Street and 9<sup>th</sup> Street.

**Image (right):** Single family homes in District Four will be preserved and enhanced to promote homeownership.

**FIGURE 3.10 - DISTRICT FOUR ASSET AND OPPORTUNITY MAP**



## DISTRICT FOUR VISION

District Four is envisioned to have neighborhood serving commercial uses fronting Baseline Street, such as cafes, shops, salons, and restaurants, while preserving and enhancing the existing single family neighborhoods located to the south. Partnerships and programs to rehabilitate dilapidated units and develop infill projects on vacant lots will help to improve the feel of the neighborhood and promote civic pride. As many of the parcels in this district are located in or adjacent to the flood control channel, a linear park or trail system is envisioned to run along the southern and eastern edge of the district.

- Partner with local organizations to rehabilitate and update single family homes
- Promote homeownership and property maintenance
- Support infill and property maintenance of businesses along Baseline Street
- Encourage a hub of retail businesses focusing on home goods and services
- Identify opportunities for playgrounds and pocket parks
- Explore the possibility of a trail/recreational uses along the flood control channel

b

1



2



3



1. Utilize modular design to add housing on infill lots or replace neglected homes. 2. Partner with local agencies and organizations to rehabilitate rundown units. 3. Provide opportunities and incentives to beautify existing mobile home parks.



**4.** Explore the possibility of creating a business improvement district and work with tenants to complete façade improvements.

**5.** Identify vacant lots to create gathering spaces that could host food trucks and neighborhood events.

**6.** Encourage the development of new retail and commercial uses along Baseline Street to serve local residents and employees (i.e. home goods and specialty retail stores etc.).

**7.** Preserve and enhance existing neighborhood retail uses along Baseline Street to create a hub of similar types of businesses.

**8.** Empower residents to create and care for creative pocket parks.

**9.** Explore the possibility of creating dual purpose recreational spaces along the flood control channel.

**10.** Examine the feasibility of developing a pedestrian/bicycle trail along the flood control channel.

## DISTRICT FIVE: THE GATEWAY

District Five, the Gateway District will welcome residents and visitors to the Plan area - connecting and distinguishing the neighborhood from the Civic Center/Downtown. This district is comprised of approximately 97 net acres located south of 7<sup>th</sup> Street, east of Sierra Way, north of 3<sup>rd</sup> Street and west of Waterman Avenue. The northern half of the district between 5<sup>th</sup> and 7<sup>th</sup> Streets is Seccombe Lake Park, a 44-acre public park owned and operated by the City of San Bernardino. Facilities on the park site include: two baseball diamonds, two volleyball courts, a walking track, a gazebo, play structures, and picnic areas with grills. In the southern portion of the district, between 5<sup>th</sup> and 3<sup>rd</sup> Streets are a variety of prominent uses, including a San Bernardino County office building, a City-operated fire station, and buildings operated by the US Army Reserve and California National Guard. In the southwest corner of the district there is also a new mixed use project with two stories of residential units over ground floor retail spaces.



### EXISTING ASSETS AND OPPORTUNITIES

**Image (top, left):** The County of San Bernardino building at the corner of Waterman Ave and 5<sup>th</sup> Street.

**Image (top right):** A new vertical mixed use development located fronting 3<sup>rd</sup> Street.

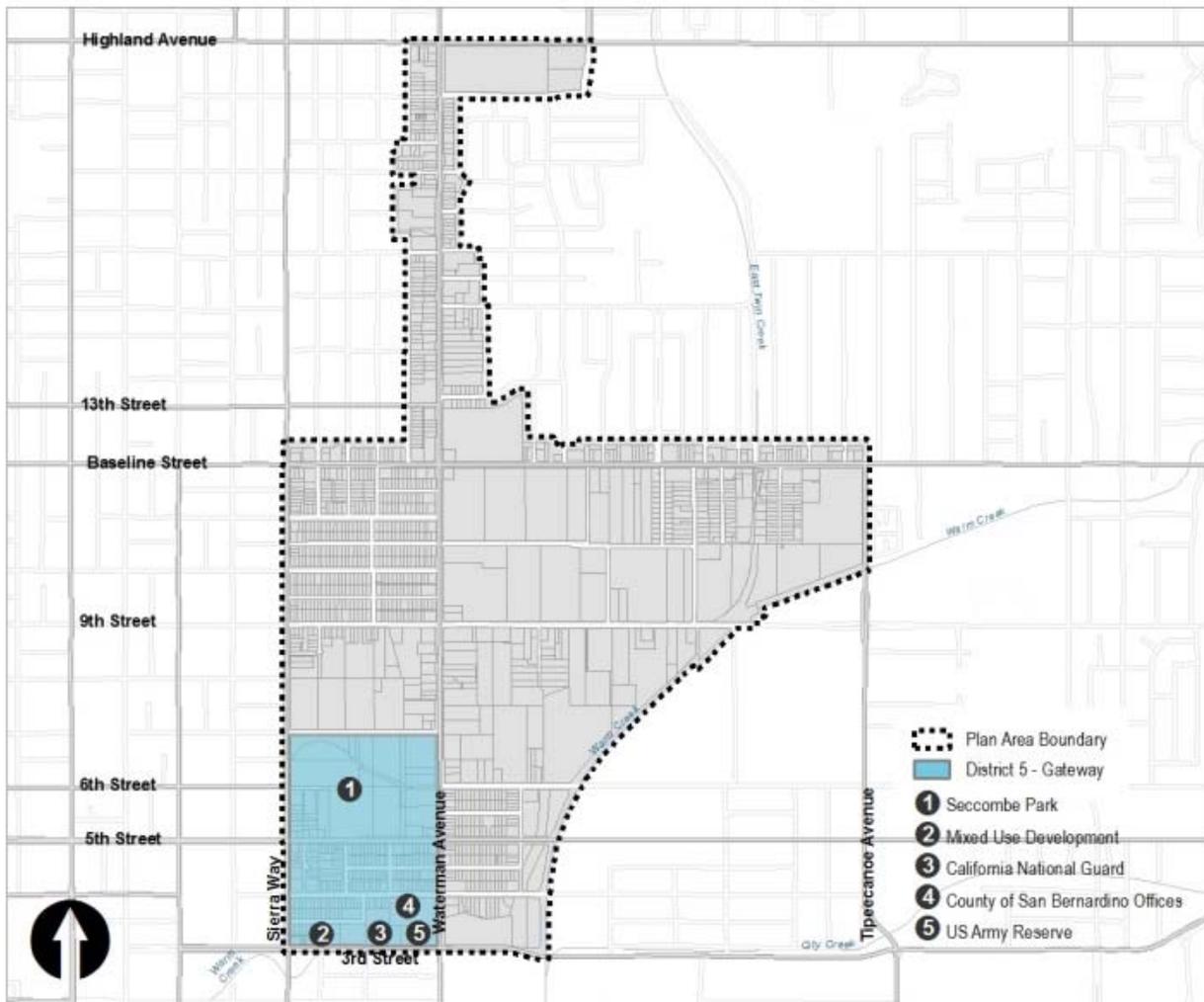
**Image (left, bottom):** The United States Army has a Reserve Center at the corner of 3<sup>rd</sup> Street and Waterman Ave that is closed and no longer in use.



**EXISTING ASSETS AND OPPORTUNITIES**

Seccombe Lake Park, owned by the City, is a key opportunity site for the Plan Area offering open space for recreational gatherings and has potential for new development.

**FIGURE 3.11- DISTRICT FIVE ASSET AND OPPORTUNITY MAP**



## DISTRICT FIVE VISION

This district is envisioned to promote the identity of San Bernardino through enhanced landscaping and signage and high quality mixed-use development at Seccombe Lake. District Five allows for office and commercial mixed use development along Waterman Avenue, with a small single family enhancement area in the center of district. The majority of District Five, including Seccombe Lake, will allow for higher density residential development up to 30 dwelling units per acre with compatible neighborhood serving commercial uses in the form of vertical or horizontal mixed use.

- Establish a gateway/entry point into the Plan Area
- Foster an urban-suburban neighborhood to complement Downtown San Bernardino
- Restore and enhance Seccombe Lake Park
- Allow for mixed use development along Waterman Avenue
- Encourage infill development on vacant lots
- Create a connection to the SbX line along E Street

1



2



1. Restore Seccombe Lake to its former beauty and ensure safety of all visitors.

2. Partner with local agencies and organizations to utilize the existing facilities onsite. 3. Upgrade and maintain playgrounds, the gazebo and other areas that can be used by residents of all ages.

3



4



4. Restore and utilize Seccombe Lake Park as a safe space for the City to host community events.

5. The intersection of 5<sup>th</sup> Street and Sierra Way will serve as the gateway into the Plan Area from Downtown.

6. Repurposed shipping containers and modular construction offer cost effective and creative options for local property owners and business tenants.

7. Work with existing property owners to complete façade and street improvements to encourage pedestrian activity.

8. Encourage the development of new retail and commercial buildings along Waterman Avenue to serve local residents and employees (i.e. delis, breweries, yogurt shops etc.).

9. Allow for mixed use development with residential units above retail or office uses that create interest at the corners of prominent intersections.

10. Connect the Plan Area to the sbX line station located at 5<sup>th</sup> Street and X.

5



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10



# DISTRICT SIX: EMPLOYMENT MIXED USE

The sixth and final district has been identified as an employment generating and flexible business mixed use district. The 140-acre district is located south of 9<sup>th</sup> Street, east of Waterman Avenue, north of 3<sup>rd</sup> Street and west of the flood control channel. This district is predominantly occupied by auto-related uses including several large auto dismantling and recycling businesses. Many of the properties are fenced off and uses are not visible from the street. The City's recycling center is located in the northern portion of the district fronting 9<sup>th</sup> Street. A flood control channel forms the eastern boundary of the District and many of the parcels along this edge are large in size and vacant. There is a small cluster of single family homes between 6<sup>th</sup> Street and 3<sup>rd</sup> Street; however the residential blocks are broken up by vacant unmaintained properties and structures.



## EXISTING ASSETS AND OPPORTUNITIES

**Images:** Auto dismantling yards and other auto-related services including repair and auto body shops are a predominant land use in District Six occupying the majority of the land.

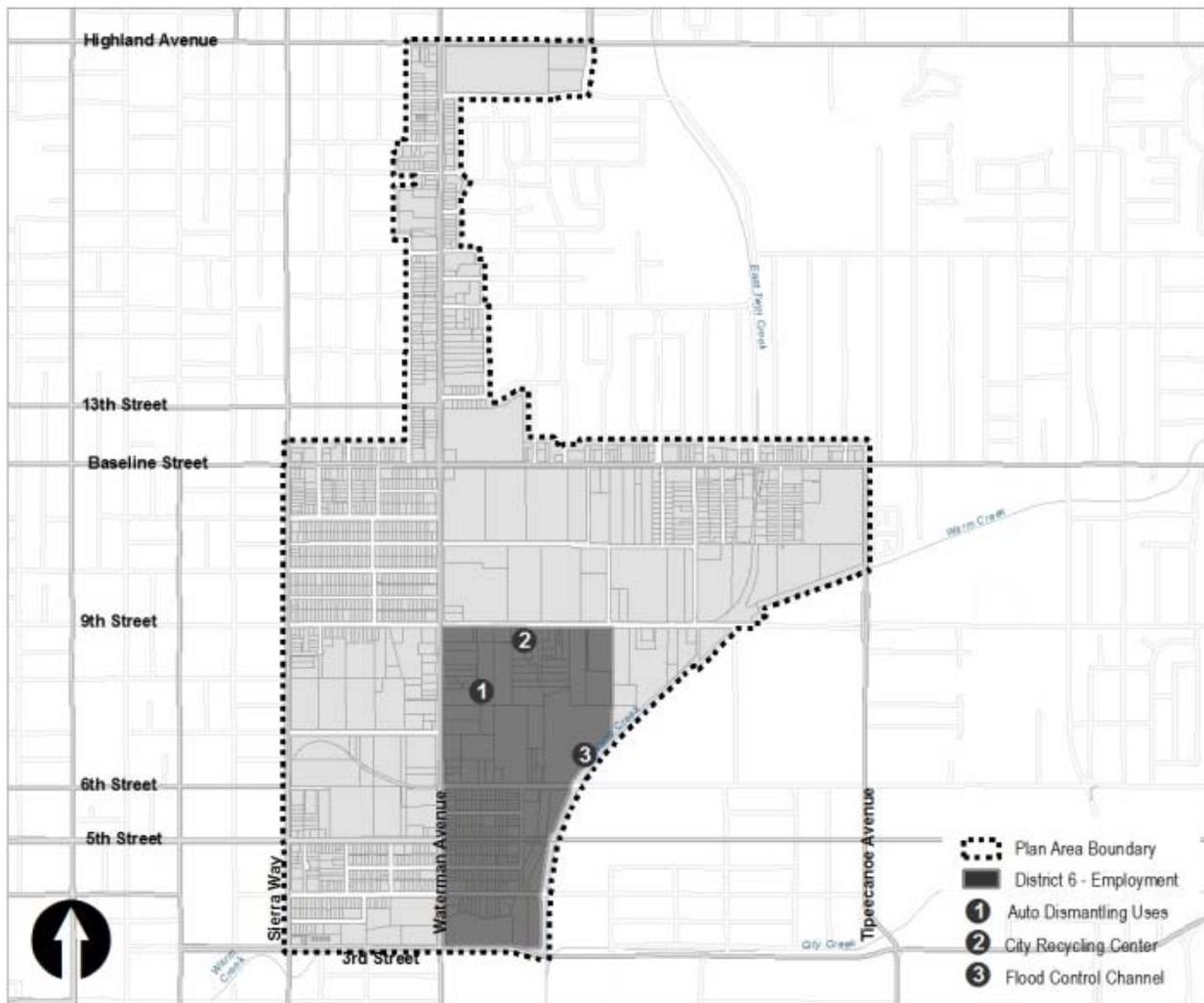


**EXISTING ASSETS AND OPPORTUNITIES**

Image (left): Auto service shops are prevalent in the southeast corner of the Plan area.

Image (right): A large portion of the district is flood control channel that has become a dumping ground.

**FIGURE 3.12: DISTRICT SIX ASSET AND OPPORTUNITY MAP**



## DISTRICT SIX VISION

Existing uses within District Six are overwhelmingly auto-related; however the implementation of the Plan will protect and buffer these uses while allowing for new office, commercial, and business park uses (mix of business and support services). Generally, the parcels fronting Waterman Avenue will allow for development of mixed use projects to establish new job opportunities in close proximity to new and existing residential development. Traveling south, between 5<sup>th</sup> and 4<sup>th</sup> Streets there is a small grouping of single family homes that have been identified as a preservation and enhancement area. Finally, similar to District Four, many of parcels in this district are located in or adjacent to the flood control channel which presents an opportunity to create a linear park or trail system along the eastern edge of the district.

- Buffer specialty auto-related uses and encourage employment generating uses
- Support infill and property maintenance of businesses along the Waterman Avenue
- Encourage adaptive reuse of existing buildings when possible
- Improve pedestrian and bicycle safety
- Identify opportunities for plazas and spaces for residents and employees to gather
- Explore the possibility of a trail/recreational uses along the flood control channel



1. Encourage redevelopment of existing uses to establish uses that are interactive with the street frontages. 2. Promote the development of flexible employment space that can accommodate a range of businesses. 3. Explore the use of repurposed containers as a way of constructing new infill projects on existing land that represent San Bernardino's tie to the transportation industry.



**4.** Encourage office and industrial uses that create jobs and attract new business ventures.  
**5.** Allow and encourage artistic installations.  
**6.** Identify and provide resources for existing tenants and property owners to rehabilitate buildings.



**7.** Allow for employment generating uses and maker spaces.  
**8.** Encourage the development of retail and commercial uses along Waterman to serve local residents and employees.



**9.** Encourage businesses to create outdoor recreational areas for employees.



**10.** Explore the possibility of developing a pedestrian/bicycle trail along the flood control channel to connect to the SbX line.  
**11.** Examine the feasibility of creating multi-purpose recreational spaces along the flood control channel.

## 3.4. CATALYTIC DEVELOPMENT SITES

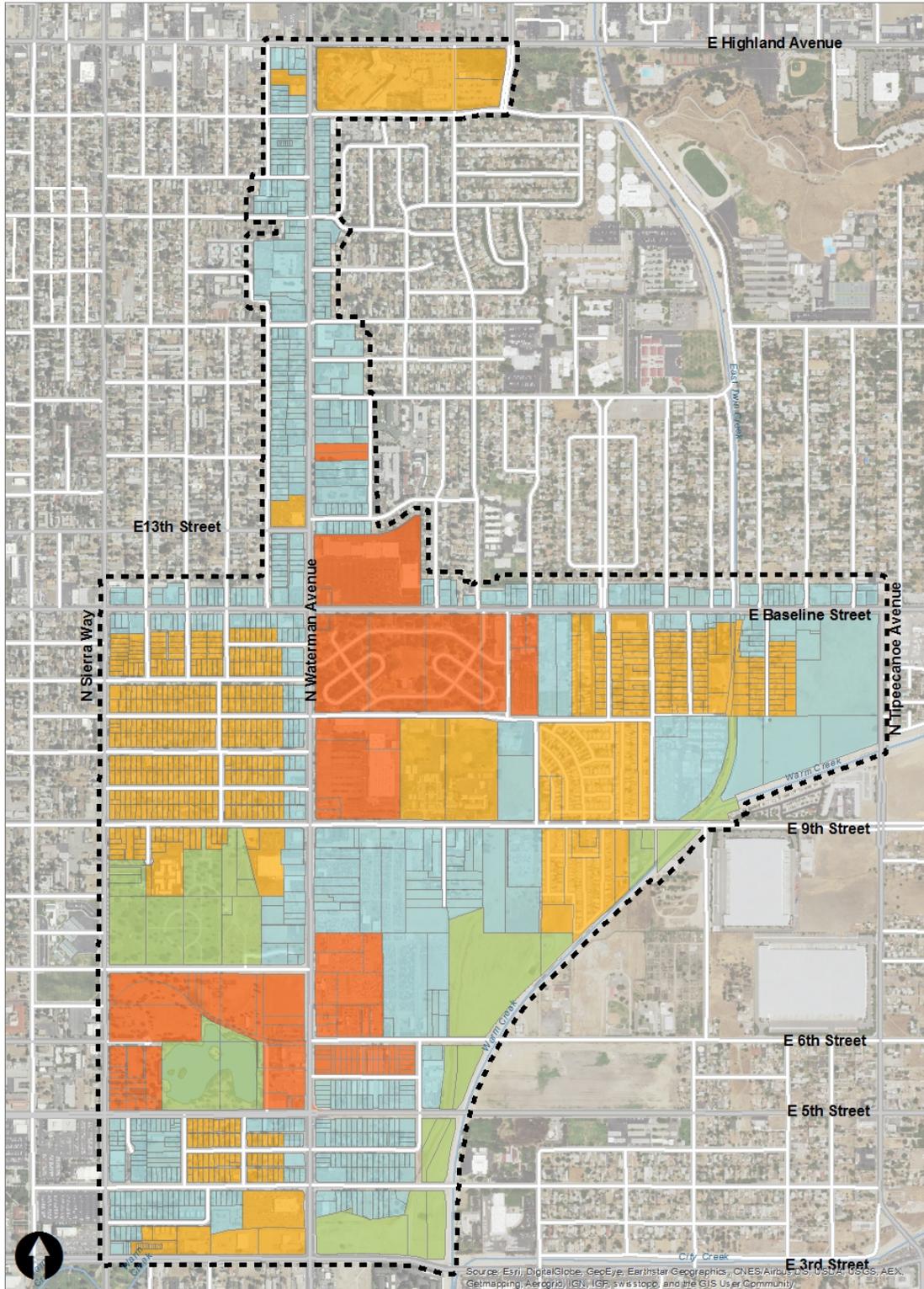
### 3.4.1. OPPORTUNITY AREAS/SITES

Within each district two types of opportunity sites have been identified – catalytic sites and redevelopment sites. Catalytic sites are envisioned to be significant development or infill projects that are likely to occur within one to five years that will create the momentum for other redevelopment projects on adjacent and nearby parcels. Within the Plan area, seven catalytic sites have been identified that are in the process of being redevelopment or have a high likelihood of being redeveloped in the near future. Catalytic sites are shown in red on **Figure 3.13, *Catalytic Development Sites***. In contrast, redevelopment sites are parcels throughout the Plan area that are generally vacant or house underutilized properties and/or older facilities that no longer meet current standards and market conditions, and thus have the most potential for change. They are typically smaller in size and may require additional steps to facilitate redevelopment (i.e. lot consolidation, demolition). A large number of parcels throughout the Plan area are identified as redevelopment sites particularly along Waterman Avenue, 5<sup>th</sup> Street, and Baseline Street. Redevelopment sites as shown in blue on Figure 3.13.

### 3.4.2. ENHANCEMENT AREAS/SITES

The proposed Plan includes “Enhancement Areas” that are predominantly comprised of residential neighborhoods that lie outside of Opportunity Areas/Sites. No substantive changes are proposed for these areas. Enhancement Areas include established residential neighborhoods outside the corridors, and some existing office professional and commercial parcels that are already developed with compatible, economically viable and job-generating uses. This Plan intends to retain, enhance, and improve these Enhancement Areas. Enhancement areas are shown in yellow on Figure 3.13.

FIGURE 3.13 – CATALYTIC DEVELOPMENT SITES



- Plan Area Boundary
- Catalytic Site
- Preservation/Enhancement Site
- Open Space
- Redevelopment Site

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**WATERMAN + BASELINE**  
NEIGHBORHOOD SPECIFIC PLAN

A watercolor illustration of a modern, multi-story house with a balcony and large windows, surrounded by trees and landscaping. The style is soft and painterly, with visible brushstrokes and a warm, slightly muted color palette. The house has a prominent vertical element on the right side and a balcony with a railing. The foreground shows some greenery and a path.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 4. LAND USE PLAN

- 4.1. PURPOSE AND AUTHORITY OF THE SPECIFIC PLAN
- 4.2. LAND USE PLAN
- 4.3. PERMITTED LAND USES
- 4.4. USES WITH SPECIAL REGULATIONS
- 4.5. NON-CONFORMING USES
- 4.6. PARKING STANDARDS
- 4.7. OPEN SPACE OPPORTUNITIES

DECEMBER 2016



# CHAPTER 4

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## land use plan

### 4.1. PURPOSE AND AUTHORITY OF THE SPECIFIC PLAN

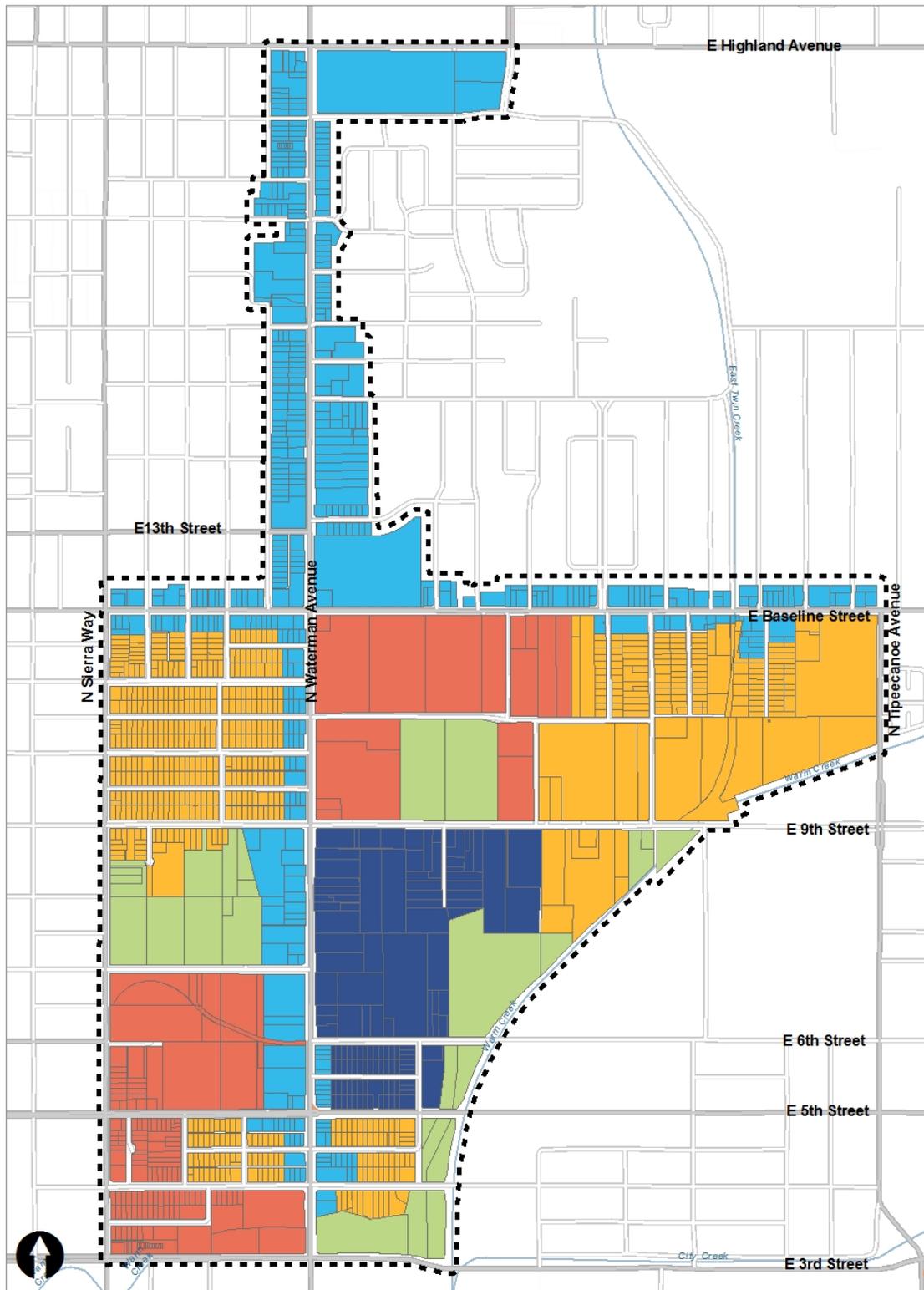
This chapter presents the Land Use Plan and includes development standards for reuse of existing buildings and new infill development in the Waterman + Baseline Neighborhood Specific Plan area. A description of the land use categories, their intent and a list of permitted and provisional uses is provided along with a discussion of opportunities for open space and recreational amenities.

The Plan represents the implementation of the General Plan’s goals and policies for the 875-acre Plan area that includes 710 acres of developed land and 165 acres of right-of-way. The Plan establishes the area’s land use and development regulations. It replaces regulations contained in the San Bernardino Development Code (Title 19, Land Use/Subdivision). The Plan shall guide all land use and development decision-making processes for the area. The Specific Plan does not replace or augment building safety codes or other non-planning related codes. All applications for new construction, substantial modifications to existing buildings, and changes in land use shall be reviewed for conformance with this Specific Plan. This Plan is adopted under the authority of the City’s Zoning Ordinance (Specific Plans 19.64), which establishes Specific Plans as a tool to regulate land use and development.

### 4.2. LAND USE PLAN

To facilitate the redevelopment of the Plan area, five new zones have been established. The mix of uses developed specifically for the Plan area is intended to create a balanced environment for residents to live, work and play in a walkable environment that is safe and enjoyable. **Figure 4.1, *Proposed Land Use Plan***, shows the zoning proposed for the Plan area followed by a summary description of each zone.

FIGURE 4.1- PROPOSED LAND USE PLAN



### 4.2.1. NEIGHBORHOOD RESIDENTIAL

The Neighborhood Residential zone is intended to restore, preserve and enhance existing single family neighborhoods while allowing for the development of new residential units up to 14 dwelling units per acre. This zone will help buffer existing neighborhoods from higher intensity surrounding uses and provides a transition between residential and non-residential uses. This zone does not allow for the development of new non-residential uses.



NEIGHBORHOOD RESIDENTIAL DEVELOPMENT STANDARDS		
Minimum Project Lot Area	Base	6,200 SF
	Tier 1	-
	Tier 2	-
Maximum Floor Area Ratio	Base	-
	Tier 1	-
	Tier 2	-
Maximum Height	Base	30'
	Tier 1	-
	Tier 2	-
Maximum Density	Base	14 du/ac
	Tier 1	-
	Tier 2	-
Minimum Street Setback	Ground Floor*	10'
	Surface Parking**	8'
Maximum Street Setback	All	20'
Minimum Interior Setback Not Abutting a Residentially Zoned Parcel	Ground Floor *	0'
	Surface Parking**	8'
Minimum Interior Setback Abutting a Residentially Zoned Parcel	10' landscaped building setback** 8' landscaped parking lot setback	

SF = Square Feet, du/ac = dwelling unit per acre

\*Where the building fronts the street along its side and/or front property lines, the first twenty (20') feet in height of a structure shall be setback a minimum of five (5') feet from the side and/or front property line. The building shall step back a minimum of fifteen (15') feet from the adjacent side and/or front property line at a height above twenty (20') feet.

\*\*Setback shall be screened per design guideline requirements (Landscaping – Parking Lots).

### 4.2.2. CORRIDOR MIXED USE

The Corridor Mixed Use zone is intended to encourage the development of a mix of neighborhood serving commercial and residential uses along Baseline Street and Waterman Avenue. This zone accommodates both vertical and horizontal mixed use development up to 20 dwelling units per acre and a floor area ratio (FAR) of 0.5. New construction would incorporate streetscape improvements to encourage walkability along these two major corridors.



#### CORRIDOR MIXED USE DEVELOPMENT STANDARDS

<b>Minimum Project Lot Area</b>	Base	None
	Tier 1	10,000 SF
	Tier 2	20,000 SF
<b>Maximum Floor Area Ratio</b>	Base	0.5
	Tier 1	0.75
	Tier 2	1.0
<b>Maximum Height</b>	Base	35'
	Tier 1	45'
	Tier 2	55'
<b>Maximum Density</b>	Base	20 du/ac
	Tier 1	30 du/ac
	Tier 2	40 du/ac
<b>Minimum Street Setback</b>	Ground Floor*	0'
	Surface Parking**	10'
<b>Maximum Street Setback</b>	All	15'
<b>Minimum Interior Setback Not Abutting a Residentially Zoned Parcel</b>	Ground Floor *	0'
	Surface Parking**	10'
<b>Minimum Interior Setback Abutting a Residentially Zoned Parcel</b>	10' landscaped building setback** 8' landscaped parking lot setback	

SF = Square Feet, du/ac = dwelling unit per acre

\*Where the building fronts the street along its side and/or front property lines, the first twenty (20') feet in height of a structure shall be setback a minimum of ten (10') feet from the front and/or five feet (5') from the side property line. The building shall step back a minimum of fifteen (15') feet from the adjacent side and/or front property line at a height above twenty (20') feet.

\*\*Setback shall be screened per design guideline requirements (Landscaping - Parking Lots).

### 4.2.3. MIXED USE VILLAGE

The Mixed Use Village zone is intended to develop a pedestrian-oriented environment with a variety of housing options, commercial shops and eating establishments. Mixed use development will be encouraged including residential uses up to 30 dwelling units an acre and non-residential uses up to an FAR of 0.75. This zone is intended to create a sense of place and identify the Specific Plan area as a distinct location within the City.



#### MIXED USE VILLAGE DEVELOPMENT STANDARDS

Minimum Project Lot Area	Base	None
	Tier 1	15,000 SF
	Tier 2	30,000 SF
Maximum Floor Area Ratio	Base	0.75
	Tier 1	1.0
	Tier 2	1.25
Maximum Height	Base	45'
	Tier 1	55'
	Tier 2	65'
Maximum Density	Base	30 du/ac
	Tier 1	40 du/ac
	Tier 2	50 du/ac
Minimum Street Setback	Ground Floor*	5'
	Surface Parking**	8'
Maximum Street Setback	All	15'
Minimum Interior Setback Not Abutting a Residentially Zoned Parcel	Ground Floor *	0'
	Surface Parking**	0'
Minimum Interior Setback Abutting a Residentially Zoned Parcel	10' landscaped building setback** 8' landscaped parking lot setback	

SF = Square Feet, du/ac = dwelling unit per acre

\*Where the building fronts the street along its side and/or front property lines, the first twenty (20') feet in height of a structure shall be setback a minimum of five (5') feet from the side and/or front property line. The building shall step back a minimum of fifteen (15') feet from the adjacent side and/or front property line at a height above twenty (20') feet.

\*\*Setback shall be screened per design guideline requirements (Landscaping – Parking Lots).

### 4.2.4. EMPLOYMENT

The Employment zone is intended to promote the development of employment generating uses including office, commercial, and business park uses (mix of business and support services) to establish new job opportunities in close proximity to new and existing residential development. This zone allows for non-residential uses up to an FAR of 0.75.



EMPLOYMENT DEVELOPMENT STANDARDS		
Minimum Project Lot Area	Base	None
	Tier 1	10,000 SF
	Tier 2	20,000 SF
Maximum Floor Area Ratio	Base	0.5
	Tier 1	0.75
	Tier 2	1.0
Maximum Height	Base	35'
	Tier 1	45'
	Tier 2	55'
Maximum Density	Base	-
	Tier 1	-
	Tier 2	-
Minimum Street Setback	Ground Floor*	10'
	Surface Parking**	8'
Maximum Street Setback	All	15'
Minimum Interior Setback Not Abutting a Residentially Zoned Parcel	Ground Floor *	0'
	Surface Parking**	0'
Minimum Interior Setback Abutting a Residentially Zoned Parcel	10' landscaped building setback** 8' landscaped parking lot setback	

SF = Square Feet, du/ac = dwelling unit per acre

\*Where the building fronts the street along its side and/or front property lines, the first twenty (20') feet in height of a structure shall be setback a minimum of five (5') feet from the side and/or front property line. The building shall step back a minimum of fifteen (15') feet from the adjacent side and/or front property line at a height above twenty (20') feet.

\*\*Setback shall be screened per design guideline requirements (Landscaping – Parking Lots).

#### 4.2.5. OPEN SPACE

The Open Space zone is intended to preserve and create recreational and open space opportunities throughout the Specific Plan area. New development is not permitted, unless it is tied to a recreational use, public facilities, and/or enhancement of existing amenities, such as a linear trail, ball parks, pocket parks, tot lots, and other similar uses. Development proposals for parcels zoned Open Space, may vary depending on the site but shall comply with the development standards presented in Chapter 19.10 of the City of San Bernardino Development Code. All development submittals for parcels zoned Open Space will be evaluated by the Community Development Director.



### 4.3. PERMITTED LAND USES

Permitted uses for each zone are identified in this chapter. Following an application submittal, the City Planner or designee shall make the determination as to whether the proposed use is permitted, conditionally permitted, prohibited, or allowed as a temporary or accessory use to a permitted use.

- A **Permitted Use (P)** is one that can be established as the primary use of a building without discretionary approval.
- A **Conditionally Permitted Use (C)** requires discretionary approval in the form of a Conditional Use Permit approved by the Planning Commission following review and a determination that the nature of the proposed use, at the location proposed, is subject to conditions of use and occupancy that may be set, and can be conducted without detriment to nearby properties and uses.
- A **Prohibited Use (X)** refers to a use or activity that is not permitted.
- A **Temporary Use (T)** refers to a use of limited duration that may be permitted as a primary or accessory use of a property. A temporary use shall require approval by a City Planner or designee prior to issuance of a temporary use permit and/or special event permit. A temporary use permit and/or special event permit application shall be submitted no later than twenty-one (21) days prior to the opening date of the temporary use and/or event.
- An **Accessory Use (A)** refers to a use customarily incidental and subordinate to the primary use of the land or building and located on the same lot with the primary use or building. If exterior modification and/or new construction is anticipated, an accessory use shall require approval by the City Planner or designee prior to issuance of a building permit.
- Any use not specifically listed in the table shall be reviewed by the Community Development Director or designee for consistency with the Land Use Plan and intent of the Specific Plan vision.

**TABLE 4.1: PERMITTED USES BY LAND USE DISTRICT**

Permitted Uses Key:  C – Conditionally Permitted P – Permitted Use X – Use Not Permitted T – Temporary Use A – Accessory Use	Permitted Uses				
	Neighborhood Residential	Corridor Mixed Use	Mixed Use Village	Employment	Open Space
<b>NON-RESIDENTIAL USES</b>					
Alcoholic Beverage Sales					
License Type 41 and Type 47	X	P	P	P	X
All other license types	X	C	C	C	X
Animal Boarding/Pet Hospitals	X	C	C	C	X
Auto-Related Uses	X	C	X	X	X
Cultural Institution	P	P	P	P	P
Eating Establishments	X	P	P	P	X
Educational Institution/Service	X	P	P	P	X
Financial Services	X	P	P	P	X
General Commercial Services	X	P	P	P	X
General Retail/Specialized Retail	X	P	P	C	X
Government Facility	X	P	P	P	P
Hospital	X	P	X	X	X
Hospitality Uses	X	C	C	C	X
Indoor Retail Concession Mall	X	C	C	C	X
Light Industrial Uses	X	X	X	P	X
Live Entertainment	C	C	C	C	X
Massage Parlor	X	C	C	C	X
Movie Theater	X	C	C	X	X
Outdoor Patio Seating or Dining	C	P	P	P	C
Public/Private Park/Recreational Facility	P	P	P	P	P
Personal Improvement Services	X	P	P	P	X
Professional/Medical Offices	X	P	P	P	X
Public Utility	X	X	X	C	C
Religious Institution/Facility	C	X	X	X	X
Repurposed Shipping Containers	C	C	C	C	C

Permitted Uses Key:  C – Conditionally Permitted P – Permitted Use X – Use Not Permitted T – Temporary Use A – Accessory Use	Permitted Uses				
	Neighborhood Residential	Corridor Mixed Use	Mixed Use Village	Employment	Open Space
Roof Garden	A	A	A	A	A
Social Service Uses/Center	X	X	X	C	X
Solar Facility	A	A	A	A	A
Transit Center	X	P	P	P	P
Wireless Communication Facility	A	A	X	X	X
<b>RESIDENTIAL USES</b>					
Community Care Facility (6 beds or less)	P	P	P	P	X
Daycare Center, Adult	P	P	X	X	X
Daycare Center, Children	C	C	C	C	X
Daycare Homes (Small and Large)	P	P	P	P	X
Emergency Shelter	X	X	X	P	X
Home Occupation	P	P	P	P	X
Live/Work Unit	P	P	P	P	X
Manufactured/Modular Housing	P	P	P	X	X
Mobile Home Park	C	X	X	X	X
Multi-family Housing	P	P	P	P	X
Second Dwelling Unit/Granny Flat	P	X	X	X	X
Senior Housing/Services	P	P	X	X	X
Single-Family Dwelling Unit	P	P	X	X	X
Single Room Occupancy Unit	P	P	P	X	X

## 4.4. USES WITH SPECIAL REGULATIONS

The Plan allows for and permits opportunities for a variety of temporary uses, some that are associated with the adjoining businesses and others that activate underutilized spaces (i.e. underutilized parking lots) and create activity to encourage pedestrian uses. Temporary uses may include: civic ceremonies, farmers markets, craft fairs, swap meets, festivals, carnivals with rides, promotional events, mobile vendors, live performances, and seasonal events and activities, such as sporting exhibitions, competitions, holiday celebrations, and other similar activities found in regional indoor and outdoor malls. Temporary uses shall require approval by the Community Development Director or his/her designee, and a proposed temporary use and/or special event permit application shall be submitted no later than two (2) weeks prior to the opening date of the temporary use and/or event. The following images depict examples of temporary and accessory uses.

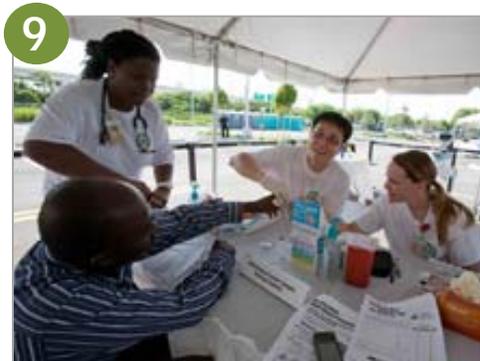
### TEMPORARY/ ACCESSORY USES

1. Food trucks.
2. Music series/local performers.
3. Mobile food share program.
4. Health fair/exercise workshop.
5. Craft fair with regional and local vendors.
6. Art projects for kids.



**TEMPORARY/  
ACCESSORY  
USES**

- 7. Bicycle storage facilities.
- 8. Winter festival.
- 9. Job training, career fair, and/or non-profit outreach event.
- 10. Christmas tree lots/Christmas tree decorating with the community.
- 11. Antique car parade/show.
- 12. Trunk- or-Treat.
- 13. Craft fair with regional and local vendors.
- 14. Interactive market stalls.
- 15. Temporary retail using containers.



## 4.5. NON-CONFORMING USES

Implementation of the Land Use Plan and related development standards will likely mean that some existing uses and/or structures will become non-conforming. Non-conforming uses shall be subject to Section 19.62 of the San Bernardino Municipal Code.

## 4.6. PARKING STANDARDS

The standards of this section apply to all land uses, buildings, and structures within the Plan area. Any enhancements, modifications, and/or changes in use (uses that change categories) are subject to analysis of appropriate parking requirements and may require a parking study. At the time a building or structure is enlarged or modified parking and loading spaces shall be provided for both existing structures and uses and the modified or enlarged portions to conform to provision and standards for this section. For any use not otherwise specified, the Community Development Director shall have the authority to determine the appropriate parking requirements based upon the City of San Bernardino Development Code and similarities between parking characteristics for the proposed use with other similar uses identified in this section. Additionally, a parking study may be utilized to modify or reduce parking requirements based on the tenant mix provided.

### ADEQUATE PARKING

Create parking areas of visible interest that are safe for pedestrians to navigate.



**TABLE 4.2: PARKING REQUIREMENTS**

LAND USE	REQUIRED PARKING SPACES	PER UNIT LISTED
<b>COMMERCIAL USES</b>		
Bar/Night Club <sup>1</sup>	1	60 GFA
Clubhouse/Lodge/Meeting Hall	1	175 GFA
Fitness Studio	1	175 GFA
Health/Athletic Club	1	175 GFA
General Commercial Services	1	300 GFA
General Retail/Specialized Retail	1	300 GFA
Hotel		
Restaurant – Dine-In, No Drive-Thru	1	175 GFA
Restaurant – Take-out only <sup>2</sup>	1	300 GFA
Tutoring Facility/Educational Activity Center	0.35	Per Seat
<b>LIGHT INDUSTRIAL USES</b>		
Industrial/Warehousing	1	625 GFA
Office Industrial Park	1	350 GFA
Research and Development	1	350 GFA
<b>PROFESSIONAL OFFICE USES</b>		
Administrative and Professional Office/Service	1	300 GFA
Financial Service/Bank/Credit Union	1	300 GFA
Health Clinic/Outpatient Surgery	1	275 GFA
Laboratory	1	350 GFA
Medical Office/Facility	1	275 GFA
<b>PUBLIC/INSTITUTIONAL USES</b>		
Colleges and Continuing Education Facility	0.35	Per Seat
Conference Facility	1	175 GFA
Cultural Institution	1	300 GFA
<b>RESIDENTIAL USES</b>		
Single Family Residential	2	Per Unit
Live/Work Unit	2	Per Unit
Multi-Family Residential <sup>3</sup>	1	Per Unit
Guest Parking	0.25	Per Unit

GFA – Gross Floor Area

Notes:

1. In no event less than ten (10) parking spaces be provided for such use
2. If no customer seating is provided.
3. For studios and 1 bedroom units a ratio of 0.5 spaces per unit can be utilized.

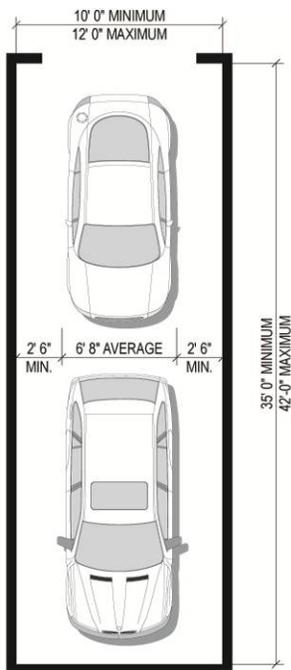
### 4.6.1. ALTERNATIVE PROGRAMS FOR PARKING

A residential, commercial, office or mixed use project may provide alternative parking programs, which reduce parking demand in return of a reduction in the number of off-street parking spaces required. The Community Development Director may require a parking study and shall consider and review alternative parking programs to ensure consistency with the following findings:

- Adequate off-street parking will be provided for the proposed use;
- Significant environmental impacts will not be caused by the reduction; and
- Traffic safety and pedestrian safety will be enhanced by the reduction.

Alternative parking programs may include without limitation:

- Private carpool/vanpool operations, which guarantee preferred parking spaces to employees who participate regularly in a carpool or vanpool by providing marked spaces for carpool and/or vanpools.
- Shared parking program, given that there must be no substantial conflict during the principal or peak-period hours between the uses or structures proposing to share parking (i.e., a use that primarily occurs during the day (i.e. 8am to 5pm) may share with a use that primarily occurs at night (i.e. after 5 P.M. and/or before 8 A.M.); the shared parking is within a tenth (0.1) of a mile of the building or uses it serves; and no more than 50 percent of the parking space requirements are met through shared parking.



Tandem parking spaces shall be a minimum thirty five (35') feet in length by ten (10') feet in width, and a maximum of forty two (42') feet in length and twenty three (23') feet in width.

### 4.6.2. TANDEM PARKING

Tandem parking is allowed and may be counted toward the required parking for live/work units, and multi-family residential housing types. For all other types, tandem parking may be counted towards requirements for visitor parking; or off-street parking provided that the development requires 150 or more parking spaces, with no more than a maximum of fifteen percent (15%) of the total number of spaces designated as tandem and an attendant is on duty during the normal hours that the commercial/industrial development is open for business.

## 4.7. OPEN SPACE OPPORTUNITIES

The City of San Bernardino has identified the need for a safe and comprehensive network of open spaces to provide a variety of outdoor opportunities for residents, workers, and visitors. To meet this need in Central San Bernardino, there is the potential for conversion of strategically located vacant lots and land along the flood control channel into green space and parks for public use.

### 4.7.1. EXISTING PARKS AND FACILITIES

In the City of San Bernardino 2005 General Plan, the Parks, Trails and Recreation Chapter identifies four classes of recreational facilities, including:

- **Regional Parks** – Open spaces or park areas that are at least 50 acres in size and offer a wide range of amenities, including significant natural features as well as passive and active recreational features such as sports fields/courts, picnicking, fishing, hiking, and camping.
- **Community Parks** – Park facilities that are approximately 15 to 30 acres in size with a service radius of 1 to 2 miles. Typical amenities include pools, lighted sports fields and courts, picnic facilities, hiking, play areas, and restrooms.
- **Neighborhood Parks** – Park facilities that are 5 to 15 acres in size with a service radius of ½ to 1 mile and are easily accessible to the community by walking or bicycling. Typical amenities include active and passive designs, court games, playground apparatus, picnic areas, informal fields, passive green space.
- **Mini-Parks** - Includes smaller parks, pocket parks or play lots that are less than 5 acres in size with a service area of ¼ to ½ mile and are easily accessible to residents by walking or bicycling. Typical amenities include court games, playground apparatus, picnic areas, and passive green space.

The General Plan requires a park acreage standard of five acres per 1,000 residents to maintain adequate facilities. This is one acre greater than the land required by the California Quimby Act, which requires developers to provide land and/or fees for new parks based on a standard of four acres per thousand residents. The City uses the State Quimby Act and its Development Code for fees and land dedications as well as the Capital Improvement Program to establish standards and schedules for acquisition and development of new park or rehabilitation of existing parks and recreation facilities.

To meet the park acreage standard the City follows the guidelines established by the National Recreation and Parks Association (NRPA). The NRPA guidelines define the acceptable ratios of per capita park space for local parkland including a proportion of neighborhood and mini-parks based on national averages. Regional parks, because of their variation in size and type, are not included. The standard for the neighborhood park portion is 1 to 2 acres per 1,000 residents, for mini-parks 0.25 to 0.50 acres per 1,000 residents, and the standard for the community park is 2 to 3 acres per 1,000 residents.

### SECCOMBE LAKE PARK

A 44-acre regional park, Seccombe Lake has two play areas and amenities for a range of ages and lifestyles.



Existing park facilities within the Plan area are limited. Within the 875-acre Plan area there is one regional park – Seccombe Lake Park, a 44-acre park with a variety of amenities located along Sierra Avenue between 5<sup>th</sup> Street and 7<sup>th</sup> Street. There are no community parks, neighborhood parks, or mini-parks within the Plan area. In addition to Seccombe Lake, the Plan

area includes Pioneer Memorial Cemetery, a 30-acre burial site founded in 1857. The Plan area also includes E. Neal Roberts Elementary School and Sierra High School, both located in the center of the Plan area, with playgrounds and open space for student use.

### E. NEAL ROBERTS ELEMENTARY

E. Neal Roberts is a public K-6 elementary school with approximately 700 students located centrally in the Plan area.

Within a half mile of the Plan area there is a second regional park, Perris Hills Park, one neighborhood park, Meadowbrook Park, one community park, Palm Field, and one mini-park, Meadowbrook Fieldhouse. There are a number of school campuses including:

Lincoln Elementary School, Bradley Elementary School, Andersen Elementary School, Soar Charter Academy and a portion of Pacific High School. The Mountain View Cemetery is also located adjacent to the Plan area to the north across Highland Avenue. **Figure 4.2, Existing Park and Recreation Facilities** and **Table 4.3, Existing Park Facilities In or Adjacent to the Plan area**, provide detailed information on the size and location of existing park and recreational facilities.



Within the Plan area there are an estimated 1,950 existing housing units, which equates to approximately 6,825 residents, assuming an average household size of 3.5, as reported by the California Department of Finance (DOF) in 2015. Based on the facilities standard set in the General Plan (5 acres of parkland per 1,000 residents) there is a need for at least 34 acres of park or recreation facilities to serve the Plan area. As Seccombe Lake Park is approximately 44 acres the parkland ratio is met; however the Plan area does not meet the standards established by the NRPA guidelines for neighborhood parks (1 to 2 acres per 1,000 residents), community parks (2 to 3 acres per 1,000 residents) and mini-parks (0.25 to 0.50 acres per 1,000 residents.)

**PERRIS HILL PARK**

Perris Hill Park is a 64-acre regional park located adjacent to the Plan area. The park has extensive amenities including the Jerry Lewis Swim Center.



TABLE 4-3: EXISTING PARK FACILITIES IN OR ADJACENT TO THE PLAN AREA

PARK/FACILITY NAME	SIZE	TYPE	AMENITIES
Secombe Lake Park	44 ac.	R	2 Baseball diamonds – Little League 2 Volleyball courts Gazebo Walking track 2 Playgrounds 2 Barbecue grills Picnic tables Lake w/fishing
Perris Hill Park	64 ac.	R	Baseball diamond - Fiscalini Field 7 Tennis courts 16 Horseshoe pits 2 Playground areas Senior Center Swimming Pool Amphitheater - Roosevelt Bowl 56 Picnic tables 1 Barbecue grill
Meadowbrook Park	14 ac.	N	2 Basketball courts (1 large indoor & 1 outdoor) Volleyball court (indoor) 1 Tennis court 2 Horseshoe pits (fence enclosed) Tetherball court Swimming pool 22 Picnic tables 3 Barbecue grills Gazebo and Picnic shelter w/electricity
Meadowbrook Fieldhouse	5 ac.	M	Baseball diamond - Senior League Soccer field Basketball court 2 Racquetball courts (outdoor) 2 Tetherball courts 6 Picnic tables
Palm Field Park	22 ac.	C	Softball diamond 1 Barbecue grill Community gardens
<b>Total</b>	<b>149 ac.</b>		

FIGURE 4.2 - EXISTING PARK AND RECREATION FACILITIES



- Plan Area Boundary
- Half Mile Buffer
- Perennial Lakes or Ponds
- Hospital
- School, College or University
- Local Parks
- Cemetery
- Prison
- Stadium

## PARKLAND DEMAND

42 acres

### 4.7.2. OPEN SPACE OPPORTUNITIES

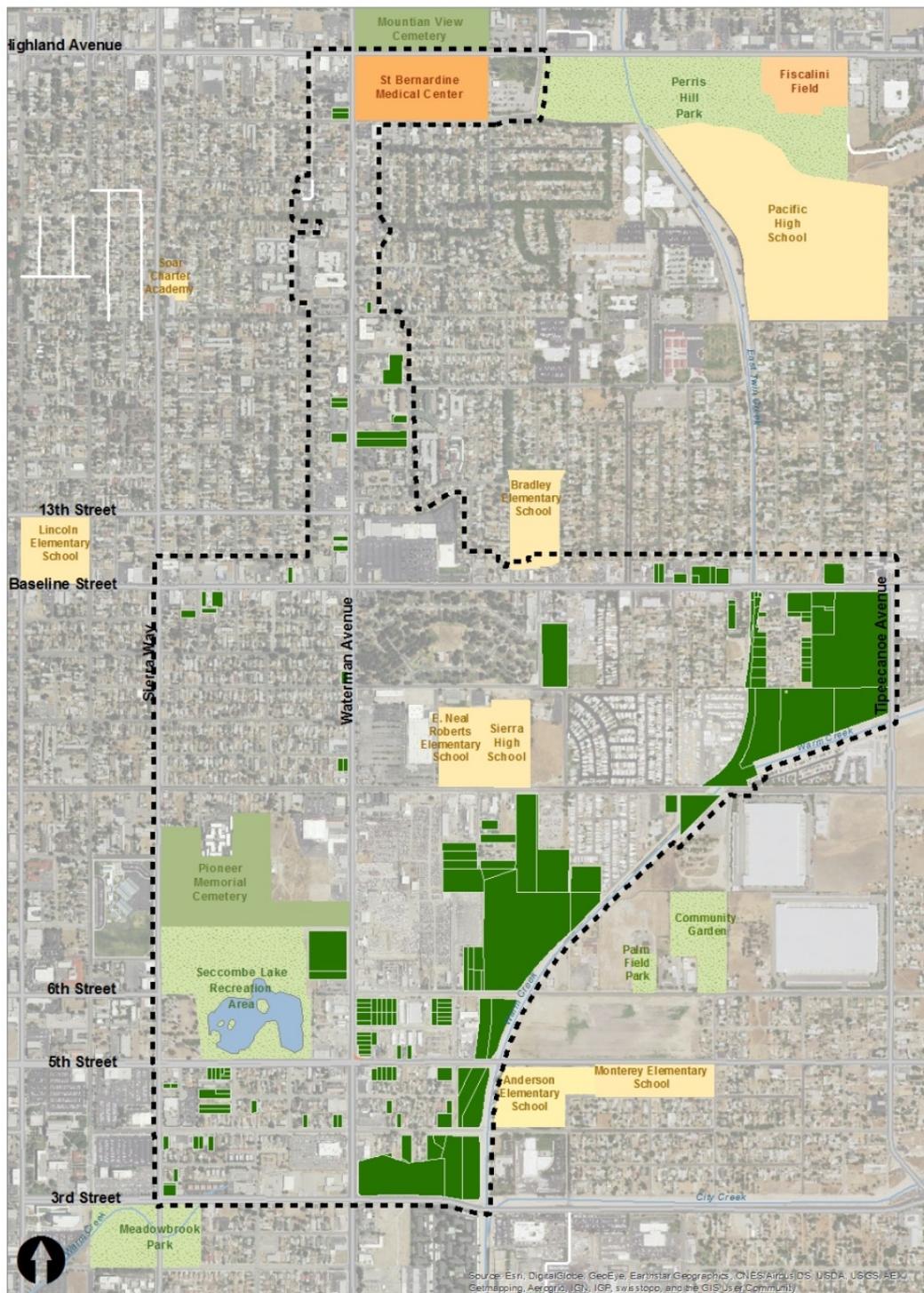
The proposed Land Use Plan allows for the addition of approximately 2,400 new housing units to be developed at various densities. Based on the City of San Bernardino average household size of 3.49 residents, this equates to a population increase of approximately 8,400 new residents and the need for roughly 42 acres of new parkland or recreational facilities to maintain the City's preferred parkland ratio. Based on the NRPA standards there is a need for a minimum 16.8 acres of land for community parks, 8.4 acres of land for neighborhood parks, and 2.1 acres of land for mini-parks. In total the need for local parks amounts to a minimum of 27.3 acres.

To meet this need, **Figure 4.3, *Parks and Recreation Opportunity Areas***, presents opportunity areas for new parks on vacant land or in conjunction with existing facilities. Throughout the Plan area there is approximately 132 acres of vacant or underutilized land that could be converted to either active or passive open space. The open space opportunities map presents parcels with potential for conversion to parkland within each of the six districts. A primary goal for future open space development will be spacing out facilities to ensure that residents are adequately served while spreading the impact for providing park land among numerous land owners. Ideally the implementation of parks within the Plan area would achieve the following goals:

- Provide recreational space within walking distance of home for a majority of residents;
- Empower local residents to make decisions that affect their community;
- Make communities safer and more sociable;
- Provide a variety of activities to improve fitness and health;
- Regenerate run-down areas and improve property values; and
- Reinforce relationships between local authorities and communities.

Incentives to encourage the development of public parks and recreation amenities will be available through a Community Benefits Program, presented in **Chapter 8, *Administration and Implementation***.

FIGURE 4.3 - PARK AND RECREATION OPPORTUNITY AREAS



- |                              |                               |                            |
|------------------------------|-------------------------------|----------------------------|
| Plan Area Boundary           | Stadium                       | State Parks and Forests    |
| Open Space Opportunity Sites | School, College or University | Local Parks                |
| Government                   | Cemetery                      | National Parks and Forests |
| Hospital                     |                               |                            |

## OPEN SPACE VISION

New open space areas should take the form of smaller community-based parks that are easily accessible for residents and provide a variety of facilities to encourage outdoor activity. New potential parks may reflect the concepts represented in the photos below.



### 4.7.3. LINEAR PARKWAYS AND TRAILS

In addition to parks and recreational areas, the Plan also encourages the expansion and enhancement of the City’s off-street recreational trail system. According to the 2005 General Plan, within the Plan area the Mid-City Connector, a regional multi-purpose trail runs along the flood control channel at the eastern boundary in addition to a local multi-purpose trail along 6<sup>th</sup> Street. The existing trails, however, are in need of additional implementation measures to ensure that pedestrians and bicyclists can safely and easily access the pathways. As shown in the images below, despite its designation, the Mid-City Connector has not been formally implemented.

#### MID-CITY CONNECTOR REGIONAL TRAIL

While the 2005 City of San Bernardino General Plan designates the flood control channel near Tippecanoe Avenue a regional multi-purpose trail, formal improvements are needed to improve accessibility and safety for pedestrians and bicyclists. The existing conditions for the Mid-City Connector are shown in the images to the right.

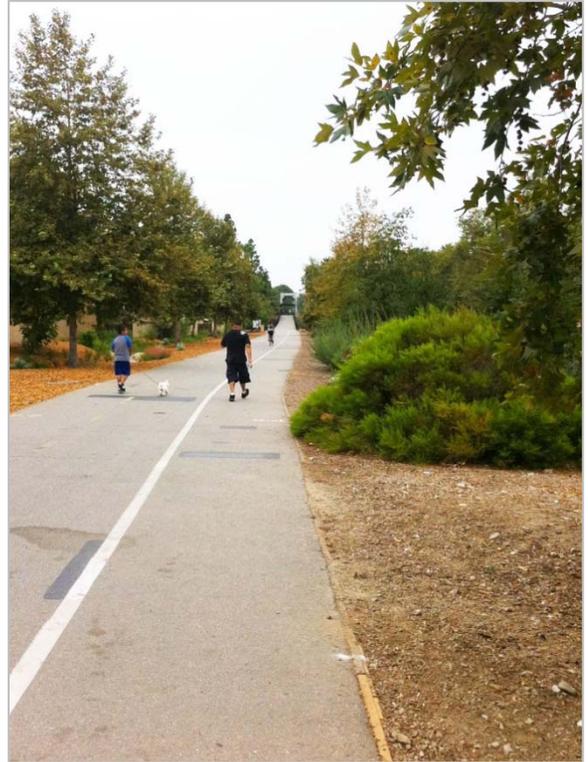


To create an enjoyable and safe experience for residents using the trails, the Mid-City Connector and 6<sup>th</sup> Street Trail should be enhanced through the addition of paved right-of-ways, lighting, and shade trees. Additional information on trails, pedestrian and bicycle mobility is provided in **Chapter 6, Mobility Plan**.



## TRAILS AND LINEAR PARKS

The flood control channel running along the eastern boundary of the Plan area presents a unique opportunity to create a linear parkway for resident use. Pedestrian and bicycle movement is explored in detail within **Chapter 6, Mobility Plan**.



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**WATERMAN + BASELINE**  
NEIGHBORHOOD SPECIFIC PLAN

A watercolor illustration of a modern, multi-story house with a balcony and large windows, surrounded by trees and landscaping. The style is soft and painterly, with visible brushstrokes and a warm, slightly muted color palette. The house has a prominent vertical element on the right side and a balcony with a railing. The foreground shows some greenery and a path.

# WATERMAN + BASELINE

## NEIGHBORHOOD SPECIFIC PLAN

### 5. DESIGN GUIDELINES

- 5.1. DESIGN CONSIDERATIONS AND APPLICATION
- 5.2. DESIGN GUIDELINES
- 5.3. RESIDENTIAL ONLY STANDARDS
- 5.4. PARKING GUIDELINES
- 5.5. SUSTAINABILITY GUIDELINES
- 5.6. CPTED STRATEGIES
- 5.7. SIGN GUIDELINES
- 5.8. LIGHTING GUIDELINES

DECEMBER 2016



# CHAPTER 5

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## design guidelines

### 5.1. DESIGN CONSIDERATIONS AND APPLICATION

The intersection of Waterman Avenue and Baseline Street is at the heart of the City of San Bernardino. With the proper vision and care this area can evolve into a vibrant and active pedestrian-oriented town center. The design standards and guidelines of this Plan direct that the reuse of existing buildings and new infill development reflect the values of local residents and stakeholders. These values include: a family-oriented, safe, walkable, and attractive environment that includes a mix of new, old, and human-scale commercial, residential, and mixed-use projects, and new open spaces, green streets, and landscape that residents, employees, and visitors to the City can all enjoy.

The Design Guidelines chapter provides recommendations for how buildings and projects should be developed to enhance the architectural style of the existing and future neighborhoods. The design guidelines of this Plan ensure development is scaled appropriately within the context of the greater neighborhood and intended to direct the reuse of existing buildings and ensure that infill development reflects the values of local residents and stakeholders as described in **Chapter 2, Community Visioning**.

## 5.1.1. DESIGN PRINCIPLES

The Design Guidelines provide the backbone for a distinct identity. Through the use of custom tailored design guidelines and development standards as provided in **Chapter 4, Land Use Plan**, the City can leverage successful existing uses while at the same time capitalize upon the opportunity to develop vacant and redevelop underutilized sites.

As discussed throughout this Specific Plan, the district approach has been used to build upon the unique opportunities and constraints that define each of the six districts. Whereas the district approach segregates each of the areas based upon their unique characteristics, the Plan's Design Guidelines create a consistent and cohesive development theme to unify each of the six districts and land use zones. This chapter has been based on the following seven design principles.



### 1. Create a range of housing opportunities.

- A. Promote a variety of housing types in new developments.
- B. Add housing units to existing neighborhoods, including small-lot, infill single-family structures, multi-family housing, and accessory units.



### 2. Create walkable neighborhoods.

- A. Locate goods and services within a safe and easy walking distance of neighborhoods.
- B. Expand transportation options, creating a streetscape that serves a wide range of users, including pedestrians, bicyclists, transit riders, and automobiles.
- C. Mix land uses and build in a compact form.
- D. Ensure safe and inviting pedestrian corridors through Crime Prevention through Environmental Design (CPTED) principles.



### 3. Promote opportunities for mixed use development.

- A. Locate uses in close proximity to one another to create viable communities.
- B. Ensure pedestrian friendliness and connectivity in and adjacent to mixed use developments.
- C. Locate mixed land uses in proximity of public transit and other daily service uses.



#### 4. Create a strong sense of place.

- A. Foster the development of environments that support a more cohesive community fabric.
- B. Encourage the construction and preservation of buildings that prove to be assets to a community over time, not only because of the services provided within, but because of the unique contribution they make on the exterior to the look and feel of the neighborhood.
- C. Create high-quality developments with architectural and natural elements that reflect the interests of residents.
- D. Create environments that inspire learning and support the developmental and educational needs of children.



#### 5. Preserve open space & critical environmental areas.

- A. Encourage compact, infill development to protect critical environmental habitats and open space areas.
- B. Guide new growth where infrastructure exists.



#### 6. Provide a variety of transportation choices.

- A. Improve coordination of land use and transportation.
- B. Increase the availability of transit service.
- C. Ensure connectivity between pedestrian, bicycle, trails, transit, and road facilities.
- D. Integrate multi-modal transportation approaches with supportive development patterns, such as multi-use and innovative development.



#### 7. Promote healthy lifestyles.

- A. Design developments to promote physical activity.
- B. Provide access to healthy foods and drinking water.
- C. Create a healthy environment, one that is linked to the natural environment, and other amenities that allow people to reach their full potential.

## 5.1.2. PROJECTS SUBJECT TO THE DESIGN GUIDELINES

All repair, alteration, addition, construction, and development projects within the Plan area, as shown in **Figure 1.1, *Regional Location Map***, are subject to the standards and guidelines of this Plan, with the exception of projects that include 1) maintenance work that does not include structural alterations other than those required by law or those required to make the structure and use conform to the standards and use regulations of the zoning district in which such use, building or structure are located and 2) ordinary repairs and the repair or replacement of nonbearing walls (exclusive of storefront), fixtures, wiring, and plumbing that does not exceed ten (10) percent of the current replacement cost of the building or structure within a period of twenty-four (24) consecutive months. Minor projects that are exempt from the standards and guidelines of this Plan must adhere to the requirements of the City of San Bernardino Development Code.

## 5.2. DESIGN GUIDELINES

These design guidelines shall be used by landowners, developers, tenants, and their consultants, such as architects, who propose any alteration, addition, construction, and/or development projects within the Plan area unless a project qualifies for an exemption as outlined in Section 5.1.2. City staff shall use this Plan to review projects for 1) compliance with the actual design guidelines, and 2) compliance with the intent of the design guidelines. Individuals and entities proposing projects within the Plan area should review and understand these guidelines before initiating the design and development process. To facilitate project approvals, questions regarding the design guidelines, as well as other development-related questions, shall be discussed with the City Planner or designee as early in the development process as possible.

The design guidelines are recommendations that must be followed by project applicants, unless an exception to a guideline is otherwise noted. The design guidelines are the City's expectations for how site, building, and infrastructure design and improvements should be designed. Projects should demonstrate how they address each guideline. However, there is flexibility in how projects meet each guideline depending on project specific design and location. These guidelines are typically written with a "should" or "shall be" statement. In some instances, guidelines support or recommend an activity, but would allow alternatives. These guidelines are written with a "may" or "could" statement.

## 5.2.1. STEP-BACK GUIDELINES

### BUILDING STEP-BACKS

Step-back requirements help prevent fortress-like facades, provide light and air at the street level, and provide features of interest to pedestrians along streets in commercial districts.

Buildings help shape the public realm - streets and other outdoor spaces - with their massing, form and orientation. When these elements are combined, they can frame views of the local mountains and give human scale to the environment. In addition to building size and arrangement, materials and architectural details create a distinctive design theme that defines the neighborhood as a "place".



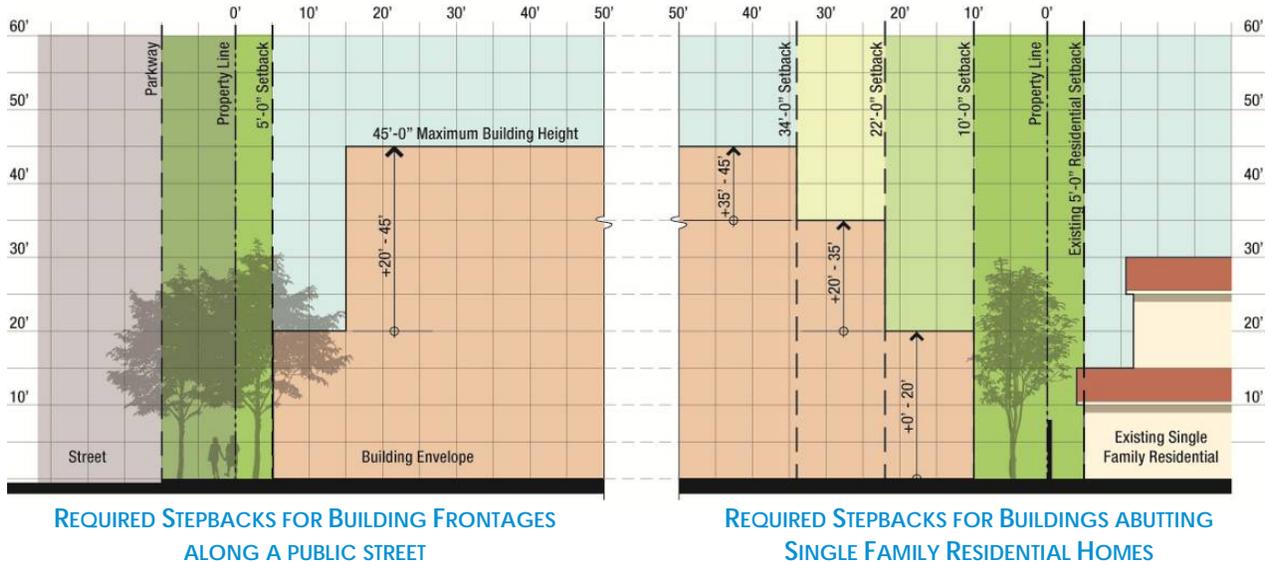
### A. REQUIRED STEP-BACKS

Façade step-backs shall be included above designated heights throughout the Specific Plan area for buildings fronting a major roadway or residentially zoned property. Façade step-backs shall be measured perpendicularly from the property line along right-of-ways and shall be required as shown on **Figure 5.1, Step-Back Requirements**. Where a building abuts or adjoins a public street classified as an arterial or greater the height of the structure above twenty feet (20') shall be stepped back a minimum of five feet (5') from the property line and may step back more depending on the established set back requirements. Where a building abuts or adjoins a residentially zoned property along its side and/or rear property lines, the height of the structure above the first twenty feet (20') shall step back a minimum of ten feet (10') from the side and/or rear property line and step back a minimum of fifteen feet (15') from the adjacent side/or rear property line at a height above thirty-five feet (35').

### B. MAXIMUM STEP-BACKS

Maximum building step-backs do not apply to buildings behind publicly accessible plazas and open areas, if there is clear visibility between the sidewalk and building entrance.

FIGURE 5.1 - STEP-BACK REQUIREMENTS



### 5.2.2. SETBACK GUIDELINES

The required setback requirements for the Specific Plan land use zones are presented in **Chapter 4, Land Use Plan**. In addition to the requirements presented in Chapter 4, this section presents the additional design guidelines that may apply to projects proposed within the Plan area.

#### A. REAR SETBACKS

- If the site abuts residential uses, school, or park a minimum ten foot (10') setback is required.
- If the site abuts nonresidential uses, the minimum setback from the rear lot line may be zero, but shall be a minimum of ten feet (10') if more than zero.
- If the site abuts an alley, minimum setback from the property line shall be five feet (5'), provided the setback does not contain an egress or ingress accessway to or from a covered parking structure. If an egress or ingress accessway is provided to or from a covered parking structure, the minimum setback from the property line shall be twenty feet (20') within the accessway area.

## B. PERMITTED SETBACK ENCROACHMENTS

Setbacks abutting public rights-of-way, private streets and alleys may include encroachments that are designed to be aesthetically harmonious with the character of the area, and that do not adversely affect the safe and efficient circulation of pedestrian and vehicular traffic. The following setback encroachments will be considered by the Community Development Director:

### ENCROACHMENTS

Setbacks abutting public rights-of-way, private streets and alleys may include outdoor seating for cafes, awnings and balconies.

- Patios, residential buildings and ground floor commercial uses and temporary displays;
- Walkway connections to building entrances, provided that special paving treatment or materials are used;

- Outdoor seating and dining areas in conjunction with full-service restaurants, coffee shops, and bakeries, provided that such areas shall be designed to not adversely affect the safe and efficient circulation of pedestrian and vehicular traffic;



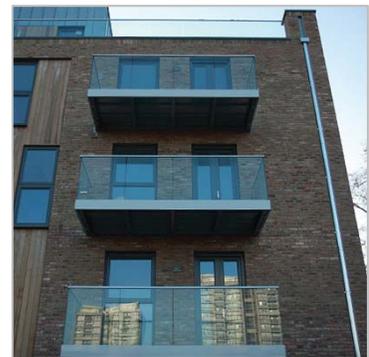
- Public art displays, fountains, ponds, planters, outdoor seating areas, benches, decorative trash receptacles, planters, public plazas, or other similar amenities and attractive street furnishings that create public gathering places;



- Cornices, eaves, belt courses, sills, buttresses and fireplaces that encroach into the required street setback no more than thirty-six inches (36");

- Awnings, canopies and arcades;

- Open, unenclosed balconies that encroach into the required street setback no more than three feet (3');



- Covered or uncovered entrances that do not extend above the level of the first floor of the building, and that include a wall not more than

thirty-six inches (36") in height that encroaches into the required street setback no more than five feet (5').

- Vehicular and bike accessways;
- Transit stops;
- News racks; and
- In residential areas, setbacks may include urban gardens if the land is well maintained.

### GREEN SETBACKS

Front setbacks should incorporate landscaping and trees and in residential areas could include urban gardens if well maintained.

### C. LANDSCAPING IN SETBACKS

Setbacks abutting public rights-of-way, private streets and alleys shall be landscaped with lawn, trees, shrubs or other plants, and/or decorated hard surface expansion of the sidewalk as required by Chapter 19.28.060 of the City of San Bernardino Development Code. Setback areas shall be permanently maintained in a neat and orderly manner.



### D. EXCEPTIONS IN MASTER-PLANNED PROJECTS

Master-planned sites may be eligible for the following exceptions: internal property-line setbacks, open area (if minimum amount is shared among parcels), and parking (if minimum amount is shared among parcels). Other exceptions may also apply if they meet the purpose and intent of the Plan at the discretion of the Community Development Director.

## 5.2.2. SITE DESIGN

### A. BUILDING LENGTH

To create human-scaled buildings with access to fresh air and daylight, and to allow pedestrian and bicycle circulation, the length of individual new buildings should not exceed two hundred feet (200').

### B. BUILDING SEPARATION

The separation between structures on the same lot should be no less than 35 percent of the sum of opposing wall heights, with a minimum of fifteen feet (15').

### C. PARKING FRONTAGE

Wherever possible, parking and vehicle areas should be located behind or under buildings. On shallower lots (about one hundred and fifty feet (150') deep or less), a site's surface parking or above-grade structured parking may be located next to the building, but should not take up more of the primary frontage than the building. On deeper lots, the vehicle areas along the primary frontage should be limited driveways and a few associated parking stalls. Parking should not be located on corners.



#### PARKING IN REAR

To create interactive street frontages, parking areas should be placed behind or underneath buildings and away from corners.

### D. PLACEMENT OF UTILITIES

Utilities, including all "dry" utility access, above-ground equipment, and trash containers, should not be located within front setback areas, along mid-block pedestrian connections, or within fifty feet (50') of a corner. Utilities should be screened and integrated with the building architecture.

### E. LOADING DOCKS AND SERVICE ACCESS

Loading docks should be screened from the public right-of-way and from adjacent properties to address visual and noise impacts. Service access and loading docks should be located on side streets or alleys and away from the front of the building whenever possible. Loading docks should be internal to the building envelope and equipped with closable doors.



#### LOADING DOCKS

Screening should be provided for loading docks to address visual and noise impacts.

## 5.2.3. CORRIDOR/HUB PLACEMAKING

#### PLACEMAKING

Identify themes and utilize materials to establish a sense of place and create a unique neighborhood within the City.



#### A. MONUMENTATION

Establish themes and identify opportunities for signage and art as public monumentation for placemaking and community identification.

## B. BUILDING ARTICULATION

Include special architectural elements on buildings at key intersections, such as articulated display windows and entrances, or a taller, prominent roof form or element.

## C. PARKING

Along key corridors and at enhanced intersections (See Figure 8.1 in **Chapter 8, Administration and Implementation**), parking lots should be located away from street corners to create interactive and pedestrian friendly spaces.

## D. INTERSECTIONS AND CROSSWALKS

Connect all four corners of an intersection with paving, wall forms, and landscape materials and encourage developments on each corner to incorporate landscape and material designs into the intersection area. Provide clear and open pedestrian linkages and crosswalks to intersection corners.



### INTERSECTIONS

Unique paving materials should be used to clearly identify pedestrian linkages and crosswalks.

## 5.2.4. MIXED USE BUILDINGS

There is an opportunity to revitalize the Plan area by incorporating mixed use developments into Corridor Mixed Use and Mixed Use Village zones. To ensure quality and well planned development occurs, the following overarching elements should be considered in the design of mixed use buildings.

### A. INTEGRATED USES

Allow both vertical and horizontal integration of uses in mixed use development, with an emphasis on tying the uses together with appropriate pedestrian linkages.



### MIXING USES

Throughout the Plan area, vertical and horizontal development is encouraged to promote revitalization and balance land uses.

### B. AMENITIES

Design into the project adequate open space amenities to create a pedestrian-scaled environment.

**GOOD DESIGN**

Require developments to incorporate window features, recessed elements, transparent storefronts, awnings, and entrance canopies to break up walls and create interest.

**C. COMPATIBILITY**

Incorporate elements of building scale and architectural massing for reasonable transitions to adjacent developments.



**D. AVOID BLANK WALLS**

Break up building façades with a high level of articulation, including window features, recessed elements, transparent storefronts, awnings, and entrance canopies, especially at the ground level while utilizing consistent form for the entire mixed use development.

**E. BUILDING STEPBACKS**

For developments over two stories high, recess portions of the upper stories from the front façade to reduce the overall massing of the building.

**F. ZERO LOT LINE**

In general, build mixed use and commercial buildings to property lines or other publicly accessible areas, to define the street frontage and pedestrian areas.



**ZERO LOT LINE**

Along Waterman Avenue and Baseline Street mixed use developments can build up to the property line to encourage pedestrian activity.

**E. CORNER BUILDING TREATMENTS**

Buildings on major corners in Mixed Use Village and Corridor Mixed Use zones should have a distinctive corner architectural treatment. These treatments may exceed the allowed maximum building height by up to 10 feet (10') and may encroach into the setback if one is required.

**PEDESTRIAN FRIENDLY CORNERS**

Encourage developers and business owners to use distinctive architectural features for corner locations to engage pedestrians.



### ZERO LOT LINE

Non-residential developments developed right up to the front property line to create an interactive street frontage.

## F. TRANSPORTATION ALTERNATIVES



New buildings and developments shall incorporate both local and regional transit measures into project design that promote the use of alternative modes of transportation and/or construct, contribute or dedicate land for the provision of on-site bicycle trails linking the facility to

designated bicycle commuting routes, in accordance with the trip reduction regulations in the Municipal Code.

## 5.2.5. GROUND FLOOR COMMERCIAL

### INTERACTIVE STREETScape

Commercial facades should be transparent and inviting for pedestrians.

### A. MINIMUM INTERIOR HEIGHT

Ground floor commercial should have a minimum indoor floor-to-ceiling-structure height of fourteen feet (14').



### B. MINIMUM TENANT SPACE DEPTH

Ground floor commercial should have tenant space depth adequate for the needs of a range of businesses; most should be at least forty-five feet (45'), but some may be thirty feet (30').

### C. GROUND FLOOR ENTRANCES NEAR THE SIDEWALK

Ground floor commercial entrances within twelve feet (12') of the street property line should be at sidewalk grade.

### STORE FRONTS

Ground floor retail spaces should have high ceiling heights of at least 14' and roughly 45' deep.

### D. TRANSPARENCY

The majority of each ground floor commercial façade should be transparent along streets, pedestrian pathways, or plazas, providing visibility into and out of the space. A minimum 50 percent of the storefront should utilize transparent materials. Clear windows satisfy this requirement. Window films, mirrored glass and spandrel glass are not transparent.



### SIDEWALK INTERFACE

There should be a seamless transition between the store front and the sidewalk.

### E. SIDEWALK EXTENSION

Areas between the right-of-way and a commercial building face near the street should be paved as though they are extensions of the sidewalk. Small landscaped areas are allowed.



## 5.2.7. BUILDING FRONTS

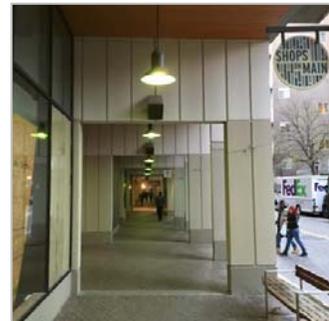
The front of the building oriented toward the street is critical to establishing and protecting the pedestrian environment. As such building frontages should incorporate features such as arcades, galleries, and awnings to create cool shaded spaces and active pedestrian-scaled walkways for retail and commercial uses.

### ARCADE FRONTAGE

An arcade frontage type is a covered passage typically found in non-residential development.

### A. ARCADE FRONTAGE

An arcade frontage type is a covered passage typically found in non-residential development that is supported by columns, piers, or pillars to create a rhythm of openings along the building façade. Arcade openings shall correspond with storefront openings and provide a minimum width of twelve feet (12') in all directions. To maintain access at least seventy-five percent (75%) of the ground floor arcade shall open to the storefront.



### GALLERY FRONTAGE

A gallery frontage type includes a covered passage that extends beyond the exterior wall of a building.

### B. GALLERY FRONTAGE

Similar to an arcade, a gallery frontage type includes a covered passage, however instead of occurring within the building footprint the passage extends beyond the exterior wall of a building. This type of commercial frontage is typically employed when exposure to the elements is a concern. A minimum width of twelve feet (12') shall be maintained in all directions. At least seventy-five percent (75%) of the ground floor gallery shall be open to the storefront. Gallery openings shall correspond with storefront openings.



### BUILDING PROJECTIONS

For mixed use developments, a portion of the building facade, above the first story, may extend into the public right-of-way.

## C. BUILDING PROJECTIONS



For mixed use developments, a portion of the building facade, above the first story, may extend into the public right-of-way. A maximum projection of five feet (5') will be allowed. Projections shall start a minimum of twelve feet (12') from grade above a non-commercial ground floor and eighteen

feet (18') from grade above a commercial ground floor.

### CANTED FACADE

A portion of the building facade, above the first story, that slants or tilts at an angle into the public right-of-way.

## D. CANTED FACADE

For mixed use developments, a portion of the building facade above the first story may slant or be tilted at an angle into the public right-of-way. A maximum projection of ten feet (10') will be allowed. Projections shall start a minimum of twelve feet (12') from grade above a non-commercial ground floor and eighteen feet (18') from grade above a commercial ground floor.



## E. BALCONIES

**BALCONY**  
A platform that is recessed or projecting from the outside wall of a building that creates a private open space area.

A balcony is a platform that is recessed or projecting from the outside wall of a building that can serve as an open space for passive recreation. The maximum projection for balconies shall be six feet (6') from edge of building facade. Balconies shall be located a minimum of twelve feet (12') above grade above a noncommercial ground floor and eighteen feet (18') above a commercial ground floor. A minimum height clearance of fourteen feet (14') above finished floor level is required.



### FORECOURTS

A building facade that is aligned closely to the front property line but where a portion of the building is setback to form a courtyard.

## F. FORECOURTS

Multi-family residential developments may include a forecourt frontage, where the majority of the facade is aligned closely to the frontage line while a portion is setback to form a courtyard. A maximum permitted depth of the courtyard is fifteen feet (15'). The maximum elevation of the courtyard is forty inches (40").



## 5.2.8. FACADES

Buildings should be designed with enhanced and articulated façades on all sides. The concept of 360 ° architecture should be considered in the design of all building façades, through variation in massing, roof form, and wall planes. High-quality façades should be provided at the rear and on the sides of buildings through careful design and detailing, which should be consistent with the architectural design and/or themed style of the main/front façade.

### BUILDING FACADES

Buildings should be designed to enhance the pedestrian experience with enhanced and articulated façades on all sides.



### A. AVOID BLANK WALLS

Façades greater than one hundred feet (100') in length should incorporate wall plane projections/recess having a depth variation of at least 3 percent of the length of the façade and extending at least twenty percent (20%) of the length of the façade. No uninterrupted length of any façade should exceed one hundred horizontal feet. If necessary place murals, espaliers/trellises and vines on large wall expanses.



### CREATE INTEREST

Building articulation helps to break up building mass and add visual interest.

### B. SCALE

Break building façades into smaller volumes of colonnades to create a more intimate human scale.

### C. MATERIALS

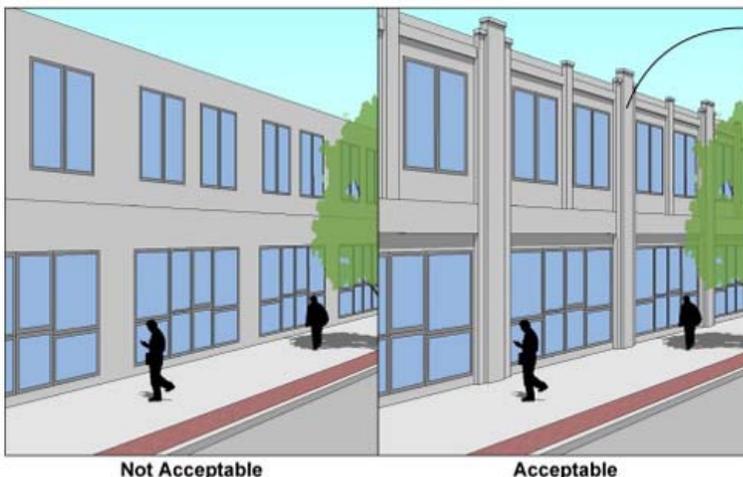
Provide the highest level of materials on the façades visible from the street and in a consistent manner to all façades of a proposed project. Use four (4) different colors or materials on each building.

### D. WINDOWS

To provide interest at the corner, wrap window glazing around 50 percent of the building.

### E. ARTICULATION

Include significant articulation, such as insets, canopies, wing walls, trellis features, arcades, or colonnades.



*Buildings must provide visual interest using façade articulation, breaks, columns, height changes, or changes in color, texture, or pattern.*

### F. LIGHTING

Include architecturally compatible lighting and fixtures that are complimentary to the intended style/theme.

### G. SECURITY BARS

Metal security bars, gates, grilles, shutters, or wire mesh shall not be used on the exterior of any door or window that is visible from any street or other public space.

## 5.2.9. ROOF LINES

Throughout the Plan area, high quality and visually interesting roof horizon will be encouraged to lessen the mass of the building and to add visual appeal. A variety of roof lines and plane lines should be created, especially when building heights exceed twenty feet (20'). To achieve this, the appearance of the rooftop should be considered as the "fifth elevation". Finally, any unsightly structures should be removed or screened from all lines of sight and vantage points.

## ROOF LINES

To create visual interest and lessen the mass of buildings, a variety of roof lines and plane lines should be created, especially when building heights exceed twenty feet (20').

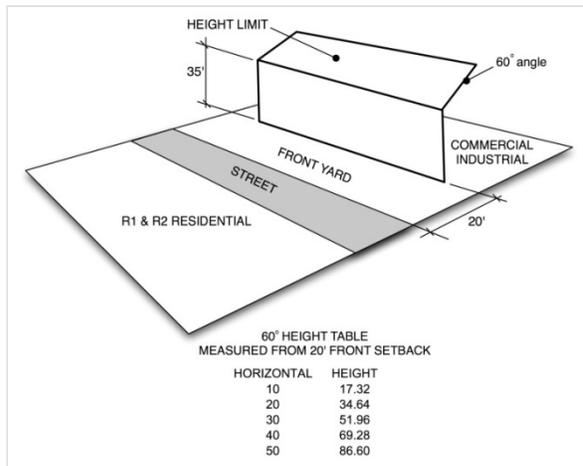
### A. VARY ROOF FORMS

Vary roof lines of large buildings to reduce apparent scale and mass; using multi-form roofs, gable roofs, and shed roof combinations to create visual interest.

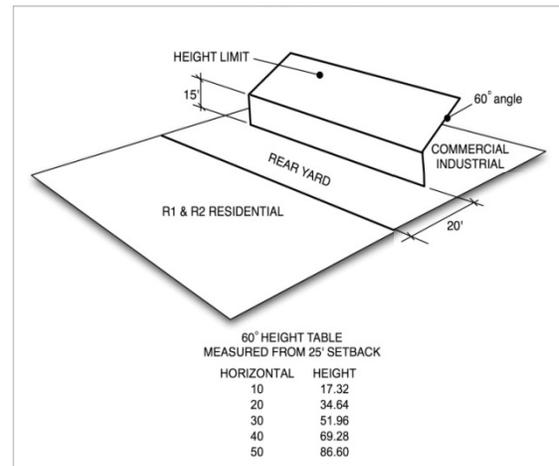


### B. COMMERCIAL ROOF HEIGHTS

All commercial and industrial zones shall have a variable height limitation established when abutting residential zones. Structures within a non-residential development shall maintain a height of no more than fifteen feet (15') above the finished grade when adjacent to a residential property line and shall be located twenty feet (20') from the rear property line. A sixty (60) degree incline plane is projected that establishes the height limitation. When a commercial or industrial zone street frontage is opposite a single family residential zones, the inclined plane set forth in subsection (a)(1) of this section shall be used, commencing at a height of thirty-five (35) feet *and located* twenty (20) feet from the front property line facing the residential zone.



VARIABLE HEIGHT FRONT YARD BUILDING ENVELOPE  
COMMERCIAL AND INDUSTRIAL



VARIABLE HEIGHT REAR YARD BUILDING ENVELOPE  
COMMERCIAL AND INDUSTRIAL

### C. ARCHITECTURAL CHARACTER

Use three-dimensional cornice treatments, parapet wall details, overhanging eaves, etc. to enhance the architectural character of the roof to complement the character of adjoining neighborhoods.

### PEDESTRIAN COMFORT

To provide shade and encourage pedestrians to walk within a development and between blocks, awnings and overhangs should be incorporated into building frontages.

### D. PEDESTRIAN SCALE

Encourage deep roof overhangs, articulated eaves, and parapets to create pedestrian arcades and verandas.



### E. SCREEN EQUIPMENT

For all non-residential uses, include parapets to conceal rooftop equipment, chimneys, cooling towers, and solar panels. Encourage use of “equipment wells” on rooftops to screen equipment or when possible consider placing equipment in an enclosure on the ground, in lieu of rooftop.

### F. GUTTERS

Provide decorative gutters on the exterior of the building, and integrate the gutters, overflow scuppers and downspouts with the design of the building façade. Conceal downspouts within the structure, where practical.

### G. ROOF ACCESS

Provide roof access from the interior of the building to secure the safety of residents and employees.

## 5.2.10. STREETScape AND SIDEWALKS

Provide a pleasant microclimate for pedestrians and increase the aesthetic appeal of developments. Carefully locate trees to provide shade to pedestrians, wherever possible.

### PROVIDING SHADE

To encourage residents to walk within the Plan area, streetscapes should incorporate trees and landscaping that provide shade.



### A. STREET TREES

Place trees no further than thirty feet (30') apart, particularly along walkways and streets and cluster trees at plaza areas or other public gathering places.

**B. SHADE**

Use trees, where possible, to help shade hardscape for drives, parking, and walking areas. Use canopy trees in the parkway area to provide shade. These trees should have a thirty to forty foot (30' to 40') canopy potential and be sized at a minimum twenty-four inch (24") box at the time of installation. Plant materials shall be properly supported to ensure survival. Support devices such as guy wires or stakes shall not interfere with vehicular or pedestrian movement. Trees shall also be maintained to preserve a minimum canopy size that offers shade to enhance the pedestrian environment.

**WALKABILITY**

Providing wider sidewalks encourages pedestrian activity and allows for outdoor dining which results in a safer pedestrian environment.

**C. SIDEWALKS**

When possible incorporate meandering sidewalks with landscaping at the property line fronting the street to



create a cohesive sense of place and promote walkability. The front four feet (4') of every parcel along Baseline Street and Waterman Avenue shall be paved at sidewalk grade.

**PEDESTRIAN ENVIRONMENT**

Building entrances should be oriented toward the street frontage and be engaging and inviting to pedestrians.

**D. COMMERCIAL PEDESTRIAN ENTRANCES**

Principal building entrances shall face the primary street frontage or shall be oriented toward public open space (such a landscaped square, plaza or similar space). All structures located along the primary street serving the development shall have doors or windows facing the primary street.



### OUTDOOR PATIOS

Where wider sidewalks are implemented outdoor dining is allowed and encouraged, pending City Staff approval.

### E. OUTDOOR DINING AND DISPLAYS

Outdoor dining and display areas are permitted if associated with a primarily indoor-oriented use. Site design and chairs, tables, umbrellas, merchandise stands, etc., are subject to staff review. Designated areas shall maintain a minimum eight-foot wide clear pedestrian sidewalk area and minimum eight-foot tall vertical clearance. Outdoor dining and display areas shall not impede building access. Merchandise shall be taken indoors at the end of each business day.



### LANDSCAPED BUFFER

New developments should provide comfortable walkways with buffer landscaping.

### F. BUILDING AND VEHICLE-AREA SEPARATION

Site plans shall identify all pedestrian access routes around buildings, where a comfortable walkway with buffer landscaping or arcade shall be provided. Alleys, loading or other service areas may be exempt from this requirement, but should not obstruct any important pedestrian access routes.



### G. CURB-CUT LOCATIONS

A maximum of one curb cut per two hundred feet (200') of frontage on a single project site is allowed, unless otherwise required for emergency vehicle access. If required, the second curb cut may be restricted to emergency vehicles. Curb cuts shall be located a minimum of fifty feet (50') from street corners. New curb cuts are permitted only where existing parcels without side street access do not have a curb cut, or where the size and configuration of the development requires a curb cut.

### H. DRIVEWAY AND GARAGE ACCESS

Maximum curb-cut width shall not exceed 20 feet (plus the flare), or minimum required for emergency vehicle access. One-way driveways may have curb cuts with a width no greater than twelve feet (12') (plus the flare) or minimum required for emergency vehicle access. Garage entrances at grade facing the street shall be no more than twenty-two feet (22') wide.

## 5.2.11. OPEN SPACE

### A. STREET-FACING OPEN AREAS

Publicly accessible, street-facing open areas – such as plazas, parks, gardens, courtyards, extended sidewalk zones, or covered arcade frontages – are encouraged. Street-facing open spaces should be at grade level and provide visibility from the sidewalk to building entrances. Open area design may include shaded and unshaded areas, a variety of seating options, and drought tolerant landscaped areas.



#### PARKLETS

Parklets, a sidewalk extension that provides more space and amenities for people using the street, can be used to create public space along major corridors.

### B. BUILDINGS FRONTING OPEN SPACE

Building frontages that are adjacent to open space areas should activate the space with entrances directly onto the open area. Outdoor seating areas and architectural features that provide transition from indoor to outdoor space, such as porches, awnings, arcades, terraces, stoops or patios may also be utilized.

### C. PUBLIC PLAZAS

Public plazas are special street-facing open areas that act as gathering spaces for surrounding neighborhoods. They should be designed as unique and notable destinations with the potential to accommodate a range of activities. They should have amenities, including, but not limited to: benches, art or water features. Plazas should be fully visible from the street, but should use space or landscaping to buffer the street's impacts. They should be associated with active commercial frontages, such as restaurant and retail uses, and key pedestrian access routes to transit and surrounding neighborhoods. These requirements apply to projects seeking Tier 1 or Tier 2 development incentives through the Community Benefits Program.



#### PUBLIC PLAZAS

Within the Waterman Avenue and Baseline Street corridors, public plazas should be created to serve as a community gathering space.

## 5.2.12. MECHANICAL EQUIPMENT

### A. SCREENING

Air conditioners, heating, cooling and ventilating equipment and all other mechanical, lighting or electrical devices shall be screened, shielded and/or sound buffered from adjacent properties by landscape or structures, such as screen walls. Screening should be architecturally compatible with main building. Roof mounted equipment shall be screened by a parapet wall and shall not be visible from the public right-of-way.



### MECHANICAL EQUIPMENT

Mechanical equipment and utilities whether roof mounted or ground level should be screened from public view.

### B. CAMOUFLAGE

Above ground utility boxes, telephone boxes, water lines, back flow preventers, cable boxes or similar structure within public view shall be screened by landscape or structures, such as screen walls. Screening should be architecturally compatible with main building. No above ground utility boxes in front setback will be allowed.



### UTILITIES IN DISGUISE

Utilities and mechanical equipment should be screened to be architecturally compatible with main building.

## 5.2.13. TRASH ENCLOSURES

### A. COMPATIBILITY

Enclosures in accordance with City standards shall be required for refuse and recycling bins. They shall be screened from view from public rights-of way and architecturally compatible with the main building.



### TRASH ENCLOSURES

Garbage bins and cans should be screened in enclosures that are architecturally compatible with the main structure.

### B. LOCATION

Enclosures are not permitted within any required setback facing a public street.



### C. CAPACITY

Areas for trash enclosures shall be adequate in capacity, number, and distribution to serve the development project (per the City of San Bernardino Public Works Department Standards). Location of trash enclosure

shall be shown on all site plans at the time of new project submittal. One (1), three (3) cubic yard trash bin per every twenty-four (24) residential units, and one (1), three (3) cubic yard recycle bin per twenty-four (24) residential units.

### 5.2.14. LANDSCAPING REQUIREMENTS

Developments should provide landscaping that is unifying while using minimal irrigation as required by Chapter 19.28 of the City of San Bernardino Development Code and consistent with the goals of the San Bernardino Municipal Water District. Projects will be evaluated by Planning Staff to ensure the right mix of trees, shrubs, and groundcover is provided.

#### A. IRRIGATION

Use an irrigation system that utilize water conserving methods and incorporates water efficient technologies, such as drip emitters, sub-grade capillary action irrigation for turf areas, evapotranspiration controllers, and moisture sensors.

#### B. PLANT MIX

Use the right mix of trees, shrubs, and groundcover, including drought tolerant trees, plants similar, in form and scale, to existing vegetation in the area, accent plants at entryways, changes of direction, intersections of roads, etc.; and vegetation that displays a variety of leaf size, texture, color, and, if possible, plants that flower in any season.

#### DROUGHT TOLERANT

Projects should include a unifying mix of trees, shrubs and groundcover that is drought tolerant, minimizing water use.



### 5.3. RESIDENTIAL ONLY STANDARDS

Areas zoned Neighborhood Residential, as shown in **Figure 4.1, Proposed Land Use Plan**, allow only residential uses. Permitted product types include, but are not limited to, the following:

- Single-Family Detached
- Single-Family Attached (townhomes, duplexes)
- Multiple-Family Attached (condominiums, apartments)

Additional product types that comply with the setbacks and standards set forth for any of the above-listed product types shall be permitted.

#### 5.3.1. MINIMUM UNIT SIZE

The following unit size standards shall apply for all residential units within the Specific Plan area:

**TABLE 5-1: MINIMUM UNIT SIZE REQUIREMENTS**

UNIT SIZE	MINIMUM SQUARE FOOTAGE
Studio	450
1 bedroom	500
2 bedroom	750
3 bedroom	1,000
4 bedroom	1,200

#### 5.3.2. OUTDOOR LIVING SPACE

##### OPEN SPACES

New residential developments require private open space for individual units as well as common open space such as tot lots, pools, sports areas etc.



Residents living in the Plan area should have safe and efficient access to useable open space, whether public or private, for recreation and social activities. The design and orientation of these areas should take advantage of available sunlight and should be sheltered from the noise and traffic of adjacent streets or other incompatible uses. Required common open spaces should be conveniently located for the majority of units. Private open spaces should be contiguous to the units they serve and screened from public view.

Projects should have secure open spaces and children's play areas that are visible from the units. Usable open area may be designed as plazas, courtyards, parks, forecourts, rooftop amenities and other open spaces designed for pedestrian and bicycle circulation, outdoor gatherings, recreation or passive activities. Areas should be located along pedestrian paths, close to and visible from building entrances and/or the street.

**WELL DESIGNED  
OPEN SPACES**

Open spaces should be designed to serve a variety of residents and purposes.

**A. USABLE OPEN SPACE**

Developments with 12 or more dwelling units shall provide 30 percent useable open space for passive and active recreational uses. Useable open space areas shall not include: rights-of-way; vehicle parking areas; areas adjacent to or between any structures less than fifteen feet (15') apart; setbacks; patio or private yards; or, slope areas greater than eight percent (8%). The base of a building shall be separated from adjacent common recreational-leisure area by a planter allowing a minimum thirty inches (30") planting width.



**B. PRIVATE OPEN SPACE**

Each dwelling unit shall have a private (walled) patio or balcony not less than one hundred and fifty (150) square feet in area or twenty five percent (25%) of the dwelling unit size, whichever is less.

**C. COURTYARDS**

Courtyards internal to a project, or enclosed on at least three (3) sides, shall have a minimum width of forty feet (40'), and shall be landscaped with a ratio of hardscape to planting not exceeding a ratio one (1) square foot of landscape to one (1) square foot of hardscape. Pools and spas shall be excluded from this ratio.

**D. RECREATIONAL AMENITIES**

**AMENITIES**

New multi-family residential development is required to provide recreational amenities and open space based on the number of units constructed.



All multi-family developments shall provide recreational amenities within the site which may include: a swimming pool; spa; clubhouse; tot lot with play equipment; picnic shelter - barbecue area; court game facilities such as tennis, basketball, or racquetball; improved softball or baseball

fields; or, day care facilities. The type of amenities shall be approved by the Community Development Director and provided according to the following schedule:

**TABLE 5-2: OPEN SPACE/AMENITY REQUIREMENTS**

UNITS	AMENITIES
0-11	0
12-50	1
51-100	2
101-200	3
201-300	4
Add 1 amenity for each 100 additional units or fraction thereof.	

### 5.3.3. WALLS AND FENCES

#### A. STREET FACING FENCES

When adjacent to the street architectural walls, garden walls or fences shall be limited to six feet (6') in height within the required front yard setback. Fences that exceed six feet may be approved up to eight feet (8') at the discretion of the Community Development Director. Fences and walls within the front yard setback should include artistic elements and be complementary and architecturally compatible with the primary structure on the property.



#### FENCED IN

Architectural walls, garden walls or fences shall not exceed three feet when facing the street.

#### B. SIDE AND REAR FACING FENCES

No wall or fence shall exceed six feet (6') in height in a required side or rear yard setback. Fences that exceed six feet may be approved up to eight feet (8') at the discretion of the Community Development Director.



#### C. MATERIALS

The materials and construction of wall and fences shall otherwise comply with the requirement of the Development Code and the intent of the applicable Design Guidelines within this Specific Plan. Fences and



walls should generally include artistic elements and be complementary and architecturally compatible with any structures on the property. Walls and fences shall not interfere with fire department operation. Emergency access gates shall be provided and are subject to fire department approval.

## 5.4. PARKING GUIDELINES

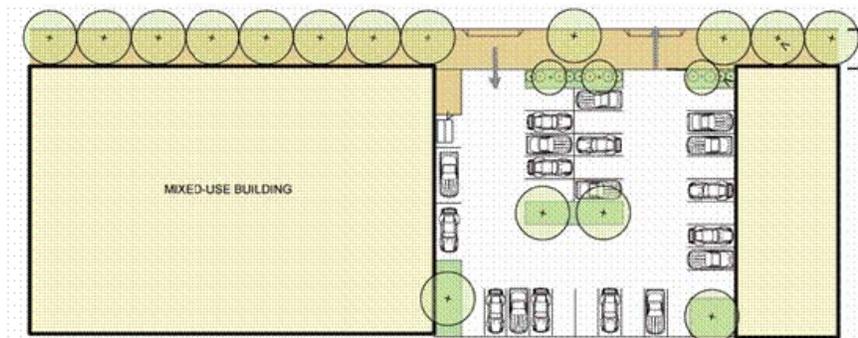
The circulation and parking availability for the Plan area should balance the needs of pedestrian safety with vehicular access and aesthetic appeal. Adequate parking should be provided and alternatives to large parking lots should be considered including shared parking agreements and parking in the rear of a development. Shared parking agreements for different uses, may be assessed where parking demands peak during different times. When, appropriate the Community Development Director may require a parking study to determine the validity of shared parking agreements.

### 5.4.1. PARKING LOT DESIGN

Parking lots shall be located behind or adjacent to buildings. To encourage new development and the redevelopment of existing parcels into mixed use development projects, the use of shared parking areas may be incorporated. Shared parking may be subject to approval by the Community Development Director (refer to Alternative Parking Program section for more information).

#### PARKING LOTS

To create interactive corridors, parking lots should be located in the rear or to the side of buildings.



Use landscaping, canopy trees, and other design features to enhance parking lot areas and reduce heat island effect. Provide special consideration to landscape design within parking lots through the following:

## A. ACCESS POINTS

Where possible, provide clearly marked and separated driveways and parking areas for each proposed use consistent with Title 15 of the City of San Bernardino Municipal Code. Parking and vehicle driveways should be located away from building entrances.

## B. LOCATION

Do not locate surface parking on commercial street frontages. When possible, use commercial/office structures to shield parking lot and security lighting to avoid impacts on the surrounding residential areas.

## C. MEDIANS

At the end of each parking aisle should be landscape finger planter that is at least nine foot (9') wide.

## D. FREQUENCY

One tree for every four (4) parking spaces (minimum tree well size of five feet by five feet (5'x 5')), and one finger planter for every twelve (12) parking spaces (size of 6'x 18').

## E. PARKING BUFFER

Allow a minimum of two feet (2') in the planted area for vehicle overhang. This area may be counted as part of the length of the parking stall, but, not as part of required planter area.

## F. PLACEMAKING

Plant all corner and end row planters with thirty-six or forty-eight inch (36" or 48") box trees and utilize enhanced landscaping and specimen trees at parking lot entrances.

## G. STREETScape

Plant trees every thirty feet (30') along street edge of a parking lot ensuring usage of a lineal root barrier with irrigation at each tree well. Landscaped areas shall be permanently maintained in a neat and orderly manner.

## H. PLANTS

Utilize a mix of trees, shrubs, and groundcover, including drought tolerant trees, plants similar, in form and scale, to existing vegetation in the area, accent plants at entryways, changes of direction, intersections of roads, etc.; and vegetation that displays

a variety of leaf size, texture, color, and, if possible, plants that flower in any season.

**I. CANOPY TREES**

Use canopy trees in parking areas to provide shade. These trees should have a thirty to forty foot (30' to 40') canopy potential and be sized at a minimum twenty-four inch (24") box at the time of installation. Trees shall be maintained and trimmed to ensure a neat and orderly appearance while preserving the shade canopy of the tree.

**PARKING ENHANCEMENTS**

Canopy trees and other shade features should be used to enhance parking lot areas and reduce heat island effect.



**J. PROTECT UTILITIES**

Locate trees no closer than ten feet (10') to street lights and no closer than five feet (5') to utilities.

**5.4.2. PARKING STRUCTURES**

**PARKING STRUCTURES**

Parking structures should be screened and seen as an opportunity to provide landscaping elements.

Parking structures that are adjacent to streets or visible from streets shall be architecturally treated utilizing high-quality materials and architectural expression and shall meet the design standard and guidelines for this plan.



- A. Integrate parking structures into the surrounding buildings architecture.
- B. Screen cars and headlights.
- C. Allow for natural ventilation.



- D. Locate parking garages below, behind, or between buildings.

- E. Include ground-level retail pads along a portion of the public façades to create a pedestrian friendly streetscape.
- F. Use architectural details on parking structures to reduce the massing.
- G. Use landscaping to provide visual relief.

### 5.4.3. BICYCLE PARKING

To encourage physical activity, environmentally sensitive design, and safe and convenient access to places of employment, shopping, and residential development, adequate bicycle parking must be provided according to the following requirements:

#### BICYCLE AMENITIES

Increase bicycle usage throughout the Plan area, bike parking should be provided in all new developments and at major travel destinations.

#### A. REQUIRED FACILITIES

Commercial, office, and other non-residential development shall provide bicycle parking in accordance with the California Green Building Code Standards, CALGreen Section: 5.106.4 Bicycle parking.



#### B. LOCATION

Locate bicycle parking facilities on a hard, dust-free surface, preferably asphalt or concrete. Bicycle parking should be separated from automobile parking by at least five feet (5') of open space, ideally by a landscaped area.



#### C. ACCESS

Aisles or walkways providing access to bicycle parking facilities shall be at least five feet (5') wide.

#### D. SIGNAGE

Employ signs to indicate the availability and location of bicycle parking.

## 5.5. SUSTAINABILITY GUIDELINES

The following section provides a discussion on healthy places, smart growth and sustainability, as well as general site planning and architectural design guidelines for all projects within the Plan area. Principles of smart growth and sustainability reflect the desire to create a neighborhood that is enduring, and that makes the most of limited resources.

In order to promote a built environment that will have a positive impact on our community with respect to the natural environment, local economy, and the health and productivity of our residents, it is highly recommended and encouraged that all projects should incorporate, to the greatest extent possible, the sustainable design criteria as established by the Leadership in Energy and Environmental Design (LEED) Program. The following principles have been established to promote sustainability in development throughout the Plan area.

### 1. SMART LOCATION & LINKAGE

#### REDUCE VEHICLE TRIPS

Neighborhoods should be physically connected to one another by trails and sidewalks to promote pedestrian and bicycle mobility.

- A. Encourage development within and near existing communities or public transportation infrastructure to reduce vehicle trips and induce pedestrian activity;
- B. Promote neighborhoods that are physically connected to each other to foster community and connectedness beyond the individual project;
- C. Minimize erosion to protect habitat and reduce stress on natural water systems;
- D. Design parking to increase the pedestrian orientation of projects and minimize the adverse environmental effects of parking facilities.



### CONNECTIVITY

Project design should provide direct and safe connections for pedestrians, bicyclists, and drivers to and from key designations.

## 2. NEIGHBORHOOD PATTERN & DESIGN

- A. Encourage the design of projects that incorporate high levels of internal connectivity and connections to surrounding development to promote a variety of travel options;
- B. Provide direct and safe connections for pedestrians, bicyclists, and drivers to key components of a project, local destination, and neighborhood centers.
- C. Decrease traffic and pollution and increase the health of children and the community, by implementing a Safe Routes to Schools program that promotes walking and biking to school.



## 3. GREEN BUILDING PRACTICES

- A. Encourage the design and construction of energy efficient buildings to reduce air, water, and land pollution and environmental impacts from energy production and consumption.
- B. Reduce the heat island effect by providing shade structures and trees that produce large canopies. In addition, choose roof and paving materials that possess a high level of solar reflectivity (cool roofs).
- C. Achieve enhanced energy efficiency by creating the optimum conditions for the use of passive and active solar strategies.
- D. Use recycled and other environmentally-friendly building materials, wherever possible.
- E. Minimize light trespass from site, reduce sky-glow to increase night sky access, improve nighttime visibility through glare reduction, and reduce development impact on the nocturnal environment.

### BUILDING GREEN

Throughout the Plan area, green building practices should be utilized, including shade structures to reduce passive solar heating and incorporation of recycled materials.



#### 4. WIND ORIENTATION & ACCESS

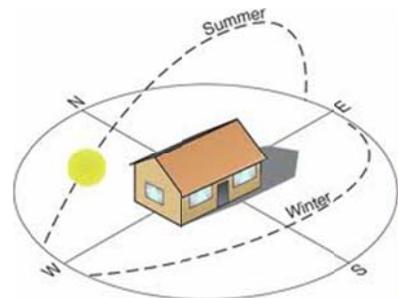
- A. Orient buildings to maximize wind protection, especially at entrances.
- B. Windows and openings should be placed to maximize crosswinds in an effort to reduce energy consumption.
- C. Encourage the use of vertical access wind turbines (VAWTs) including integration of new buildings or other similar approved methods for wind-generated power.

#### 5. SOLAR ACCESS & ORIENTATION

- A. Orient buildings to take advantage of solar gain, thus allowing the absorption of the sun's heat during colder months, while minimizing the sun's heat during warmer months.
- B. Adjust height orientation and setbacks to avoid sun obstruction.
- C. Incorporate solar panels into the design of all structures.
- D. Encourage long overhangs to screen summer sun and allow for solar gain in the winter.
- E. Orient buildings on an east-west axis to minimize western exposure.
- F. Incorporate thermal mass to return the sun's warmth during cooler months

#### SOLAR POWER

The Plan area is positioned well to incorporate solar power. Building orientation and solar panels are two strategies that can be utilized to reduce the City's carbon footprint.



#### 6. STORMWATER MANAGEMENT

- A. Rainwater catchment systems should be used, whenever possible, to minimize runoff.
- B. Grey water should be used to augment irrigation.
- C. Make "saucers" (tree well/basin) around newly planted trees and shrubs.
- D. Harvest runoff using surface grading.

- E. Incorporate the use of vegetated swales and similar methodology into the natural drainage patterns/ flow lines to convey runoff towards basins or other collection areas.
- F. Incorporate the use of pervious paving materials, open pave blocks and intermittent paving to reduce the amount of runoff, and retain for irrigation.
- G. Whenever possible, use recycled water systems that capture runoff to augment irrigation systems.

### STORMWATER STRATEGIES

Where feasible, permeable surfaces should be installed and rain catchment systems set up to minimize storm water runoff.



## 7. WATER QUALITY

- A. Use landscaped areas including parks, walkways, and trails as swales to assist with bio-filtration and reduction of urban runoff.
- B. Utilize native and drought tolerant plants to reduce water demand.
- C. Use filter strips along streets and parking lots to reduce urban runoff.
- D. Integrate permeable pavement and perforated curbs throughout the Plan area to allow stormwater to enter planter areas and ultimately help with filtration and runoff.



### BIO-SWALES

Bioswales are landscape elements designed to remove silt and pollution from surface runoff water. They often consist of vegetation and other landscaping elements.

- E. Use best management practices (BMPs) for water quality management in subdivision and site development plans.
- F. Incorporate onsite features, such as porous pavement, bio-retention, and wet ponds for capturing and directing stormwater runoff.



## 5.6. CPTED PRINCIPLES

Crime prevention through environmental design (CPTED) is a multi-disciplinary approach to deterring criminal behavior through environmental design. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts. CPTED principles of design affect elements of the built environment ranging from the small-scale (such as the strategic use of shrubbery and other vegetation) to the overarching, including building form of an entire urban neighborhood and the amount of opportunity for "eyes on the street". There are four principles that are



### 1. Natural Surveillance

This first principle is based on the idea that criminals do not wish to be observed committing a crime. By placing legitimate 'eyes on the street' and increasing surveillance, the perceived risk to offenders goes up. So the primary aim of surveillance is not to keep intruders out (although it may have that effect) but rather, to keep intruders under observation.



Increase "eyes on the street" and improve lighting to deter criminal activity.

Natural surveillance can be achieved by a number of techniques. The location of activities can be channeled to put more people (observers) near a potential crime area. Windows, lighting and the removal of obstructions can be situated to improve sight lines from within buildings.

### 2. Natural Access Control

The second CTEPD principle refers to conditions that control who goes in and out of a neighborhood, park, building, and other local places. When analyzing a street or corridor access control includes formal and informal entry and exit points and how they are defined and regulated. This may include vehicular access, such as driveways or alleys; or pedestrian access, such as pathways or courtyards.



Pathways and lighting should be used to delineate entrances and limit access.

Natural access control relies on physical elements such as doors, fences, shrubs, and other design features to keep unauthorized persons out of a particular place if they do not have a legitimate reason for being there. It is important to think carefully about the implementation of access control strategies as these strategies are often intended to impede movement. Such strategies may limit the opportunity for crimes, but should not hinder the mobility of potential victims.



Encouraging resident ownership of public spaces and streets can reduce crime.



Maintaining homes and streetscapes indicates that residents care and are involved in the neighborhoods.

### 3. Territorial Reinforcement

The third CPTED principle is based on the understanding that all places can be defined into three categories: public, semi-public and private. Public and semi-public spaces should be designed so that local people can be responsible for and control their own public environment. A lack of community ownership can allow criminals or individuals committing unwanted behaviors to feel more comfortable doing so at that location. Furthermore, if left unregulated, those committing the negative activities (gangs, etc.) will begin marking the territory as their own.

### 4. Maintenance and Management

Corridors that are well maintained and managed instill a sense of ownership and pride in the community. Conversely, if a corridor is not well maintained it may indicate that the city and community are not concerned about the neighborhood and may overlook criminal or other unwanted activity. The maintenance and the image of an area can have a major impact on whether it will become targeted by crime and gangs. Overflowing trash cans, litter and broken and cracked sidewalks and curbs are common issues affecting image.

Maintenance and management need to be considered at the design stage, as the selection of materials and finishes will impact on the types of maintenance regimes that can be sustained over time. For example, plant material should be selected for its size at maturity to avoid blocking of sight lines.

To implement the four identified CPTED principles the following guidelines should be considered and implemented whenever possible into new development projects to help reduce crime and increase neighborhood safety.

#### 5.6.1. LANDSCAPING

Select and position plant materials to aid surveillance and minimize crime.

- A. Maintain visibility of doors and windows from the street and from within the development.
- B. Lift canopies of trees near buildings to six feet (6') from the base of the trunk. Plant larger specimens in order to maintain visibility of doors and windows.
- C. Ensure that shrub/groundcover height near buildings is less than thirty inches (30"). Choose low-growing varieties.



#### CPTED LANDSCAPING

Property owners can utilize plant materials, including spiny or thorny plants, to deter criminal activity. Placing such plants near or under windows may help prevent burglaries.

- D. Site spiny or thorny plants near ground floor windows to discourage unwanted access.

### 5.6.2. SAFETY BY DESIGN – MULTI FAMILY HOUSING

Create safe dwelling places through limited access to properties, effective surveillance, and a sense of ownership and responsibility.

#### CPTED DESIGN

Within multifamily and mixed use developments with a residential component, buildings should be designed for maximum visibility and controlled access.

- A. Orient buildings so that the windows, doors, and garages of one unit are visible from those of other units to increase surveillance opportunities.



- B. Make open space and recreation areas visible from residential windows and doors, providing improved surveillance for those areas.
- C. Use walkways and landscaping to provide access control, directing visitors to proper entrances and away from private areas.

#### CPTED DESIGN

Developments within the Plan area should utilize lighting to promote safety and provide increased security measures wherever possible.

- D. Provide improved security and surveillance through exterior doors that are well-lit and visible to the street and neighbors.



- E. Provide amenities that allow for a variety of activities that can be viewed by neighboring residents.
- F. Avoid dead-end alleys.

### 5.6.3. SAFETY BY DESIGN – SINGLE FAMILY RESIDENTIAL

Designing security features into residential neighborhoods can reduce opportunities for criminal behavior and help to create a sense of community.

#### CPTED IN NEIGHBORHOODS

In single family neighborhoods, homes should be oriented to the street to provide increased surveillance of public spaces.

- A. Move the houses closer to the street and use front porches and balconies to encourage more neighbor interaction, and to provide increased



surveillance of public spaces.

- B. Use front porches or stoops to create a transitional area between the street and the house, emphasizing territorial control of the property owner.
- C. Install windows on all sides of the house with full views of the property and recreation areas to increase surveillance.
- D. Define private areas with fences or landscaping, contributing to territorial control.
- E. Use walkways and landscaping to provide access control, directing visitors to proper entrances and away from private areas.
- F. Use internally-lit addresses to make it easier for emergency services to find the location.
- G. Use paving treatments, plantings and design features, such as raised planters or monuments bearing the community name, to define the boundaries of the neighborhood and establish a sense of responsibility and ownership of the area by the residents.

## 5.7. SIGN GUIDELINES

### WAYFINDING

Signage should be used to improve the aesthetic appearance of the Plan area by establishing continuity and consistency of placemaking elements.

Throughout the City and within a neighborhood, signs are a critical communication tool used for wayfinding, advertising and identification. Signs are one of the most noticeable elements along major commercial streets and play a key role in creating a visual image for the City. Well-designed signs add to a neighborhood's attractiveness whereas signage that is poorly designed, constructed from low quality materials, or does not match the scale or style of the adjacent buildings reflects negatively on the streetscape and may adversely impact viewers' perceptions of local business and the broader community.



To encourage the effective use of signs for identification and wayfinding, as well as to provide equality and equity among sign owners and those who wish to use signs the City has developed special guidelines to regulate new signage throughout the City. Specific standards and guidelines for signage can be found in Chapter 19.22 of the City of San Bernardino Development Code.

## 5.8. LIGHTING GUIDELINES

### 5.8.1. DESIGN

Design the placement of lighting and utilities on buildings and project sites in a manner that promotes safety and an overall positive effect on appearance and use.

- A. Provide attractive lighting consistent with building style, materials, finishes and colors.
- B. Incorporate ground-level, overhead, and building mounted lighting throughout the Plan area.
- C. Use up-lighting (under trees), diffused lighting, and low level walkway lights within landscaped areas.
- D. Utilize accent lighting to highlight key features in the community.

#### LIGHTING DESIGN

Adequate lighting is crucial to create a safe environment and promote a positive appearance of the Plan area. A variety of lighting should be used including ground-level, overhead, and building mounted lighting.



### 5.8.2. LIGHT LEVELS

Choose lighting sources and light levels to provide optimum illumination and to reduce light pollution. Only light areas required for safety and comfort.

- A. Use down-shielded or low-pressure sodium lighting as close to the ground as possible, in some situations, such as residential transitions to commercial uses.
- B. Use metal-halide sources in pedestrian areas, streets and parking areas, for the visual comfort of pedestrians.
- C. Overlap light sources at about seven feet (7') to give even coverage and visual recognition of pedestrians in areas and crosswalks where pedestrian and vehicular movements coincide.

- D. Highly encourage compliance with Leadership in Energy and Environmental Design (LEED) site performance standards.
- E. Improve security and surveillance through development exteriors that are well-lit.

A watercolor illustration of a residential building with a balcony and trees. The building is white with blue accents and a balcony with a white railing. There are green trees in the foreground and background. The sky is light blue and white. The overall style is soft and artistic.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 6. MOBILITY PLAN

- 6.1. MOBILITY OVERVIEW
- 6.2. MOBILITY ISSUES AND OPPORTUNITIES
- 6.3. MOBILITY VISION
- 6.4. AUTOMOTIVE MOBILITY NETWORK
- 6.5. PEDESTRIAN MOBILITY NETWORK
- 6.6. BICYCLE MOBILITY NETWORK
- 6.7. PUBLIC TRANSPORTATION

DECEMBER 2016



# CHAPTER 6

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## mobility plan

### 6.1. MOBILITY OVERVIEW

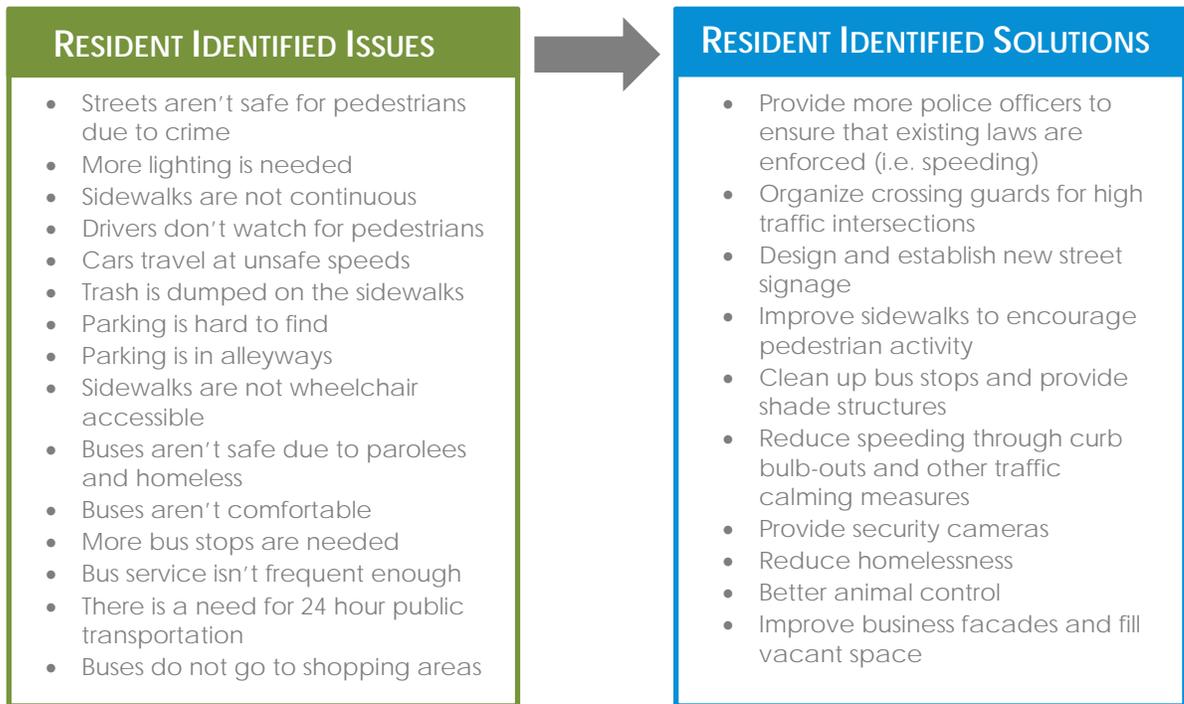


This chapter describes the established transportation network in the Plan area and recommends improvements to the network necessary to support the types and densities of new development allowed in each of the districts established as part of **Chapter 3, Planning Districts**. This chapter also introduces design standards for recommended street improvements and enhancements to the existing street system. Transportation facilities examined include roadways, intersections, pedestrian walkways,

potential bicycle connections, the location of the SbX Depot, and existing bus routes.

### 6.2. MOBILITY ISSUES AND OPPORTUNITIES

As discussed in **Chapter 2, Community Visioning**, public input throughout the planning process has provided vital information on key issues affecting residents on a daily basis. At community events and resident meetings held in 2015, a number of issues related to mobility and transportation were identified. Specifically, residents were concerned for their safety while walking in the Plan area and felt that existing public transportation did not meet their needs.



Based on public comments and an assessment of existing conditions there are a number of constraints to the existing transportation network with the Plan area:

- Waterman Avenue is an auto-oriented roadway, uninviting and at times unsafe for pedestrians and bicyclists;
- Two intersections within the Plan area are at capacity limits causing side street congestion;
- Current gaps in non-motorized infrastructure and collisions hinder walking and bicycling;
- Infrequent crossing opportunities on Waterman Avenue and Baseline Street encourages jay walking; and
- There is limited auto ownership within Plan area.

Despite these limitations, there are several opportunities within the Plan area that could further improve mobility:

- Creating better connectivity to the SbX line on E Street could significantly improve non-automotive mobility;
- Generally, streets within the Plan area have a wide right-of-way and provide plenty of capacity for vehicles;
- Most signalized intersections have excess capacity during the peak hours;
- There is support for and capacity within existing roadways to provide new bicycle facilities; and

- Re-striping crosswalks, planting street trees, and implementing new lighting and crosswalks are relatively small changes that could drastically improve the pedestrian environment along major roadways and encourage walkability.

### 6.3. MOBILITY VISION

#### WALKABILITY

Within the Plan area an effective transportation system will accommodate both residents and workers offering a variety of transit options to meet their differing needs.

The Plan area is central to and well served by Interstate 215, State Route 210 and Interstate 10. Waterman Avenue and Baseline Street are the primary arterial roadways serving as regional access corridors to the Plan area. To improve mobility, the Plan presents a wide range of improvements to encourage all modes of transportation to create an urban space that is vibrant and enjoyable. As outlined in **Chapter 4, Land Use Plan**, the planned land use densities are generally considered suburban and urban in nature. The Plan area is generally flat, and the climate is warm and conducive to outdoor activity during most months of the year. These characteristics (mild climate, flat terrain) are favorable for walking, bicycling, and the use of public transportation.



An effective transportation system will accommodate both residents and workers offering a variety of transit options to meet their differing needs. Some of the variables that influence the best type of transportation for a given user are:

- Trip purpose (work, shopping, school, recreation, etc.);
- Destination location (within Plan area, within the Downtown, within the City of San Bernardino, outside the City of San Bernardino);
- Physical conditions and interest in exercise as a side-benefit of travel;
- Trip context (part of a multi-purpose or stand-alone trip); and
- Family context (what are the ages and abilities of those commuting).

The mobility vision of the Plan is to encourage a broad range of transportation opportunities, reflecting a desire to improve the overall sustainability of the City and reduce the number of vehicle miles travelled. The provision of alternative modes of transportation will contribute to sustainable development patterns by allowing

users to satisfy their functional travel needs while supporting their environmental, social, and recreational interests.

## **6.4. AUTOMOTIVE MOBILITY NETWORK**

### **6.4.1. ESTABLISHED ROADWAY CONDITIONS**

#### **INTERSTATE 215 (I-215) SAN BERNARDINO FREEWAY**

I-215 is a ten lane uninterrupted highway oriented north-south, located west of the Plan area. I-215 southbound passes through downtown San Bernardino and terminates in Temecula. I-215 northbound intersects with I-15 for access through the San Bernardino Mountains. The Plan area can be accessed from the west via exits at 2<sup>nd</sup> Street, 3<sup>rd</sup> Street, 5<sup>th</sup> Street, or Baseline Street.

#### **STATE ROUTE 210 (SR-210) MARTIN A. MATICH HIGHWAY**

SR-210 is an east-west connector of Highland and San Dimas and has three lanes in each direction. Towards the west in San Dimas, it turns into Interstate 210 and continues to Pasadena. At the eastern end, SR-210 terminates at Interstate 10 in Redlands. The Plan area can be accessed via SR-210 by exiting on Waterman Avenue and going south or by exiting Baseline Street and going west.

#### **INTERSTATE 10 (I-10) CHRISTOPHER COLUMBUS TRANS-CONTINENTAL FREEWAY**

I-10 is a ten lane uninterrupted highway oriented east-west and is south of the Plan area. The western terminus of I-10 is at State Route 1 (SR-1) in Santa Monica, California and the eastern terminus is at I-95 in Jacksonville, Florida. I-10 intersects with I-215 southwest of the Plan area and intersects with SR-210 southeast of the Plan area.

#### **STATE ROUTE 18 (SR-18) RIM OF THE WORLD HIGHWAY**

SR-18 is a four lane highway oriented north-south and is directly north of the Plan area. SR-18 begins at Waterman Avenue and State Route 210 in San Bernardino and ends at State Route 138 near Adelanto.

#### **2ND STREET**

2<sup>nd</sup> Street is classified as a secondary arterial oriented in the east-west direction and is located south of the Plan area boundary. 2<sup>nd</sup> Street is sixty-two feet (62') wide, consists of two lanes of traffic in the east and west bound directions, and a two-way left turn lane

allowing left turns for both traffic directions. On-street parking is allowed on both sides of 2<sup>nd</sup> street. Access to 2<sup>nd</sup> Street is provided by signalized and stop controlled intersections. The posted speed limit is 35 miles per hour.

### 3RD STREET

3<sup>rd</sup> Street is classified as a major arterial in the City of San Bernardino between the east Plan area boundary at the flood control channel and Waterman Avenue and is oriented in the east-west direction. Between Waterman Avenue and Sierra Way, 3<sup>rd</sup> Street is classified as a local street. 3<sup>rd</sup> Street is fifty-four feet (54') wide and allows for two lanes of traffic in each direction with no median in the Plan area. East of Waterman Avenue, 3<sup>rd</sup> Street has a two-way left turn lane allowing for left turns from traffic in both directions and an additional right turn lane for traffic in the westbound direction. This segment of 3<sup>rd</sup> Street consists of signalized intersections, stop controlled intersections, and uncontrolled access. The posted speed limit is 40 miles per hour.

### 5TH STREET

5<sup>th</sup> Street is classified as a major arterial oriented in the east-west direction from Sierra Way to the City Creek crossing on the east Plan area boundary. This segment of 5<sup>th</sup> Street is sixty-four feet (64') wide, consists of two lanes of traffic in each direction, and has a two-way left turn lane allowing for left turns for both traffic directions. On-street parking is allowed on both sides of 5<sup>th</sup> Street between Waterman Avenue and Sierra Way. Access to 5<sup>th</sup> Street is controlled by signalized intersections, stop controlled intersections, and uncontrolled access points. The posted speed limit is 40 miles per hour.

### 5TH STREET

Heading east on 5<sup>th</sup> Street, there are adequate sidewalks with some shade trees, but also numerous driveways and automotive businesses. 5<sup>th</sup> Street is largely auto-oriented.



### 9TH STREET

9<sup>th</sup> Street is classified as a secondary arterial oriented in the east-west direction for the entirety of the Plan area. 9<sup>th</sup> Street is sixty-six feet (66') wide, consists of two lanes for traffic in the east and west

bound directions, and has a two-way left turn lane allowing for left turns from both directions. On-street parking is allowed on 9<sup>th</sup> Street. Access to 9<sup>th</sup> Street is controlled by signalized and stop controlled intersections, as well as uncontrolled access points. The posted speed limit is 30 miles per hour.

### **21ST STREET**

21<sup>st</sup> Street is classified as a secondary arterial oriented in the east-west direction between Waterman Avenue and Valencia Avenue and as a collector street west of Waterman Avenue. Between Waterman Avenue and Valencia Avenue, 21<sup>st</sup> Street is fifty-four feet (54') wide, has on-street parking, consists of two lanes of traffic in both directions, and has a two-way left turn lane that allows for eastbound left turns into a medical center parking lot and eastbound and westbound left turns onto Crestview Road. East of Waterman Avenue, 21<sup>st</sup> Street has one lane of traffic in both directions, and on-street parking is allowed on the south side of the street. There are stop controlled and uncontrolled access points, as well as signalized intersections on 21<sup>st</sup> Street in the Plan area. The posted speed limit is 35 miles per hour.

### **BASELINE STREET**

Baseline Street is classified as a major arterial with access to Waterman Avenue and runs the entire length of the Plan area boundary in the east-west direction from Sierra Way to Tippecanoe Avenue. Baseline Street is sixty-six feet (66') wide, consists of two lanes of traffic in each direction, and has a two-way left turn lane allowing for left turns at access roads in both directions. On-street parking is allowed. Access to Baseline Street is controlled by signalized intersections and stop controlled access roads. The posted speed limit is 40 miles per hour.

### **BASELINE STREET**

Baseline Street is a major arterial roadway heading east-west within the Plan area. There are adequate sidewalks with few, if any, shade trees. Business fronts are not pedestrian-oriented and many properties are fenced off at the front property line.



## HIGHLAND AVENUE

Highland Avenue is classified as a major arterial oriented in the east-west direction and is the north Plan area boundary from Belle Street to Valencia Avenue. Highland Avenue is sixty-five feet (65') wide, has for two lanes of traffic in each direction, and has a two-way left turn lane allowing for left turns from traffic in both directions. There is also an additional right turn lane for east bound traffic at the Waterman Avenue intersection. Highland Avenue has stop controlled and uncontrolled access, as well as signalized intersections. The posted speed limit is 35 miles per hour.

### HIGHLAND AVENUE

Heading west on Highland Avenue toward St. Bernardine's Hospital, there are adequate sidewalks with decorative trees near the medical uses. Fencing around the hospital and other uses limit pedestrian interaction.



## SIERRA WAY

Sierra Way is classified as a secondary arterial road with two lanes for traffic in the north- and south-bound directions and is the western boundary of the Plan area. Sierra Way is sixty feet (60') wide and has an additional lane for left turns in both directions at the 3<sup>rd</sup> and 5<sup>th</sup> Street intersections. On-street parking is allowed in a majority of the Plan area on Sierra Way. The posted speed limit in the Plan area is 40 miles per hour.

## TIPPECANOE AVENUE

Tippecanoe Avenue is classified as a secondary arterial oriented in the north-south directions and acts as the east border of the Plan area. Tippecanoe is sixty-eight feet (68') wide and consists of two lanes for traffic in each direction. There are signalized access and uncontrolled access points. No on-street parking is allowed along Tippecanoe Avenue in the Plan area. The posted speed limit is 40 miles per hour.

## WATERMAN AVENUE

Waterman Avenue is classified as a major arterial with three lanes of traffic in both the north- and south-bound directions. Waterman Avenue is sixty-six feet (66') wide and has a two-way left turn lane allowing for left turns from both directions. There are signalized intersections and stop controlled access to Waterman Avenue in the Plan area. On-street parking is only allowed north of Evans Street. The posted speed limit is 35 miles per hour.

### WATERMAN AVENUE

Waterman Avenue is a major arterial roadway running north-south. It provides access to Highway 210 and Interstate 10. Along Waterman, there are adequate sidewalks with some shade trees, but there is a need for safer crossings and traffic calming.



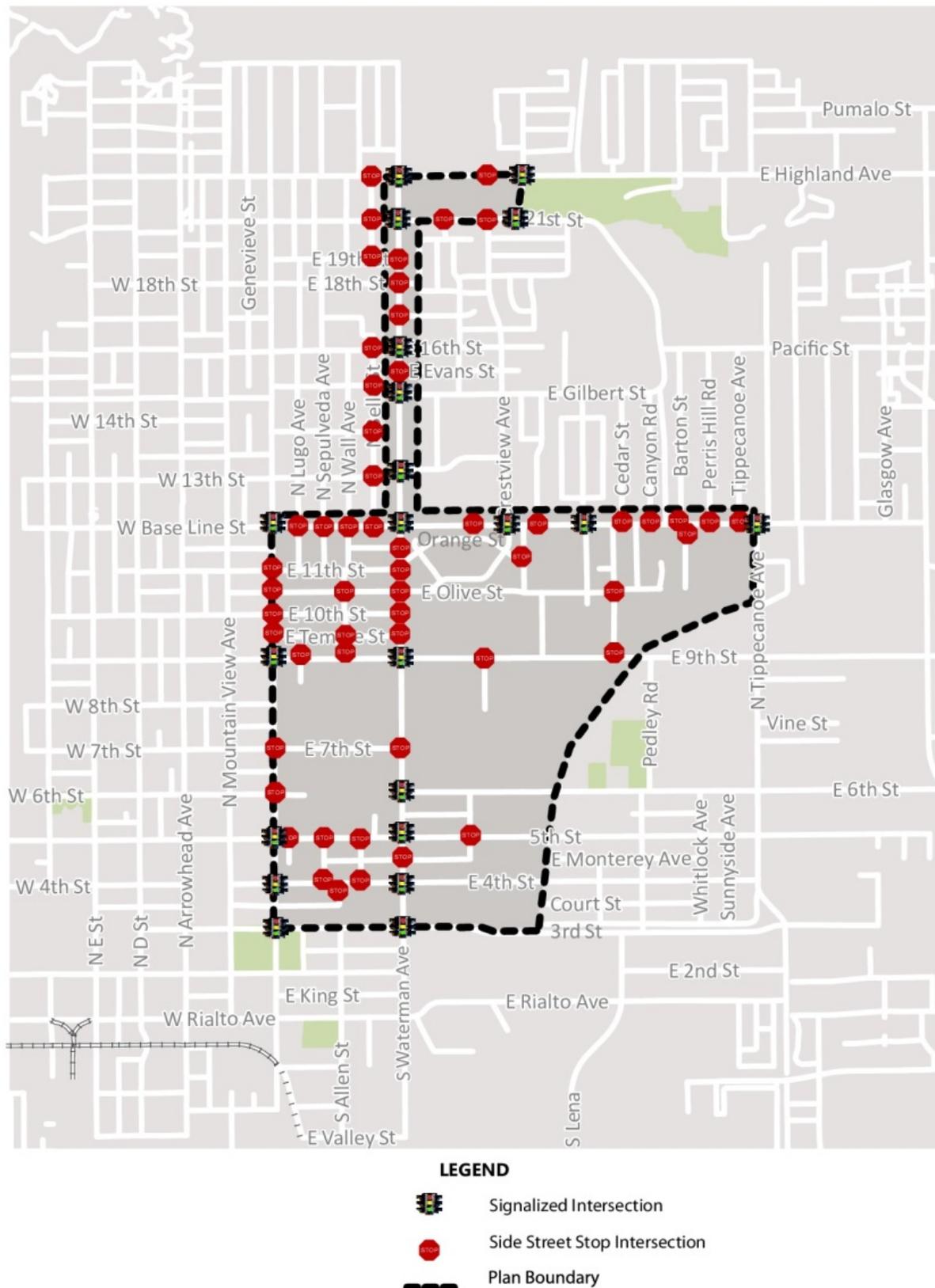
To better illustrate the existing traffic conditions within the Plan area, **Figure 6.1**, *Plan Area Existing Roadways*, shows the General Plan roadway classifications, and **Figure 6.2**, *Existing Traffic Controls*, shows existing signalization patterns and stop sign locations.

### 6.4.2. COLLISIONS

According to the University of California, Berkeley's Transportation Injury Mapping System (TIMS) and the California Highway Patrol's Statewide Integrated Traffic Records System (SWITRS), there were 58 collisions within the Plan area in 2013. The types of collisions include motor vehicle to vehicle collisions, vehicular collisions involving a bicycle, vehicular collisions involving a pedestrian, and collisions with a fixed object. **Figure 6.3**, *Roadway Collisions Locations (2013)* illustrates the number and types of collisions by intersection in the Plan area.



FIGURE 6.2 - EXISTING TRAFFIC CONTROLS





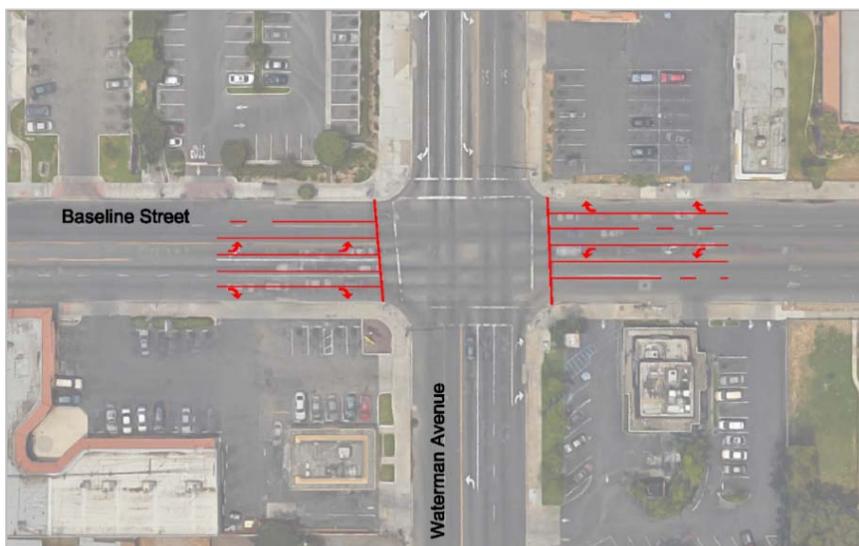
### 6.4.3. PROPOSED ROADWAY IMPROVEMENTS

To obtain an in-depth understanding of the circulation system, a comprehensive Traffic Study was completed in October 2015, analyzing twenty-three (23) key intersections and each roadway in the Plan area. The study intersections are shown in **Figure 6.4, Plan Area Study Intersections**. The Traffic Study ultimately demonstrates that the proposed Plan will negatively affect two intersections based on existing conditions and the proposed Plan buildout. The impacted intersections include Waterman Avenue at Baseline Street and Waterman Avenue at 9<sup>th</sup> Street. If the maximum buildout of the Plan is achieved the Traffic Study shows that these two intersections are forecast to operate below acceptable level of service standards, as set by the City of San Bernardino, for year 2035.

To reduce congestion at these intersections and provide additional capacity, mitigation measures have been proposed for the two impacted intersections. For both Waterman Avenue and 9<sup>th</sup> Street and Waterman Avenue and Baseline Street, additional turn lanes will be required to provide an improved level of service. At the intersection of Waterman and Baseline, the Baseline right-of-way, in both directions, should be restriped to create new left and right designated turn lanes within two-hundred feet (200') of the intersection. At the intersection of 9<sup>th</sup> Street and Waterman Avenue, the Waterman Avenue right-of-way should be restriped, northbound to provide a dedicated right hand turning lane, and southbound to include new left and right designated turning lanes. The additional turn lanes would bring the affected interactions back above the City's acceptable level of service standard. It should be noted, that these mitigation measures are only conceptual in nature and require additional analysis prior to implementation.

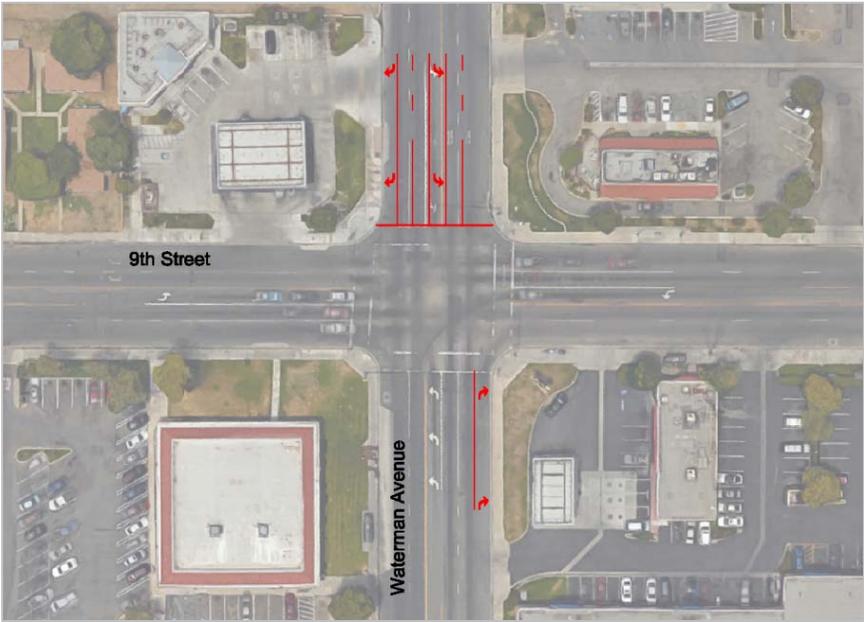
#### WATERMAN AVENUE & BASELINE STREET RECOMMENDED IMPROVEMENTS

An additional left and right turn lane should be added in both the north and south directions to maintain traffic flow and an adequate level of service.



**WATERMAN AVENUE & 9<sup>TH</sup> STREET  
RECOMMENDED IMPROVEMENTS**

An additional left and right turn lane should be added in both the north and south directions to maintain traffic flow and an adequate level of service.



In addition to restriping, streetscape improvements should be considered along major thoroughfares, such as Waterman Avenue, Highland Street, Baseline Street, and 9<sup>th</sup> Street to promote safety and provide a better level of comfort for drivers, pedestrians and bicyclists. Street trees or landscaping should be added to buffer sidewalks from street right-of-ways. Additional, traffic calming measures such as narrow travel lanes, buffered bike lanes or sidewalk bulb outs could also be installed to decrease automotive travel speeds and create a safe and more enjoyable environment for pedestrians and bicyclists. The two cross sections below show examples of a landscape buffer between the sidewalks and the street right-of-way with and without buffered biked lanes.

**SAMPLE CROSS STREET CROSS  
SECTIONS**

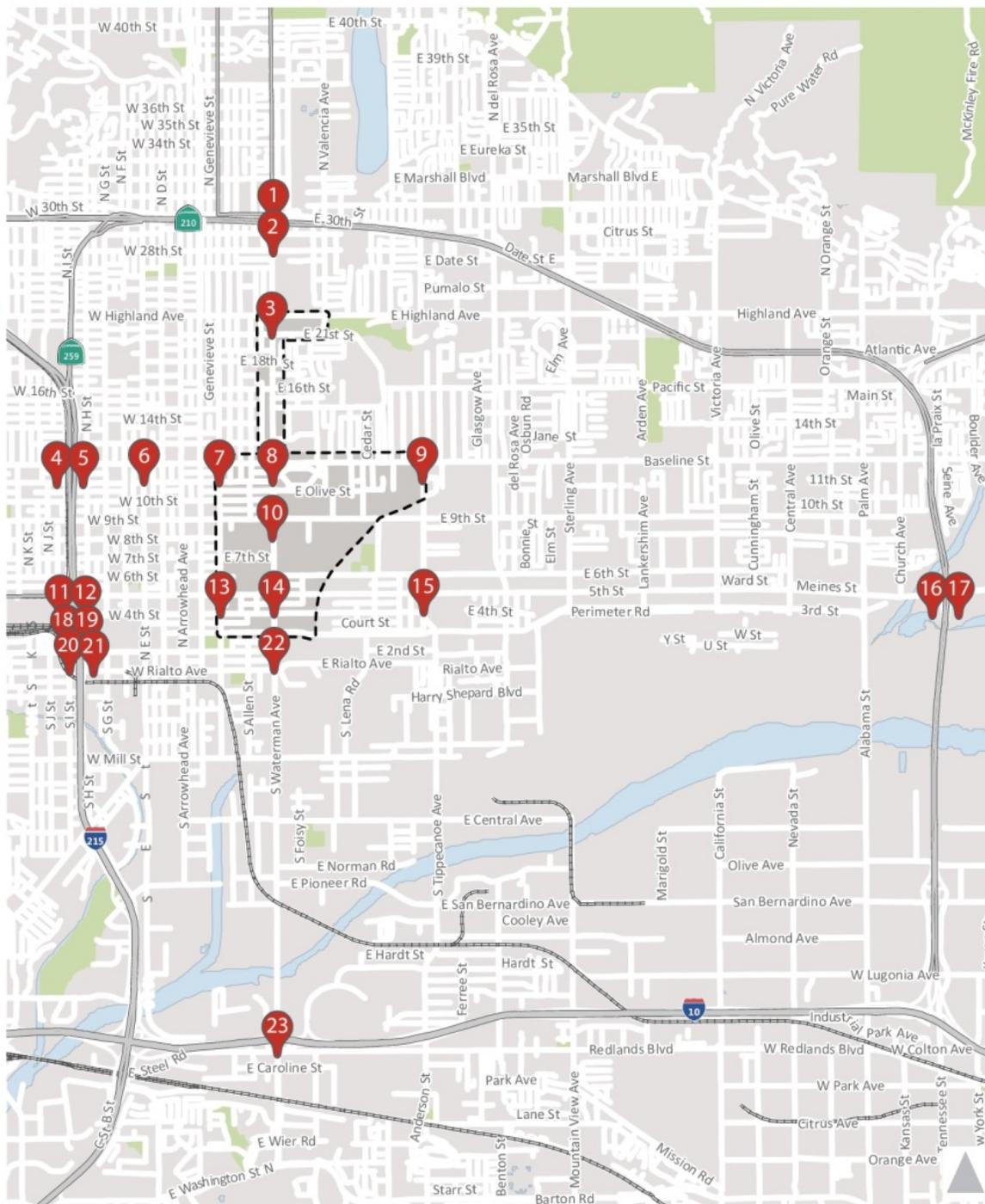
(Top) Right-of-way with two travel lanes in each direction separated landscaped median and a buffered bike lane.



(Bottom) Right-of-way with two travel lanes in each direction separated landscaped median without a buffered bike lane.



FIGURE 6.4 – PLAN AREA STUDY INTERSECTIONS



**LEGEND**

-  Study Intersection
-  Plan Boundary

## 6.5. PEDESTRIAN MOBILITY NETWORK

### 6.5.1. EXISTING PEDESTRIAN CONDITIONS

Along the majority of the roadways in the Plan area, pedestrian access and mobility is limited or inadequate. The high speed of vehicles on the roadway, deferred maintenance, the lack of substantial buffers, and other factors make conditions difficult and uninviting. Generally, within the Plan area, pedestrian conditions were deemed inadequate for one of three reasons; 1) where sidewalks were established, the concrete was found to be cracked or in some state of disrepair; 2) sidewalks were found to be missing entirely; and 3) intersections lacked crosswalk markings or the original markings have faded and require repainting or replacement. The locations within the Plan area where sidewalk facilities are limited are presented in **Table 6.1, Pedestrian Facilities**.

**TABLE 6.1: PEDESTRIAN FACILITIES**

No sidewalks on one or both sides of the road	Sidewalks Terminate	Unmarked Crosswalks
<ul style="list-style-type: none"> <li>Tippecanoe Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Gilbert Street</li> </ul>	<ul style="list-style-type: none"> <li>21st Street &amp; N. Kenwood Avenue</li> </ul>
<ul style="list-style-type: none"> <li>5<sup>th</sup> Street east of Waterman Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Wabash Street</li> </ul>	<ul style="list-style-type: none"> <li>Baseline Street &amp; N. Myrtle Drive</li> </ul>
<ul style="list-style-type: none"> <li>N. Canyon Road</li> </ul>	<ul style="list-style-type: none"> <li>Olive Street between Wall Avenue and Waterman Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Waterman Avenue &amp; Olive Street</li> </ul>
<ul style="list-style-type: none"> <li>Waterman Avenue between 6<sup>th</sup> and 5<sup>th</sup> Streets</li> </ul>	<ul style="list-style-type: none"> <li>Olive Street between N. La Junita Street and the Plan area boundary</li> </ul>	<ul style="list-style-type: none"> <li>Waterman Avenue &amp; 6<sup>th</sup> Street</li> </ul>
<ul style="list-style-type: none"> <li>Barton Street</li> </ul>	<ul style="list-style-type: none"> <li>7<sup>th</sup> Street west of Waterman Avenue</li> </ul>	<ul style="list-style-type: none"> <li>21st Street &amp; Crestview Avenue</li> </ul>
<ul style="list-style-type: none"> <li>16<sup>th</sup> Street</li> </ul>	<ul style="list-style-type: none"> <li>Waterman Avenue between 4<sup>th</sup> Street and 3<sup>rd</sup> Street</li> </ul>	
<ul style="list-style-type: none"> <li>Monterey Avenue</li> </ul>	<ul style="list-style-type: none"> <li>10<sup>th</sup> Street west of Waterman Avenue</li> </ul>	
<ul style="list-style-type: none"> <li>Perris Hill Road</li> </ul>	<ul style="list-style-type: none"> <li>Cedar Street</li> </ul>	
	<ul style="list-style-type: none"> <li>3<sup>rd</sup> Street east of Waterman Avenue</li> </ul>	
	<ul style="list-style-type: none"> <li>Baseline west of Barton Road</li> </ul>	

The Plan area is served by several roadways that are designated as major arterials by the City's 2005 General Plan. These roadways include Waterman Avenue and Baseline Street, which carry volumes of 19,000 to 33,000 vehicles per day at often high rates of speed. Vehicle speed is known to have an impact on pedestrian conditions as there is a direct connection to the amount of noise, dust, pollution, and other factors that are produced. Roadways within the Plan area also have widely spaced traffic signals to

maintain traffic flow at optimal speeds. For cars, the spacing of the signals reduces delay; however, for pedestrians, the limited number of signals reduces opportunities to cross the street safely.

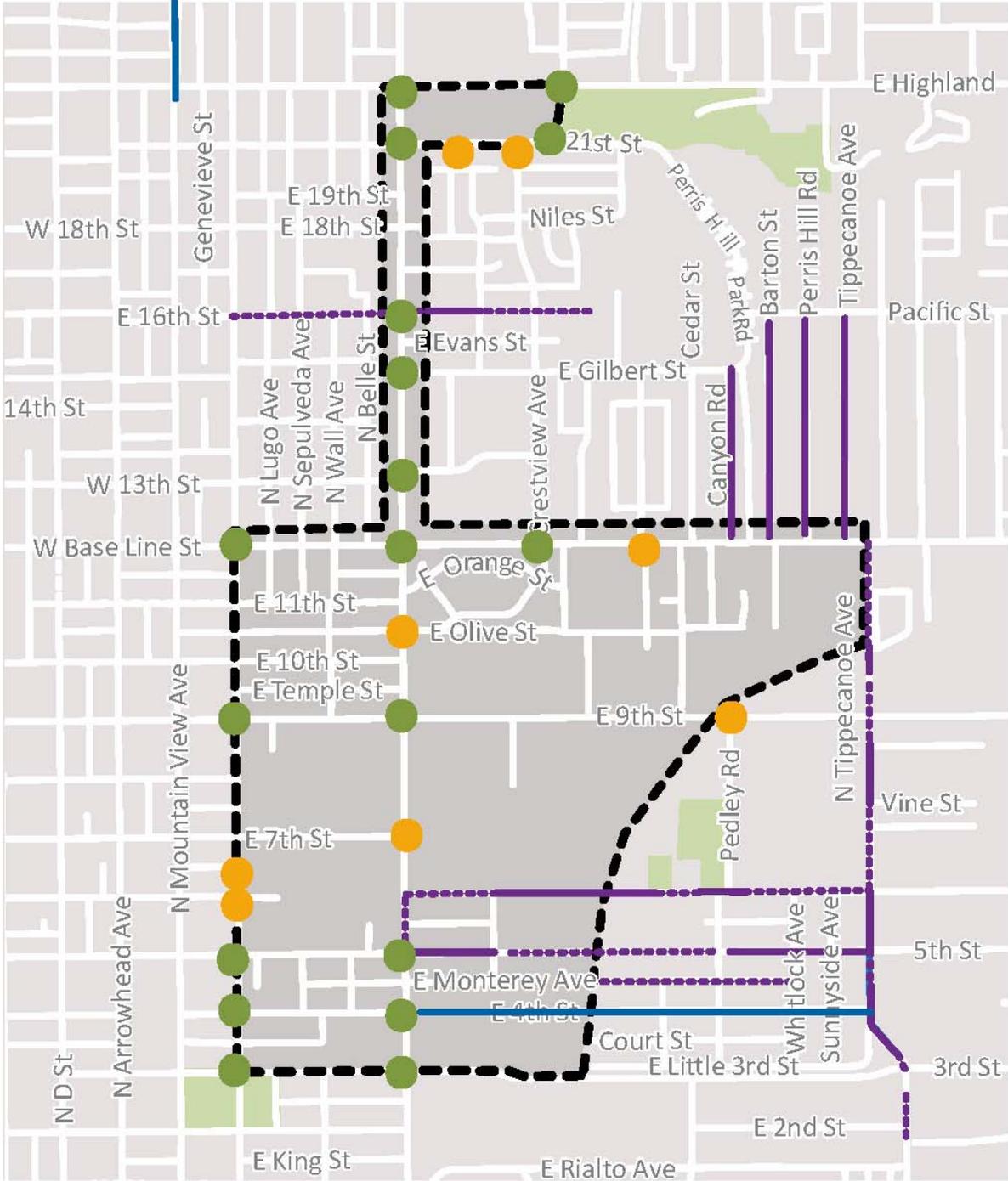
The lack of sidewalks and crosswalks is exacerbated by the lack of pedestrian scale lighting. The limited amount of lighting is concentrated on the main roadways, such as Waterman Avenue, Baseline Street and 5th Street, and is oriented towards lighting the roadway, not the sidewalk. This lack of lighting serves to discourage pedestrian travel even when sidewalks and crosswalks are present. Existing pedestrian facilities are shown on **Figure 6.5, Existing Pedestrian and Bicycle Facilities.**

### WALKING CONDITIONS

Sidewalk conditions within the Plan area vary widely, from wide tree-lined sidewalks on Waterman Avenue to unimproved areas with no sidewalks along many of the neighborhood streets.



FIGURE 6.5 - EXISTING PEDESTRIAN AND BICYCLE FACILITIES



LEGEND

- Existing Sidewalk on Both Sides
- - - Existing Sidewalk to One Side
- Existing Class II Bike Lane
- Crosswalk In Some Directions
- Crosswalk In All Directions
- - - Plan Boundary

## 6.5.2. PROPOSED PEDESTRIAN IMPROVEMENTS

To improve the pedestrian experience within the Plan area, the SANBAG Non-Motorized Transportation Plan recommends the implementation of multi-purpose trails along the flood control channel at the Plan’s eastern boundary and Highland Avenue to connect local communities. Additional recommendations include upgrading pedestrian facilities and crossings; filling in the sidewalk gaps to provide continuous sidewalks; and providing more connections to make walking easier. To create a pedestrian friendly environment, crosswalks and midblock crossings should incorporate additional treatments (such as hatched crosswalk striping, refuge islands, bulb-outs, flashing beacons or flashing in-pavement markers). Within the Plan area there are two intersections with no marked crosswalks: 9<sup>th</sup> Street at Pedley Road and Waterman Avenue at 7<sup>th</sup> Street. As projects are proposed in the vicinities, improvements should be made to provide pedestrian infrastructure. Additionally, the following intersections do not have crosswalks on all sides and should be considered for upgrades as projects are proposed:

- 21<sup>st</sup> Street at Kenwood Avenue
- 21<sup>st</sup> Street at Crestview Avenue
- Baseline Street at Windsor Drive/Myrtle Drive
- Waterman Avenue at Olive Street
- Waterman Avenue at 6<sup>th</sup> Street
- Sierra Way at Victoria Street
- Sierra Way at 6<sup>th</sup> Street

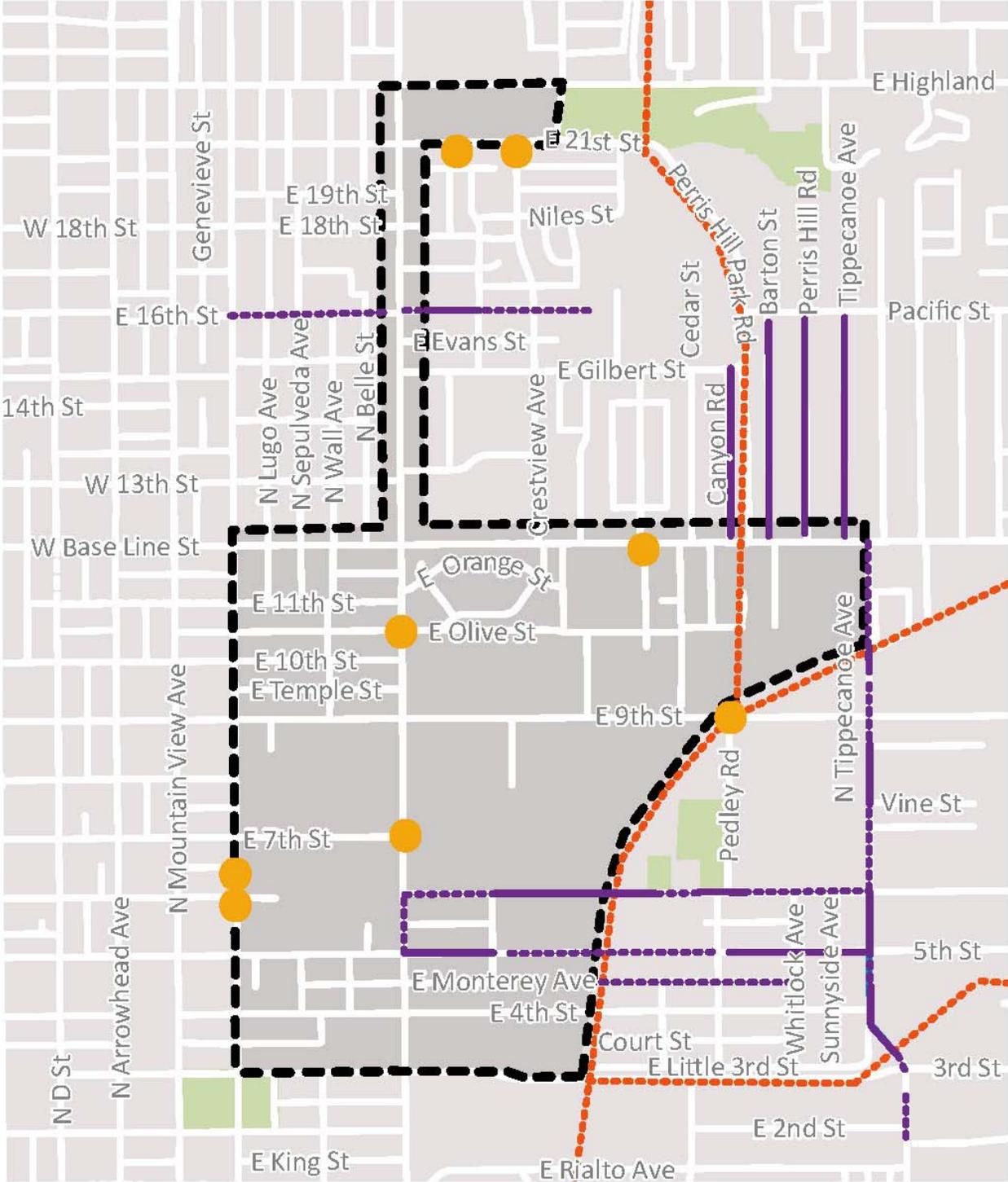
Proposed pedestrian facilities are shown on **Figure 6.6, Proposed Pedestrian Improvements**.

### SAFE CROSSINGS

Crosswalks within the Plan area should include enhanced safety features (i.e. hatched crosswalk with flashing beacon, hatched crosswalk with a refuge island and flashing beacon sign, or in-pavement flashers at crosswalk.)



FIGURE 6.6 - PROPOSED PEDESTRIAN IMPROVEMENTS



LEGEND

-  Add Sidewalk to Both Sides
-  Add Sidewalk to One Side
-  Crosswalk Upgrades Recommended
-  Plan Boundary
-  Proposed Class I Pedestrian and Bike Trail

In addition, to upgrading and adding sidewalks and crosswalks, pedestrian walk times should be reviewed at signalized intersections to ensure that enough pedestrian clearance time is provided according to requirements in the California Manual on Uniform Traffic Control Devices, 2014 (CAMUTCD 2014). This includes providing enough clearance time based on a 3.5 feet-per-second walk speed.

### SAFE CROSSINGS

Within the Plan area hatched crosswalks with flashing beacons should be used across major roadways.



Finally, to enhance the pedestrian experience and create a walkable environment, placemaking strategies should be implemented. Placemaking is an effective way of identifying and capitalizing on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing. Placemaking enhancements are key to:

- Maintaining existing and providing additional street lighting;
- Providing landscape buffers between sidewalks and vehicle travel way;
- Providing street trees for shade; and
- Redeveloping underutilized parking lots and other plots to parklets.

### PLACEMAKING STRATEGIES

Parklets and street trees establish a neighborhood theme or identify while enhancing the pedestrian experience.



## 6.6. BICYCLE MOBILITY NETWORK

### 6.6.1. EXISTING BICYCLE CONDITIONS

The City of San Bernardino designates three types of multi-purpose trails and bikeways that are available for use by bicyclists: Primary, Regional, and Local Multi-Purpose. Primary Multi-Purpose Trails serve an entire region, Regional Multi-Purpose Trails provide regional connections and Local Multi-Purpose Trails provide connections within San Bernardino. The City also designates three types of Bikeways: Class I, Class II, and Class III.

Bicycle facilities in the City of San Bernardino consist of the following:

- **Class I - Bike Path or Shared Use Path** - bikeways that are physically separated from any street or highway. Shared Use Paths may also be used by pedestrians, skaters, wheelchair users, joggers, and other non-motorized users.
- **Class II - Bike Lane** - roadways where a portion of the right-of-way has been designated by striping, signaling, and pavement markings for the preferential or exclusive use of bicyclists.
- **Class III - Bike Route** - any road, street, path, etc. that in some manner is specifically designated for bicycle travel regardless of whether such facilities are designated for the exclusive use of bicycles or are to be shared with other transportation modes. Under the Caltrans Design Standards, signed shared roadways and signed bike routes are considered Class III facilities. They are a shared roadway that has been designated by signing as a preferred route for bicycle use.

Within the Plan area, there are Class II Bikeways along 5<sup>th</sup> Street east of Waterman Avenue. Bicyclists commonly use the sidewalks for local circulation, which indicates a lack of bicycle infrastructure for the community. **Figure 6.5, Existing Pedestrian and Bicycle Facilities**, shows existing bicycle lanes and crosswalk conditions for pedestrians.

#### BIKE TRAILS

Within the Plan area new bicycle paths should be implemented per the SANBAG Non-Motorized Transportation Plan.

According to the SANBAG Non-Motorized Transportation Plan (Revised May 2015) there are plans to add Class I Bike Paths along the City Creek on the eastern edge of the Plan area. Class II Bike Lanes are also planned along 5<sup>th</sup> Street, Waterman Avenue, Highland Avenue, and Baseline Road.



According to the City’s General Plan, the Mid-City Connector, a Regional Multi-Purpose Trail along the City Creek, is proposed within the Plan area. There is also a Local Multi-Purpose Trail proposed along Highland Avenue within the Plan area. New bike trails within the Plan Area are crucial to provide connectivity to the greater region and existing bicycle trails serving the City and surrounding jurisdictions.

### 6.6.2. PROPOSED BICYCLE IMPROVEMENTS

#### BIKE LANES

Within the Plan area a bicycle boulevard along local streets could connect the Plan area to the Downtown while minimizing the use of roads with speeds of greater than 40 miles per hour.

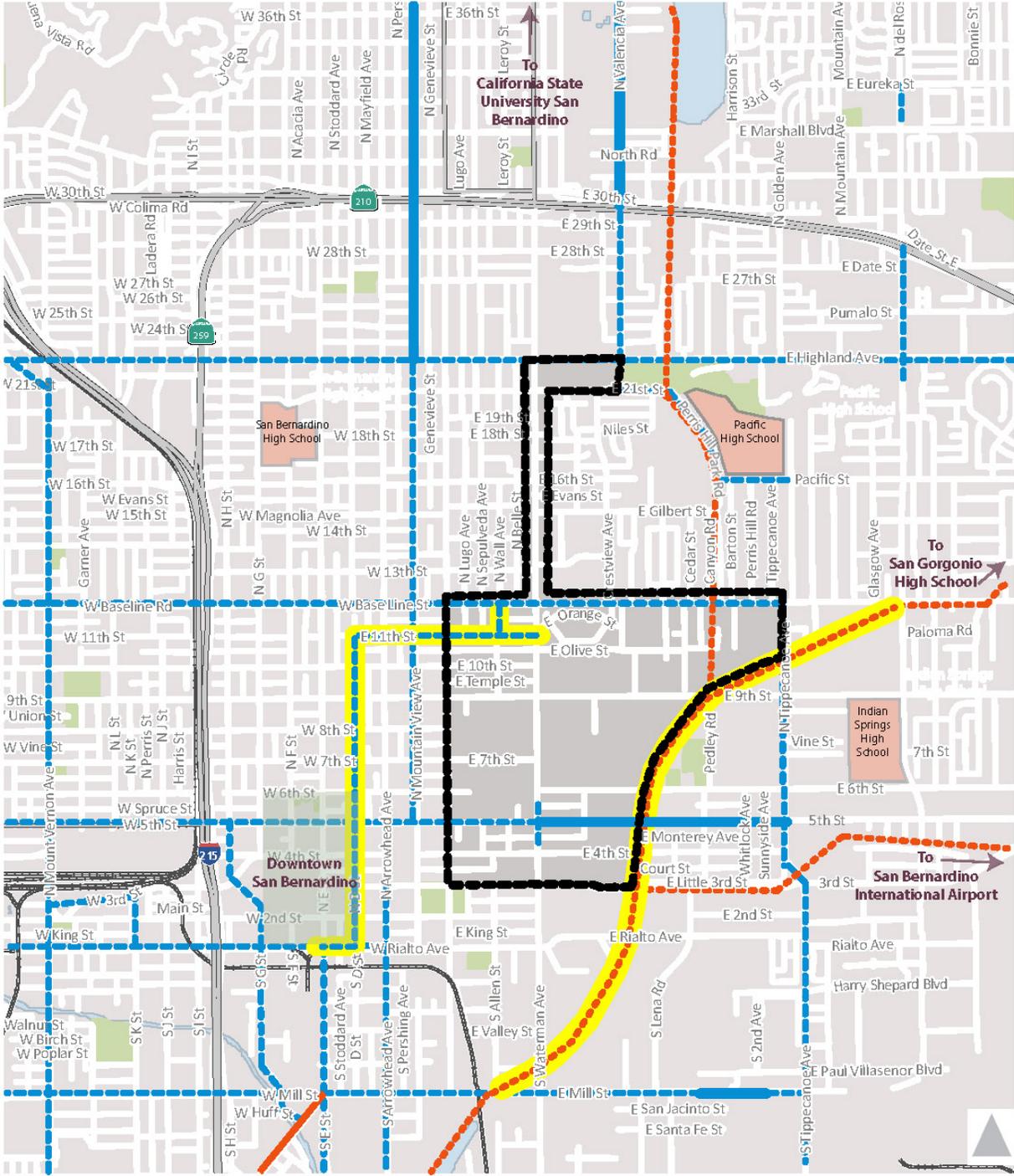
To better connect the Plan area to the SbX station, Cal State, the Downtown and surrounding job centers, new bicycle paths should be implemented per the SANBAG Non-Motorized Transportation Plan. The SANBAG Plan proposes Class I Paths along the City Creek on the eastern edge of the Plan area and Class II Bike Lanes along 5<sup>th</sup> Street, Highland Avenue, Waterman Avenue, and Baseline Street.



The majority of the proposed bicycle routes are along major thoroughfares which may present a challenge to implementation. The availability of right-of-way, parking, and other capacity constraints may make it more difficult to implement the infrastructure needed to ensure easy bicycle mobility. As an alternative, a bicycle boulevard along local streets could connect the Plan area to the Downtown while minimizing the use of roads with speeds of greater than 40 miles per hour. To achieve this, a Class III Bike Route originating near the intersection of Waterman Avenue branching off the proposed Class II trail along Baseline Street be established. This route would head west to D Street west, then south to Rialto Avenue, connecting to proposed bike lanes on Rialto Avenue. This scenario provides a direct route to Downtown away from arterial roadways offering a less intimidating riding environment.

Based on existing geometries and conditions of roadways, two bicycle routes have been prioritized for implementation. These routes would more easily connect the Plan area to local activity centers including a Class III Route along 11<sup>th</sup> Street, D Street and Rialto Avenue and a Class I Trails along City Creek Trail. These routes are mapped on **Figure 6.7, Prioritized Bicycle Improvements** along with the rest of the proposed bicycle improvements in the SANBAG Non-Motorized Transportation Plan.

FIGURE 6.7 – PRIORITIZED BICYCLE IMPROVEMENTS



LEGEND

- Existing Class I Bike Lane
- Existing Class II Bike Lane
- - - Proposed Class I Bike Lane
- - - Proposed Class II Bike Lane
- Plan Boundary
- Priority Bike Lane Improvement

In addition to implementing new bike paths, new bicycle amenities can increase convenience and encourage biking as a viable transportation option. Bike parking should be provided at activity centers and near the residential communities within the Plan area. Bike stations can be converted relatively inexpensively from old shipping containers and can provide for parking and/or a space to complete repairs and maintenance.

Other methods to increase biking are: a bike share program, bike giveaways, and earn-a-bike programs. A bike share program is typically a City-sponsored program that provides bike hubs throughout the City for residents, commuters and tourists to borrow bikes for a limited amount of time. Users pay a rental fee or subscription to participate. Another option is a bike giveaway program, which is a more straightforward approach to providing the community with direct access to bikes. Community sponsored programs could have locals volunteer at bike stations or other events in order to earn a bike while also learning how to maintain it. These programs are already happening in the City of San Bernardino and could be expanded by requiring new development project to provide new infrastructure or funding.

### SHARE THE ROAD

Providing crucial infrastructure such as bicycle parking and/or a bicycle share program encourages residents to ride instead of drive.



## 6.7. PUBLIC TRANSPORTATION

### 6.7.1. EXISTING PUBLIC TRANSIT FACILITIES

The City of San Bernardino is overall well-served by transit, but opportunities exist to increase the transit mode share. Bus service is provided to this area by OmniTrans with five routes serving the Plan area, including: 1, 3/4, 5, 7, and 8. Existing bus routes running within or near the Plan area are shown on **Figure 6.8, Existing Bus Routes.**

**PUBLIC TRANSIT**  
OmniTrans buses run frequently down Waterman Avenue.



#### ROUTE 1

Route 1 runs from Arrowhead Regional Medical Center in Colton to Del Rosa. Within the Plan area, this route provides service along 5<sup>th</sup> Street, Waterman Avenue, 21<sup>st</sup> Street, Valencia Avenue, and Highland Avenue. Headways are every 15 minutes between the hours of 4:50 AM and 12:00 PM Monday through Friday, then 30 minutes between 12:01 PM-11:01 PM. On weekends, the route operates with 30 minute headways between 6:00 AM and 9:00 PM.

#### ROUTE 3/4

Routes 3/4 are circular loops that serve West San Bernardino, Baseline Road, and Highland Avenue. The Route 3 loop travels counter-clockwise while the Route 4 loop travels clockwise. Within the Plan area, these routes provide service to Baseline Street and Highland Avenue. Route 3/4 operates with 15 minute headways between 4:40 AM and 11:26 PM on weekdays and with 20 minute headways between 7:24 AM and 8:54 PM on weekends. Through the 4th Street transfer, this route connects with the SbX Rapid Transit Route.

## ROUTE 5

Route 5 serves San Bernardino, Del Rosa, and California State University San Bernardino. Within the Plan area, this route provides service to Gilbert Street and Waterman Avenue. Route 5 operates with 30 minute headways between 4:45 AM and 10:38 PM Monday through Friday, with one hour headways between 6:33 AM and 9:17 PM on Saturdays, and one hour headways between 6:33 AM and 7:34 PM on Sundays.

## ROUTE 7

Route 7 runs from California State University San Bernardino to the 4<sup>th</sup> Street Transfer Station. This route provides service along Sierra Way within the Plan area. On weekdays, Route 7 operates with 30 minute headways from 6:17 AM to 12:06 PM and one hour headways until 7:36 PM. This route runs with one hour headways between 7:16 AM and 6:35 PM on Saturdays and between 8:16 AM and 5:35 PM on Sundays.

## ROUTE 8

Route 8 runs from San Bernardino to Crafton Hills College and provides service to the Plan area along 3<sup>rd</sup> Street. This route runs with 30 minute headways between 4:50 AM and 10:01 PM Monday through Friday. Route 8 runs with one hour headways between 6:55 AM and 7:05 PM on Saturdays and between 7:22 AM and 7:05 PM on Sundays.

## BUS STOPS

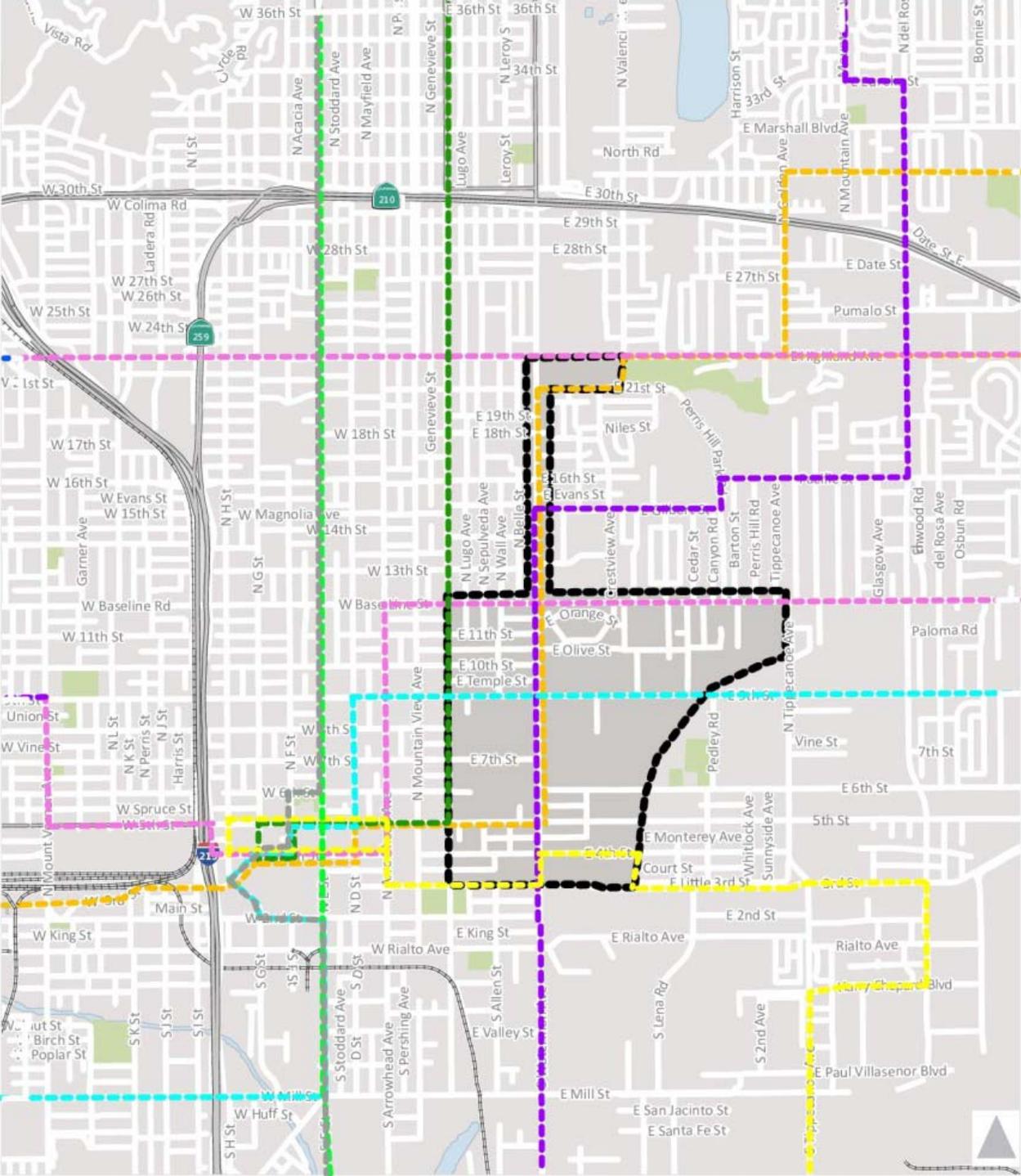
Within the Plan area, there are a limited number of bus shelters, benches, and shade structures and many of the stops have poor pedestrian and bicycle connectivity. There are no direct bike routes from the Plan area to the SbX line, which is roughly a half mile walking distance from the Plan area boundary. The lack of bike parking and other amenities at stations only compounds the problem.

### PUBLIC TRANSIT

Bus stops within the Plan area lack shelters, benches, and other pedestrian amenities that encourage ridership.



FIGURE 6.8 – EXISTING BUS ROUTES



LEGEND

- sbX Green Line
- Route 2
- Route 5
- Route 8
- Plan Boundary
- Route 1
- Route 3/4
- Route 7
- Route 15

### 6.7.2. PROPOSED PUBLIC TRANSIT IMPROVEMENTS

To quickly and easily improve public transit ridership there are several strategies that should be implemented throughout the Plan area. Initially, establishing a partnership with OmniTrans to upgrade bus stops within the Plan area to include benches and/or shelters is critical to attract and keep riders. Transit facilities can be improved by installing bus cutouts at stops to provide a safe access point for riders while not impeding other vehicle traffic. Additional express lines should also be considered with potential bus only lanes.

Another low cost option is the implementation of bike racks to encourage first and last mile trips. Bike paths are proposed along Baseline Street, Highland Avenue, and 5<sup>th</sup> Street that would connect the Plan area directly to bus stops along the SbX line. Implementing these routes would provide the connections needed for transit riders living more a quarter mile from the station.

Finally, to promote lower personal vehicle travel and encourage walking, biking and transit trips, parking near public transit lines could be removed. Providing less parking makes it less convenient to drive and may encourage local users to consider alternative modes. The parking right-of-way then becomes available to implement additional improvements, such as bus cut outs or bike lanes.

#### PUBLIC TRANSIT

To encourage the use of public transit, bus stops should incorporate bicycle storage and parking and parking near bus stops could be removed to create bus cut-outs or bike lanes.



A watercolor illustration of a modern, multi-story building with a balcony and large windows. The building is rendered in shades of blue and white, with a prominent vertical blue element. In the foreground, there are green trees and bushes. The background is a soft, light blue and white wash. The overall style is artistic and illustrative.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 7. INFRASTRUCTURE PLAN

- 7.1. INFRASTRUCTURE OVERVIEW
- 7.2. WATER
- 7.3. SANITARY SEWER
- 7.4. FLOOD PROTECTION
- 7.5. SOLID WASTE
- 7.6. UTILITIES
- 7.7. PUBLIC SERVICES

DECEMBER 2016



# CHAPTER 7

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## infrastructure plan

### 7.1. INFRASTRUCTURE OVERVIEW

Adequate infrastructure and utility systems are essential components of the Waterman + Baseline Neighborhood Specific Plan (Plan). Identified infrastructure systems will ensure that the Plan area supports anticipated development with essential utilities and services as efficiently as possible. All facilities will be developed to the standards of the service provider and as required by applicable government standards. This chapter presents the existing and conceptual improvements related to water, sewage, storm water drainage, solid waste disposal, energy, and other essential facilities planned within or adjacent to the Plan area.

### 7.2. WATER

Potable water is provided to the Plan area by the City of San Bernardino Municipal Water Department (SBMWD) and the East Valley Water District (EVWD). SBMWD is a municipal utility established in 1905 and has a service area of approximately 45 square miles. SBMWD provides water to the majority of the Plan area with the exception of a limited number of parcels located in the southeast corner that are served by the EVWD. In contrast, EVWD is a newer agency established in 1954, originally formed to provide domestic water service to the unincorporated and agricultural-based communities of Highland and East Highlands. The service area for EVWD is 3,228 acres serving approximately 65,000 residents.

According to their 2015 Water Facilities Master Plan, SBMWD relies solely on water extracted from the underlying aquifer, the Bunker Hill Groundwater Basin, to meet its water demands. Currently it receives 100 percent of its water from the Basin. This water is distributed via SBMWD’s water distribution system consisting of pipelines, storage reservoirs, pumping stations, hydroelectric generating stations, manual and automatic control valves, fire hydrants, and water meters located throughout 19 individual

pressure zones. In addition to providing water to its customers, SBMWD also delivers water to other agencies, including EVWD for blending purposes due to water quality issues. In return, EVWD has delivered groundwater to SBMWD at a 2.5:1 ratio to compensate the Department for energy costs and production costs associated with the difference in elevation at the point of delivery. According to their 2014 Water System Master Plan, EVWD relies on local groundwater pumped from 18 active EVWD-owned wells, imported water from the State Water Project, and local surface water from the Santa Ana River (North Fork Water).

### 7.2.1. EXISTING WATER FACILITIES

Within the Plan area, there are approximately 110,000 linear feet of existing pipelines ranging from 4 inches to over 30 inches in size. The location of existing water pipelines are depicted in **Figure 7.1, Existing Water Facilities**.

Based on the data provided by the SBMWD and EVWD, the majority of the existing water pipelines located within Plan area and the immediate vicinity are aging. The condition of these facilities suggests that the existing infrastructure system may require upgrades, as new development projects are proposed to meet domestic water needs and fire demand required by modern development.

Based on the existing development and conditions occurring in the Plan area, the water demand is approximately 2.2 million gallons per day. Existing water demand, by land use type is shown in **Table 7.1, Existing Water Demand**.

**TABLE 7.1 – WATER DEMAND BASED ON EXISTING CONDITIONS**

LAND USE	SBMWD (ACRES)	EVWD (ACRES)	TOTAL (ACRES) <sup>6</sup>	DEMAND FACTOR (GPD/ACRE)	TOTAL PROJECT DEMAND (GPD)
Residential <sup>1</sup>	218.74	21.57	240.31	5,427	1,304,162
Commercial (retail/office) <sup>2</sup>	119.1	2.31	121.41	3,204	388,998
industrial (auto-related) <sup>3</sup>	74.11	15.52	89.63	1,126	100,923
Public Facilities/Parks <sup>4</sup>	125.81	0	125.81	3,204	403,095
Vacant Land <sup>5</sup>	67.93	65.89	133.82	0	0
<b>TOTAL</b>	<b>605.69</b>	<b>105.29</b>	<b>710.98</b>		<b>2,197,179</b>

gpd = gallons per day

Source: SBMWD Water Facilities Master Plan, 2015

Notes:

1 - Used *Residential Medium (RM)* factor

2 - Used *Commercial Office (CO)* Factor

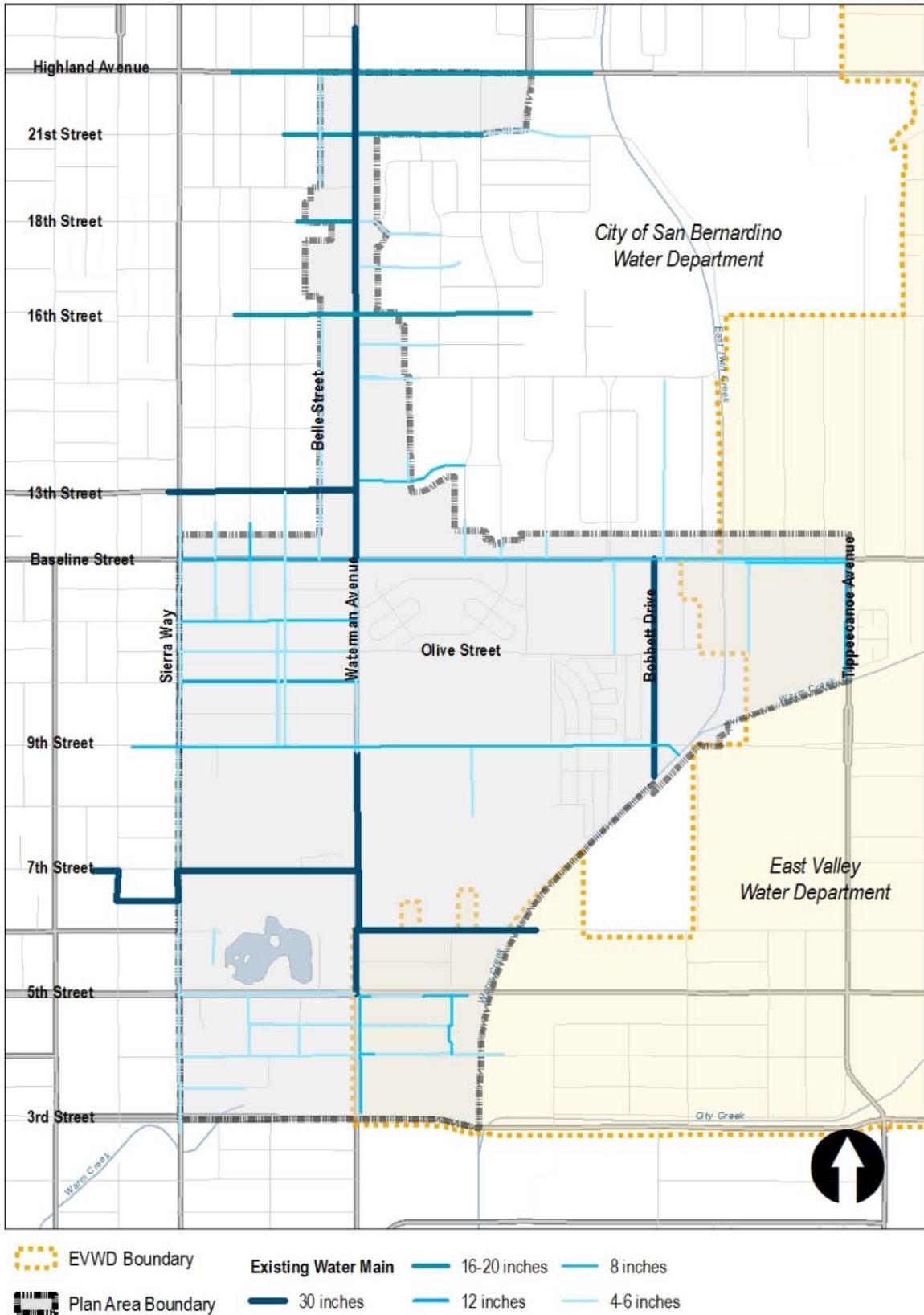
3 - Used *Industrial Heavy (IH)* factor

4 - Assumed Public Facilities would be closely related to *Commercial/Office* uses

5 - Assumed no water usage

6 - Total acres is based on net developed land and does not include right-of-ways.

FIGURE 7.1- EXISTING WATER FACILITIES



### 7.2.2. PROPOSED WATER INFRASTRUCTURE

Water infrastructure within the Plan area will require investment as new projects are proposed to meet the demand based on the proposed Land Use Plan. As shown in **Table 7.2, *Water Demand Based on Plan Build-out***, assuming maximum build-out of the Land Use Plan, the Plan area is anticipated to increase water demand by approximately 1.6 million gallons per day over existing conditions. The resulting water demand for the Plan is approximately 3.8 million gallons per day.

The age and condition of the existing water pipelines necessitates that portions of the water system within the Plan area may need to be replaced over time as new development, or redevelopment, occurs. Conceptual improvements to the water supply system are depicted on **Figure 7.2, *Proposed Water Lines***. As shown in Figure 7.2, there is a need to replace approximately 78,300 linear feet of water pipelines. At an assumed construction cost of \$280 per liner foot (2015 dollars), the cost of the water system infrastructure is approximately \$22 million. It is common for SBMWD to place conditions of approval on each development to replace the infrastructure that is immediately adjacent to the Plan area boundary.

**TABLE 7.2 - WATER DEMAND BASED ON PLAN BUILD-OUT**

LAND USE	SBMWD (ACRES)	EVWD (ACRES)	TOTAL (ACRES) <sup>6</sup>	DEMAND FACTOR (GPD/ACRE)	TOTAL PROJECT DEMAND (GPD)
Corridor Mixed Use <sup>1</sup>	162.44	15.96	178.4	5,904	1,053,274
Employment <sup>2</sup>	70.38	15.81	86.19	3,204	276,153
Urban Mixed Use <sup>3</sup>	149.33	0	149.33	6,991	1,043,966
Neighborhood Residential <sup>4</sup>	148.83	53.63	202.46	5,427	1,098,750
Open Space/Public Facility <sup>5</sup>	74.71	19.89	94.6	3,204	303,098
<b>TOTAL</b>	<b>605.69</b>	<b>105.29</b>	<b>710.98</b>		<b>3,775,241</b>

gpd = gallons per day

Source: SBMWD Water Facilities Master Plan, 2015.

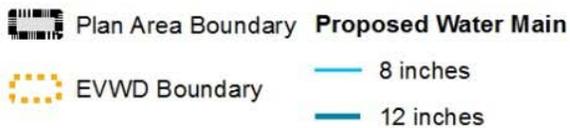
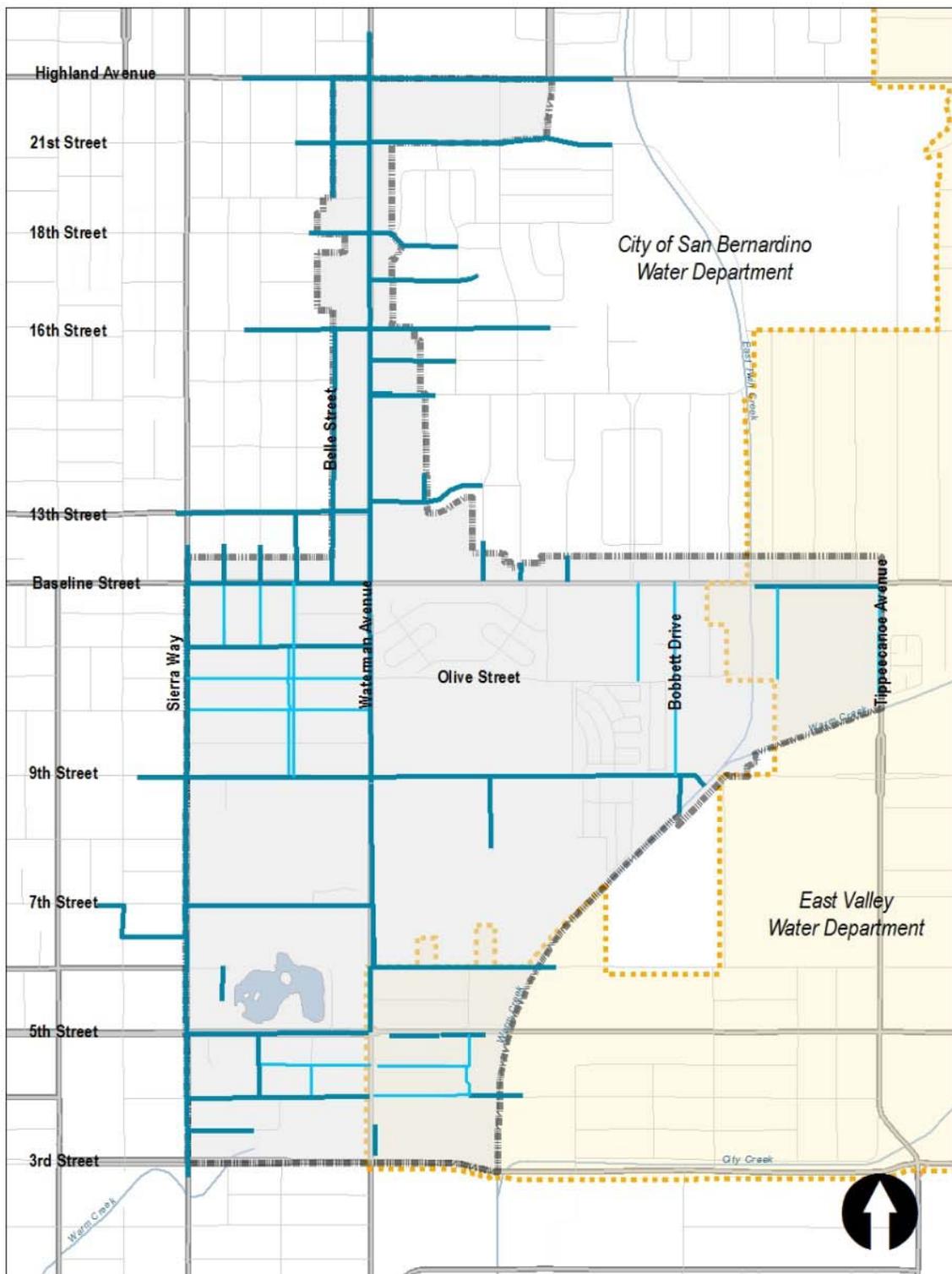
Notes:

- 1 - Used Residential Med High (RMH) factor
- 2 - Used Commercial Office (CO) Factor
- 3 - Used Residential High (RH) factor
- 4 - Used Residential Medium (RM) factor
- 5 - Assumed Public Facilities would be closely related to Commercial/Office uses
- 6 - Total acres is based on net developed land and does not include right-of-ways.

Regional transmission lines over 12 inches in size are typically replaced via impact fees collected by SBMWD; whereas the local service lines, that provide service to individual homes and businesses, are typically provided by the developer at the time of project construction. And in the case of this Specific Plan, where a high degree of “redevelopment” is anticipated, any replacement of the local service line would be assumed to be needed at the time of such “redevelopment”.

The greatest level of “redevelopment” and/or new construction is anticipated in the Corridor Mixed Use, Mixed Use Village, and Employment Land Uses; while the Neighborhood Residential areas are slated primarily for preservation of existing single family neighborhoods. It is anticipated that the local service lines will only be replaced on a project-by-project basis as determined necessary. Replacement of the local service lines are assumed to be 12 inch pipe lines within the Mixed Use and Employment land use areas, and 8 inch pipe lines with the Neighborhood Residential areas.

FIGURE 7.2- PROPOSED WATER FACILITIES



## 7.3. SANITARY SEWER

In addition to providing water, the SBMWD owns and operates the San Bernardino Water Reclamation Plant (WRP). The WRP was constructed in 1973 and treats both residential and industrial wastewater. The WRP is located at 699 Chandler Place, which is located approximately 1.8 miles south of the Plan area. The WRP includes both primary and secondary treatment processes in order to meet the discharge standards specified in the National Pollutant Discharge Elimination System (NPDES) permit program issued to the WRP by the State of California Regional Water Quality Control Board.

In 2002, the City Public Works and Engineering Division prepared a Master Plan for the wastewater collection system that identified the existing conditions and potential improvements to the system. The collection system varies in size from 4 to 54 inches. The Master Plan indicated that flows are fed to the WRP by three trunk lines: Arrowhead Avenue (54 inch reinforced concrete pipe), "E" Street (20 inch cast iron pipe), and the East Side (54 inch reinforced concrete pipe).

### 7.3.1. EXISTING SANITARY SEWER SERVICE

Within the Plan area, existing pipelines range from 8 inches to 48 inches in size. As shown in **Figure 7.3, Existing Sanitary Sewer Service**, the major backbone collection system is located in Waterman Avenue. The Waterman Avenue backbone collects sewage from properties within and in the neighborhoods surrounding the Plan area and transmits flows to the WRP. The sewer lines are made of materials that have little or no propensity to degrade with age, and therefore are not considered vulnerable. There are approximately 211,000 linear feet of existing sewer pipelines.

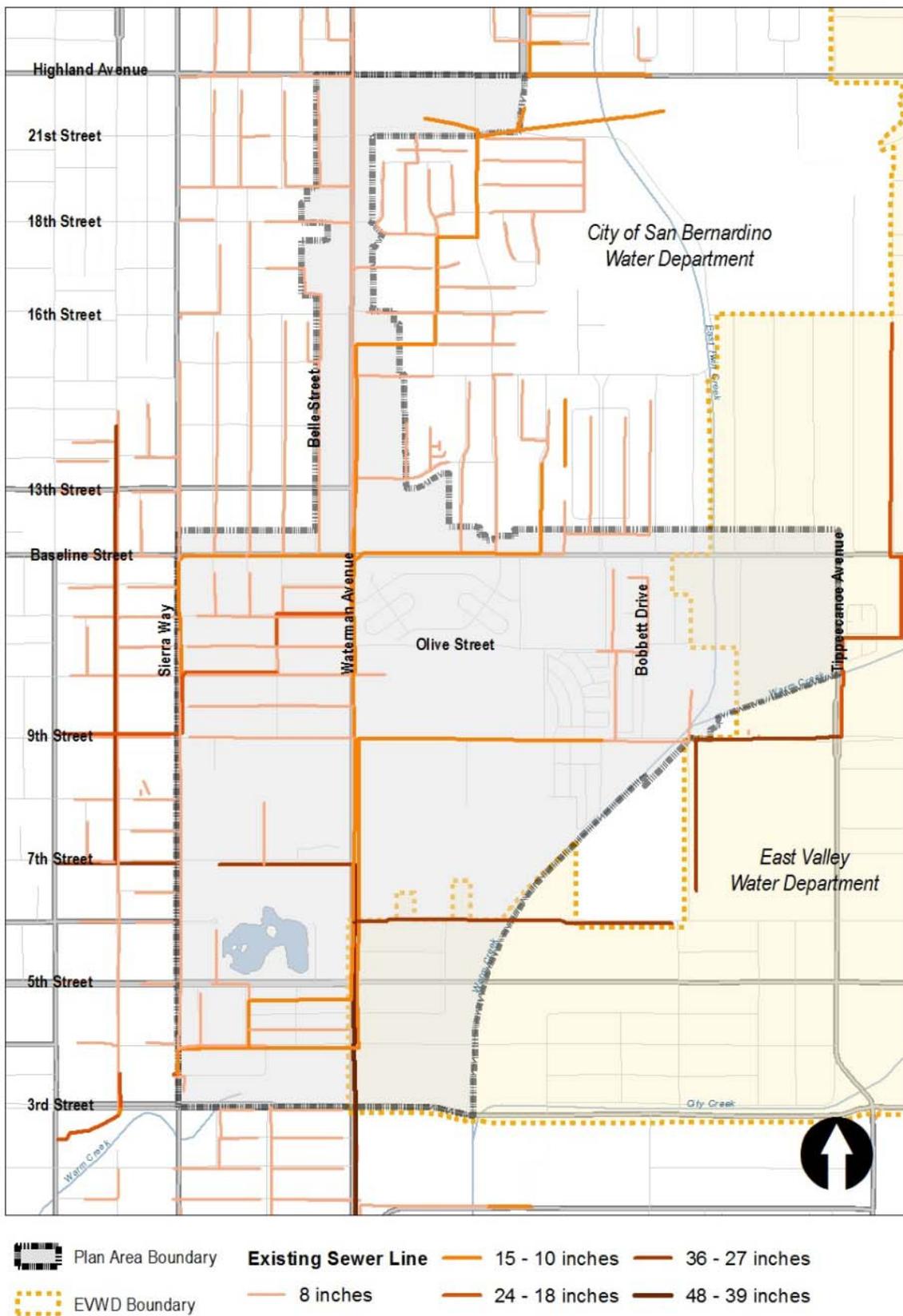
The sewer generation based on the existing conditions within the Specific Plan is just over 850,000 gallons per day (detailed in **Table 7.3, Sewer Demand Based on Existing Conditions**).

**TABLE 7.3 - SEWER DEMAND BASED ON EXISTING CONDITIONS**

DISTRICT	EXISTING CONDITIONS	GENERATION FACTOR (GPD)	WASTEWATER GENERATION (GPD)
Residential	1,946 DU	( <sup>3</sup> / <sub>4</sub> )(210.75) gpd/DU	307,590
Commercial (retail / office)	2,366,385 SF	0.23 gpd/SF	544,269
<b>TOTAL</b>	<b>0.0</b>	<b>0</b>	<b>851,858</b>

DU = dwelling units gpd = gallons per day SF = square feet  
Source: San Bernardino Merged Area A EIR, 2010

FIGURE 7.3- EXISTING SANITARY SEWER SERVICE



### 7.3.2. PROPOSED SEWER INFRASTRUCTURE

Based on the Land Use Plan, sewer generation for the Plan area is estimated to be approximately 1.5 million gallons per day. The estimated need based on land use type is shown in **Table 7.4, Sewer Demand Based on Plan Build-out**. Consequently, the net increase in demand is approximately 650,000 million gallons per day.

**TABLE 7.4 - SEWER DEMAND BASED ON PLAN BUILD-OUT**

DISTRICT	PROPOSED DEVELOPMENT	GENERATION FACTOR (GPD)	WASTEWATER GENERATION (GPD)
Residential	4,341 DU	(¾) 210.75 gpd/DU*	686,149
Commercial (retail / office)	3,570,448 SF	0.23 gpd/SF	821,203
<b>TOTAL</b>			<b>1,507,352</b>

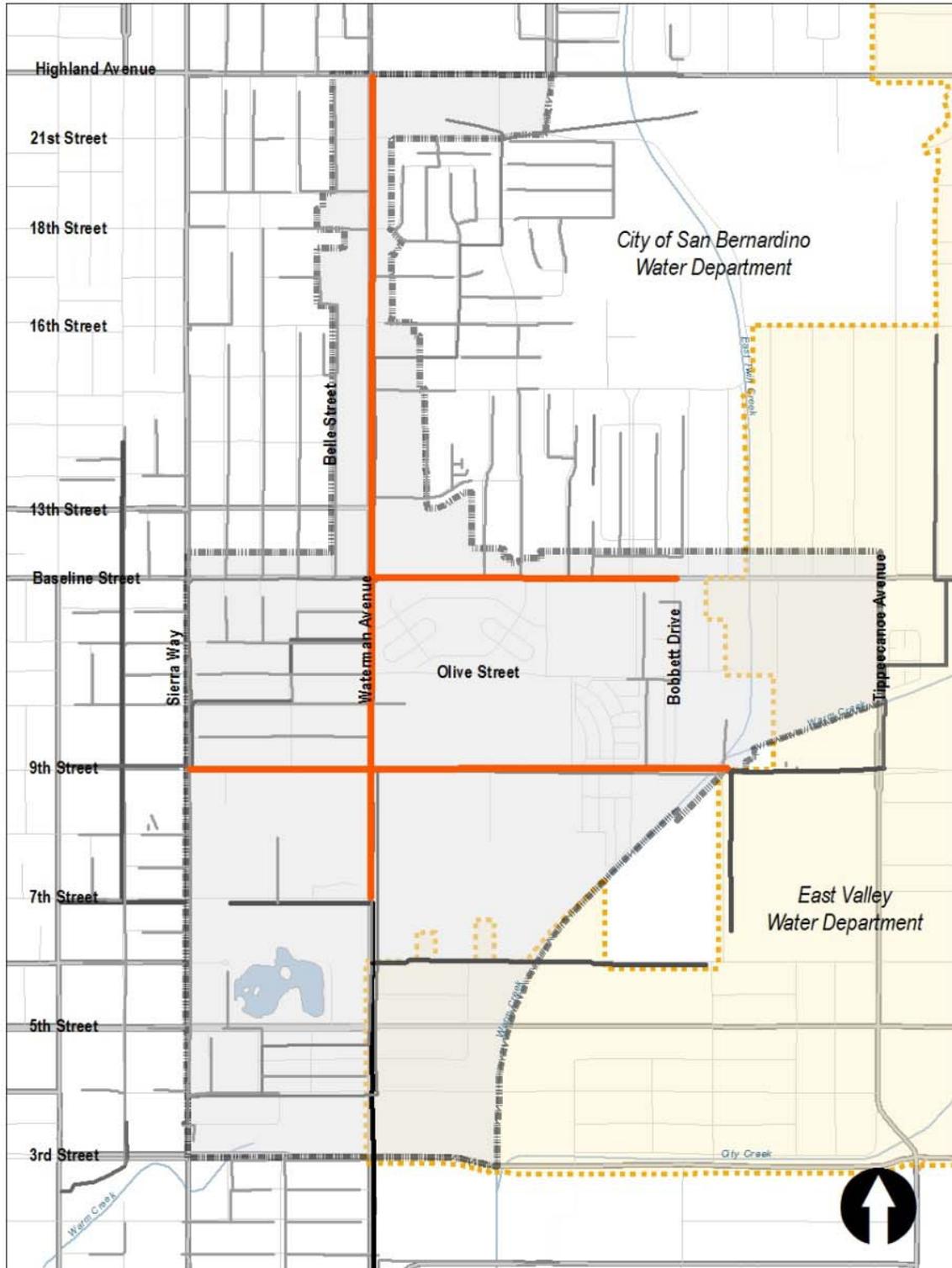
DU = dwelling units    gpd = gallons per day    SF = square feet

Source: San Bernardino Merged Area A EIR, 2010

Typically, existing sewer systems can accommodate in-fill development; however, based on the generation rates resulting from the proposed Land Use Plan, it is anticipated that supplemental backbone lines may need to be integrated into the existing system over time. **Figure 7.4, Proposed Sanitary Sewer Service**, conceptually depicts the addition of a supplemental 12-inch backbone system that can be introduced as needed within Waterman Avenue, Baseline Street, and 9<sup>th</sup> Street. The supplemental system would accept overflow from the existing backbone pipelines at key manholes, and convey the flow to a point in south Waterman Avenue where the existing pipeline is adequate to accommodate the increased flow.

The proposed supplemental backbone system as depicted on Figure 7.4, is approximately 17,500 lineal feet (LF). A rough order of magnitude cost for this system was estimated using an installed cost of \$360/LF (2015 dollars) for a total capital cost of \$6.3 million. This cost could be aggregated across the Plan area, requiring new development to pay an allocated portion of the cost at the time of occupancy. The City typically requires new development to pay a sewer service charge to maintain sewer systems (Municipal Code Chapter 13.08, Connection with Public Sewer).

FIGURE 7.4- PROPOSED SANITARY SEWER SERVICE



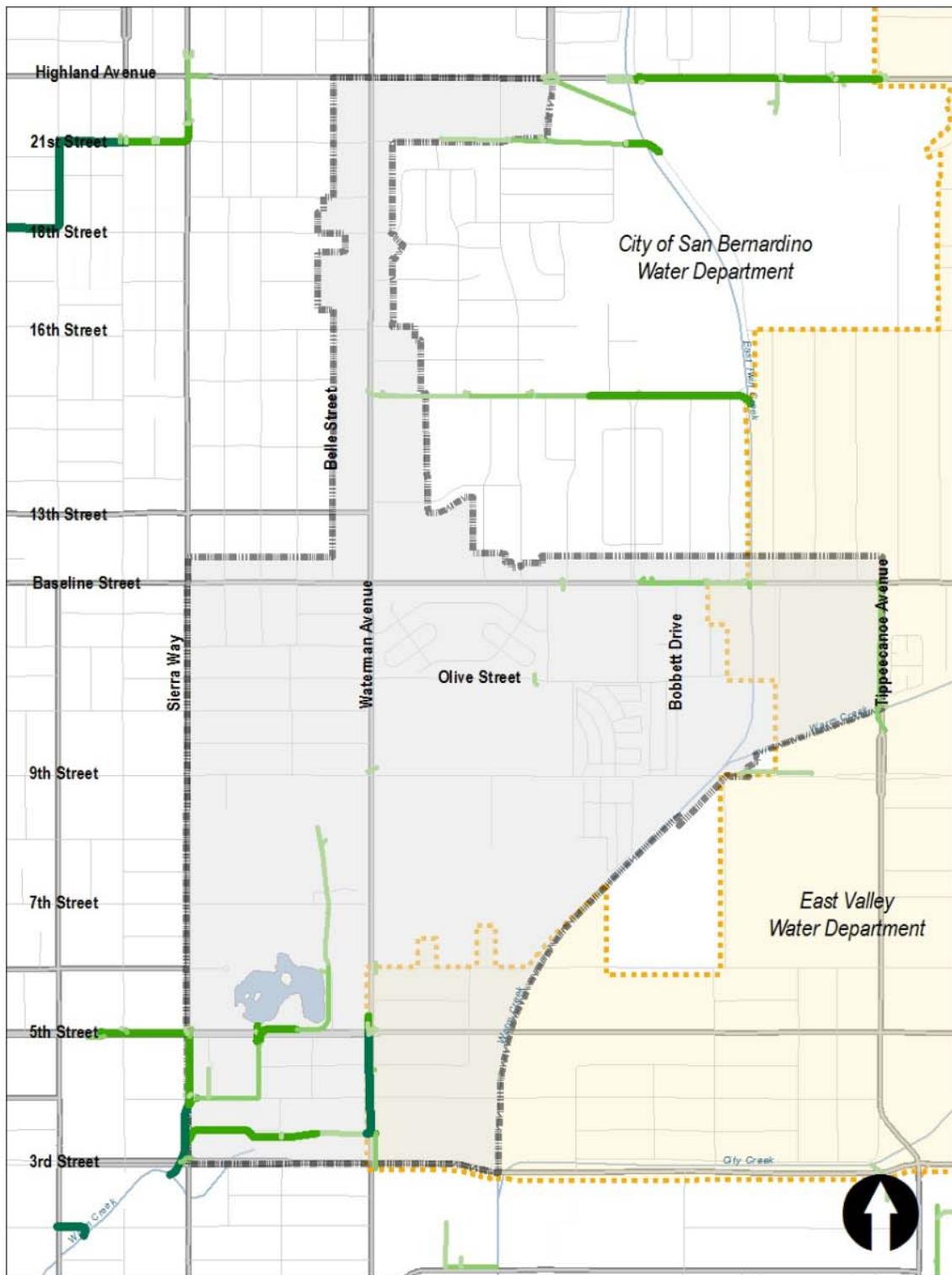
## 7.4. FLOOD PROTECTION

The San Bernardino 2005 General Plan EIR indicates that the City of San Bernardino is located within the Santa Ana River Basin (Region 8) of the Regional Water Quality Control Board. The Santa Ana River reaches from the San Bernardino and San Gabriel Mountains to the Newport Bay. The Santa Ana River has a number of tributaries in the vicinity of San Bernardino that contribute to the flow, including the local tributary channels of Warm Creek and City Creek to which the Specific Plan area drains.

### 7.4.1. EXISTING STORM DRAIN INFRASTRUCTURE

Within the Plan area and surrounding vicinity are natural and man-made channels, storm drains, and street waterways that control storm water. **Figure 7.5, *Existing Storm Drain Infrastructure***, depicts the existing storm drain pipeline infrastructure within the Plan area. While there is some existing storm drain infrastructure, it is limited and isolated to the most northerly and southerly portions of the Plan area. Local storm water drains to one of two regional county flood control facilities, Warm Creek and City Creek, are concrete-lined channels of sufficient size to control regional storm flows. Currently, within the Plan area there is approximately 41,000 linear feet of storm drain pipelines ranging in size from 15 to 84 inches in diameter; however the majority of the Plan area relies on surface street drainage to control storm water flows. As a result, the area is vulnerable to localized flooding.

FIGURE 7.5 - EXISTING STORM DRAIN INFRASTRUCTURE

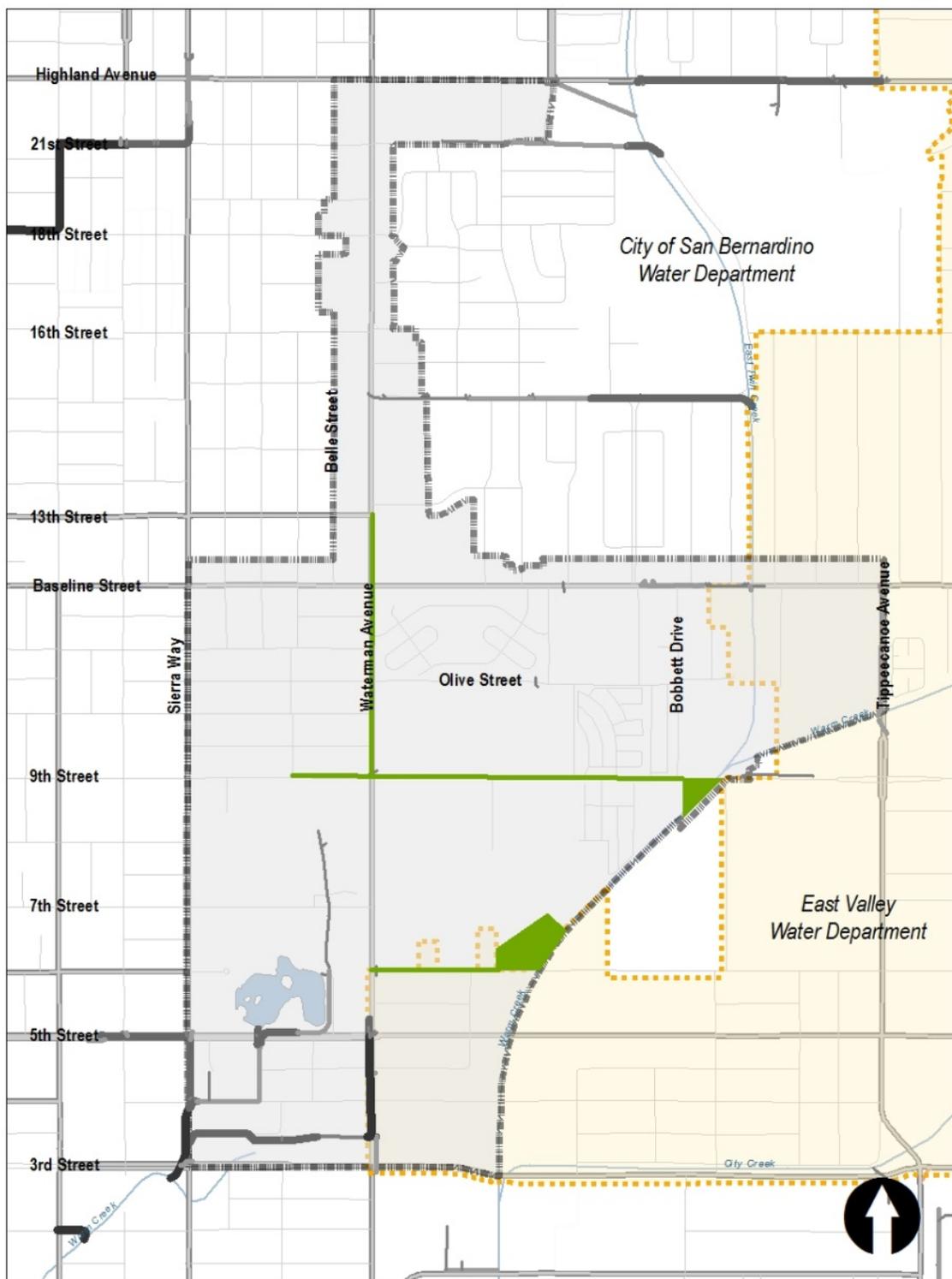


### 7.4.2. PROPOSED STORM DRAIN INFRASTRUCTURE

To reduce the risk of localized flooding with the Plan area, **Figure 7.6, *Proposed Storm Drain Infrastructure***, presents a conceptual system of drainage basins and collection systems for the Plan area. The proposed storm drain infrastructure depicted on Figure 7.6, provides approximately 8,220 linear feet of 60-inch diameter Reinforced Concrete Pipe (RCP), along with one 5-acre basin associated with each backbone line. The construction cost for the proposed drainage system is approximately \$450 per linear foot (2015 dollars) for a cost of approximately \$3.7 million. In addition each 5-acre basin is estimated to cost approximately \$350,000. In total the proposed storm drain infrastructure could cost an estimated \$4.4 million. This cost could be aggregated across the Plan area, requiring new development to pay an allocated portion of the cost at the time of occupancy.

It should be noted that the conceptual storm water system shown in Figure 7.6, is one of many solutions that could be proposed for development within the Plan area. As such, storm drain improvements will be proposed and evaluated on a project-by-project basis and projects will have the option to propose an onsite or an alternative infrastructure plan to address storm water runoff.

FIGURE 7.6- PROPOSED STORM DRAIN INFRASTRUCTURE



## 7.5. SOLID WASTE

The City of San Bernardino Public Works Department, Integrated Waste Management Division (IWM) oversees all solid waste collection and recycling programs within the City of San Bernardino. The City also contracts with Jack's Disposal Inc. for the collection, transportation, and disposal of solid waste and construction debris, and for providing temporary bin/roll-off services. Waste collected within the City is brought to one of two landfills under the jurisdiction of San Bernardino County Solid Waste Management: Mid-Valley Landfill and San Timoteo Landfill. The Mid-Valley Landfill is located at 2390 N. Alder Avenue in Rialto and has an average disposal rate of 2,650 tons per month. The San Timoteo Landfill is located at 31 Refuse Road in Redlands and has an average disposal rate of 320 tons per month.

Residents of San Bernardino are provided with three containers: black for trash, green for yard trimmings, and blue for recyclable materials. IWM distributes recycling information to customers to increase environmental awareness and to discourage contamination. According to CalRecycle, in 2006, San Bernardino had a diversion rate of 54%. The City implements various outreach programs and provides extensive information on reducing waste and recycling. Any development within the Plan area is responsible for complying with City recycling programs and ordinances related to achieving the adopted diversion rates.

## 7.6. UTILITIES

This section includes specific information on the utilities and services provided to the Plan area. Utilities described include: electricity, natural gas, telephone, and cable/internet services.

### 7.6.1. ELECTRICITY

Southern California Edison Company (SCE) provides electricity to all businesses, residences, and institutions within the City of San Bernardino. SCE has a substation located just south of the Plan area at Waterman Avenue and 2<sup>nd</sup> Street. SCE expects that electricity service can be provided to the Plan area utilizing existing facilities within the City.

### 7.6.2. NATURAL GAS

The Southern California Gas Company (SoCalGas) provides natural gas to the Plan area. Based on the total supply of natural gas available and the existing service area consumption rates, there is sufficient capacity to accommodate development proposed by the Plan. Additional points of connection will be established when necessary.

### 7.6.3. COMMUNICATION PROVIDERS

Within the City of San Bernardino, land line telephone and cable services are offered by the following providers: ATT, Charter, Time Warner, and Verizon. As new development occurs, communication providers may be required to upgrade their infrastructure to provide new cable connections, node locations, and power supplies. It is possible, that the California Utilities Commission would require the enhancement and/or extension of existing facilities within the Plan area.

## 7.7. PUBLIC SERVICES

This section addresses public services including: Fire Protection and Emergency Services, Police Protection, School Services, and Library Services within the Plan area.

### 7.7.1. FIRE PROTECTION AND EMERGENCY SERVICES

#### SAN BERNARDINO CITY FIRE DEPARTMENT

SBCFD provides fire protection and emergency services to the Plan area.

Fire protection and emergency services for the Plan area are provided by San Bernardino City Fire Department (SBCFD). The San Bernardino City Fire Department serves a resident population of over 180,300 and covers a diverse service area of 60 square miles. The San Bernardino City Fire Department staffs twelve fire engine companies and two aerial truck companies located in 12 stations throughout the City.



The nearest fire station to the Plan area is Fire Station 221, located along the southern boundary of the Plan area, at 200 E. 3<sup>rd</sup> Street. This station houses a medic engine, an aerial ladder truck, a

Battalion command vehicle, and an air/light truck. Station 224 is also in close proximity to the Plan area, located at 2641 N E Street, approximately .03 miles north, as well as Station 226 located at 1920 Del Rosa Avenue, approximately two miles east of the Plan area.

The Fire Department provides emergency medical care (with emergency medical team personnel and paramedics), “HazMat” (hazardous materials) teams and resources, and aircraft rescue and firefighting services. The American Medical Response (AMR) provides ambulance transport. The Fire Department also conducts fire safety inspections of businesses, and educates the public about safety measures through school and disaster preparedness programs. Additionally, the Fire Department participates in the Statewide Master Mutual Aid Plan. This agreement was established to provide assistance for major incidents. The Fire Department also contracts with the County of San Bernardino to provide service for portions of the County.

Given the location of a fire station within the Plan area, emergency response times are more than acceptable. Consistent with the City of San Bernardino Municipal Code Section 3.27.040, new residential, commercial, and industrial development will be required to pay a fire suppression facilities fee to maintain adequate levels of service. New development will also pay standard taxes that would go toward the City’s General Funds, which are in turn a main source of funding for SBF. D.

### 7.7.2. POLICE PROTECTION

Law enforcement and crime prevention services are provided to the Plan area by the San Bernardino Police Department (SBPD). The SBPD provides law enforcement services within the City limits, which consists of 59.65 square miles and includes a population of more than 215,000 residents. The San Bernardino City Police Department consists of three divisions: Patrol, Investigations, and Services. Each division includes specialized unit(s) comprised of a variety of trained personnel and services to focus on the following: neighborhood patrol, crime investigations, traffic enforcement,

School Resource Officers, forensics, and community service offices.

The police station nearest the Plan area is the main police station located at 710 North D Street. The City of San Bernardino is divided into four Patrol Districts, with the Plan

#### SAN BERNARDINO POLICE DEPARTMENT

SBPD provides police protection services to the Plan area.



area divided between the Northeast and Southeast Patrol Districts.

According to SBPD, due to budget limitations and the City's state of bankruptcy, there are no existing plans to expand facilities or hire additional personnel. SBPD recommends that during project-specific construction and upon project completion, security measures be taken by construction and management organizations. Measures include onsite 24-hour security guards, camera systems for monitoring perimeters and interior areas, fencing, ample exterior lighting, and secured parking lots, when feasible. Within **Chapter 5, Design Guidelines**, the Plan presents new design guidelines to ensure safety of the residents living within the Plan area. The guidelines include: outdoor lighting design standards for roadway and sidewalk illumination, pedestrian-scale lighting for building entryways, bicycle parking areas, seating areas, transit stops, parking lots, open space areas, and multipurpose paths to ensure overall nighttime visibility and safety. Additionally, the Plan takes into consideration Crime Prevention through Environmental Design (CPTED) strategies as recommended by the San Bernardino Byrne Criminal Justice Innovation (BCJI) program. CPTED is a multi-disciplinary approach to deterring criminal behavior through environmental design by attempting to influence offender decisions that precede criminal acts.

### 7.7.3. SCHOOLS

Within the Plan area, San Bernardino City Unified School District (SBCUSD) provides educational services and facilities for students from kindergarten through twelfth grade. SBCUSD is the eighth largest school district in California, with more than 52,000 K-12 students and more than 11,000 adult education students. The District oversees 49 elementary schools, 10 middle schools, 7 senior high schools, 1 middle college high school, 3 special education school sites, and 1 adult education site.

#### SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT

SBCUSD provides educational programming and facilities for students grades K through 12 living in the Plan area.



There are eight elementary schools serving the Plan area including: E. Neal Roberts Elementary located within the Plan area at 494 9<sup>th</sup> Street as well as Bradley, Lincoln, Monterey, Anton, Bing Wong, Lincoln, and Leland Norton elementary schools. There are three middle schools serving students, grade 6 through 8, including Curtis, Arrowview, and Golden Valley. Finally, there are three high schools, Pacific, San Bernardino and Indian Springs that serve students living within the Plan area. Sierra Continuation High School, located at 570 9<sup>th</sup> Street is also within the Plan area boundary. It is important to note, while the district has established formal attendance boundaries, on October 16, 2007 SBCUSD adopted an open enrollment policy which allows students to attend their school of choice provided there is sufficient capacity at the requested school.

#### 7.7.4. LIBRARY SERVICES

Within the City of San Bernardino there are four public libraries: Norman F. Feldheim Central Library (555 West 6<sup>th</sup> Street), Dorothy Inghram Branch Library (1505 West Highland Avenue), Howard M. Rowe Branch Library (108 E. Marshall Blvd.), and Paul Villasenor Branch Library (525 North Mt. Vernon)(City of San Bernardino 2015). The closest library to the Plan area is the Norman F. Feldheim Central Library, which is located 0.5 miles to the west. The Norman F. Feldheim Central Library is a 64,000 square foot facility that opened to the public on September 30, 1985. The library provides a number of cultural enrichment programs for youth and adults in the local community and partners with the San Bernardino City Unified School District to put on an annual community Reading Festival for third-graders and their families.



#### SAN BERNARDINO CITY PUBLIC LIBRARIES

There are four public libraries in the City offering literacy services and programs for residents.

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**WATERMAN + BASELINE**  
NEIGHBORHOOD SPECIFIC PLAN

A watercolor illustration of a modern, multi-story building with a balcony and large windows. The building is rendered in shades of blue and white, with a prominent vertical blue element. In the foreground, there are green trees and bushes, and a blue bench is visible. The background shows a soft, hazy sky. The overall style is artistic and painterly.

# WATERMAN + BASELINE

NEIGHBORHOOD SPECIFIC PLAN

## 8. IMPLEMENTATION AND ADMINISTRATION

- 8.1. OVERVIEW
- 8.2. FUNDING SOURCES
- 8.3. SPECIFIC PLAN ADMINISTRATION
- 8.4. SPECIFIC PLAN IMPLEMENTATION
- 8.5. IMPLEMENTATION MATRIX



# CHAPTER 8

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## implementation and administration

### 8.1. IMPLEMENTATION OVERVIEW

To transform the Waterman + Baseline neighborhood into a stable mixed income community, the alignment of resources is critical. The transformation process will likely take at least 15 to 20 years of committed investment by public and private partners to be successful. The vision established for the Specific Plan has been carefully aligned with key transformational activities that are simultaneously occurring in the Plan area to ensure continued public and private investment, and in turn success. The initiatives occurring in the Plan area collectively offer a tremendous opportunity for achieving scale through alignment and coordination of funding, development and programs for residents. This Plan builds on these existing initiatives to encourage mixed use, mixed income developments and thriving economic, cultural, social and recreational activities that leverage financial and people resources, and engages partners, stakeholders and residents to work cooperatively and collaboratively.

The following constitutes the Implementation Program of the Waterman + Baseline Neighborhood Specific Plan. The Implementation Program is a resource manual that includes an evolving menu of strategies, public works projects for mobility and infrastructure improvements, and financing tools to achieve implementation of the Plan vision. Strategies include recommendations for capital improvement programs necessary for the implementation of public infrastructure and facilities and potential sources to fund such programs. The Implementation Program also contains a matrix that summarizes each of the strategies and recommendations of the Plan.

The Specific Plan was developed to create a cohesive development environment, one that is responsive to the prevailing market demand while protecting and enhancing the existing neighborhoods. Some of

the key policy changes that have been incorporated in the Specific Plan include:

- Zoning that is responsive to market needs;
- Development incentives to facilitate redevelopment of key corridors and properties in exchange for additional community benefits;
- Streamlined permitting and entitlement processes;
- Area-wide infrastructure and “amenity” (e.g., streetscape and landscape) investments;
- Marketing of the Plan area to both consumers and prospective business tenants; and
- Enhanced code compliance to improve the visual appeal and function of the urban environment.

## 8.2. SPECIFIC PLAN ADMINISTRATION

### 8.2.1. APPLICABILITY

The development standards contained herein provide specific standards for land use development within the Plan area. The Plan supersedes the otherwise applicable City of San Bernardino development standards/regulations unless stated herein to the contrary. Whenever the provisions and development standards contained herein conflict with those contained in the City of San Bernardino Development Code, the provisions of the Specific Plan shall take precedence. Where the Specific Plan is silent, the City of San Bernardino Development Code shall apply.

### 8.2.2. ADMINISTRATION

The Waterman + Baseline Neighborhood Specific Plan serves as the implementation tool for the General Plan as well as the zoning for the project site. The Specific Plan addresses general provisions, permitted uses, development standards and design guidelines.

### 8.2.3. INTERPRETATION

Consistent with Municipal Code Section 19.31.010, the Community Development Director has the authority to make Development Code interpretations and the Planning Commission has the authority to make General Plan interpretations. A written appeal of any interpretation of the provisions of this Development Code may be filed, together with all required fees, with the Department pursuant to

Chapter 19.52. The appeal shall specifically state the Development Code or General Plan provision(s) in question, and provide any information to assist in the review of the appeal. The decision of the Director may be appealed to the Commission. The decision of the Commission may be appealed to the Council.

#### **8.2.4. SPECIFIC PLAN INFRASTRUCTURE IMPLEMENTATION**

Within Chapter 6, Infrastructure Plan, the Specific Plan presents a conceptual storm water plan that could be implemented to serve the entire Plan area. The Plan, conceptual in nature, includes a system of drainage basins and collection systems for the Plan area that would serve all Plan area parcels. The specifics of the stormwater plan are shown in Section 7.4.2. Implementation is expected to cost approximately \$4.4 million.

To achieve the Plan's vision of an area-wide stormwater management system it is anticipated that funding should be identified in the short term following Specific Plan adoption to construct the necessary backbone pipes and basins to serve the Plan area. This funding could then be reimbursed as new development occurs and developers pay their fair share of the infrastructure improvements. A reimbursement fee would be established based on the final cost of the stormwater system and the parcels expected to redevelop in the Plan's 20 year timeframe.

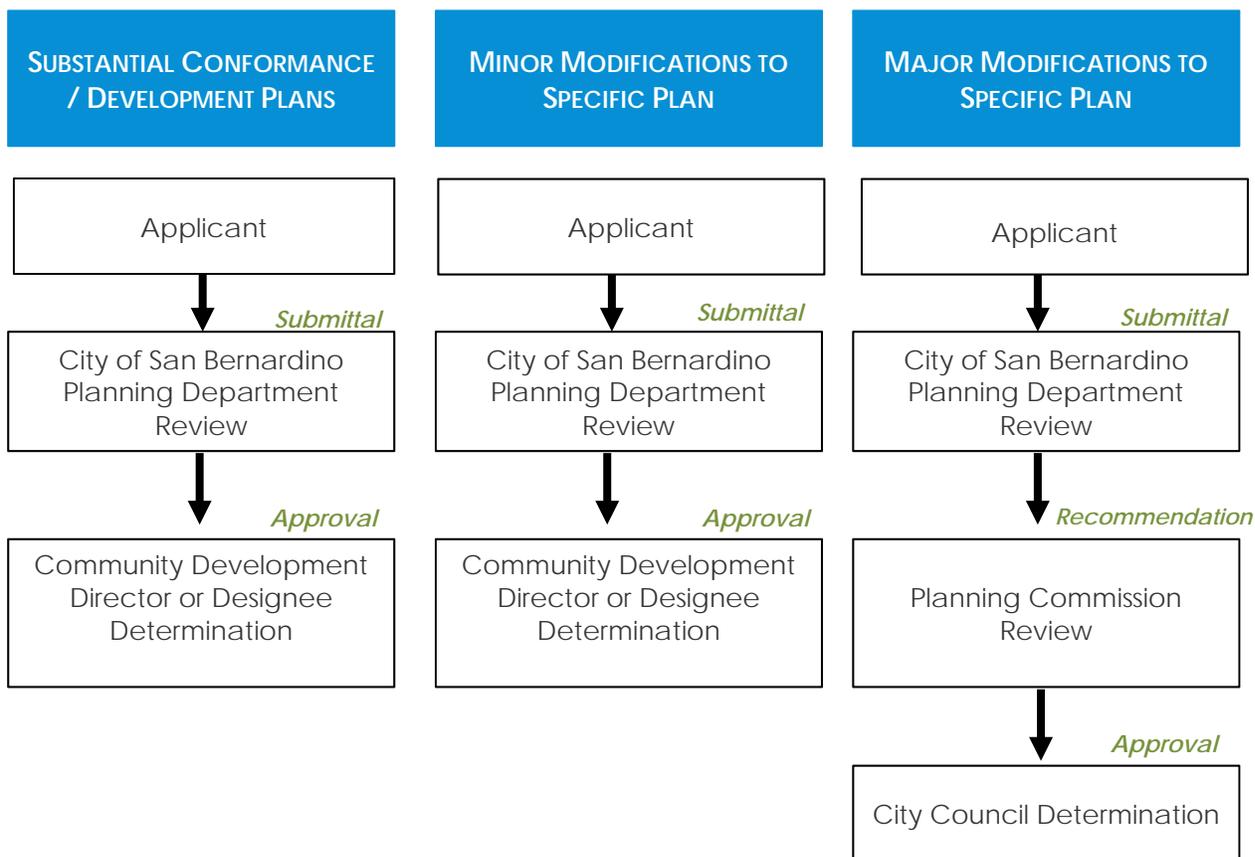
#### **8.2.5. SPECIFIC PLAN RECOVERY FEE**

Government Code Section 65456 allows a legislative body to develop and impose a fee upon applicants seeking approvals within the Plan area that are consistent with the adopted Specific Plan. The fees may include or cover the cost of preparation, adoption, and administration of the Specific Plan and associated CEQA documentation. A fee of \$0.15 per square foot of development has been established that allows the City to be reimbursed for the costs of the Specific Plan scope of work. The general assumptions and detailed calculations utilized to arrive at the Specific Plan Recovery Fee are provided in Appendix D.

### 8.3. SPECIFIC PLAN IMPLEMENTATION

All development proposals within the Specific Plan are subject to the implementation procedures established as shown in **Figure 8.1**, *Project Review and Approval Process Chart*.

**FIGURE 8.1- PROJECT REVIEW AND APPROVAL PROCESS CHART**



### 8.3.1 PROJECT CONFORMANCE FINDINGS

All proposed projects within the Specific Plan Area shall comply with the following policies. Upon the submittal of an application for a proposed project, findings of consistency shall be provided by the applicant to the Planning Department to determine consistency:

1. **Basic Compliance** - The project complies with all of the requirements and standards of the Specific Plan.
2. **Create a Place for People** - The project enhances the pedestrian experience with attractive and distinctive design and amenities.
3. **Enrich the Existing** - The project enriches the qualities of the existing area by exhibiting a design that arises from and complements its setting.
4. **Make Connections** - The project is integrated physically and visually with its surroundings by exhibiting attention to how to get around by foot, bicycle, public transportation and the car – in that order.
5. **Work with the Landscape** - The project strikes a balance between the natural and manmade environment and utilizes each site's intrinsic resources.
6. **Sustainable Design** - The project is designed for energy and resource efficiency.

### 8.3.2. SPECIFIC PLAN REVISIONS

Revisions to the Specific Plan may be requested by the applicant or by the City at any time pursuant to Section 65453(a) of the Government Code. Revisions are processed pursuant to the provisions of the Government Code for Specific Plans and the City of San Bernardino Development Code. In the event the proposed revisions require supplemental environmental analysis, pursuant to the California Environmental Quality Act (CEQA), the applicant is responsible for preparing the necessary CEQA documentation.

### 8.3.3. MINOR MODIFICATIONS

In addition to the statutes contained in San Bernardino Development Code Chapter 19.60, Minor Modifications, the following constitute minor modifications to the Specific Plan. They are subject to review and approval by the Community Development Director or designee. They do not require amendment to the Specific Plan.

- Change in utility and/ public service provider;

- Minor changes to text and maps intended to clarify Specific Plan information, provided such changes do not add density or modify the development policies or standards of the Specific Plan;
- Minor changes to landscape materials, wall materials, entry design, streetscape design and signage which are consistent with the conceptual design set forth in the design guidelines contained within the Specific Plan provided that the substitute materials and designs approved are of the same or better quality;
- Minor changes to the design guidelines including architecture, design, and color palette, provided that the design is of the same or better quality; and
- Other modifications of a similar nature to those listed above as determined by the Community Development Director or designee.

#### **8.3.4. MAJOR MODIFICATIONS**

Major modifications constitute increases in density, increases in height, reduction in setback, or changes of use in a manner that is inconsistent with the intent of the Specific Plan. Major modifications require a Specific Plan amendment.

#### **8.3.5. APPEALS**

All appeals pertaining to this Specific Plan shall be made to the City Council. The applicant or any other entity shall have the right to appeal the decision of the Planning Commission on any determination by filing an application on forms provided by the City of San Bernardino within ten (10) business days following the final date of action for which an appeal is made. Appeals shall be processed consistent with the provisions of the City of San Bernardino Development Code.

#### **8.3.6. GENERAL PLAN CONSISTENCY**

California Government Code (Title 7, Division 1, Chapter 3, Article 8, Section 65450-65457) permits adoption and administration of specific plans as an implementation tool for elements contained in the local general plan. Specific plans must demonstrate consistency in regulations, guidelines and programs with the goals and policies set forth in the general plan.

The Waterman + Baseline Neighborhood Specific Plan has been prepared in conformance with the goals and policies of the City of San Bernardino General Plan. A consistency matrix is provided in Appendix C.

### 8.3.7. IMPLEMENTATION STRATEGY

Implementation of plan recommendations will be most successful when undertaken as part of an overall strategy that involves the following four key components.

#### REMOVE CONSTRAINTS

- Address crime and safety concerns
- Combat influences of blight
- Invest in basic infrastructure improvements

#### PROMOTE ECONOMIC DEVELOPMENT

- Detail and undertake economic development strategies promoting existing assets and businesses activities as well as emerging market sectors

#### 1. REMOVAL OF CONSTRAINTS THAT ARE BARRIERS TO REVITALIZATION

While there is potential for increased activity and new development in the Plan area, there are also obstacles to realizing the potential growth and revitalization envisioned in the Plan. Thus early efforts should focus on improving conditions in the area that constrain revitalization. The implementation matrix summarizes recommend actions and capital improvement projects for removal of existing obstacles so as to encourage the desired growth and development. The recommendations include those to abate blight, address crime and safety concerns, and invest in basic infrastructure improvements. The removal of constraints should occur in the near-term, and be undertaken by the public and private sector. Actions in this category should be conducted in the short term; the initial public investments are needed as catalysts for future growth and development under the Plan.

#### 2. ACTIONS TO PROVIDE ECONOMIC DEVELOPMENT FOR PLAN IMPLEMENTATION

Transformation of the Plan area will be achieved by working with the existing assets and taking advantage of emerging economic opportunities in the area. A market analysis of the neighborhood found there is strong potential for new multi-family housing, retail space and office/industrial space. New retail and restaurant services will be possible once the income in the area increases and the negative perceptions of the area are changed. To address these issues, a branding and marketing program will be implemented. Additionally a development incentive program has been established to encourage redevelopment and the creation of community amenities at key locations within the Plan area. Community events and festivals should be introduced to draw a people from the region to experience the positive changes occurring in the area. There are also focused neighborhood initiatives that are completed street by street, which will, over time create a strong, positive community identity and support private investment in the neighborhood.

## LEADERSHIP

- Secure commitment of City decision-makers and high-level staff for Plan implementation
- Identify City staff leadership to manage efforts
- Coordinate across City departments
- Establish close coordination between City and the community

## PROMOTE DEVELOPMENT

- Complete mobility improvements
- Urban open space improvements
- Transit enhancements
- Additional infrastructure improvements not previously implemented

## 3. LEADERSHIP AND PRIORITY SETTING THROUGHOUT

Achievement of the Plan's vision goes well beyond approval of the Plan. Over time, there will be ongoing needs for prioritizing actions and capital improvements, identifying and organizing resources, and managing implementation efforts. This will require commitment from leaders in the community, City decision-makers and high-level staff, coordination across city departments, prioritization of staff resources for ongoing support, and the identification of secure methods of public funding for critical catalytic improvements. It also requires close coordination with the community and property owners in the Plan area, and outreach efforts to the broader business and development communities. These types of actions are expected to be ongoing throughout the life of the Plan.

## 4. IMPROVEMENTS TO SUPPORT PLAN DEVELOPMENT OVER TIME

As growth and revitalization occur consistent with the Plan vision, improvements to the transportation and open space systems will be needed, in addition to infrastructure improvements beyond those completed under Component 1, Removal of Constraints (see first item). Although the timing varies, many of the improvements under this category are identified for the mid-and longer-term future, to support the growth that occurs over time. A joint public/private funding approach for improvements is envisioned, with public funding and implementation likely for improvements of area-wide benefit (such as transit enhancements) and private funding and implementation for improvements done as part of new development (such as urban green spaces or sidewalk and streetscape improvements). The responsibility and funding for improvements to support growth and development will gradually shift over time, from (a) the need for public investments in the early years to remove constraints and attract growth to the area, to (b) a stronger market context that will enhance the private sector's ability to provide improvements over time, both as part of development projects and through area wide funding mechanisms supported by the private sector.

### 8.3.8. IMPLEMENTATION TIMEFRAME

The overall Implementation Strategy requires a phasing of efforts. The removal of constraints that are barriers to revitalization should be considered in the near-term in order to ready the area for growth and development opportunities.

Plan recommendations also include policy changes, regulatory actions, planning efforts, new procedures, and outreach and marketing efforts that will provide the foundation for Plan implementation over time. Some recommendations should be undertaken in the near-term (within the next five years), with other recommendations for implementation in the mid and longer terms. Mid to long term recommendations include land use policy and regulatory planning actions (See **Chapter 4, *Land Use Plan***), policies and marketing and outreach strategies for economic development.

The following recommendations also include improvements and strategies to support Plan development over time. **Chapter 6, *Mobility Plan*** and **Chapter 7, *Infrastructure Plan*** suggests strategies and improvements that should be considered in the mid-term (i.e. five to 10 years out) to adequately support growth and new development that will occur in the near to mid-term and beyond. To summarize the recommended phasing of implementation an Implementation Matrix is provided in Section 8.5.

### 8.3.9. PROACTIVE AND COORDINATED MARKETING APPROACH

A proactive marketing approach will be useful for promoting Plan area business locations and attracting new businesses and new uses. Both the public and private sectors should be actively involved and consistent, in terms of the uses and development they envision for the area.

### 8.3.10. DEVELOPMENT INCENTIVE PROGRAM

To achieve the vision of high quality new development accompanied by valuable public amenities, the Plan presents a tiered Development Incentive Program that encourages a developer to voluntarily provide specific community benefits in exchange for building incentives. The Development Incentive Program identifies a series of geographically based benefits beyond required conditions and mitigation imposed on projects as part of discretionary approval. Developers are required to provide community benefits for any project requesting tiered incentives identified in this chapter.

Due to the fluctuating nature of the market and need for particular amenities, the incentives and amenities may be adjusted and modified over the life of the Plan. Developers who request any tiered incentives shall agree to enter into an agreement with the City to outline the specific obligations and requirements for satisfying the development incentive program prior to issuance of entitlements for a developer project. To ensure the program is applied in a fair and equitable manner the following provisions shall apply for all development projects that apply.

### 1. Incentives for height, intensity and density

A project within the Mixed Use Village, Corridor Mixed Use or Employment zone, as shown in **Figure 4.1, Proposed Land Use Plan**, may be eligible for a Tier 1 bonus and a project within an identified Corridor Hub, as shown in **Figure 8.2, Corridor Hubs/Enhanced Intersection Locations**, may be eligible for a Tier 2 bonus in height, floor area ratio and density, if it provides a clear community benefit. Examples of community benefits are shown in **Table 8.1, Development Incentive Program**.

### 2. Conditions of Approval

A developer taking part in the Development Incentive Program will be required to fulfill agreed upon Conditions of Approval with the City that specifies the community benefits that will be provided in exchange for the higher intensity requested. The City will negotiate the terms of the Condition including the period during which the entitlement will be available to the developer and public benefits that will be provided by the developer.

### 3. Established Community Benefits

New development brings opportunity for community benefits in a number of ways. The development itself provides jobs, housing or other uses that create valuable community services. These projects are often required to upgrade nearby streets, water systems, park improvements and other infrastructure which enhances the community. Projects can also provide above and beyond benefits in terms of amenities, parks, transportation, and other improvements that benefit the entire City.

To guide and secure delivery of these benefits, partnerships with residents, businesses, property owners, and developers are encouraged to provide a variety of community benefits through both new developments and volunteer programs. These benefits are provided through impact fees, on-site community improvements, community volunteer opportunities and funds for special projects and programs as shown in Table 8.1.

Place based community benefits programs are effective at providing benefits targeted at the specific needs of residents living within a

geographic area. The Plan provides an opportunity to improve aging infrastructure and install critical community amenities. New development within the Plan area will assist in improving streets, infrastructure, utilities, bicycle paths/multi-use trails, and publicly accessible plazas, parks and gathering spaces.

**TABLE 8.1 – DEVELOPMENT INCENTIVE PROGRAM**

BENEFITS	DESCRIPTION
AFFORDABLE HOUSING	Development of affordable housing units on- or off-site above and beyond standard requirements for housing provided by density bonus law. On-site units preferred over off-site units.
ART	Provision of public visible art work scaled appropriately so that it is visible from public rights-of-way.
CHILDCARE SITES	Construction of a building or a portion of a building suitable for a minimum 20 children in the Mixed Use Village or Corridor Mixed Use zones. The site must include both indoor and outdoor areas and be available for the life of the project. Priority must be given to families with children who live or work within the Plan area.
LOCAL JOBS	Garner commitments from local businesses within the City to hire a minimum X residents of the Specific Plan area.
PEDESTRIAN & BICYCLING LINKAGES & AMENITIES	<p>Off-site pedestrian and bicycle improvements, above and beyond those required by the development standards. These may include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Enhanced pedestrian and bicycle-oriented streetscapes.</li> <li>• Protected bicycle lanes and pedestrian pathways, improved bicycle and pedestrian crossings/ signals, bicycle racks/shelters.</li> <li>• New pedestrian and bicycle connections to transit facilities, neighborhoods, trails, commercial areas, etc.</li> <li>• Removal of existing pedestrian and bicycle barriers (e.g. cul-de-sacs).</li> <li>• Upgrading traffic signals to enhance pedestrian and bicycle safety.</li> </ul>
PUBLIC PARKS & OPEN SPACE	Publicly accessible parks, plazas, tot lots, etc., above and beyond existing Park Land Dedication/In-Lieu Fees and required open areas. Corridor Hubs are required to provide plazas and may use them as public benefits.
SECURITY/SAFETY PATROL	In collaboration with the Police Department, provide contributions to the neighborhood bike patrol program.
OTHER	<ul style="list-style-type: none"> <li>• Contributions to and/or space provided for community facilities</li> <li>• Off-site utility infrastructure improvements above and beyond those required to serve the development</li> <li>• Additional funding for City programs, such as contribution to a local façade improvement program (i.e., Business Improvement District)</li> <li>• Subsidize existing commercial tenants or other local small businesses</li> <li>• Funds in lieu of improvements</li> <li>• Other public benefits proposed by the developer and approved by the City Council.</li> </ul>

#### 4. Corridor Hubs and Enhanced Intersections

Corridor hubs are key locations at major intersections in the Corridor Mixed Use zone where new development will be adjacent to retail, services, and multiple transit lines. These hubs have been identified as priority areas to incentivize redevelopment. As shown in **Figure 8-2, Corridor Hubs/Enhanced Intersection Locations**, key intersections within the Plan area include:

- Waterman Avenue and Gilbert Street
- Waterman Avenue and Baseline Street
- Waterman Avenue and 9<sup>th</sup> Street
- Waterman Avenue and 5<sup>th</sup> Street
- Waterman Avenue and 3<sup>rd</sup> Street

The setback and intensity standards in **Table 5-2** apply to all Corridor Mixed Use projects. Applicants shall use the Base standards unless they apply for incentives as described in Community Benefits Program. Corridor Mixed Use standards support ground floor commercial close to the street and substantial public plazas.

Base development, which is allowed throughout the Plan area, has the lowest level of City review and does not require the contribution of community benefits. Tier 1 development allows for increased height, density and Floor Area Ratio (FAR), above the base development standards for proposed projects within the Mixed Use Village, Corridor Mixed Use or Employment zones located on larger parcels in exchange for a contribution of community benefits. A Tier 2 development allows for additional height, density and intensity bonuses above what is provided in Tier 1 for projects that are within an identified Corridor Hub as shown in Figure 8.2, that are also providing a clear community benefit.

#### CREATING PUBLIC SPACES

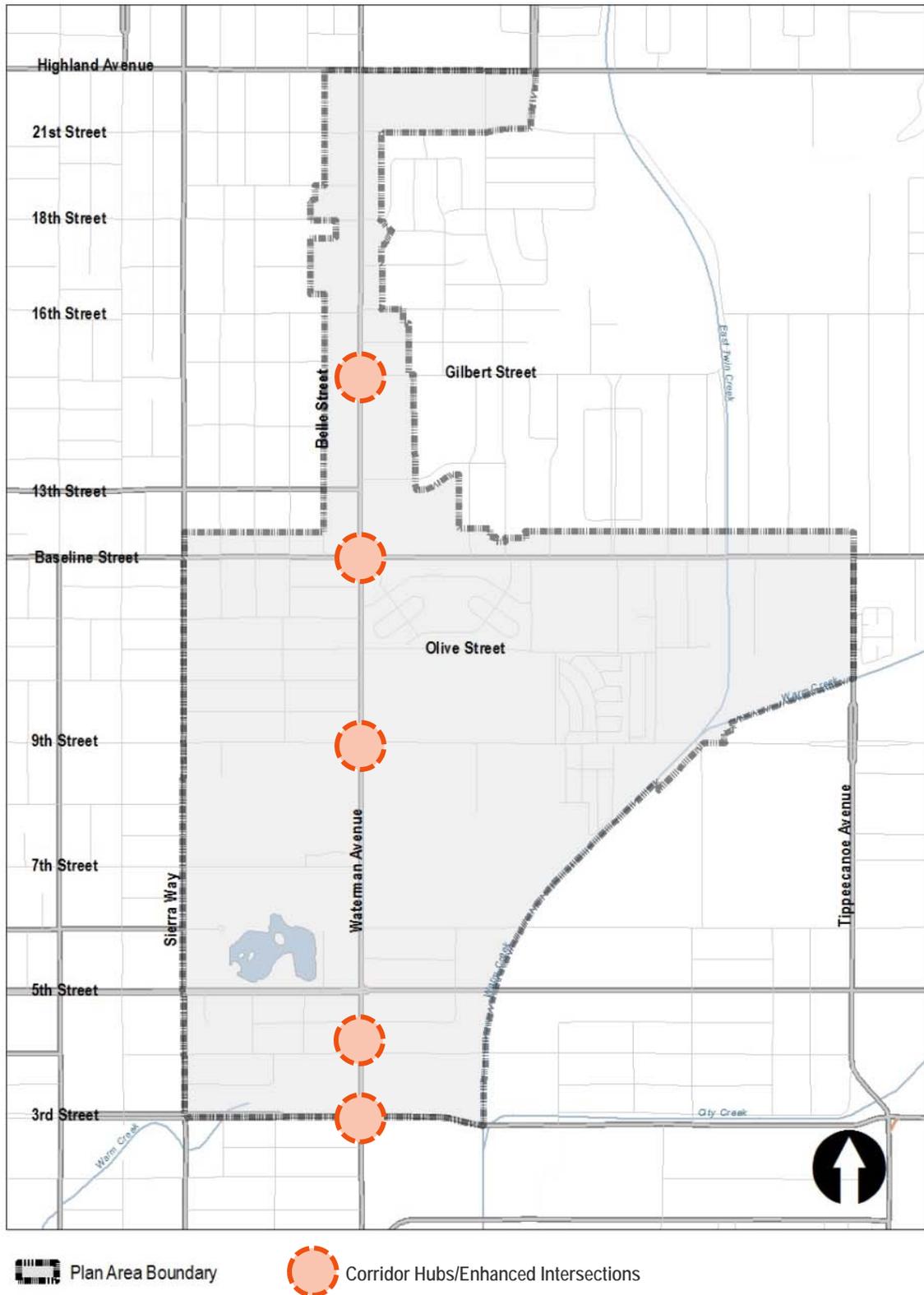
Developers that provide public spaces, (e.g. plazas or public open space) are eligible for a bonus in building height.



To obtain a Tier 2 bonus, development in Corridor Mixed Use hubs shall incorporate a street-facing open area or public plaza that functions as a comfortable and attractive community gathering place. A Tier 2 development shall provide a public plaza with active frontage, of adequate size for a range of public or commercial activities, and appropriate to the context, shape

and circulation features of the project site. Approval of any additional height is at the discretion of the reviewing body, based on providing a public plaza that meets the guidelines presented in Section 5.5.3, and determination that the additional height is compatible with the neighborhood context, urban design standards, and other principles and objectives of the Plan.

FIGURE 8.2 – CORRIDOR HUBS/ENHANCED INTERSECTION LOCATIONS



## 8.4. FUNDING SOURCES

Implementation of the Plan vision will require a multi-disciplinary approach to funding. Public investments and actions are needed in the early years, to remove constraints, establish the appropriate policy and regulatory framework, and make improvements. Over time these early actions are expected to improve market conditions and attract private market investment and development in the area, consistent with the Plan's vision.

In the near term, there are uncertainties as to the availability of public funding to implement the Plan vision and related strategies. With the demise of California redevelopment agencies in 2012, the City's current primary funding tool for redevelopment and revitalization was eliminated. As a result, Plan implementation is likely to require funding sources beyond the City's general fund. Potential funding sources to fill the redevelopment funding gap may include federal, state, and regional grant programs, in addition to local funding sources. It is critical that Plan improvements be carefully identified and planned out, to ensure that implementation can occur when funding does become available.

Additionally, the planning horizon for implementation of the Plan is at least 20 years. Much can change in this length of time, including:

- Redevelopment or other increment-based funding resurfacing in some new form;
- Federal, state, and regional government grant programs could change, focusing more on economic development and transportation/transit improvements; and
- Improvements over time based on market demand could allow for increased funding from the private sector, through development projects, property based and/or business-based assessments, and/or development impact fees.

Thus, the funding strategy for the Plan includes both shorter-term and longer-term strategies. The overall funding strategy outlined herein is summarized in **Table 8.2**, *Potential Funding Sources to Support Plan Implementation*.

### 8.4.1. OVERALL FUNDING STRATEGY

Generally, the funding strategy for the Plan area gives priority in the near-term to funding improvements and undertaking actions that remove constraints, enhance market potential, and serve as a catalyst for attracting private sector investment, growth, and development. Other aspects of the Plan's overall funding strategy include:

- Reliance on City actions and leadership in the near-term, and seek public funding from federal, state, and regional agencies supplemented by City sources, if available.
- Prioritize and plan near-term and mid-term improvements so as to be ready when new funding opportunities arise and others change over time. Coordinate improvements with other service providers (e.g. Omnitrans).
- As the market strengthens in the region and initial development occurs, require possibilities for private sector funding as part of development projects, through benefit assessments supported by groups of property owners and/or businesses, and with development impact fees.
- Establish long-term public funding sources to help support Plan development as it occurs.
- Stay committed to funding and implementing actions and improvements that encourage and support achievement of the vision for the Plan area set forth in the Specific Plan.

#### 8.4.2. POTENTIAL FUNDING SOURCES

There are a number of funding sources and financing mechanisms that could potentially be used to fund improvements and strategies identified in the Plan. They include:

- **Public funding sources from federal, state, regional and county governments.** Most are competitive grant programs. These sources may be available for funding improvement projects, as well as project planning and broader improvement programs. Many are targeted for transportation and economic development purposes.
- **City/local government funding sources.** City funding will be important for providing the staff resources necessary to manage Plan implementation and undertake the subsequent planning applications, new procedures, and outreach and marketing efforts identified in the Plan. There also are City funding sources appropriate for area improvements to remove constraints and support Plan development over time.
- **Private sector funding.** This group includes assessment or district funding supported by groups of property owners or business owners in the area, developer/landowner funding of improvements associated with specific development projects or properties, and development impact fees. Private sector funding is more viable in the mid-term and long-term with a stronger market context in the future.

The implementation matrix in Section 8.5 provides a snapshot in time of the funding sources that apply to individual Plan recommendations.

The funding sources and mechanisms are described below, organized according to funding responsibility. Table 8.2 may be updated over time as new funding sources become available.

**TABLE 8.2 – POTENTIAL FUNDING SOURCES TO SUPPORT PLAN IMPLEMENTATION**

PROGRAM	DESCRIPTION
<b>FEDERAL SOURCES</b>	
<b>Community Development Block Grant (CDBG)</b>	<p>The CDBG program is designed to distribute funds to urban cities and counties negatively impacted by economic and community development issues. Since 1974, block grant awards have been determined annually by the US Department of Housing and Urban Development (HUD) by assessing demographic, economic, and community development issues. To be eligible for CDBG funding, communities must dedicate 70 percent of funds to citizens with low and moderate income. Jurisdictions must also use funds to reduce the presence of blight in their community and promote community development in areas that suffer from extenuating circumstances. A community advisory group is charged with oversight over the administration of the local CDBG programs in each community.</p> <p>The City of San Bernardino is a CDBG entitlement community, meaning that it receives a direct fund allocation and can internally designate uses for those funds, subject to HUD approval (non-entitlement communities are funded through the counties). Federal CDBG funding has been declining over time, and San Bernardino’s funding has fallen. Plan community and economic development activities may be eligible for CDBG funding including acquire real estate property for public use, demolish blighted structures, and construct and renovate public service facilities, recreational facilities, and public and private buildings. Funds are also used to support economic development activities including assisting micro-enterprises.</p>
<b>Section 108 Loans</b>	<p>Allows communities to take loans against their future CBDG allocations for community and economic development programs. The program’s regulations require that Section 108 loans be repaid to HUD from revenue collected from the funded activity. HUD closely monitors the community programs to ensure that future CBDG allocations are not diverted to service the Section 108 loan.</p>
<b>Community Action for a Renewed Environment (CARE)</b>	<p>CARE is a competitive grant program administered by the US Environmental Protection Agency that offers an innovative way for a community to organize and take action to reduce toxic pollution in its local environment. Transportation and “smartgrowth” types of projects are eligible.</p>
<b>New Market Tax Credits (NMTC)</b>	<p>NMTC provide investors with Federal Income Tax Credits if they invest in organizations called Community Development Entities (CDE). A CDE can then choose to invest in real estate or economic development projects.</p>

PROGRAM	DESCRIPTION
<p><b>Immigrant Investor Program (EB-5)</b></p>	<p>The EB-5 program allows overseas investors the opportunity to invest in infrastructure or development projects in exchange for special consideration during the immigration process. The EB-5 program typically operates through local facilitators or syndicators who identify potential projects and then arrange for overseas investors to provide funding for the project. One common use of this funding source is for large commercial projects or hotels. There are several requirements related to the EB-5 program including:</p> <ul style="list-style-type: none"> <li>• The minimum amount for an investor to invest ranges from \$500,000 to \$1,000,000</li> <li>• The investment must be tied to an activity which generates jobs</li> <li>• The investment must result in the addition of at least 10 jobs with 2 ½ years</li> <li>• The investment must be in a business instead of purchasing land simply for speculative purposes</li> </ul>
<p><b>Choice Neighborhood Implementation Grant (CNI)</b></p>	<p>The CNI program supports locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. Grants up to \$30 million.</p>
<p><b>Promise Zones (PZ)</b></p>	<p>Promise Zones is an initiative that seeks to revitalize high-poverty communities across the country by creating jobs, increasing economic activity, improving education opportunities, reducing serious and violent crime, leveraging private capital, and assisting local leaders in leveraging federal programs and cutting through red tape. Designees and their partners receive preferences in accessing federal resources. Specific benefits will be different from year to year, depending upon appropriations and policy changes over the course of the 10 year designation. PZ benefits include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Preference points and priority consideration for certain competitive grants;</li> <li>• Targeting of other program resources, such as technical assistance;</li> <li>• Tax incentives for businesses to hire PZ residents and make capital investments in Zones, if enacted by Congress;</li> <li>• Federal liaison will be assigned to help connect with resources; and</li> <li>• AmeriCorps VISTA members to work with local partners to build capacity in the PZ.</li> </ul>
<p><b>Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21)</b></p>	<p>Federal funding through the MAP-21 program is administered through the state and regional governments. MAP-21 funding is administered through Caltrans, MPOs (SCAG in Southern California) and RTPAs (SANBAG in San Bernardino County). Most of the funding programs are transportation versus recreation oriented, with an emphasis on reducing auto trips and providing an intermodal connection. In most cases, MAP-21 provides matching grants of 50 to 100%.</p>

PROGRAM	DESCRIPTION
<p><b>Safe Routes to Schools</b></p>	<p>Safe Routes to Schools is an international movement focused on increasing the number of children who walk or bike to school by funding projects that remove barriers to doing so. These barriers include a lack of infrastructure and non-infrastructure projects, safety, and limited programs that promote walking and bicycling. In California, two separate Safe Routes to School programs are available at both the state and federal level, and both programs fund qualifying infrastructure projects.  <a href="http://www.saferoutesinfo.org/">http://www.saferoutesinfo.org/</a></p>
<p><b>Transportation Community and System Preservation (TCSP) Program</b></p>	<p>TCSP provides federal funding for transit oriented development, traffic calming, and other projects that improve the efficiency of the transportation system, reduce impacts on the environment, and provide efficient access to jobs, services, and centers of trade. The program provides communities with the resources to explore the integration of their transportation system with community preservation and environmental activities. TCSP Program funds require a 20 percent local funding match.</p>
<p><b>United States Federal Highways Administration- Congestion Management Air Quality Program (CMAQ)</b></p>	<p>The CMAQ program provides funding for congestion reduction projects which can also provide air quality co-benefits. Potential projects for CMAQ funding can include interchange projects, roadway widening, and even bicycle lanes. The key requirement is that the project has to be linked to a congestion reduction effort, which then produces improved air quality. The CMAQ process is also extremely competitive as jurisdictions from around the United States are competing for the same funds.</p>
<p><b>United States Department of Transportation – Transportation Investment Generating Economic Recovery (TIGER)</b></p>	<p>The TIGER program provides funding nationally to larger roadway infrastructure projects. One limitation of TIGER is that it prioritizes projects for which all of the preliminary work (design, engineering, environmental clearance) has been completed. TIGER grants could potentially fund future roadway improvements in the Plan area that have undergone preliminary phases such as planning, design, and environmental review.</p>
<p><b>National Park Service Land and Water Conservation Fund (LWCF)</b></p>	<p>The LWCF Program provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities (as well as funding for shared federal land acquisition and conservation strategies). The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States.  <a href="http://www.nps.gov/lwcf/index.htm">http://www.nps.gov/lwcf/index.htm</a></p>

PROGRAM	DESCRIPTION
<p><b>National Recreation and Park Association</b></p>	<p>The GO Greenfields Outdoor Fitness Matching Grant provides funding to install outdoor exercise zones with an aim at bringing more accessible fitness opportunities to community members. This grant will match up to 50 percent of the equipment purchase and priority will be given to applicants demonstrating strong need for recreational and fitness opportunities in their communities, especially for demographics historically underserved by traditional park amenities.</p>
<p><b>American Water Charitable Foundation (AWCF)</b></p>	<p>NRPA partners with AWCF to implement the Building Better Communities program. Building Better Communities creates nature-based playgrounds and natural play areas for children, while also promoting water stewardship education. Projects are supported with funding from AWCF and implemented through annual grants administered by NRPA. <a href="http://www.nrpa.org/buildingbettercommunities/">http://www.nrpa.org/buildingbettercommunities/</a></p>
STATE SOURCES	
<p><b>Transportation Development Act (TDA) Article 3</b></p>	<p>TDA funds are state block grants awarded annually to local jurisdictions for transit, bicycle, and pedestrian projects in California. Funds originate from the Local Transportation Fund (LTF), which is derived from a quarter-cent of the general state sales tax. LTF funds are returned to each county based on sales tax revenues. Eligible pedestrian and bicycle projects include: construction and engineering for capital projects; maintenance of bikeways; bicycle safety education programs (up to five percent of funds); and development of comprehensive bicycle or pedestrian facilities plans. A city or county may apply for funding to develop or update bicycle plans not more than once every five years. TDA funds may be used to meet local match requirements for federal funding sources. Two percent of the total TDA apportionment is available for bicycle and pedestrian funding.</p>
<p><b>California Office of Traffic Safety (OTS)</b></p>	<p>OTS grants are supported by Federal funding under the National Highway Safety Act and SAFETEA-LU. In California, the grants are administered by the Office of Traffic Safety. Grants are used to establish new traffic safety programs, expand ongoing programs or address deficiencies in current programs. Pedestrian safety is included in the list of traffic safety priority areas. Eligible grantees are governmental agencies, state colleges, state universities, local city and county government agencies, school districts, fire departments, and public emergency services providers. Grant funding cannot replace existing program expenditures, nor can traffic safety funds be used for program maintenance, research, rehabilitation, or construction. Grants are awarded on a competitive basis, and priority is given to agencies with the greatest need. Evaluation criteria to assess need include potential traffic safety impact, collision statistics and rankings, seriousness of problems, and performance on previous OTS grants. There is no maximum cap to the amount requested, but all items in the proposal must be justified to meet the objectives of the proposal.</p>

PROGRAM	DESCRIPTION
<p><b>Caltrans Transportation Planning Grant Program</b></p>	<p>The Community-Based Transportation Planning Grant Program funds projects that exemplify livable community concepts. The program is administered by Caltrans. Eligible applicants include local governments, MPOs, and RPTAs. A 20 percent local match is required, and projects must demonstrate a transportation component or objective.</p>
<p><b>State Transportation Improvement Program (STIP)</b></p>	<p>To be included in the STIP, projects must be identified either in the Interregional Transportation Improvement Plan (ITIP), which is prepared by Caltrans, or in the Regional Transportation Improvement Plan (RTIP). Caltrans updates the STIP every two years. SAFETEA-LU, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users is the primary federal funding source for bicycle and pedestrian projects. Caltrans, the State Resources Agency, and regional planning agencies administer SAFETEA-LU funding. Most, but not all of these funding programs emphasize transportation modes and purposes that reduce auto trips and provide inter-modal connections. SAFETEA-LU programs require a local match of between zero percent and 20 percent. SAFETEA-LU funds primarily capital improvements and safety and education programs that relate to the surface transportation system. To be eligible for Federal transportation funds, States are required to develop a State Transportation Improvement Program (STIP) and update it at least every four years. A STIP is a multi-year capital improvement program of transportation projects that coordinates transportation related capital improvements planned by metropolitan planning organizations (MPOs) and the State.</p>
<p><b>California Infrastructure &amp; Economic Development Bank (I-Bank)</b></p>	<p>The State of California provides financing for infrastructure and private development through the California Infrastructure &amp; Economic Development Bank (I-Bank), which has provided nearly \$32 billion in financing to date. The goal of the I-Bank lending is to promote economic development and revitalization. The loans can be sized between \$250,000 to \$10 million, with a 30 year amortization and a fixed interest rate. Loans are obtained by local municipalities or by nonprofit organizations on behalf of their local government. Eligible uses for loan funds include city streets, drainage, educational and public safety facilities, parks and recreation facilities and environmental mitigation, amongst others.</p>
<p><b>Environmental Justice: Context Sensitive Planning Grants</b></p>	<p>These grants promote context sensitive planning in diverse communities and funds planning activities that assist low-income, minority, and Native American communities to become active participants in transportation planning and project development. Grants are available to transit districts, cities, counties, and tribal governments.</p>

PROGRAM	DESCRIPTION
<b>Highway Safety Improvement Program (HSIP)</b>	<p>Highway Safety Improvement Program funds are allocated to States as part of SAFETEA-LU. The goal of HSIP funds is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads. As required under the Highway Safety Improvement Program (HSIP), the California Department of Transportation has developed and is in the process of implementing a Strategic Highway Safety Plan (SHSP). A portion of the HSIP funds allocated to each state is set aside for construction and operational improvements on high-risk rural roads. If the state has a Strategic Highway Safety Plan, the remainder of the funds may be allocated to other programs, including projects on bicycle and pedestrian pathways or trails and education and enforcement. The local match requirement varies between 0 and 10 percent. The maximum grant award is \$900,000. Caltrans issues an annual call for projects for HSIP funding. Projects must meet the goals of the Strategic Highway Safety Plan.</p>
<b>Bicycle Transportation Account (BTA)</b>	<p>BTA is an annual program providing state funds for city and county projects that improve safety and convenience for bicycle commuters. In accordance with the Streets and Highways Code (SHC) Section 890-894.2 – California Bicycle Transportation Act, projects must be designed and developed to achieve the functional commuting needs and physical safety of all bicyclists. Local agencies first establish eligibility by preparing and adopting a Bicycle Transportation Plan (BTP) that complies with SHC Section 891.2. The BTP must be approved by the local agency’s Regional Transportation Planning Agency.</p>
<b>California Department of Housing and Community Development</b>	<p>The Housing-related Parks Program is intended to increase the overall supply of housing affordable to lower income households by providing financial incentives to create new park and recreation facilities or improve existing park and recreation facilities.</p>
<b>California Land and Water Conservation Fund</b>	<p>Acquisition or development of outdoor recreation areas and facilities. Priority development projects include trails, campgrounds, picnic areas, natural areas and cultural areas for recreational use. Property acquired or developed under the program must be maintained in perpetuity for public outdoor recreation use. <a href="http://www.parks.ca.gov/?page_id=21360">http://www.parks.ca.gov/?page_id=21360</a></p>

PROGRAM	DESCRIPTION
<p><b>California Recreational Trails Program (RTP)</b></p>	<p>The Recreational Trails Program (RTP) provides funds annually for recreational trails and trails-related projects. The RTP is administered at the federal level by the Federal Highway Administration (FHWA). It is administered at the state level by the California Department of Parks and Recreation (DPR). Non-motorized projects are administered by the Department’s Office of Grants and Local Services and motorized projects are administered by the Department’s Off-Highway Motor Vehicle Recreation Division.</p> <ul style="list-style-type: none"> <li>• There is no maximum or minimum limit on grant request amounts. Grant requests up to \$4 million per application were encouraged for the 2015 cycle.</li> <li>• Match Requirement: The maximum amount of RTP funds allowed for each project is 88% of the total project cost. The applicant is responsible for obtaining a match amount that is at least 12% of the total project cost.</li> </ul>
<p><b>California Youth Soccer Recreation and Development Program</b></p>	<p>California State Parks, Office of Grants and Local Services, is preparing guidelines to award up to \$16 million in competitive grants. The grants will fund new youth soccer, baseball, softball, and basketball recreation opportunities in heavily populated, low-income urban areas with a high youth crime and unemployment rate. Local agencies, recreation districts, school districts and community-based organizations are eligible to apply. <a href="http://www.parks.ca.gov/?page_id=22320">http://www.parks.ca.gov/?page_id=22320</a></p>
<p><b>California Energy Efficiency Financing</b></p>	<p>For years, the California Energy Commission (CEC) has provided a loan program that supports local government energy retrofits and some new construction projects. Since 1979, more than \$272 million has been allocated to more than 773 recipients, as of 2012. The program provides low interest loans for feasibility studies and the installation of cost-effective energy projects in schools, hospitals, and local government facilities. The loans are repaid out of the energy cost savings and the program finances lighting, motors, drives and pumps, building insulation, heating and air conditioning modifications, streetlights and traffic signal efficiency projects, and certain energy generation projects, including renewable energy projects and cogeneration. Loans can cover up to 100% of project costs and there is a maximum loan amount of \$3 million.</p>

PROGRAM	DESCRIPTION
<p><b>Strategic Growth Council (SGC) Affordable Housing &amp; Sustainable Communities Program (AHSC)</b></p>	<p>The Strategic Growth Council's Affordable Housing and Sustainable Communities Program funds land-use, housing, transportation, and land preservation projects to support infill and compact development that reduces greenhouse gas ("GHG") emissions.</p> <p>The California Air Resources Board adopted a regulation to establish a cap-and-trade program that places a "cap" on the aggregate GHG emissions from entities responsible for roughly 85 percent of the state's GHG emissions. As part of the cap-and-trade program, the ARB conducts quarterly auctions where it sells emission allowances. These auctions are likely to generate billions of dollars in state revenue over the coming years. Through the state budget process, Cap-and-Trade auction proceeds are appropriated from the Greenhouse Gas Reduction Fund (GGRF) to state agencies and programs. Two categories under the Cap-and-Trade program will receive multi-year funding allocations: 1) Transit, Housing, and Sustainable Communities (35%); and 2) High-Speed Rail (25%). The GGRF will increase over time as the statewide GHG emissions cap comes down and action revenue increases. The FY 2015-16 budget is expected to appropriate more than \$2 billion to the GGRF.</p>
<p><b>California Transportation Commission (CTC)</b></p>	<p>The California Active Transportation Program (ATP) was created by Senate Bill 99 and Assembly Bill 101 to encourage increased use of active modes of transportation, such as biking and walking, as well as to ensure compliance with the federal transportation authorization Moving Ahead for Progress in the 21st Century (MAP-21). The goals of the Active Transportation Program are to:</p> <ul style="list-style-type: none"> <li>• Increase the proportion of trips accomplished by biking and walking.</li> <li>• Increase the safety and mobility of non-motorized users.</li> <li>• Advance the active transportation efforts of regional agencies to achieve greenhouse gas reduction goals as established pursuant to Senate Bill 375 and Senate Bill 391.</li> <li>• Enhance public health, including reduction of childhood obesity through the use of programs including, but not limited to, projects eligible for Safe Routes to School Program funding.</li> <li>• Ensure that disadvantaged communities fully share in the benefits of the program.</li> </ul> <p>Funds awarded through the ATP program are selected by the State (60% of total funds) as well as regional MPOs (40% of total funds).  <a href="http://www.dot.ca.gov/hq/LocalPrograms/atp/">http://www.dot.ca.gov/hq/LocalPrograms/atp/</a></p>
<p><b>State Funding for Infrastructure</b></p>	<p>The state's Infill Infrastructure Grant Program may potentially be used to help fund measures that promote infill housing development. Grants can be used for gap funding for infrastructure improvements necessary for specific residential or mixed use infill development projects.</p>

PROGRAM	DESCRIPTION
<b>REGIONAL AND COUNTY SOURCES</b>	
<b>Regional Surface Transportation Program (RSTP)</b>	The Regional Surface Transportation Program (RSTP) is a block grant program that provides funding for a range of transportation projects. Under the RSTP, metropolitan planning organizations prioritize and approve projects that will receive RSTP funds. Metropolitan planning organizations can transfer funding from other federal transportation sources to the RSTP program in order to gain more flexibility in the way the monies are allocated. In California, 76 percent of RSTP funds are allocated to urban areas with populations of at least 200,000. The remaining funds are available statewide.
<b>Measure I Central</b>	Measure I is the half-cent sales tax collected throughout San Bernardino County for transportation improvements. SANBAG administers Measure I revenue and is responsible for determining which projects receive Measure I funding, and ensuring that transportation projects are implemented. Measure I funds are allocated based on a strategic plan. The Strategic Plan defines the policy framework for delivery of the projects and the Ten-Year Delivery Plan outlines near-term implementation strategy.
<b>Southern California Association of Governments (SCAG) Sustainability Grants</b>	The Sustainability Planning Grant Program was established as an innovative vehicle for promoting local jurisdictional efforts to test local planning tools and provide direct technical assistance to SCAG member jurisdictions to complete planning and policy efforts that enable implementation of the regional SCS. Grants are available in the following three categories: <ul style="list-style-type: none"> <li>• Integrated Land Use – Sustainable Land Use Planning, Transit Oriented Development (TOD) and Land Use &amp; Transportation Integration</li> <li>• Active Transportation – Bicycle, Pedestrian and Safe Routes to School Plans</li> <li>• Green Region – Natural Resource Plans, Climate Action Plans (CAPs) and Green House Gas (GHG) Reduction programs</li> </ul>
<b>LOCAL GOVERNMENT FUNDING SOURCES</b>	
<b>Capital Improvements Program (CIP)</b>	Projects that meet the City’s priorities could be eligible for funding by the City of San Bernardino’s Capital Improvement Program (CIP), part of the City’s General Fund budgeting process. The CIP funds are used for the construction of new or repair of existing facilities. Eligible projects include parks/open space, streets/sidewalks (including lighting), sidewalks/sewers, technology, traffic hazards, disabled access, and various other categories. The CIP would be a good tool for incrementally funding projects over the long term.

PROGRAM	DESCRIPTION
<p><b>General Fund Revenues and Tax Revenue Increments</b></p>	<p>New development, reuse, and increases in business activity in the Plan area will increase property tax revenues to the City and can also increase sales tax revenues. The City Council could choose to allocate existing General Fund revenues in the nearer term to facilitate implementation of the Plan and encourage growth and new development in the area that would generate additional tax revenues in the future. Over time, the Council could choose to allocate increased tax revenues from the Plan area to fund capital improvements that would benefit the area and facilitate further growth of tax revenues in the future.</p>
<p><b>Infrastructure Financing Districts</b></p>	<p>IFDs provide a mechanism for California communities to collect tax increment to fund infrastructure and other improvements. Jurisdictions can elect to contribute its share of the pre-existing property tax levy within a defined geographic area, subject to electoral approval of the qualified voters. There is no special tax levy to fund these improvements. Rather, an IFD diverts a portion of the existing level of property tax revenues to fund infrastructure improvements. Jurisdictions must specify the portion of the tax increment to collect over the designated period, as well as a list of projects that the IFD will fund. Once approved, the local government can collect an increment of taxes arising typically from increased value due to these improvements, and dedicate these revenues to repay a bond used to recreate these improvements. IFDs have a limited term of 30 years; are available only to fund capital (rather than operating) costs; and are intended for use in previously undeveloped areas.</p>
<p><b>General Obligation Bonds</b></p>	<p>Property tax based bonds for specifically identified capital improvements require a two-thirds "super majority" voter approval. The super majority is often difficult to achieve. Bond measures are jurisdiction or district wide and are not suitable for smaller area projects. However, specific improvements located within the Plan area could be included as part of a future general obligation bond measure.</p>

PROGRAM	DESCRIPTION
<p><b>Enhanced Infrastructure Financing District (EIFD)</b></p>	<p>After the dissolution of California redevelopment agencies (RDAs) in 2011, many local governments desired a tool to raise capital to invest in infrastructure and community revitalization. In September 2014 SB 628 was signed into law to grant cities and counties the power to create Enhanced Infrastructure Financing Districts (EIFDs) in order to finance public capital facilities or other specified projects of communitywide significance that provide significant benefits to the district or the surrounding community. SB 628 expands on the powers granted to cities and counties pursuant to Infrastructure Financing Districts (IFDs) and Community Facility Districts (CFDs). EIFDs provide greater flexibility to local governments seeking to invest in infrastructure and community revitalization, including a lower voter approval threshold to issue bonds and a wider range of infrastructure investments.</p> <p>An EIFD may fund these facilities and development with the property tax increment of those taxing agencies (cities, counties, special districts, but not schools) that consent. EIFD's are also authorized to combine tax increment funding with other permitted funding sources including:</p> <ul style="list-style-type: none"> <li>• Property tax revenue distributed to a city, county or special district after payment of a successor agency's debts.</li> <li>• Revenues dedicated by a city or county to the EIFD from property tax corresponding to the increase in assessed valuation of taxable property attributed to those property tax shares received by a city or county pursuant to in lieu of VLF.</li> <li>• Fee or assessment revenues derived from one of 10 specified existing sources.</li> <li>• Loans from a city, county or special district, that must be repaid at no more than the LAIF interest rate that is in effect on the date the loan is approved by the governing board of the city, county or special district making the loan.</li> </ul>
<b>DEVELOPER OR PRIVATELY BORNE FUNDING SOURCES</b>	
<p><b>Assessment Districts</b></p>	<p>Assessment Districts provide a mechanism for property owners to choose to levy an additional tax upon themselves for identified purposes. These can either fund capital improvements or be established for operating costs (such as lighting and landscaping districts for the construction and general upkeep of street lighting, landscaping of parks and streets and related activities. ).</p>

PROGRAM	DESCRIPTION
<p><b>Business Improvement Districts (BID) and Community Improvement Districts (CIDs)</b></p>	<p>A BID is a type of assessment district that can assess either business owners or property owners (or both) in a geographic area can agree to assess themselves annually to fund facilities and services that benefit the area and are in addition to those provided to the general public through tax revenues or other funding. The uses of assessments can include marketing and promotion, enhanced security, streetscape improvements, landscaping, graffiti removal and general sidewalk cleaning, and special events and marketing. BIDS can be either property based (PBID), or business based (BBID), depending on the party who is to be assessed.</p> <p>Community Benefit Districts (CBDs) are similar to BIDs, but also include and assess residential property. Assessments cannot be made on an ad valorem basis, but are instead based on other measures such as lot size, linear frontage, and/or location within the district as measures of the benefits received. An engineering report is required to support calculations of the amount of assessment by benefit derived. All properties or businesses in the area are assessed, so both existing and new property/business owners share in the costs of this program. The BID/CBD program is a way to fund, supplement, and focus public services aligned to the local area’s goals.</p>
<p><b>Mello Roos Community Facility Districts (CFDs)</b></p>	<p>Local government agencies can adopt a special tax assessment district and use the special taxes levied within that district to finance a variety of community facilities and services. Thus, Community Facility Districts (CFDs) are a vehicle to fund both capital and operating costs. Adoption of a CFD district requires a 2/3 approval of the qualified voters within the defined district. In an area with greater than 12 residents, adoption requires a 2/3 majority of registered voters in the area. At the time of adoption of a CFD, the district’s powers must be defined, including clear limits to the district’s purposes and the amounts of special taxes to be levied, the method of allocation, and the amount and maximum term of any bonded indebtedness to be issued. When multiple government agencies have interests in a potential CFD, these agency’s interests may be represented through a Joint Powers Agreement. It should be noted that CFD’s are designed to facilitate or mitigate the impacts of new development. Pre-existing facility and service needs, or funding existing facilities and services are not eligible uses for a CFD.</p> <p>Typically, CFD’s have been created to fund infrastructure in newly developing areas with few existing land owners. The tax liability for CFD special tax assessment is passed to future property owners over the life of the district or until the specified improvements are constructed and fully funded.</p>

PROGRAM	DESCRIPTION
<p><b>Development Impact Fees</b></p>	<p>Impact fees are levied against new projects to fund the costs of new infrastructure required to serve that development. Impact Fees are typically used to address the costs of roads and road equipment, parks, open space, fire and police facilities and equipment, justice facilities such as courthouses and jails, libraries, and/or general government facilities such as city halls and corporate yards. The funds may not be expended to alleviate existing deficiencies. They can be expended on debt service payments for bonds or other existing indebtedness that was used to build the facilities needed to serve future growth. An impact fee program can cover an entire City or County, or can be calculated for a specified area, such as a specific plan area.</p> <p>Impact fees are collected based on the amounts calculated in a nexus study that establishes the legal basis for the fees. The overall future costs of facilities for development can be based on a Capital Improvement Plan or can be based on existing facilities, calculating future costs on a per-capita basis. Each project pays a proportional share of this cost through fees, which are typically paid at the time building permits are issued(right before vertical construction), impact fee revenues are not available to assist with the construction of infrastructure early in the development process. Developers can receive credit against their impact fee assessments by funding and constructing public infrastructure as part of their overall development plan.</p>
<p><b>Conditions of Approval</b></p>	<p>The City of San Bernardino has established Standard Conditions of Approval for all development projects. The Standard Conditions are applied as part of the standard project review process, and provide for a uniform system of expectations by which new development is made responsible for its own impacts on public services, infrastructure and other public interests.</p>
<p><b>Developer Exactions /Reimbursement Agreements</b></p>	<p>Improvements that are primarily associated with a specific development project or property could be funded in whole or in part by the private development, particularly where the improvements are to be constructed at the time of project development. As part of its standard project review process, the City of San Bernardino has established Conditions of Approval and can include conditions specific to the Plan area. One potential application might include transportation infrastructure such as traffic signals, sidewalks, or bicycle lanes, particularly when those improvements are located along the frontage of a development or redevelopment project. Reimbursement agreements allow for development projects to receive some of the funds expended as later projects development. For example, if one development project were to install a traffic signal at an intersection, subsequent development projects might then repay the original development a portion of the traffic signal cost over time.</p> <p>The extent that private development could fund improvements, however, largely depends on the market context. In the nearer term, the private sector is unlikely to be able to fund additional improvements. However, a stronger market context in the future will enhance the private sector's ability to provide improvements as part of development projects, particularly as part of the types of higher density residential and commercial/business use development envisioned in parts of the Plan area in the future.</p>

PROGRAM	DESCRIPTION
<b>OTHER SOURCES</b>	
<b>Project Specific Tax Revenue Sharing</b>	<p>This implementation strategy uses a partial refund of the taxes generated by a new development as a way to also encourage development. One common example occurs when a City will refund a portion of the transit occupancy tax (TOT) from a hotel to the developer, usually for a set period of time when the project is initially opened. Another common instance involves a refund of the sales tax collected for a retail project, again for an initial period of time.</p>
<b>Developer Outreach</b>	<p>A recent innovation in implementation is to proactively market individual development sites to developers and groups associated with developers, such as the Urban Land Institute (ULI). While it is common for cities to market themselves to prospective developers through conferences or other similar venues, this strategy would be more focused on individual sites or the corridor.</p> <p>One recent example occurred in the City of Imperial Beach in San Diego County. In this instance, the City recently prepared a Specific Plan with an associated Environmental Impact Report (EIR) for a major commercial area of the City. Subsequent to the completion of these documents, the City held a forum to make developers aware of the Specific Plan and solicit interest in specific sites, as opposed to more generic marketing.</p> <p>One potential application in the Plan area would be a “Roadshow” presentation where the City could present this Plan to developer organizations like ULI to facilitate future development, particularly at the Mixed Use sites.</p>

PROGRAM	DESCRIPTION
<p><b>Deemed Approved Ordinance Fee (DAO)</b></p>	<p>The DAO sets performance standards for all off-sale alcoholic beverage premises, such as liquor stores, markets, and drug stores, etc. to ensure that:</p> <ul style="list-style-type: none"> <li>• The premises are properly maintained and do not adversely affect the health, peace, or safety of persons residing or working in the surrounding area.</li> <li>• Nuisance activities such as litter, graffiti, and unruly behavior often associated with public consumption of alcoholic beverages within the premises or in close proximity of the premises be resolved for the best interests of the community.</li> <li>• The premises’ owner, the employees, or agents do not participate in, or assist persons participating in, illegal activities within the premises or within the boundaries of the premises’ property line, including, but not limited to, disturbance of the peace, illegal drug activity, illegal sale of firearms, public drunkenness, drinking in public, harassment of passersby, gambling, prostitution, sale of receipt of stolen goods, or theft, assaults or batteries.</li> <li>• Violations of any applicable provision of city, state or federal regulation, ordinance or statute are not committed on the premises.</li> <li>• The up-keep and operation of the premises are compatible with and will not adversely affect the livability or appropriate development of surrounding properties and the surrounding neighborhood.</li> </ul> <p>Violators can be required to pay the city for the costs of enforcement and administration, such as the cost of repeated police or other municipal responses to complaints or re-inspection of establishment following a notification to remedy.</p> <p>Revocation, when permitted: Describes the requirements for revoking an establishment’s deemed approved status and/or ordering that the licensee cease and desist conducting business.</p> <p>Some cities use a combination of criteria (such as risk, hours, and volume) to calculate fees. Fees may be imposed on a one-time basis.</p> <ul style="list-style-type: none"> <li>• Risk: Fees calculated by degree of risk associated with establishment. Risk may be dependent on the type of business (e.g., bars versus restaurants), past history of complaints, or calls for police service associated with the establishment.</li> <li>• Hours: Fees calculated by how late the establishment is open.</li> <li>• Volume: Fees calculated by volume of alcohol sales.</li> <li>• Re-inspection: Fee charged for re-inspection of an establishment after order to remedy.</li> <li>• Minimum: Minimum fee paid to municipality by deemed approved establishments.</li> <li>• Maximum: Maximum fee paid to municipality by deemed approved establishments.</li> </ul>

PROGRAM	DESCRIPTION
<b>PRIVATE AND NON-GOVERNMENTAL SUPPORT</b>	
<b>Sponsorship</b>	Solicit private agencies and parties to sponsor or directly fund various infrastructure elements or amenities within the Plan area. This approach is typically employed on smaller scale improvements such as transit stops, benches, trash cans, and other types of street furniture. This strategy is sometimes referred to as a “racks and plaques” program. One derivation of this program is to also sell naming rights or allow businesses to advertise on public facilities. For example, it is common for transit agencies to sell advertising space on buses and transit shelters.
<b>NHSIE Single Family Beautification Loan Program</b>	The program provides grant and loan funds to qualified homeowners to address health, safety, and accessibility issues and enhance neighborhood curb appeal. NHSIE not only assists residents in identifying improvements to their homes, but also serves as the client’s advocate throughout the process.
<b>Aetna GoLocal: Cultivating Healthy Communities Grant</b>	The GoLocal: Cultivating Healthy Communities grant program strives to increase access to healthy foods and improve opportunities for physical activity in underserved communities by: Cultivating healthful eating habits in low-income neighborhoods; Encouraging physical activity in communities where opportunities to be physically active may be limited, <a href="https://www.aetna-foundation.org/organization-strategy/program-funding-strategy/healthier-lifestyles-programs.html">https://www.aetna-foundation.org/organization-strategy/program-funding-strategy/healthier-lifestyles-programs.html</a>
<b>American Academy of Dermatology Shade Structure Grants</b>	The AAD Shade Structure Grant Program awards grants of up to \$8,000 to public schools and non-profit organizations for installing permanent shade structures for outdoor locations that are not protected from the sun, such as playgrounds, pools or recreation spaces. The 2016 grants cycle open on September 1, 2015. <a href="https://www.aad.org/members/volunteer-and-mentor-opportunities/shade-structure-program">https://www.aad.org/members/volunteer-and-mentor-opportunities/shade-structure-program</a>
<b>American Honda Foundation</b>	The American Honda Foundation engages in grant making that reflects the basic tenets, beliefs and philosophies of Honda companies, which are characterized by the following qualities: imaginative, creative, youthful, forward-thinking, scientific, humanistic and innovative. We support youth education with a specific focus on the STEM (science, technology, engineering and mathematics) subjects in addition to the environment. The grant range is from \$20,000 to \$75,000 over a one-year period. <a href="http://corporate.honda.com/america/philanthropy.aspx?id=ahf">http://corporate.honda.com/america/philanthropy.aspx?id=ahf</a>
<b>Captain Planet Foundation</b>	Grants from the Captain Planet Foundation are intended to: Provide hands-on environmental stewardship opportunities for youth; Serve as a catalyst to getting environment-based education in schools; Inspire youth and communities to participate in community service through environmental stewardship activities. <a href="http://captainplanetfoundation.org/apply-for-grants/#sthash.THw6s0ib.dpuf">http://captainplanetfoundation.org/apply-for-grants/#sthash.THw6s0ib.dpuf</a>

PROGRAM	DESCRIPTION
<p><b>Darden Foundation Grow Your Park</b></p>	<p>Darden Foundation in partnership with the NRPA offers grants for community gardens through the Grow Your Park grant program. The primary goal of these grants is to benefit low-income families through the donation of locally grown fruits and vegetables.</p> <p><a href="http://www.nrpa.org/garden/">http://www.nrpa.org/garden/</a></p>
<p><b>Good Sports Equipment Grants</b></p>	<p>Good Sports is a non-profit whose mission is to increase youth participation in sports, recreation and fitness activities. Good Sports provides sports equipment, apparel, and footwear to youth organizations offering sports, fitness and recreational programs to youth in need. Schools are eligible.</p> <p><a href="https://www.goodsports.org/apply/">https://www.goodsports.org/apply/</a></p>
<p><b>Greenfields Outdoor Fitness - Matching Grants for Outdoor Fitness Zones</b></p>	<p>Go Greenfields Grants will help parks and recreation make it possible to install outdoor exercise zones with an aim at bringing more accessible fitness opportunities to community members. This grant will match up to 50 percent of the equipment purchase and priority will be given to applicants demonstrating strong need for recreational and fitness opportunities in their communities, especially for demographics historically underserved by traditional park amenities. Matching funds available for orders at a minimum of \$20,000 and a maximum of \$100,000. Grant due dates in November.</p> <p><a href="http://www.gfoutdoorfitness.com/">http://www.gfoutdoorfitness.com/</a></p>
<p><b>Home Depot</b></p>	<p>Community Impact Grants, we award up to \$5,000 to registered nonprofit organizations to help fund community projects.</p> <p><a href="http://www.homedepotfoundation.org/page/grants">http://www.homedepotfoundation.org/page/grants</a></p>
<p><b>KaBOOM!</b></p>	<p>A Build it with KaBOOM! Grant - provides the facilitation and support of an experienced Project Manager as community members embark on a 5-12 week planning process.</p> <p>Let's Play Community Construction Grants - \$15,000 grants to be used toward the purchase of playground equipment. Grantees will lead their community through a self-guided planning process, using the \$15,000 grant towards the total cost of playground equipment and assembling the playground using the KaBOOM! community-build model.</p> <p>Let's Play Imagination Playground Grant Imagination - An innovative design in play equipment that encourages creativity, communication, and collaboration in play. With a collection of custom-designed, oversized blue foam parts, Imagination Playground™ provides a changing array of elements that allow children to turn their playground into a space constantly built and re-built by their imagination. <a href="https://kaboom.org/grants">https://kaboom.org/grants</a></p>

PROGRAM	DESCRIPTION
<b>Lowe's Toolbox for Education® Grants</b>	<p>Lowe's Toolbox for Education grants program contributes more than \$5 million to fund improvements at public schools in the United States. Projects should fall into one of the following categories: technology upgrades, tools for STEM programs, facility renovations and safety improvements.</p> <p>Grant requests can range from \$2,000 to \$100,000. A large majority of grants will be given in the \$2,000 to \$5,000 range. Larger projects fall between \$10,000 and \$25,000. Critical need projects over \$25,000 will be considered on a case-by-case basis. Application dates in Oct 2016  <a href="http://responsibility.lowes.com/apply-for-a-grant/">http://responsibility.lowes.com/apply-for-a-grant/</a></p>
<b>Levitt AMP Grant Awards</b>	<p>Levitt Pavilions has announced a matching grant opportunity serving small and mid-sized cities across the country. 10 grantees will be awarded up to \$25K each in matching funds to produce their own Levitt AMP [Your City] Music Series---an outdoor, free concert series featuring a diverse lineup of high caliber entertainment. <a href="http://grant.levittamp.org/submit-a-registration/">http://grant.levittamp.org/submit-a-registration/</a></p>
<b>Miracle's Grants for America's Children</b>	<p>Community Build - Professionally supervised playground installation using volunteers from the community.</p>
<b>National Recreation Foundation</b>	<p>The National Recreation Foundation has actively made annual grants in the form of a Trustee Grant or a Special Grant. Every year, each member of the Board of Trustees selects a project they believe fulfills the mission of the National Recreation Foundation. The sponsoring Trustee must propose the project to the Board with recommendations to fund the grant. Trustee Grants are limited to \$30,000. However, the Foundation also accepts, based on Trustee recommendations, proposals from other organizations, which are considered Special Grants. These grants do not exceed \$100,000 and are subject to stricter granting criteria.</p> <p><a href="http://www.nationalrecreationfoundation.org/recent-grants2/grant-selection-criteria-4/">http://www.nationalrecreationfoundation.org/recent-grants2/grant-selection-criteria-4/</a></p>
<b>National Endowment for the Arts Our Town Grants</b>	<p>The National Endowment for the Arts (NEA) seeks applications for its popular "Our Town" grants program, which awards anywhere from \$25,000 to \$200,000 to deserving "creative placemaking" projects. To date, the NEA has given \$6 million to 190 projects in all U.S. states and the District of Columbia.</p> <p><a href="https://www.arts.gov/grants-organizations/our-town/introduction">https://www.arts.gov/grants-organizations/our-town/introduction</a></p>
<b>Nature Works Everywhere</b>	<p>The Nature Works Everywhere program is currently accepting applications from K-12 public or charter schools in the United States for garden grants during the 2015-16 school year. Grants will be given in the amount of \$1,000 to \$2,000 dependent upon the needs of the project. Funds may be used to support the building, amendment, or revitalization of gardens on school campuses, with preference given to rain, pollinator, native habitat, and other natural infrastructure projects.</p> <p><a href="https://www.natureworkseverywhere.org/#grants">https://www.natureworkseverywhere.org/#grants</a></p>

PROGRAM	DESCRIPTION
The Outdoor Foundation Community Investment Fund	The Outdoor Foundation Community Investment Fund will award grants up to \$1,000 to projects that directly result in young people engaging in outdoor recreation. In just five years, the Foundation has invested \$4 million into 785 not-for-profit and college programs that have connected 200,000 young people to the outdoors.
US Soccer Association	The U.S. Soccer Foundation is accepting Letters of Inquiry for its Safe Places to Play program, which provides grants to organizations to help them build or enhance a field space in their communities. Grants of up to \$50,000 will be awarded for the installation of field surfaces, lighting, and irrigation. <a href="http://www.ussoccerfoundation.org/our-grants/application-process">http://www.ussoccerfoundation.org/our-grants/application-process</a>
Youth Garden Grant	As a national 501(c)(3) nonprofit organization, KidsGardening.org offers children learning experiences that begin in the garden and stay with them the rest of their lives — resulting in improved academics, better eating habits, greater environmental stewardship, and ultimately healthier, more secure and engaged communities. Approximately 10,000 awards, totaling \$4.1 million, have been distributed to install or enhance educational gardens at school and community centers.

## 8.5. IMPLEMENTATION MATRIX

The Implementation Matrix is a resource manual and tool for the community to prioritize the order in which activities to achieve the vision occur. The Matrix summarizes each of the strategies and recommendations of the Specific Plan. The strategies and recommendations are listed down the left column of the matrix with informational criteria by which each strategy and recommendation is implemented included across the top. For each strategy the following information is provided:

- Actions by topical area;
- Degree of readiness;
- Suggested timeframe to begin implementation;
- Primary responsibility for implementation and partners;
- Approximate costs (estimates based on 2015 dollars); and
- Possible funding sources.

Implementation “readiness” in the matrix indicates strategies and improvements that could be implemented in the near-term based on the following considerations: (a) plans and city reviews are complete, (b) policy changes are identified, (c) new strategies are detailed, or (d) the recommendation is to continue an existing strategy. Implementation readiness is an important consideration for identifying

priorities and seeking funding resources. Examples of implementation readiness include existing strategies which the Plan recommends be continued, for example:

- Deploying new technology and software intended to increase transparency, improve public access, and streamline processes for planning and zoning, building permits, and code enforcement;
- Making every effort to consistently and routinely enforce the City's Municipal Code - Code Enforcement;
- Ensuring that infill development projects are designed so that heights, densities and building envelopes form compatible transitions to the residential neighborhood context; and
- Enhancing truck route enforcement and education efforts to keep trucks off of neighborhood streets.

There are also other "ready-to-go" actions, strategies and improvements recommended in the Plan, including the following examples:

- Conducting pavement repairs needed to improve and complete sidewalks and roadways;
- Building marketing strategies to better support existing and new types of businesses in the Plan area; and
- Focusing economic development efforts on the intensification of existing business activities.

By evaluating the timing, cost, potential funding sources and implementing agency for each implementation strategy it becomes clear how to prioritize the order in which the strategies occur. This Matrix will evolve over time as new funding sources are available and as accomplishments are achieved.

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**WATERMAN + BASELINE**  
NEIGHBORHOOD SPECIFIC PLAN

IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
<b>1. COORDINATION AND ADMINISTRATION</b>					
1.1	<b>Adoption.</b> Specific Plan adoption and Environmental Impact Report certification.	Immediate	City-Planning	\$	Specific Plan fee-City; Private Development
1.2	<b>General Plan Amendment.</b> Amend the General Plan to ensure the Specific Plan's consistency with the General Plan.	Immediate	City-Planning	\$	City
1.3	<b>Zoning Code/Zoning Map Amendment.</b> Amend the Zoning Code to designate the Waterman + Baseline Neighborhood Specific Plan area as Specific Plan and amend the Zoning Map to indicate the Specific Plan.	Immediate	City-Planning	\$	City
1.4	<b>Specific Plan Cost Recovery.</b> Adopt a Specific Plan fee to recover the costs associated with preparing and administering the Specific Plan and Environmental Impact Report.	Immediate	City-Planning	\$	Specific Plan fee-City; Private Development
1.5	<b>Development Agreements (DAs).</b> Enter into (DAs) with developers of properties, as appropriate.	Ongoing	City-Planning & Administration; Private Developers	\$	City; Private Development
1.6	<b>Grant Funding Applications.</b> Identify and apply for grant funding to support activities identified within this Specific Plan.	Ongoing	City-Public Works, Parks, Planning, Administration	\$	City
1.7	<b>Public Benefits Program.</b> Annually assess the Specific Plan public benefits program to determine how frequently it is being utilized, how effective it is at funding public benefits, if expected contributions are of a sufficient value, and any necessary changes to the process or funding structure.	Ongoing	City-Planning	\$	City

TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
	1 YEAR	2-5 YEARS	5-15 YEARS	MORE THAN 15 YEARS	INDEFINITELY
COST	\$	\$\$	\$\$\$	\$\$\$\$	\$\$\$\$\$
	< \$50,000	\$50,000-\$200,000	\$200,000-\$500,000	\$500,000-\$1,000,000	>\$1,000,000

IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
1.8	<b>Public Benefit Projects.</b> Maintain and update a prioritized list of priority public benefits projects or improvements in anticipation of future development applications	Ongoing	City-Public Works & Planning	\$	City
<b>2. COMBAT BLIGHT</b>					
2.1	<b>Code Enforcement:</b> Identify new sources of funds that can be used to increase the number and quality of Police and/or Code Enforcement efforts. Surveillance cameras should be modernized to capture essential details of illegal activities including dumping and graffiti activities, and community volunteers should be recruited to assist.	Ongoing	City-Police & Community Organizations	\$\$	City; Community Groups; Grants
2.2	<b>Trash &amp; Dumping Cleanup:</b> Improve trash collection and cleanup of illegal dumping. Take steps to remove trash from the area. Educate residents about the ways to report illegal dumping, offer regular free bulky- and hazardous-item drop off events, and organize neighborhood clean-up events.	Ongoing	City & Community Organizations	\$	City; Community Groups; Grants
2.3	<b>Graffiti Abatement:</b> Implement graffiti abatement programs and work to create visibility and media coverage for some initial successful prosecution examples.	Ongoing	City & Community Organizations	\$	City; Community Groups; Grants
2.4	<b>BID:</b> Consider establishment of a Business Improvement District (BID), also known as a Community Benefits District (CBD), as an innovative, private alternative to Redevelopment financing for the removal of blight and the revitalization of the Baseline Street commercial corridor and Waterman Avenue commercial, business and industrial areas.	Immediate	City, Business Owners, Property Owners & Community Organizations	\$\$	City; Community Groups (i.e., The NTC); Grants

TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
	1 YEAR	2-5 YEARS	5-15 YEARS	MORE THAN 15 YEARS	INDEFINITELY
COST	\$	\$\$	\$\$\$	\$\$\$\$	\$\$\$\$\$
	< \$50,000	\$50,000-\$200,000	\$200,000-\$500,000	\$500,000-\$1,000,000	>\$1,000,000

IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
2.5	<b>Lighting &amp; Landscaping:</b> Expand the "Lights On San Bernardino" program which includes trimming trees/bushes, maintaining landscaping and improving lighting block by block.	Short	City, Property Owners & Community Organizations	\$\$\$	City; Community Groups (i.e., The NTC); Grants
<b>3. ADDRESS CRIME &amp; SAFETY</b>					
3.1	<b>Prohibit New Liquor Stores.</b> The City should consider passing a deemed approved ordinance with even more stringent regulations (i.e., greater buffers) for new liquor stores than the current requirement which prohibits new alcoholic beverage sales establishments within 1,000 feet of any school, public library, park or playground, recreation center or licensed daycare facility. The City should also consider increasing its enforcement actions against problematic existing liquor stores (e.g. those that have high rates of loitering or crime incidents, or that illegally sell alcohol and cigarettes to minors). Violators could be required to pay the city for the costs of enforcement and administration, such as the cost of repeated police or other municipal responses to complaints or re-inspection of establishment following a notification to remedy.	Immediate	City-Planning	\$	City
3.2	<b>Street Lighting.</b> Expand "Lights On" San Bernardino. Energy efficient, pedestrian-scale street lighting in line with the neighborhood's aesthetic preferences should be installed. Lighting fixtures could also support hanging flower baskets and/or community bulletin boards/information kiosks.	Short	City & Community Organizations	\$\$\$	City; Community Groups (i.e., The NTC); Grants
3.3	<b>Community Safety Planning.</b> The San Bernardino Police Department and other City agencies should continue to support, and where necessary improve community policing programs in order to improve perceptions of, and actual, safety.	Immediate/Ongoing	City & Community Organizations	\$	City; Community Groups (i.e., The NTC)

TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
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	< \$50,000	\$50,000-\$200,000	\$200,000-\$500,000	\$500,000-\$1,000,000	>\$1,000,000

IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
3.4	<b>CPTED 1.</b> Implement a Citywide Crime Prevention through Environmental Design (CPTED) review process. The City Planning Department should work with the Police Department and other City departments and divisions to strengthen CPTED review of proposed development and property rehabilitation projects in order to maximize the safety of the built environment.	Short	City & Community Organizations	\$	City
3.5	<b>CPTED 2.</b> Plant new street trees, using CPTED principles, with high tree canopies and lighting below to allow street lighting to reach the street and sidewalks. Spacing should be provided so that street trees do not interfere with street lighting of the area. The new street trees should be low-maintenance and drought resistant.	Short/Ongoing	City & Community Organizations	\$-\$\$	City; Community Groups (i.e., The NTC)
3.6	<b>CPTED 3.</b> Implement the CPTED design strategies indicated in Chapter 5 of this Specific Plan for all new developments.	Ongoing	City & Private Development	\$	City
<b>4. SECURING BASIC INFRASTRUCTURE</b>					
4.1	<b>Sidewalk Network:</b> To complete the sidewalk network and create safe walking routes, currently missing or deteriorated sections of sidewalks should be connected (i.e., "gaps" closed). The locations within the Plan area where sidewalk facilities are limited are presented in <b>Table 6.1, Pedestrian Facilities.</b>	Short	City-Public Works	\$\$\$\$	City; private DEVELOPMENT; grants

TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
4.2	<b>Crosswalk Treatments:</b> To create a pedestrian friendly environment, crosswalks and midblock crossings should incorporate additional treatments (such as hatched crosswalk striping, refuge islands, bulb-outs, flashing beacons or flashing in-pavement markers). Priority shall be given to two intersections with no marked crosswalks: 9th Street at Pedley Road and Waterman Avenue at 7th Street.	Short	City-Public Works	\$\$\$	City; private development; grants
4.3	<b>Intersection Crosswalks.</b> As projects are proposed in the vicinities, improvements should be made to provide pedestrian infrastructure. Additionally, the following intersections do not have crosswalks on all sides and should be considered for upgrades as projects are proposed: 21st Street at Kenwood Avenue; 21st Street at Crestview Avenue; Baseline Street at Windsor Drive/Myrtle Drive; Waterman Avenue at Olive Street; Waterman Avenue at 6th Street; Sierra Way at Victoria Street; Sierra Way at 6th Street	Short/Ongoing	City-Public Works	\$\$\$	City; private development; grants
4.4	<b>Multi-use Trails:</b> To improve the pedestrian experience within the Plan area and connect to local communities, multi-purpose trails along City Creek and Highland Avenue shall be implemented.	Medium	City-Public Works, Planning & Parks	\$\$\$	City; SANBAG; private development; grants
4.5	<b>Walk Times:</b> Pedestrian walk times should be reviewed at signalized intersections to ensure that enough pedestrian clearance time is provided according to requirements in the California Manual on Uniform Traffic Control Devices, 2014 (CAMUTCD 2014). This includes providing enough clearance time based on a 3.5 feet-per-second walk speed.	Short	City-Public Works	\$	City

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	< \$50,000	\$50,000-\$200,000	\$200,000-\$500,000	\$500,000-\$1,000,000	>\$1,000,000

IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
4.6	<p><b>Placemaking:</b> To enhance the pedestrian experience and create a walkable environment, placemaking strategies should be implemented. Placemaking enhancements are key to:</p> <ul style="list-style-type: none"> <li>• Maintaining existing and providing additional street lighting;</li> <li>• Providing landscape buffers between sidewalks and vehicle travel way;</li> <li>• Providing street trees for shade; and redeveloping underutilized parking lots and other plots to parklets.</li> </ul>	Short/Ongoing	City-Public Works & Planning	\$\$	City; Private Development; Grants
4.7	<p><b>Intersection Improvements:</b> To reduce congestion and provide additional capacity, the two impacted intersections of Waterman Avenue and 9th Street and Waterman Avenue and Baseline Street shall be improved with additional turn lanes to improve level of service as conceptualized in <b>Section 6.4.3.</b></p>	Short	City-Public Works	\$\$\$	City; Private Development
4.8	<p><b>Bicycle Routes:</b> To better connect the Plan area to the surrounding job centers, the Downtown and other local activity centers, two bicycle routes have been prioritized for implementation:</p> <ul style="list-style-type: none"> <li>• Proposed Class III Route along 11th Street, D Street and Rialto Avenue</li> <li>• Proposed Class I Trails along City Creek Trail</li> </ul>	Short	City-Public Works	\$\$\$	City; SANBAG; grants
4.9	<p><b>Omnitrans.</b> Establish a partnership with Omnitrans to upgrade bus stops within the Plan area to include benches and/or shelters to attract and keep riders. Transit facilities can be improved by installing bus cutouts at stops to provide a safe access point for riders while not impeding with other vehicle traffic. Another low cost option is the implementation of bike racks to encourage first and last mile trips.</p>	Short/Ongoing	City-Public Works & Planning	\$	Omnitrans; grants

TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
4.10	<b>Water.</b> Plan, develop and maintain water infrastructure as needed to support development, as defined in Chapter 7 <b>Infrastructure Plan.</b>	Short/Ongoing	City-Public Works & Water; Private Development	\$\$\$\$\$	City; Private Development
4.11	<b>Sewer.</b> Plan, develop, and maintain sewer infrastructure as needed to support development, as defined in Chapter 7 <b>Infrastructure Plan.</b>	Short/Ongoing	City-Public Works; Private Development	\$\$\$\$\$	City; Private Development
4.12	<b>Storm Drainage.</b> Plan, develop, and maintain storm drainage infrastructure as needed to support development, as defined in Chapter 7 <b>Infrastructure Plan.</b>	Short/Ongoing	City-Public Works; Private Development	\$\$\$\$\$	City; Private Development

**5. MARKET ANALYSIS/ECONOMIC DEVELOPMENT STRATEGIES**

5.1	<b>Marketing.</b> Continue City Outreach, Coordinate Public and Private Marketing Efforts, and Undertake Focused Strategies for Attracting Different Market Sectors. Marketing and outreach efforts led by City Economic Development staff to promote business locations, attract new businesses, and facilitate the desired commercial/industrial development. Grow and enhance the current City website as a tool for business retention, attraction and to encourage consumer access to local goods and services. Prepare marketing materials to highlight market potentials and articulate the vision for development. Coordinate and work with property owners to be realistic about market potentials, and to invest in the area. Convene forums with major property owners and developers to help facilitate redevelopment of key opportunity sites. Hold events that promote Central San Bernardino to the different market sectors and industry groups. Undertake efforts to “brand” the area.	Short/Ongoing	City-Economic Development; County-Economic Development	\$\$-\$\$\$	City; Community Groups (i.e., The NTC); Grants; BID/CFD
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TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
5.2	<b>Innovation:</b> In the nearer-term, seek to attract start-up businesses and smaller companies seeking lower-cost space options as can be provided in existing buildings, in new light industrial/flex space, innovative shipping containers or modular buildings, and in incubator facilities.	Immediate/Short	City-Economic Development; County-Economic Development	\$	City; Private Development; Community Groups (i.e., The NTC); Grants; BID/CFD
5.3	<b>University Partnerships:</b> Establish relationships with California State University San Bernardino and other academic institutions to utilize their students and apply their programs in the neighborhood and seek to attract their students and faculty to reside in the neighborhood.	Immediate	City-Economic Development; County-Economic Development; higher learning institutions (CSUDB, SBVCC, etc.)	\$	N/A
5.4	<b>Market Demand:</b> Specifically target adequate land area to accommodate approximately 149,000 square feet of new retail space, 100,000 square feet of new office space, and 197,000 square feet of industrial space which the economic market analysis shows as being supportable.	Short	City-Community & Economic Development	\$	City; Private Development
5.5	<b>Catalytic Sites:</b> Focus initial revitalization efforts on the Catalytic Development Site identified in Figure 3.13 including intensification of use and infill of existing underutilized lots (i.e., existing Stater Bros shopping center and Waterman Indoor Mall sit) and on the redevelopment of vacant, blighted and highly underutilized properties.	Short	City-Community & Economic Development	\$	City; Private Development
5.6	<b>Enhancement Areas:</b> Continue preservation and enhancement efforts in the residential neighborhoods through preservation and rehabilitation of buildings, infill development on vacant parcels with new housing at compatible scales, and improved streetscapes.	Short/Ongoing	City-Community Development	\$\$-\$\$\$	City; Community Groups (i.e., The NTC); Grants

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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
5.7	<b>Cohesive Commercial.</b> Encourage new commercial development, including grocery stores, that contributes to a cohesive neighborhood form rather than to 'strip centers'.	Short/Ongoing	City-Planning	\$	City; Private Development
5.8	<b>Commercial Façade Improvement.</b> Develop and fund a commercial Façade Improvement and Tenant Improvement matching grant programs and expand the program to industrial properties.	Short/Ongoing	City-Community & Economic Development	\$\$\$	City; Community Groups (i.e., The NTC); Grants; BID/CFD
5.9	<b>Residential Façade Improvement.</b> Investigate establishing a residential Façade Improvement grant program.	Short/Ongoing	City-Community & Economic Development	\$	City; Community Groups (i.e., The NTC); Grants
5.10	<b>Residential Rehab Programs.</b> Publicize existing residential rehabilitation loan programs and applicability to preservation-related work.	Immediate	City-Community & Economic Development	\$	City; Community Groups (i.e., The NTC); Grants
<b>6. OPEN SPACE</b>					
6.1	<b>Parks &amp; Recreation Fields.</b> Plan, design and construct public parks, green space, joint-use sports & recreational facilities on vacant sites and as conceptualized in the Open Space Plan in Chapter 4.	Short	City-Parks, Planning & Public Works; SBCUSD; Private Development	\$\$\$\$\$	City; SBCUSD; Community Groups; Private Development; Grants
6.2	<b>Neighborhood Serving Public Space.</b> Work with residents, employers, and property owners to identify areas where new public space, plazas or neighborhood-serving parks may be added.	Short	City-Planning & Public Works; Private Development	\$\$	City; Community Groups; Grants
6.3	<b>Public Gathering Spaces.</b> New large scale commercial and residential development should include public gathering places and landscaped areas as part of their overall development.	Short/Ongoing	City-Planning; Private Development	\$\$	City; Private Development; Grants

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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
<b>7. MOBILITY</b>					
7.1	<b>Streetscapes.</b> Develop and implement similar streetscape master plans for important roadways. Priority streets recommended for streetscape programs include Baseline Street, Olive Street from Waterman to Valencia, Waterman Avenue, and Third Street from Sierra Way to Waterman.	Medium	City-Public Works; Private Development	\$\$	City; SANBAG; Private Development; Grants
7.2	<b>Traffic Calming.</b> In coordination with transit agencies, promote traffic calming strategies in residential neighborhoods to improve safety, discourage truck travel off designated routes, encourage alternative travel modes and improve the attractiveness of the area.	Short/Ongoing	City-Public Works; Private Development	\$\$\$	City; SANBAG; Omnitrans; Private Development; Grants
7.3	<b>Car Share.</b> Investigate funding availability to be used for subsidizing car sharing to remove prohibitive cost barriers and extend car sharing to low-income individuals and groups who either cannot afford vehicle purchase/maintenance or who do not need a full-time vehicle to improve their mobility for grocery shopping and other auto-dependent tasks.	Short	City-Public Works; Community Groups	\$\$	City; SANBAG; Grants
7.4	<b>Shared Parking.</b> In coordination with property owners: <ul style="list-style-type: none"> <li>• Identify groups of business and property owners who could benefit from use of shared parking</li> <li>• Modify any zoning codes or ordinances that may restrict or discourage shared parking</li> <li>• Develop standards and practices to evaluate, manage, and enforce shared parking arrangements</li> <li>• Actively work with local employers, landowners, and developers to implement shared parking.</li> </ul>	Ongoing	City-Planning; Property Owners	\$	City; Grants; BID/CFD

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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
7.5	<b>Sidewalk Enhancements.</b> Provide enhanced sidewalk street furniture (benches with shade structures, trash & recycling receptacles, water fountains, etc. in accordance with Chapter 5.	Short/Ongoing	City-Public Works; Private Development	\$\$\$	City; SANBAG; Private Development; Community Groups; Grants
7.6	<b>Public Art.</b> Seek additional funding sources to incorporate public art into the pedestrian network.	Ongoing	City; Community Groups	\$	City; Private Development; Community Groups; Grants
7.7	<b>Gateways.</b> Provide entry monuments, monument signs, landscaping, and lighting to mark and enhance gateways to the area in accordance with Chapter 5.	Short/Ongoing	City-Public Works; Private Development	\$\$\$	City; Private Development; Community Groups; Grants
7.8	<b>Directional Signage.</b> Install directional and informational pedestrian and bicycle signage through the plan area.	Short/Ongoing	City-Public Works; Private Development	\$\$	City; Private Development; Community Groups; Grants
7.9	<b>Trails.</b> Design and construct bicycle, pedestrian and multi-use trails, including trail landscaping and trail head signage throughout the Plan area.	Medium	City-Public Works; Private Development	\$\$\$\$	City; SANBAG; Private Development; Community Groups; Grants
<b>8. Fostering the Creative Economy &amp; Cultural Arts Community</b>					
8.1	Work with community groups to install educational and interpretive signs, artwork and landscaping. Seek creative funding sources to provide interim or temporary art installations, performance art, and other arts and cultural programs in highly visible locations.	Short/Ongoing	City	\$\$	City; Community Groups (i.e., The NTC); Grants

TIMEFRAME	IMMEDIATE	SHORT	MEDIUM	LONG	ONGOING
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IMPLEMENTATION MATRIX ACTIONS		TIMEFRAME	PRIMARY RESPONSIBILITY	COST	POTENTIAL FUNDING SOURCE
8.2	Include street furniture, landscaping and art in all City-sponsored streetscape improvement projects. Incorporate public art into the pedestrian network by using street medians, intersection bulb-outs, pocket plazas, and wide sidewalk spaces as areas to display locally-made art. Install public art along Waterman Avenue and any other significant streetscape improvement projects (e.g., Olive Avenue, Baseline Street). Use locally-contracted art made in the City to enhance and identify important community "gateways" into the neighborhood.	Immediate/Ongoing	City-Public Work & Planning	\$\$\$	City; Grants; BID/CFD
8.3	Acknowledge the arts as economic development catalysts. The City should support dedicated and expedited permitting of festivals, street fairs and special events. Encourage and celebrate the arts as a basis of social and economic activity.	Immediate/Ongoing	City-Planning & Economic Development	\$	City
8.4	Establish a more activated streetscape along Baseline Street by encouraging new commercial activities that serve the social and cultural needs of residents from the adjacent neighborhoods.	Short/Ongoing	City-Planning	\$\$-\$\$\$	City; Community Groups (i.e., The NTC); BID/CFD

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