



Orange County/
Inland Empire

BUILDING BLOOMINGTON TOGETHER

Bloomington, San Bernardino, California

Technical Assistance Panel | January 21–22, 2026

About

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Cover photo: The Valley Boulevard corridor in Bloomington (ULI)

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Technical Assistance Panel (TAP) Program

In keeping with the ULI mission, Technical Assistance Panels convene ULI members who volunteer their time to aid public agencies and non-profit organizations that have requested expert insight to address their land use challenges.

During this process, a group of diverse professionals representing the full spectrum of land use and real estate disciplines typically spend one to two days visiting and analyzing site-specific conditions in the built environment, identifying pertinent planning and development issues, and formulating realistic and actionable recommendations to move initiatives forward in a fashion consistent with the applicant's goals and objectives.

Learn more at orangecounty.uli.org.

About

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Executive Summary

Valley Boulevard in Bloomington stands at a pivotal moment. Despite its central location in the Inland Empire and a strong, culturally rich community, decades of underinvestment, infrastructure barriers, and incompatible land uses have limited economic opportunity and diminished quality of life for residents. With renewed County leadership, improved interdepartmental coordination, and strong community engagement, San Bernardino County has a timely opportunity to reposition the corridor as a vibrant, walkable, mixed-use district that

reflects Bloomington's identity and supports long-term economic resilience.

The ULI Technical Assistance Panel (TAP) found that infrastructure constraints, particularly utilities, sewer capacity, and corridor conditions, are the single greatest barrier to private investment. Without public leadership to reduce these upfront costs and risks, desired development will remain financially infeasible. At the same time, residents expressed strong interest in safer streets, more housing (especially affordable and family-sized units), neighborhood-serving

retail, community gathering spaces, and preservation of Bloomington's cultural character.

To address these challenges, the Panel recommends a "development-ready" strategy in which the County leads with targeted public investment, regulatory modernization, and strategic partnerships to unlock private reinvestment. Key recommendations include:

1. Lead with Infrastructure Investment

- Underground utilities and coordinate right-of-way improvements
- Develop area-wide utility and sewer agreements to reduce project-by-project costs
- Improve streetscapes, sidewalks, crossings, and landscaping to support walkability and safety

2. Modernize Land Use Policy

Update the Valley Blvd. Specific Plan and zoning to allow mixed-use development, multifamily housing, and neighborhood-serving commercial uses

- Prohibit new industrial and truck-intensive uses along the corridor while redirecting them to appropriate industrial areas
- Reduce regulatory barriers such as minimum lot sizes and excessive parking requirements



The historic Bloomington Garage currently is hidden in the back of an underdeveloped lot along Valley Blvd.

3. Support Housing as Economic Infrastructure

- Expand opportunities for affordable housing, ADUs, small-lot homes, and “missing middle” housing
- Build on the success of Bloomington Grove and other existing affordable housing models
- Align housing production with supportive services and community amenities

4. Strengthen the Local Economy

- Recruit targeted businesses such as neighborhood retail, sit-down restaurants, and entertainment uses
- Support existing small businesses and culturally relevant food vendors
- Develop a corridor marketing strategy highlighting Bloomington’s identity, demographics, and growth potential

5. Focus on Catalytic Sites

- Establish gateways and identity features at key corridor entrances
- Prioritize Opportunity Zones near the post office site and Bloomington Grove for early public-private partnership projects
- Use events, markets, and public spaces to activate the corridor and demonstrate momentum

Implementation will require a coordinated

financing strategy that blends grants, local funding tools, infrastructure programs, and partnerships with private and nonprofit developers. By aligning regulatory reform, infrastructure investment, and community-driven economic development, San Bernardino County can transform Valley Blvd. into a corridor that delivers jobs, housing, services, and a stronger sense of place for Bloomington residents.





Introduction and Background

Bloomington is an unincorporated community in San Bernardino County, bordered by Rialto to the north, Riverside to the south, Colton to the east, and Fontana to the west. Governed by the County, the largest county in the United States by area, Bloomington is home to a diverse and underserved population and occupies a complex jurisdictional and economic landscape.

In recent years, the County has recognized the need to address persistent challenges that have limited growth and investment within Bloomington, particularly along Valley Blvd., the community's primary commercial corridor. Previous planning efforts, including the 2017 Valley Boulevard Specific Plan, established a vision for revitalization but did not catalyze sustained private investment.

The County's renewed commitment, supported by current elected officials and staff, reflects a shift from planning to implementation. Embracing lessons from prior efforts, the County is now focused on comprehensive, coordinated initiatives that can unlock investment, preserve community culture, and improve quality of life.

The County of San Bernardino requested that ULI Orange County–Inland Empire convene a Technical Assistance Panel (TAP) to assist in developing a practical development framework that addresses Bloomington's unique challenges and catalyzes economic growth through targeted land use and infrastructure investments along Valley Blvd.

TAP Questions

Real Estate

- What current trends and best practices in real estate development could be applied to this corridor?
- How can the County effectively engage developers to ensure their input informs future plans?
- What factors attract real estate investment in similar communities?

New Development

- What types of development have succeeded in comparable areas?
- How can businesses aligned with community needs be attracted?
- What strategies best support mixed-use development?

Financing Infrastructure Improvements

- What funding sources are available for infrastructure improvements?
- What innovative financing tools could support these investments?
- How can public-private partnerships be leveraged?



What the Panel Heard and Observed

The panel interviewed leaders and staff from the County of San Bernardino, elected officials, property owners, business owners and operators, and other community members who shared the following feedback:

- The 2017 Specific Plan generated momentum but did not lead to sustained private investment.
- Bloomington is underinvested but viable, with real purchasing power and a strong cultural identity.
- Infrastructure costs, particularly sewer, utility, and undergrounding costs, are the primary barriers to redevelopment.
- Sewer connections through Rialto are expensive, negotiated on a case-by-case basis, and lack a comprehensive agreement.
- There is a strong interest in the County's front-loading of infrastructure investments to improve project feasibility.
- New County leadership and cross-departmental coordination are viewed positively.
- Code enforcement alone is insufficient without systemic reinvestment.
- Truck traffic and illegal truck parking are major community concerns.
- Valley Blvd. is perceived as unsafe and unwelcoming for pedestrians.
- Residents desire more housing, neighborhood amenities, and gathering places.
- Community engagement has improved, and there is an appetite for continued involvement.

SWOT

Following the TAP information gathering process (briefings, tour, and interviews), the panel outlined the strengths, weaknesses, opportunities, and threats they observed that might be impacting business attraction and investment to spur economic growth on Valley Blvd., in Bloomington.

Strengths	Weaknesses	Opportunities	Threats
<p>Tight-knit community</p> <p>Strong cultural heritage</p> <p>Local businesses</p> <p>Established an affordable housing community</p> <p>Tight-knit community</p> <p>Strong cultural heritage</p> <p>Local businesses</p> <p>Established an affordable housing community</p>	<p>Freeway divides the community</p> <p>Inadequate infrastructure</p> <p>Poor walkability & circulation</p> <p>Limited entertainment options (only parks)</p> <p>No sit-down restaurants</p> <p>Lots of grocery competition (Valley Blvd.)</p> <p>Under-resourced & ineffective code enforcement (e.g., fines)</p> <p>No shade</p> <p>Deferred maintenance on infrastructure & buildings (“look of decay”)</p> <p>Limited “third-spaces.”</p> <p>Lack of a clear Bloomington identity</p>	<p>New chamber of commerce</p> <p>Vendors demonstrate demand</p> <p>Funding opportunity for affordable housing</p> <p>Several immediate opportunity sites</p> <p>Sign program – gateways</p> <p>Highway accessibility & visibility</p> <p>Streetscape improvements</p> <p>Bloomington Garage – historic district</p> <p>Alleys & deep lots</p> <p>Desire for additional services & community amenities & entertainment</p> <p>Funding mechanisms for infrastructure</p> <p>Façade improvement program</p> <p>Reset zoning</p>	<p>Poor infrastructure threatens investment</p> <p>Air quality</p> <p>Undesirable uses still permitted</p> <p>Truck uses on Valley Blvd.</p> <p>Unmet need for truck parking</p> <p>Bloomington Garage – historic district</p> <p>Alleys & deep lots</p> <p>Desire for additional services & community amenities & entertainment</p> <p>Funding mechanisms for infrastructure</p> <p>Façade improvement program</p> <p>Reset zoning</p>



Get Development Ready

To attract private investment along the Valley Blvd. corridor, the County must lead with visible public action. Becoming “development-ready” requires demonstrating long-term commitment through infrastructure, policy, and maintenance investments.

Key actions include:

- Increase code enforcement to incentivize compliance while supporting reinvestment.
- Update zoning to remove unwanted uses and enable the desired mix of development.
- Clean and maintain the corridor to improve perception and functionality.
- Prioritize developer-ready infrastructure improvements, including undergrounding utilities, establishing utility capacity agreements with neighboring jurisdictions, updating the right-of-way for all modes of transportation, and enhancing landscaping, sidewalks, and streetscape elements

Update Allowable Uses

Specific Plan and Zoning Updates

An updated Valley Blvd. Specific Plan, and Districts identified in the plan should be expanded to include a range of development opportunities, including:

- Multifamily residential development (up

to 4–5 stories)

- Commercial retail and service uses
- Entertainment and community-serving uses

To realize the vision for the corridor, the Specific Plan should be amended to:

- Prohibit new industrial uses along Valley Blvd., while directing them to appropriate industrial areas elsewhere
- Limit auto-oriented uses
- Prohibit new truck-related uses along the corridor
- Prohibit new truck-related uses along the corridor

Revisit development standard updates include::

- Eliminate minimum lot and project size requirements
- Establish build-to lines (10–15 feet)
- Locate parking to the side or rear of buildings
- Develop a signage program, including consolidated signage
- Encourage shared access to reduce curb cuts
- Update residential standards to allow

new housing types

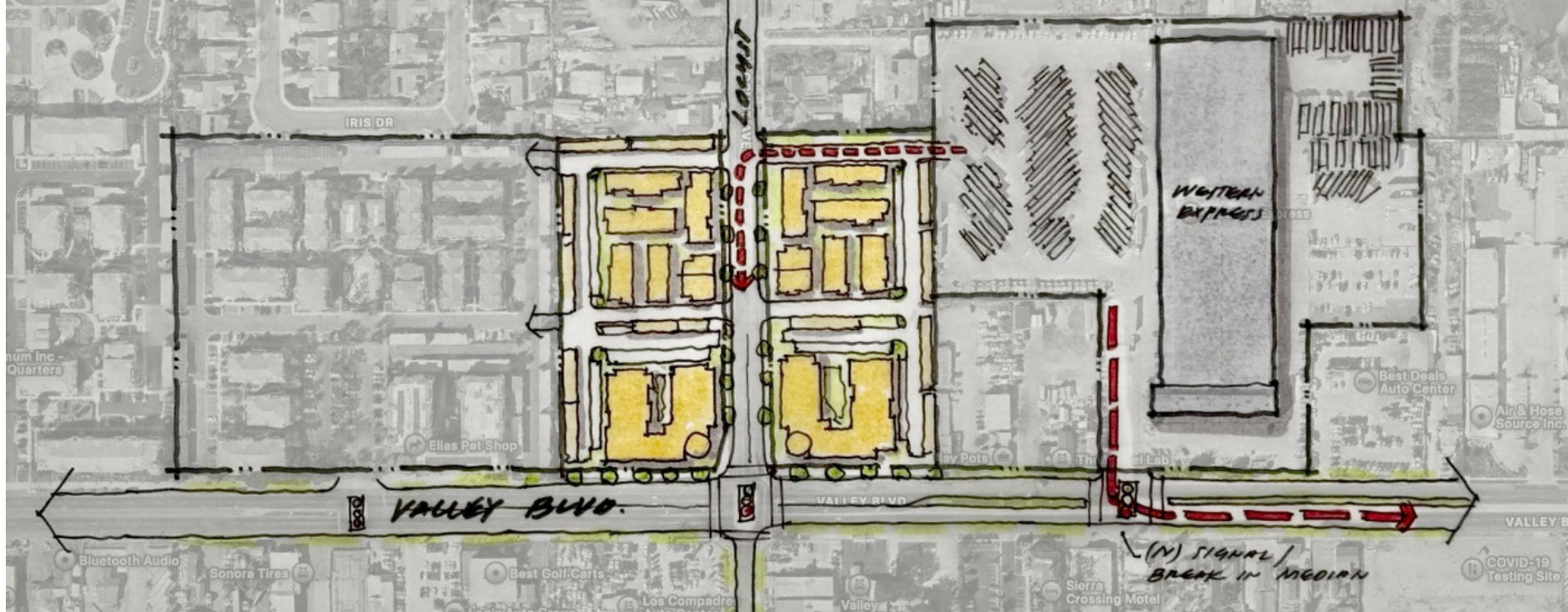
- Eliminate truck movement on local and residential street

Prohibit Truck Parking

Illegal truck and trailer parking along Valley Blvd. undermines safety, livability, and redevelopment potential. To address this issue, the Panel recommends that the County:

- Create a countywide and regional truck parking strategy
- Partner with surrounding jurisdictions to address the issue at scale
- Update zoning to require appropriate on-site truck parking tied to industrial uses in designated industrial areas outside the Valley Blvd. corridor

The image on the following page shows an alternative truck route to eliminate truck movement on residential streets.

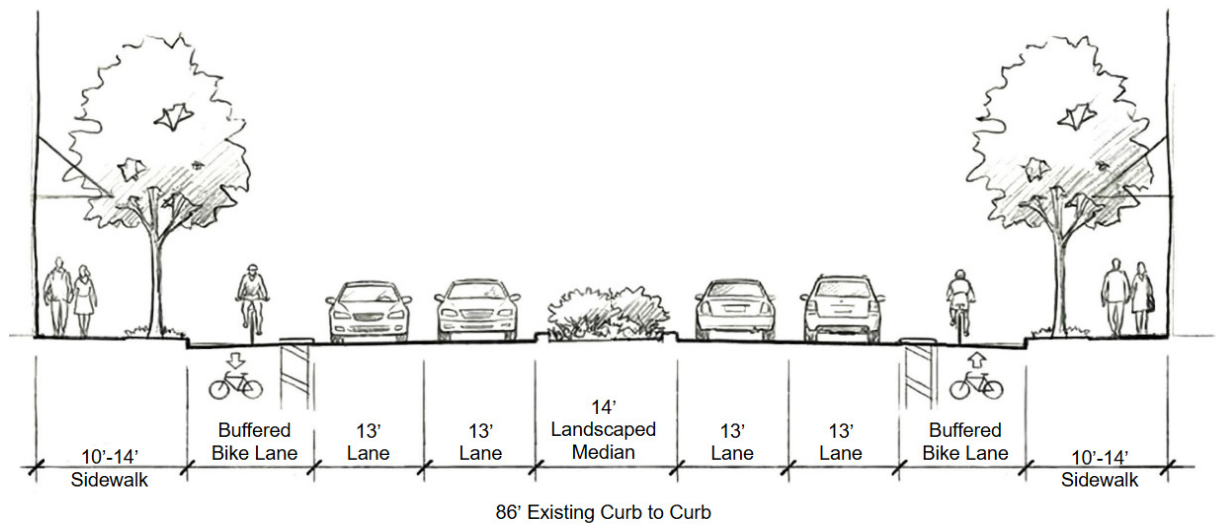


A potential, alternative truck movement for Western Express with a break in the median at N. traffic signal to allow trucks to turn left on Valley Blvd to access the freeway and avoid movement on Marygold, a residential street.

Clean up and Maintain the Corridor

The current right-of-way does not reflect the County’s vision or attract investment. A coordinated maintenance and improvement strategy should include roadway repaving, restriping, improved crosswalks, and reconfigured street sections to support pedestrians, cyclists, and vehicles.

The proposed street section, shown in the figure to the right, includes wide sidewalks, streetscape improvements, buffered bike lanes, two travel lanes in each direction, and a landscaped median that can serve as a pedestrian refuge at intersection crossings.



Prioritize Utility Updates

Utility costs are a major deterrent to development. Current requirements place a disproportionate financial burden on private projects, often rendering them infeasible. The County should help finance the undergrounding of utilities along Valley Blvd. to reduce development risk and improve corridor appearance.

Undergrounding utilities will not only improve feasibility but also transform the streetscape over time, as shown in the following renderings.



The current right-of-way along most of Valley Blvd. in Bloomington



A visual of updated streetcape investment along Valley Blvd., with repaired and resurfaced roadway, landscaped median, underground utilities, continuous sidewalks and street trees, and a buffered bike lane.



A visual of updated streetscape investment along Valley Blvd., long-term with potential increased development and density



Attract Investment and Business

A central component of the County's strategy for Valley Blvd. is to attract private investment and new businesses by reducing development barriers and clearly articulating the community's vision. Becoming "development-ready" is not only about infrastructure and zoning, but also about proactively shaping the corridor's economic future.

Focus on Business Recruitment Efforts

Because County resources are limited, recruitment efforts should focus on businesses that align with both community priorities and the long-term vision for the corridor. A targeted approach will be more effective than attempting to attract all types of uses.

Initial engagement conducted by the Panel identified strong community interest in:

- Grocery options
- Sit-down restaurants
- Neighborhood-serving retail
- Entertainment uses
- Third places, such as plazas, markets, and event spaces
- Parks or community gardens

Residents repeatedly expressed a desire for a grocery store in Bloomington. However, several large-format grocers already operate

in close proximity to the corridor, just outside the project area. This existing regional grocery presence suggests that attracting another major chain directly onto Valley Blvd. may be challenging in the near term. As a result, the County should also focus on supporting the growth of culturally relevant and locally rooted food retailers that better reflect community identity and can operate successfully at a neighborhood scale.

To move from vision to action, the County should:

- Identify priority sectors (e.g., sit-down restaurants, grocery and specialty food retail, neighborhood services)
- Develop a list of preferred businesses within each sector
- Meet directly with operators to understand their space, access, and infrastructure needs
- Prioritize recruitment efforts based on alignment with community goals and corridor conditions

Equally important, the County must be prepared to say "no" to uses that do not support the long-term vision for Valley Blvd.

Reduce Perceived Risk to Investment

Market perception plays a significant role in business location decisions. Existing corridor conditions, including inconsistent maintenance, illegal uses, and unclear development expectations, can discourage

investment even where market fundamentals are present.

The County can reduce perceived risk by:

- Updating zoning to clearly reflect desired uses
- Consistently enforcing regulations related to signage, parking, and illegal activities
- Improving corridor cleanliness and appearance
- Demonstrating public commitment through visible infrastructure investments

Clear expectations and improved physical conditions signal stability and reduce uncertainty for prospective businesses and developers.

Market Valley Blvd. & Build Partnerships

Once physical and regulatory improvements are underway, the County should actively market Valley Blvd. as a place ready for reinvestment. A compelling marketing package can highlight:

- Demographic and spending data
- Regional access and traffic volumes
- Available development sites
- Community identity, culture, and events

The County should focus on building partnerships rather than relying primarily on land acquisition to spur development. Priority partners include:

- Existing landowners interested in redeveloping their properties
- Developers experienced in delivering target business types
- Operators aligned with community-serving uses

Industry events and trade shows can provide opportunities to meet prospective partners and promote the corridor to a broader audience.

Support the Existing Economy & Opportunities

Attracting new businesses should complement, not displace, the corridor's existing economic base. Valley Blvd. already supports a network of local businesses that contribute to community identity and provide essential services.

The County should:

- Partner with the Bloomington Chamber of Commerce and local business groups
- Identify ways to support the expansion or improvement of existing businesses
- Explore programs that help small businesses with façade upgrades, signage, and code compliance

Food access is an especially important opportunity. While many residents would like to see a full-service grocery store in Bloomington, the corridor is already home to La Surtidora, a small grocer that has successfully expanded to other locations in the region. The County should engage with the owners of this market to explore opportunities for expansion, satellite operations, or participation in community events. Supporting this locally rooted business can improve food access while reinforcing Bloomington's cultural identity.

In addition, street vendors and informal food sellers play a visible role in the local economy and demonstrate strong demand for prepared food. The County should pursue pathways to make street vending safer and more compliant, and explore coordination with local food trucks and pop-up vendors as part of corridor activation strategies.

Supporting existing entrepreneurs while recruiting new businesses will create a more resilient, culturally authentic, and community-serving commercial corridor.

Valley Blvd. has a unique opportunity to rebrand itself and become both a community and regional destination





New Development and Activation

In addition to corridor-wide policy and infrastructure changes, the County should focus on targeted catalytic sites and expanded housing opportunities that can demonstrate momentum and support long-term economic vitality.

Expand Housing

As part of the broader strategy to revitalize the Valley Blvd. corridor, the County should prioritize expanding the quantity and diversity of affordable, appropriate housing options for Bloomington residents. Housing is not only a community need, but also a form of economic infrastructure that supports workforce stability, local spending, and long-term neighborhood vitality.

Diversify Housing Types

Development standards should be updated to reflect current building trends and state housing laws, enabling a broader mix of housing options throughout the corridor and surrounding neighborhoods. These include:

- Accessory Dwelling Units (ADUs)
- Duplexes
- Small-lot single-family homes
- Townhomes and rowhouses
- Mixed-use residential configurations
- Live-work units

Allowing this range of “missing middle” housing will create more attainable ownership and rental opportunities while maintaining neighborhood scale.

Expand Affordable Housing Opportunities

Stakeholders emphasized the urgent need for more affordable housing and resident-serving services. The success of Bloomington Grove, with thousands of households on its waiting list, demonstrates both demand and the feasibility of high-quality affordable housing in the community.

The County should:

- Support the acquisition and development of additional large sites for multifamily affordable housing
- Adopt a fair-housing-compliant local preference policy & marketing program to ensure future affordable housing is provided to existing Bloomington residents
- Provide gap funding and voucher support where possible, including Phase Four of the Bloomington Grove project
- Encourage co-location of childcare, after-school programs, and supportive services within affordable housing developments and through future expansion of Bloomington Grove
- Coordinate utility and infrastructure improvements to reduce development

Housing is Economic Infrastructure

- Creates construction and related jobs
- Attracts and retains workers and employers
- Expands the local tax base
- Increases local consumer spending
- Stabilizes housing costs, freeing household income
- Supports business growth by reducing commute burdens
- Revitalizes underused areas and spurs private investment
- Strengthens workforce stability and productivity
- Builds long-term economic mobility and human capital



The Bloomington Grove project is an excellent example of housing opportunity and desire in Bloomington.

Clustering housing and services can strengthen long-term community stability and attract additional investment.

Strategies to Increase Homeownership Opportunities

In addition to rental housing, the County should expand homeownership opportunities, particularly on underutilized residential lots and through small-scale infill.

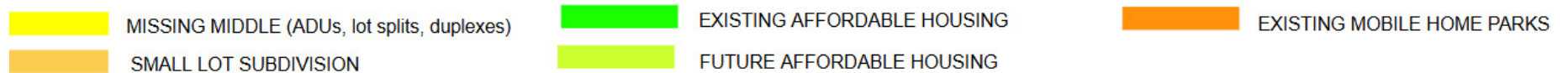
Recommended strategies include:

- Unlocking ADU development through a pre-approved ADU program
- Piloting local financing tools to help homeowners build ADUs
- Considering the adoption of AB 1033 to allow ADU condo conversions
- Encouraging lot splits and small subdivisions under SB 9 and SB 684
- Preserving and improving mobile home parks

and supporting resident ownership models

These approaches can increase opportunities for ownership while maintaining affordability and neighborhood character.

The figure below shows current sites along Valley Blvd. where opportunities exist to diversify and expand the housing stock, particularly for affordable and missing middle housing.



Activate and Invest in Catalytic Sites

The County cannot transform the entire corridor at once. Instead, it should focus early efforts on highly visible, catalytic locations where public investment and partnerships can demonstrate momentum and attract additional private development over time.

The Panel identified two gateway locations and two opportunity zones where targeted improvements can establish identity, activate the public realm, and anchor future growth.

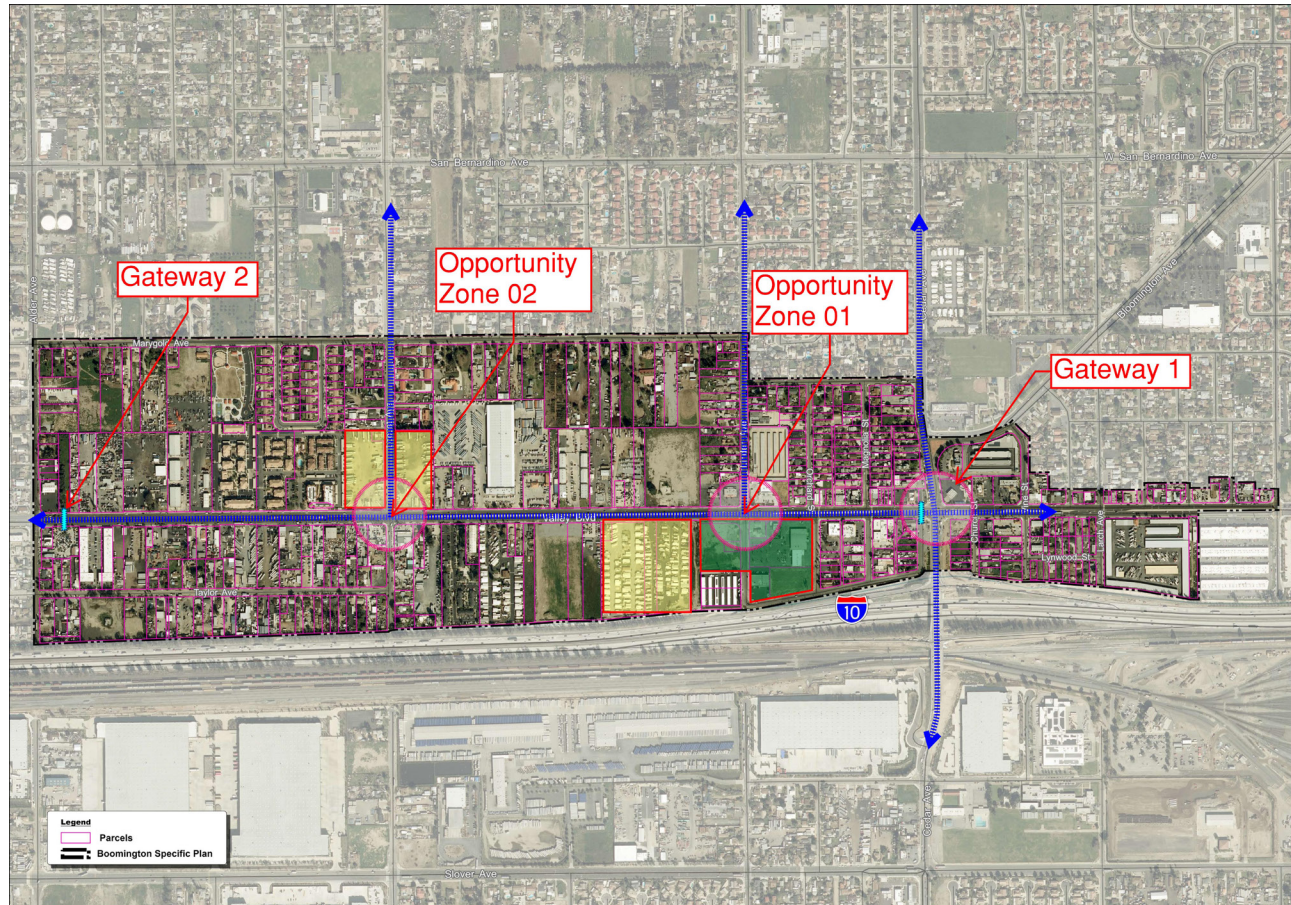
Gateways to Bloomington

Bloomington has a rich cultural heritage, food scene, and artistic community that can help define a unique identity for Valley Blvd. Establishing gateways at either end of the corridor can signal arrival and create a stronger sense of place.

These gateways may include:

- Monument signage
- Public art installations
- Murals and cultural design elements reflecting local history and creativity

These visible features can help reframe perceptions of the corridor and reinforce community pride.



The panel identified two gateway opportunities and two opportunity zones for the county to focus on along the Valley Blvd. corridor.



Opportunity Zone One

The image above illustrates Opportunity Zone One, located south of Valley Blvd. between Linden Ave. and Orchard St., near the existing post office and adjacent underutilized parcels. This area sits directly across from the new hotel and restaurant development, making it well-positioned for complementary uses.

The Panel recommends:

- Relocating and adaptively reusing the historic Bloomington Garage building as a street-facing anchor
- Retaining and reactivating the post office and other community-serving structures
- Creating a central gathering space for markets, events, and performances
- Incorporating open-air pavilions and flexible vendor space
- Integrating future residential development and open space connections
- Supporting façade improvements and murals to enhance existing buildings

Together, these elements can create a vibrant mixed-use hub that celebrates local culture and attracts visitors from within and outside the community.

Opportunity Zone Two

The image on the right highlights Opportunity Zone Two around the existing Bloomington Grove development. This area presents a strong opportunity to expand affordable housing and community-serving facilities in a coordinated way.

Future development in this zone should:

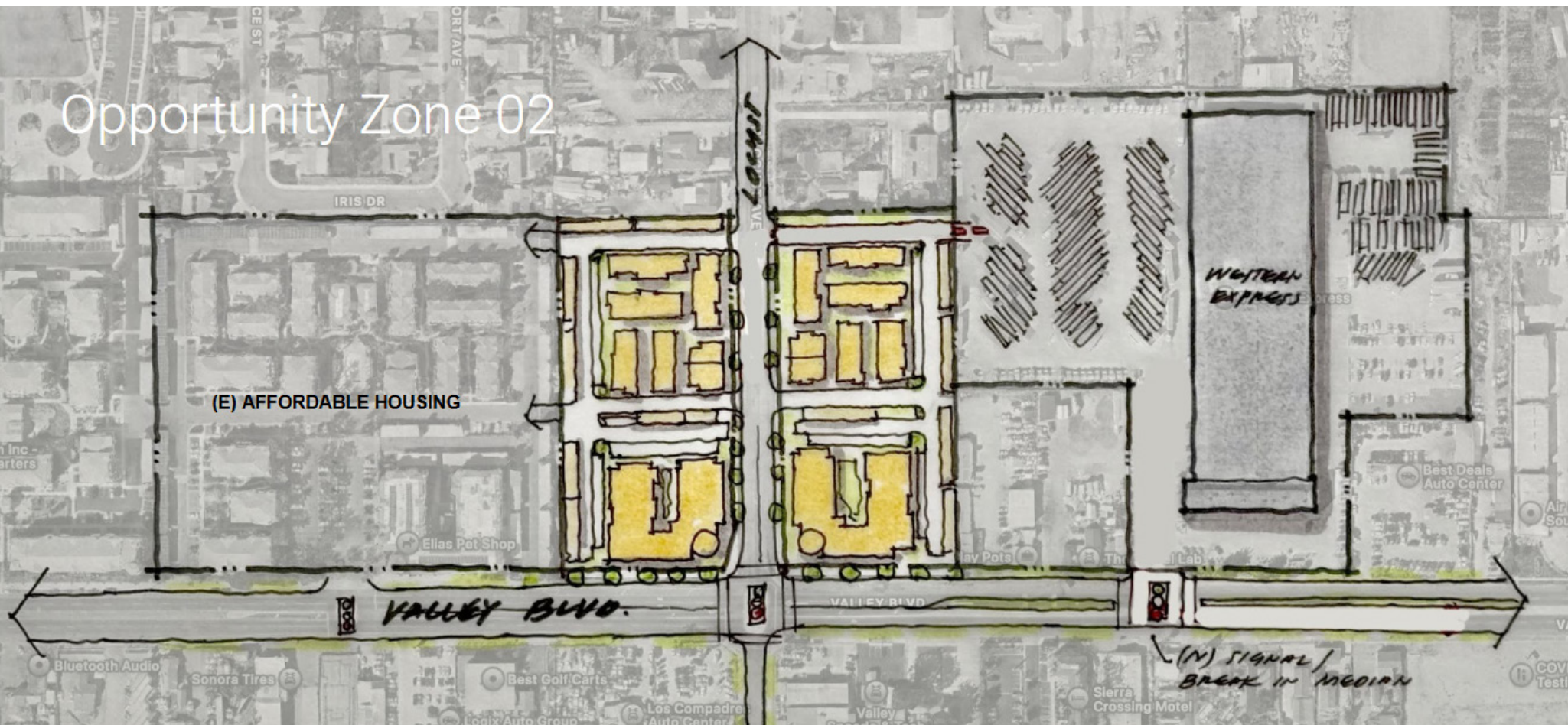
- Maintain larger building frontages along Valley Blvd. with smaller-scale transitions behind

- Expand affordable housing in a form that complements Bloomington Grove
- Integrate community facilities, such as childcare and resident services
- Reinforce the area as a residential and service hub that supports corridor vitality

Clustering housing and services here can create a stable anchor for future reinvestment and improve residents' access to amenities.

By focusing on these catalytic areas, the County can demonstrate visible progress, build community confidence, and create models for future development along the rest of the corridor.

Opportunity Zone 02





Make it Work - Financing

Transforming Valley Blvd. will require sustained commitment, coordinated leadership, and a strategic approach to funding. No single funding source or program will be sufficient on its own. Instead, the County will need to leverage a combination of public funding, partnerships, and financing tools to implement infrastructure improvements, support housing development, and catalyze private investment.

The County's role is to align infrastructure investment, land-use policy, and development partnerships to reduce risk, lower costs, and build market confidence over time.

Lead with Infrastructure Investment

Early public investment in visible, high-impact infrastructure will be essential to unlocking private development. Priority investments include:

- Undergrounding overhead utilities
- Upgrading water and sewer capacity and negotiating area-wide service agreements
- Reconstructing and restriping Valley Blvd. to improve safety and walkability
- Installing streetscape elements such as landscaping, lighting, and street furniture

By addressing these high-cost, high-visibility improvements upfront, the County can significantly improve project feasibility for private developers and signal long-term commitment to the corridor.

Align Funding Tools with Project Types

Different components of the revitalization strategy will require different funding approaches. The County should align tools with the types of projects being pursued:

Infrastructure & Public Realm Improvements

- State and federal infrastructure grants
- Transportation and active mobility funding programs
- Utility partnership agreements
- Local capital improvement funds

Affordable and Workforce Housing

- Low-Income Housing Tax Credits (LIHTC)
- State housing grants and loan programs
- Local gap financing and fee waivers
- Project-based vouchers and supportive housing funds

Mixed-Use and Commercial Development

- Public-private development agreements
- Site assembly partnerships with private landowners
- Façade improvement and small business support programs

A coordinated funding strategy allows the County to layer resources and increase overall project feasibility.

The following matrix and report section identify all the potential funding tools the County of San Bernardino can tap into to fund projects.



Current hotel development underway on Valley Blvd. in Bloomington

Grants and Loans

Agency / Source	Name of Program	Funding Category
California Infrastructure and Economic Development Bank (IBank)	California Infrastructure State Revolving Fund (ISRF)	Infrastructure
California Transportation Commission (CTC)	State Transportation Improvement Program (STIP)	Infrastructure - Transportation
US Environmental Protection Agency (EPA)	Water Infrastructure Finance and Innovation Act Loans (WIFIIA)	Infrastructure - Water, Stormwater
United States Department of Transportation (US DOT)	Better Utilizing Investments to Leverage Development (BUILD)	Infrastructure - Transportation
United States Department of Transportation (US DOT)	Transportation Infrastructure Finance and Innovation Act (TIFIA)	Infrastructure - Transportation
US Department of Agriculture (USDA) Rural Development	Water & Waste Disposal Loan and Grant Program	Infrastructure - Water, Sewer
CalEPA	Drinking Water State Revolving Fund (DWSRF)	Infrastructure - Water
CalEPA	Clean Water State Revolving Fund (CWSRF)	Infrastructure - Water
California Department of Water Resources	Integrated Regional Water Management (IRWM) Grant Program	Infrastructure - Water
United States Bureau of Reclamation	WaterSMART	Infrastructure - Water
United States Bureau of Reclamation	USBR Small Surface Water and Groundwater Storage	Infrastructure - Water
Department of Commerce Economic Development Administration (EDA)	Public Works Grants	Infrastructure
Strategic Growth Council	Affordable Housing and Sustainable Communities Program	Housing
HCD	Infill Infrastructure Grant Program	Infrastructure
HUD	Community Development Block Grant (CDBG)	Infrastructure, Housing, Code Enforcement
HUD (U.S. Department of Housing and Urban Development)	HOME Investment Partnerships Program	Housing, Infrastructure
Southern California Association of Governments (SCAG)	Regional Utilities Supporting Housing Pilot	Infrastructure - Utilities
California Tax Credit Allocation Committee	Low Income Housing Tax Credits - 9%	Housing
California Tax Credit Allocation Committee	Low Income Housing Tax Credits - 4%	Housing
HCD	Permanent Local Housing Allocation	Housing
California Natural Resources Agency	Urban Greenery Grant Program	Streetscape
San Bernardino County Transportation Authority	Measure I Transportation Funds	Infrastructure - Transportation

New Financing

	Special District	Community Facilities District (CFD)	Enhanced Infrastructure Financing District (EIFD)	Public Bond Measures	Assessment District (AD)
Description	Parcel tax for a specific purpose	Special tax district to fund public improvements and services	Special financing district that utilizes a portion of tax increment revenue to finance projects within the EIFD	Long-term borrowing that governments frequently use to raise money	Benefit assessment to fund certain public improvements and services
Authority	Laws passed by the State Legislature, Principal Acts	Mello-Roos Community Facilities Act of 1982 (Government Code Section 53311 et. seq.)	Laws passed by the State Legislature	Laws passed by the State Legislature	Improvement Act of 1911; Municipal Improvement Act of 1913
Eligible for Funding	Specific or particular purpose only	Public services and capital projects, including maintenance	Public infrastructure projects, infrastructure maintenance, affordable housing development, economic development, etc.	Primarily used for long-lived infrastructure assets, Bond will identify eligible projects	Public services and capital projects
Benefits	Can be used for specific or particular purpose, not subject to Prop 13 limitations	Broadest range of eligible funding, may fund 100% of costs, allows for expedited future annexations – best used in developing areas	No voter requirement for formation or bond issuance (Assembly Bill 116 - 2019)	Can be used for a specific or particular purpose, not subject to Prop 13 limitations	Can be used in undeveloped areas and/or established areas to fund public infrastructure and services

New Financing Continued

	General Sales Tax Increase	Transient Occupancy Tax (TOT) Increase	Development Impact Fees (DIF) Update &/or Additional DIFs	Business Improvement District (BID)	Public-Private Partnerships
Description	General Local Sales Tax (percentage increase range 0.125%-2%)	TOTs are imposed on rooms or living spaces at hotels, inns, rental houses, homes, motels, or campsites	One-time charges assessed on new development for public facilities needed to serve the new development	Defined area in which businesses and/or property owners pay a special assessment to fund services, improvements, and activities that benefit businesses or properties within that area.	Contractual arrangement between a public agency and a private entity in which the private partner participates in the design, financing, construction, operation, and/or maintenance of a public facility or service, while the public agency retains oversight and ultimate public purpose control.
Authority	Laws passed by the State Legislature	Revenue & Taxation Code Sec. 7280	Assembly Bill 1600 (Mitigation Fee Act)	Property and Business Improvement District Law of 1994 (California Streets & Highways Code, § 36600 et seq.) or Proposition 218	California Government Code § 5956 et seq.; Streets & Highways Code § 143; Education Code § 81700 et seq; actual contract
Eligible for Funding	Specific or particular purpose only	General Services (goes to General Fund)	Capital Costs for new improvements only and must be tied to new development	Street cleaning, maintenance, beautification, graffiti removal, public safety, hospitality, marketing, events, placemaking, tourism, business attraction, and retention	Common uses include transportation facilities, parking structures, civic buildings, infrastructure, housing, and digital infrastructure
Benefits	Can be used for a specific or particular purpose, not subject to Prop 13 limitations	Does not typically produce financial hardship for residents. No cap.	Tried and true method of funding new development's share of capital facility costs. Does not impact property taxes. Required to update fees by 2030.	Funding is predictable; it is politically palatable	Leveraging capital; risk mitigation

Use Partnerships to Extend Public Capacity

Given the scale of the corridor, partnerships will be critical. The County should prioritize working with:

- Affordable housing developers with experience delivering service-enriched communities
- Mission-aligned mixed-use developers
- Existing property owners interested in reinvestment
- Utility providers and regional agencies

These partnerships can help the County stretch public dollars further while accelerating project delivery.

Phase Improvements to Build Momentum

Revitalization should be approached in phases, focusing first on catalytic sites and visible corridor improvements that can build confidence and demonstrate progress. Early successes in Opportunity Zones and gateway locations can:

- Change market perception
- Attract additional private interest
- Build community support
- Justify additional public and private investment

A phased approach allows the County to adapt to funding cycles and market conditions while maintaining forward momentum.

Coordinate Across Departments and Agencies

Implementation will require close coordination across County departments, including Economic Development, Real Estate Services, Land Use Services, and Public Works, as well as collaboration with regional partners and utility providers. Establishing a clear internal leadership structure or corridor-focused implementation team can help maintain accountability and streamline decision-making.



The new Bloomington Library demonstrates how public-private partnerships can be successful and are viable on Valley Blvd.



The current right of way on Valley Blvd. in Bloomington

Next Steps

Valley Boulevard has the foundation for transformation: a committed community, a strategic regional location, and renewed public leadership. The recommendations in this report provide a roadmap for unlocking the corridor's potential. The next phase of work should focus on moving from strategy to implementation through coordinated, visible action.

The following actions will help San Bernardino County move from planning to implementation over the next 12–24 months.

1. Establish a Corridor Implementation Structure

Designate a lead department or interdepartmental implementation team responsible for advancing the Valley Boulevard strategy. This group should coordinate across Economic Development, Land Use Services, Public Works, and Real Estate Services, while maintaining regular communication with community stakeholders and regional partners.

Immediate actions:

- Confirm priority projects and phasing
- Assign departmental roles and responsibilities
- Develop a coordinated work program

2. Advance Early Infrastructure Priorities

Initiate the feasibility, design, and funding strategy for high-impact infrastructure projects that will reduce development barriers and signal public commitment.

Priority efforts include:

- Utility undergrounding strategy and cost estimates
- Sewer and water capacity coordination with neighboring jurisdictions
- Corridor maintenance, landscaping, and code enforcement improvements
- Concept design for right-of-way and streetscape upgrades

3. Launch the Specific Plan and Zoning Update Process

Begin formal updates to the Valley Boulevard Specific Plan and zoning regulations to align land use policy with the corridor vision.

Key components:

- Allow mixed-use and multifamily development
- Clarify prohibited and limited uses
- Reduce regulatory barriers such as minimum lot sizes and excessive parking
- Establish development standards that support a walkable corridor

4. Initiate Partnerships at Catalytic Sites

Begin outreach to property owners and development partners in the identified Opportunity Zones and gateway locations.

Early steps:

- Explore public-private partnership models
- Assess site control or land assembly needs
- Advance conceptual plans for gathering spaces, housing, and mixed-use projects

5. Support Existing Businesses and Food Access

Pair recruitment efforts with direct support for local businesses.

Near-term actions:

- Coordinate with the Bloomington Chamber of Commerce
- Explore façade improvement and small business assistance programs
- Engage with La Surtidora regarding expansion or event participation
- Develop pathways for safe and compliant street vending

6. Prepare a Coordinated Funding Strategy

Develop a funding and phasing plan that aligns projects with available local, state, and federal resources.

This includes:

- Identifying near-term grant opportunities
- Sequencing projects to match funding cycles
- Leveraging partnerships with affordable housing and mixed-use developers

By taking these coordinated next steps, San Bernardino County can move decisively from planning to implementation and set Valley Boulevard on a clear path toward long-term economic vitality, improved livability, and opportunity for Bloomington residents.



Removing the overhead lines would dramatically change the visual of the corridor and highlight its beautiful foothill location

The Panel

BLOOMINGTON BRANCH LIBRARY



Karen Gulley

Panel Chair
Managing Principal
Placeworks

Karen has a talent for strategy and innovative problem solving that has been honed by 25 years of experience. Her skill with all facets of comprehensive planning and design for private and public sector clients expands the opportunities for creative solutions. She has led six general plans, more than forty specific plans, dozens of long-range conceptual plans for transit-readiness, and vision plans to reposition large areas. Her deep understanding of the real estate and development fields inform all facets of her public-sector projects—master plans, transit plans, conceptual design studies and park plans, coding, design guidelines, and implementation programs.

Karen has extensive experience in developing community participation programs and facilitating public meetings and workshops. She is adept at establishing a rapport with her audience and communicating complex and often controversial issues clearly and accurately. She provides expertise in project visioning and implementation, project processing, negotiating conditions of approval, responding to political considerations, and handling communication between stakeholders. Karen is responsible for leading a team of people and projects within the Community Planning & Design Team and maintaining quality control. Karen's strengths include handling the day-to-day management of large project teams where information

sharing, issue management, problem solving, and policy development require extensive coordination. She is responsive to client needs and desires on a project and is dedicated to ensuring that the project stays on track and within budget.

Matthew Burris

Principal
Burris Planning Group

City planner, author, and instructor specializing in land use planning, project management, revitalization, climate action planning, comprehensive planning, and urban design.

Matthew was drawn to the field of planning by his interest in resource efficiency and sustainable communities. Through planning and engaging communities in the planning process, he strives to help communities implement the principles of sustainable development.

Specialties: Sustainable development, walkability, climate change, and green building.

Lynn Kelly

Senior Project Manager, Municipal +
District Finance
Harris & Associates

Lynn specializes in strengthening and building communities through strategic public / private partnerships. Her fulfilling career has provided experience in municipal

government operations, municipal finance, government relations, housing, economic development, real estate, advocacy, grant management, strategic planning, community development, policy creation and implementation, human resources, and community engagement. Lynn loves policies and procedures and has navigated roles in the public, private, and non-profit sectors.

Taylor Libolt Varner

Director of External Affairs
National Community Renaissance

Taylor specializes in housing policy and implementation, bringing a wealth of expertise as an experienced urban planner, collaborator and public affairs professional. Before joining Amplify Communities, Taylor worked at a collective impact backbone organization, honing unique skills to provide technical assistance and support across the state. Taylor's hands-on experience in organizing cross-sector partners around shared goals is a significant asset to Amplify Communities. Adept at making complex policies and programs understandable, Taylor is a trusted resource for California housing legislative updates for local governments.

Anthony Sanchez

Principal AO Architecture

Anthony Sanchez is a design leader with 25 years of experience, known for his strong aesthetic sensibilities, creative mindset, and proven ability to deliver exceptional results across various mediums. Specializing in retail, mixed-use, and commercial developments, he excels in leading complex projects and diverse teams in high-performance environments. Anthony brings innovative thinking, strong organization, and multitasking skills to every project, ensuring high-quality outcomes through collaboration and strategic planning. His expertise spans creative direction, presentation, and management, with a keen ability to develop engaging, well-executed design solutions. Recognized for his excellent communication, interpersonal, and analytical skills, Anthony fosters a collaborative and results-driven approach, making him a trusted leader in shaping dynamic, impactful spaces.

Thomas Ventura

Design Director Gensler

Thomas Ventura joined the Gensler Newport Beach office in 2014 and brings over 25 years of design experience in master planning, mixed-use, hospitality, multi-family residential and commercial office buildings. His international portfolio includes projects in the Middle East, China, Central America and the Caribbean and fosters his ability to bring a global perspective and local

understanding of context to each design. As one of the Design Experience leaders at the Newport Beach office, Tom is committed to a collaborative design process and is an advocate for the principles of the Gensler Design Synergy initiative. His recent work includes several large multi-faceted hospitality and mixed-use projects such as TOVA Hotel + Beach Club, Lakeshore Campus Masterplan Repositioning, Great Far East Masterplan, and the Four Seasons Resort in Cabo San Lucas. In addition to project work, Tom is actively engaged in developing a strong design culture within the office and SW Region.