

# SAN BERNARDINO

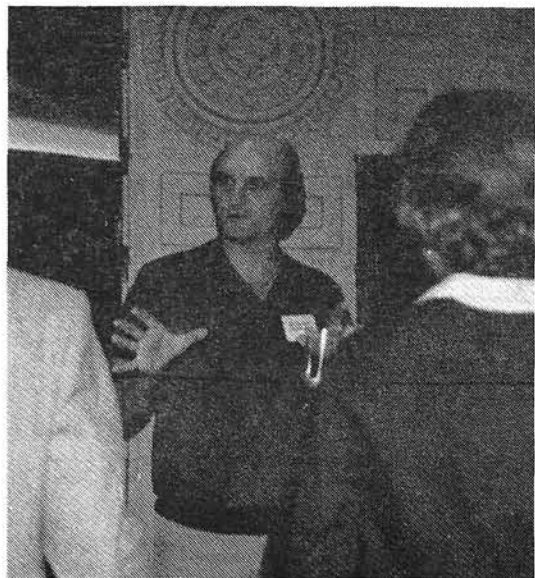
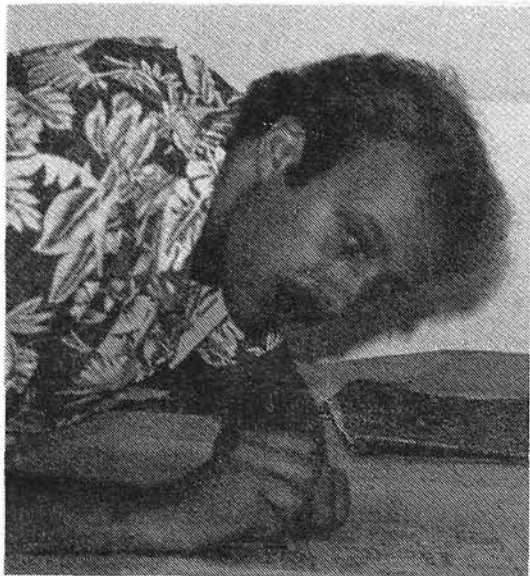
# R/UDAT

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REGIONAL URBAN DESIGN ASSISTANCE TEAM/AMERICAN INSTITUTE OF ARCHITECTS/OCTOBER 8-12, 1981







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# INTRODUCTION

## WHAT IS R/UDAT AND WHY ARE THEY HERE?

The Urban Planning and Design committee of the American Institute of Architects has been sending Urban Design Assistance Teams to various American Cities since 1967.

The San Bernardino Team is the 71st such team to be invited into a specific area to deal with environmental and urban problems which range in scale from a region to a small town, and in type from recreational areas to public policy and implementation methods.

The assistance R/UDAT provides is a community service (project/function/programs) of the American Institute of Architects (AIA). The Urban Planning and design Committee of the AIA receives the community's request for assistance, then selects professionals for their expertise in the specific disciplines which have been deemed necessary to respond to the particular problems of the community. The members of the team receive no compensation for their services. Furthermore, they agree prior to the visit that they will not accept any commissions or consulting work which might result from this effort.

The visit is a four-day, labor-intensive process in which the members must quickly assimilate facts, evaluate the existing situation and arrive at a plan of action. The format of the visit consists of air, automobile and bus tours to determine the visual situation first hand; community meeting and interviews to generate user input and to build community support; brainstorming sessions to determine a direction and to develop implementable solutions; and finally, the preparation of a written report and presentation to the community. R/UDAT studies characteristically produce implementable solutions. This means a proposal which can be accomplished within a reasonable period of time; which can be reasonably financed; which can be executed legally; and which satisfies the community enough to support it.

## HOW IT BEGAN IN SAN BERNARDINO

After construction of the Central City Mall, several city-appointed committees, local business people and citizen groups became concerned with the rapid deterioration of the "E" Street commercial strip north of the Mall. As a result of the Mall construction, the San Bernardino Area Chamber of Commerce formed an ad hoc committee in November 1978 to study the problem and offer input to the city government and community.

In mid 1979, the Chamber Committee was introduced to the R/UDAT concept by Denny Jones, A.I.A., representing the local chapter of the American Institute of Architects. At that time, it was apparent to the "E" Street Committee that the scope of the problem reached far beyond the boundaries of "E" Street, and that in order to define the true nature of the problems at hand, a professional study of the downtown core was essential. The Committee was reformed as the City Revitalization Committee and set out to secure the services of R/UDAT. Presentations of the R/UDAT concepts to the community and city officials, including a film of a study done in Lafayette, La. and fund raising drives soon provided the enthusiastic support and funds pledged to support an application by the Chamber of Commerce to the American Institute of Architects for a R/UDAT.

The city was visited by Pete Hasselman, Co-Chairman of the National AIA R/UDAT Committee in March of 1981, and shortly thereafter San Bernardino was approved for a team visit. The City Revitalization Committee was reformed again as the R/UDAT Steering Committee and was now a standing committee under the Economic Development Division of the Chamber of Commerce. Preparations began in earnest for the visit, and in August the city was visited by Chuck Redmon, San Bernardino R/UDAT Committee, to assess local readiness and to coordinate preparations. The remaining seven team members were selected and the team visit was set for October 9-13.

#### WHAT HAPPENED DURING THE R/UDAT VISIT

The R/UDAT Team has been asked to assist the citizens of San Bernardino in identifying and resolving some very basic issues. These issues relate to defining the city's overall image, the development and preservation of the downtown core, connections between the west and east sides of the city, crime and public safety, land use and growth pattern, strategies and implementations. It is our intention to develop a clear, concise approach for addressing these problems.

Prior to the R/UDAT Teams visit much preparation for citizen input to the R/UDAT Team was initiated by the local R/UDAT Steering Committee. City and county leaders, business and civic leaders, and neighborhood groups were invited to participate with the team during its four-day visit. In addition, various documents, plans and data were assembled for the teams review. Publicity announcing the R/UDAT visit was carried by radio, TV and the press.

During the R/UDAT Team visit, team members traveled many areas of San Bernardino on foot, and by car, bus and helicopter to get a feeling for the city and its environs. They met with the mayor and council, city and county officials, leaders from the Chamber of Commerce, business leaders and developers, civic leaders and representatives of Norton Air Force Base in a series of meetings and interviews. Saturday morning the team held a public forum to elicit input from residents and citizens at large. Further discussion with various interest groups and individuals were held later.

Throughout this process, the team felt that although the citizens input was genuine and enthusiastic, it was not broad based or well balanced. Attendance at meetings was low and the R/UDAT team's information gathering process seemed to be misunderstood by the local people. Prior contacts to notify the various interest groups of the team's visit have been incomplete.

To compensate for this vacuum, the team later sought additional leadership from both business, political and neighborhood interest. Key members from the City's administration, leaders of Inland Action, leaders from the westside neighborhoods, and many other interested citizens were contacted by the R/UDAT Team. Although the team's additional effort to get input was helpful to its definition of issues and problems, it was by no means complete; time was short.

Late Saturday and all day Sunday, the team came together to organize their observations and recommendations in order to complete their report to the community of San Bernardino.

It was clear by R/UDAT's difficult and incomplete attempts to gather broad based community input from the citizens of San Bernardino that there exists a lack of communication between various factions of the people and that consensus on community values and goals does not exist.

However, the R/UDAT Team members feel that the discussions held both planned and induced with the many people of San Bernardino conveyed their local support for R/UDAT. It is our hope that this study may serve to help resolve the many issues facing San Bernardino.





# ISSUES

## ISSUES & PROBLEMS IN SAN BERNARDINO

Among the first questions which the R/UDAT members posed to the business leaders which greeted us was, "What are the most pressing issues, the most entrenched problems confronting the city as perceived by the people of San Bernardino?" The most authoritative answer we received was a listing of issues which has been developed during an "Open Forum" sponsored by the Chamber of Commerce in 1980. There were two major drawbacks to the list: it was not prioritized and we could not tell who had attended the Forum - how

### BUSINESS LEADERS/ELECTED OFFICIALS

#### PRIORITY

- (1) CRIME
- (2) REHABILITATION OF E STREET - DOWNTOWN PARKING
- (3) UNEMPLOYMENT
- (4) DEVELOPMENT OF THE "WESTSIDE"
- (5) NEED FOR UNITED LEADERSHIP IN COMMUNITY
- (6) LOCAL GOVERNMENT DISCORD

representative the input had been. So we set out to conduct our own poll. Using the 15 issues identified at the Forum we surveyed those who participated in the R/UDAT process during the weekend - business leaders, elected officials, community leaders, interested citizens, et al and had them rank the problems in order of priority and add any others they felt should have been on the list. As is evident, there is more than a little correlation between the perceptions of the two groupings of people for which we tallied the results.

### CITIZENS ATTENDING PUBLIC MEETING

#### PRIORITY

- (1) CRIME
- (2) NEED FOR UNITED LEADERSHIP IN COMMUNITY
- (3) LOCAL GOVERNMENT DISCORD
- (4) REHABILITATION OF E STREET-DOWNTOWN PARKING
- (5) UNEMPLOYMENT
- (6) URGING MORE QUALIFIED PEOPLE TO RUN FOR OFFICE
- (7) DEVELOPMENT OF THE "WESTSIDE"

#### WHAT THE R/UDAT TEAM SAW:

As a result of our four day "immersion" in San Bernardino, the R/UDAT Team members began finding a consensus about our own perceptions of the issues related to development in the City. These did not spring from the survey results on the preceding pages but rather evolved through the accumulation of innumerable bits and pieces of information from countless sources... the sum total of the impact of the people and the City on observers who are intent on soaking up as much as they can possibly handle. The following is a sampling of some of the strongest impressions of issues with which San Bernardino must cope:

(1) There is an almost tangible absence of consensus among the residents of San Bernardino about the sense of identity and unity of purpose - the spirit of the community-at-large and furthermore, a surprising apathy toward efforts to address this issue.

(2) The physical image of the City, apart from the cosmetic distractions of dirt and trash which spoil many towns, suffers a more entrenched malaise which stems from a lack of definition - a fuzziness which characterizes the boundaries of the city limits and makes them impossible to distinguish from unincorporated areas sometimes right in the city's midst. The central business district has a heart but no body, and even individual blocks have lost the delineation of the grid pattern because of vast open spaces of vacant land or parking lots.

(3) Even for a young California city, we find a surprising disregard for preservation of historic landmarks - an insensitivity to the value of the cultural expressions still evidenced in the few remaining "historic" architectural structures in the city.

(4) There is a kind of schizophrenic feeling which most residents seem to share about their city. When asked (or even if not prompted by a question) most will confess that San Bernardino has an extremely negative public image not only among its own citizens but throughout the Inland Empire and Southern California, yet most are also convinced that growth is imminent and the future holds economic prosperity.

(5) More specifically in terms of development, the City Government presents an appallingly poor image to the development community - the kind of projection which makes them their own worst public relations enemy. Additionally, the City Government is not well organized to take best advantage of the development prospects which do arrive and, consequently, recent building projects have not been optimally located nor designed from the standpoint of the public interest.



# RECOMMENDATIONS

## COMMUNITY CONSENSUS

- (1) Immediately establish a structure and process for meaningful and ongoing community participation.

## REGIONAL PROMOTION

- (1) Establish San Bernardino as the headquarters city of the Inland Empire.
- (2) Provide a common rallying point around which the entire community can focus a portion of its energies toward the common good.
- (3) Develop a regional program to eradicate the negative images of the community.
- (4) Raise funds to conduct continuous research programs to isolate community shortcomings which stand in the way of desired progress.
- (5) Enlist the assistance of the local media in presenting a consistently positive approach to the solution of local problems.

## MUNICIPAL REORGANIZATION

- (1) Establish a clear distinction between executive and legislative authorities.
- (2) Delegate responsibility for land use and redevelopment to citizen boards and appropriate municipal staff.
- (3) Incorporate urban design standards for expeditious project site plan review.

- (4) Form a public/private non-profit corporation to promote and improve downtown San Bernardino.

## NEIGHBORHOODS

- (1) Develop a comprehensive approach for the physical and economic redevelopment of the West-side neighborhoods in conjunction with local organizations.
- (2) Develop city policy and incentive programs for industrial development which provides jobs for San Bernardino residents.

#### CREATE A NEW PHYSICAL IMAGE FOR SAN BERNARDINO

- (1) Landscape major arterials.
- (2) Introduce Pedestrian amenities in core.
- (3) Mass high rise buildings or new Orange Show Auditorium in core near freeway.
- (4) Build Golf Course South of Central City Mall to introduce large scale amenity and support Downtown Motels.
- (5) Create jobs for unemployed by recruiting Electronic Industries near to and in the West Side.

#### HISTORIC PRESERVATION

- (1) Construct senior center in side shell of gutted Municipal Auditorium.
- (2) Reuse classrooms of Sturges Jr. High as New Home for City Library.
- (3) Restore Railroad Station.
- (4) Reuse California Hotel as Senior Housing.
- (5) Enclose Pioneer Park for use by elderly.
- (6) Inventory Historic Resources and initiate Historic Preservation work.

#### TRANSPORTATION

- (1) Move Main Transit Station to center of Downtown at 3rd and "E".
- (2) Build four way interchanges along the freeway at Second, Fifth and Baseline.
- (3) Control amount and treatment of off-street parking.
- (4) Make use of street space for parking on non-major arterials.

#### DESIGN

- (1) Make use of traditional architectural design elements in the construction of new buildings.
- (2) Relate proposed developments to existing activities on adjoining blocks.
- (3) Establish visual and physical linkages between the Downtown and other parts of the City.
- (4) Concentrate and focus activity and development in the Downtown.

# CONTEXT

## SAN BERNARDINO: HEADQUARTERS OF THE INLAND EMPIRE

"It's the first distinctive community east of Los Angeles and not part of the Los Angeles sprawl. It has its own identity, whether it be cultural, educational, religious, or political -- what will be developed here over the next decade will make it the dominant center of the Inland Empire."

California Business  
October, 1981

Most citizens of San Bernardino would probably agree that the above statement pretty well characterizes their city. The catch is, this descriptive statement refers to Riverside, not San Bernardino, quoted from a proud Riverside resident. While this good citizen may be understandably biased, this view may be accurately reflective of a vision many Californians have, or are beginning to have, about the relative economic structure within the Inland Empire.

The R/UDAT team has been told by citizens and the business community that San Bernardino is surely the central economic driving force in the Inland Empire. Supporting this view, the Executive Director stated in his impressive 1980 Annual Report of the Redevelopment Agency of the City of San Bernardino, that the City "---will remain the magnet of the Inland Empire."

It appears then, that the burgeoning Inland Empire may be in Search of a headquarters city, or perhaps more correctly, looking for San Bernardino, to firmly establish (or re-establish) itself as the management/transportation/distribution nerve center of this region. San Bernardino, then, may be

at a critical juncture in its development, ready to discard its "lunch bucket" image and jump onto a new development curve, providing aggressive leadership in setting of directions, form and content of growth, not only within its own boundaries, but throughout the region.

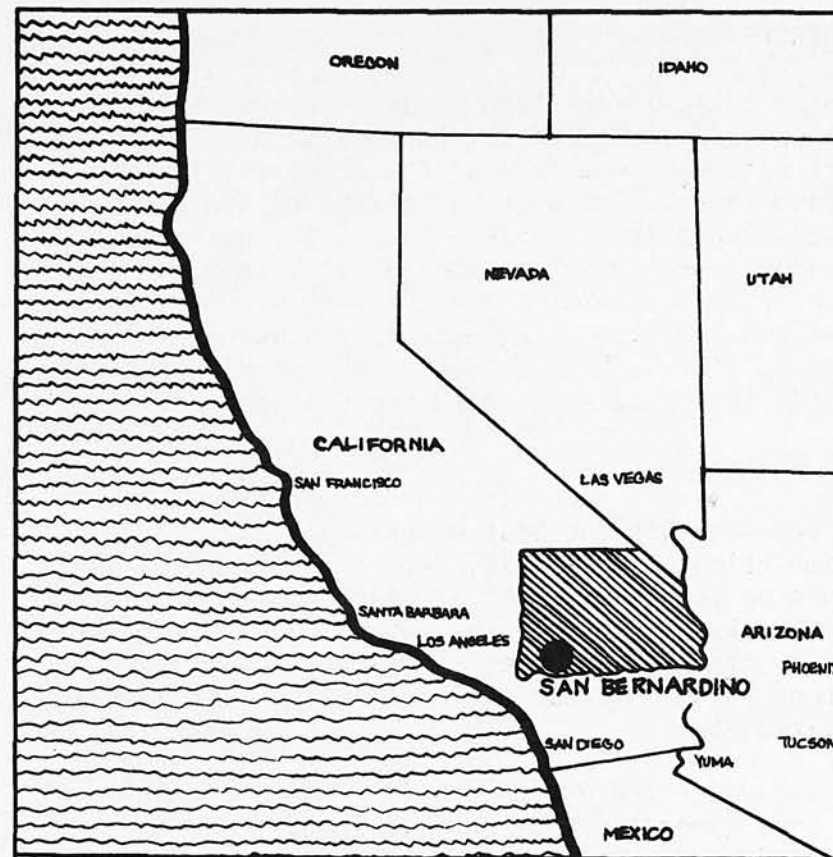
The basic infrastructure is here - the center of east-west, north-south surface transportation systems (both highway and rail), strategically located to respond to the service requirements of a growing area, availability of moderately priced housing (at about \$77,000 median sales price, the lowest of six counties in Southern California according to a recent study sponsored by the California Land Title Company), availability of water, nearby service of the Ontario International Airport, and many other regionally based assets.

The truth of the matter is, growth is inevitable. The question is, how to handle it, shape it, and direct it to the best interest of the total community. Another related issue is, how to maintain the distinctiveness of San Bernardino as a well-located and managed city - it's ethnic, cultural and social heritage balanced against the demands of economic growth. How to avoid being swallowed up into the Los Angeles sprawl that in many ways robs a city of its essential roots of being, fragmenting not only the physical structure, but in many cases polarizing the various interest groups that make up the city structure, form, sense of place and well-being in the first place.

If the above general scenario has any validity, and if the City of San Bernardino and all its



citizens wish to firmly maintain charge of their destiny, what to do? One approach is to take a strong aggressive position. That is, do not wait for growth to come, but go after it with gusto. This may not be easy to justify with so many backlogged "doable deals" waiting for interest rates to go down. However the more deals available, the greater the selection from which to choose.



## DEVELOPMENT NODES

### SOUTHEAST

Center city will be hard pressed to compete with the western sector of the Southeast Industrial Park Redevelopment Area as the hotel/restaurant/office center. With the expansion of the Hilton Hotel, the pattern is set. It will require a downtown development of considerable proportions to attract the hotel chains or the investors to a downtown location. Regrettably the successful efforts of the RDA have worked to the disadvantage of the center city in these economic sectors.

### THE WESTSIDE

It appears that the best opportunity for the stimulation of commercial growth in the westside would be in the movement and sale of ethnic goods. This includes not only the retailing of food products, clothing and specialty items, but should extend to the wholesaling/distribution of Hispanic related items.

We encourage the RDA to consider the designation of an area generally between I-15-E and Mt Vernon along Second and Third Streets as a Redevelopment Area with the goal of promoting this area as a distribution center for hispanic goods.

### SOUTH

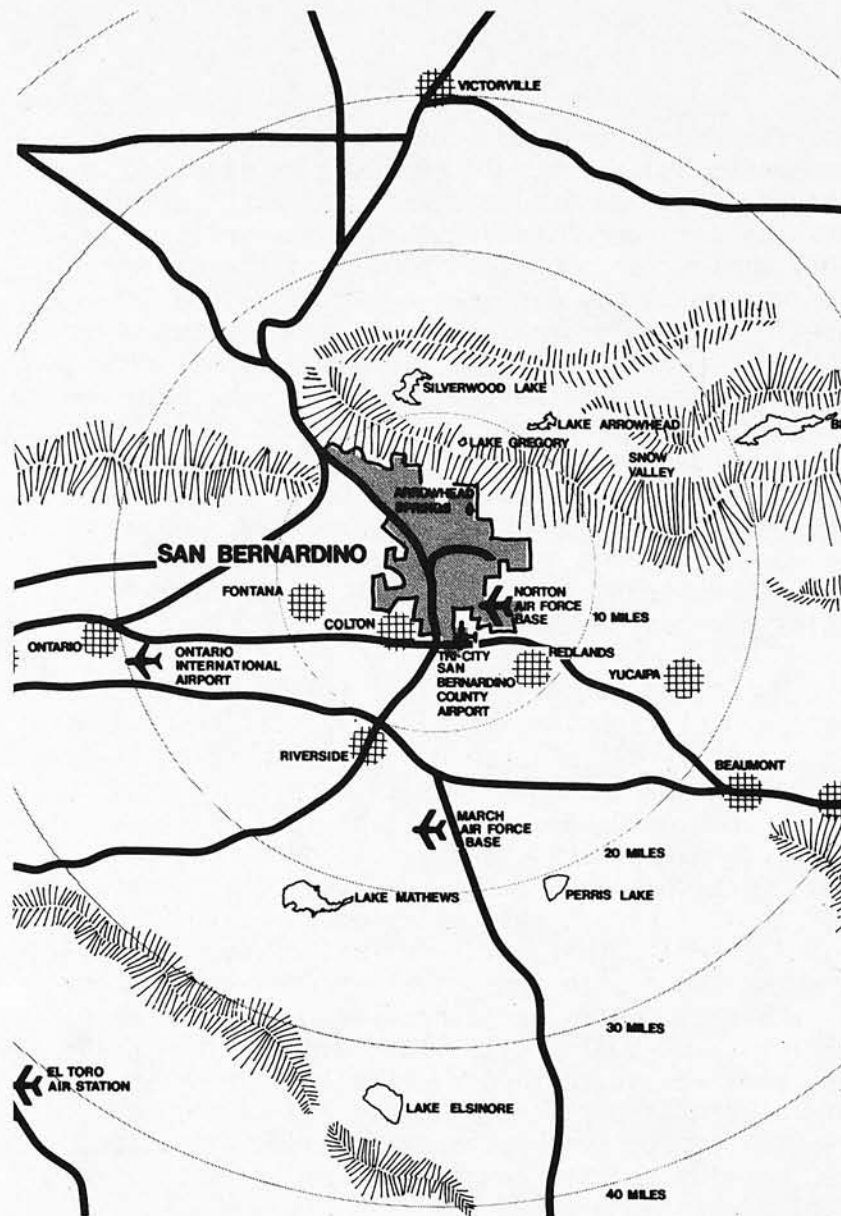
The current development activity on the old Cooley Ranch south of Interstate 10 in Colton should not exert a detectable influence on downtown economic activity. It would be desirable to attempt to attract this market to special downtown events, however.

### NORTHWEST

If the current rapid pace of residential development continues to the northwest in the vicinity of State College, and beyond toward Devore, pressures for the development of a new retail mall will become immense. Highland Avenue has already formed as a linear specialty shopping strip, pulling (the R/UDAT Team has been told) some shops from "E" Street with the development of Central City Mall. The affluent population generally north of Highland is likely not being sufficiently served by either of these existing malls. It would be safe to speculate that very few of these available retail dollars for durable goods are being spent south of Highland, and very few along this throughfare. Most of these dollars are no doubt being bled off to Los Angeles or Orange County.

Due to the relative affluence of the households north of Highland, any new retail center would likely be of a specialty nature, housing fashion shops that cater to the carriage trade. This type of center would not likely strongly negatively impact Central City Mall.

The new residential developments in the State College area, partially inspired by the bold plans of the State College Industrial Park Redevelopment Project Area, could inspire the development of a retail center of consequence further northeast, since it would be serving a mid-market that likely currently patronizes Central City Mall.





# PROCESS FOR COMMUNITY CONSENSUS

## CONSENSUS PROCESS

Perhaps the most significant deficiency in the functioning of the City of San Bernardino which was identified by the R/UDAT team was the virtual absence of defined, operative mechanisms for public participation and communication.

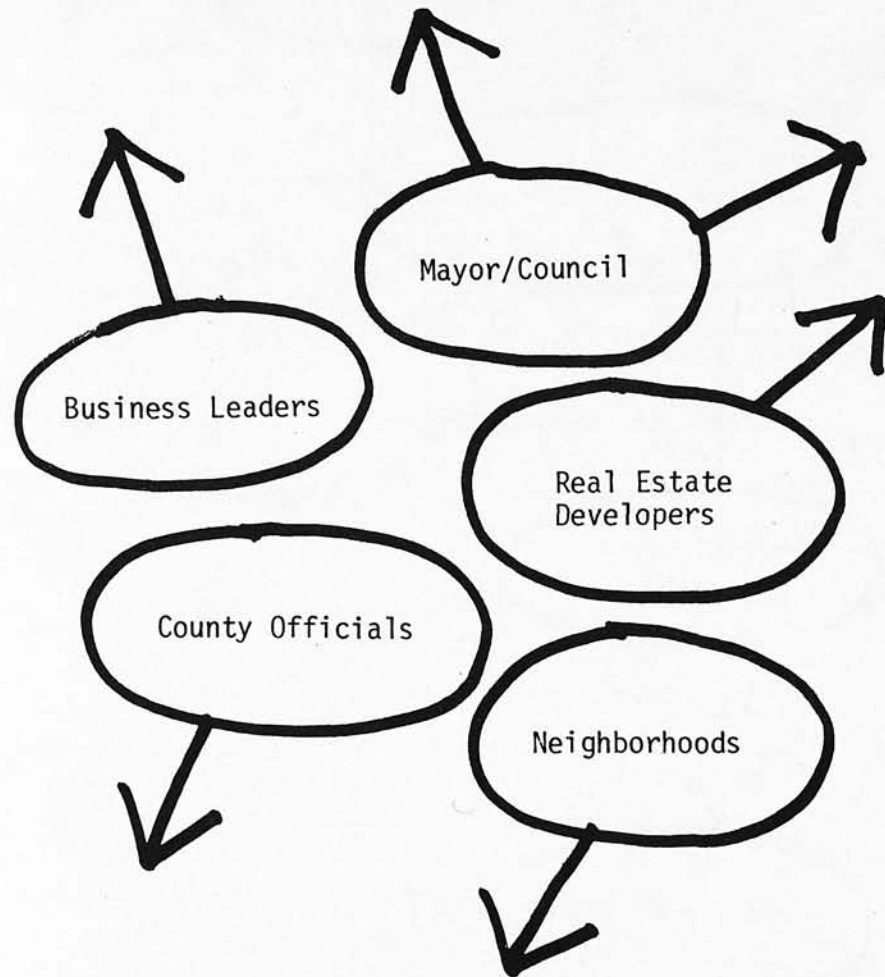
The process of planning, developing and revitalizing a city is a dynamic process based on consensus building among those responsible for planning, those who implement the plans, and those who will use or be affected by the resultant development. It is essential that there be a structured and available opportunity for residents, merchants, institutions and public officials to express their concerns, articulate their needs and participate in the process of generating solutions. It is essential to the integrity and credibility of the participation process that input is solicited prior to and throughout the evolution of a plan; input solicited after all critical decisions have been made is not responsive but reactive. Meaningful public participation can foster an informed constituency supportive of the goals and objectives of elected officials and knowledgeable about the strategies and trade-offs necessary for their realization.

In addition to formal public hearings and official city council meetings, a reasonable approach to broader public participation would include the definition of specific mechanisms and procedures for disseminating information to neighborhood groups, business associations and other organizations with identifiable, collective interests.

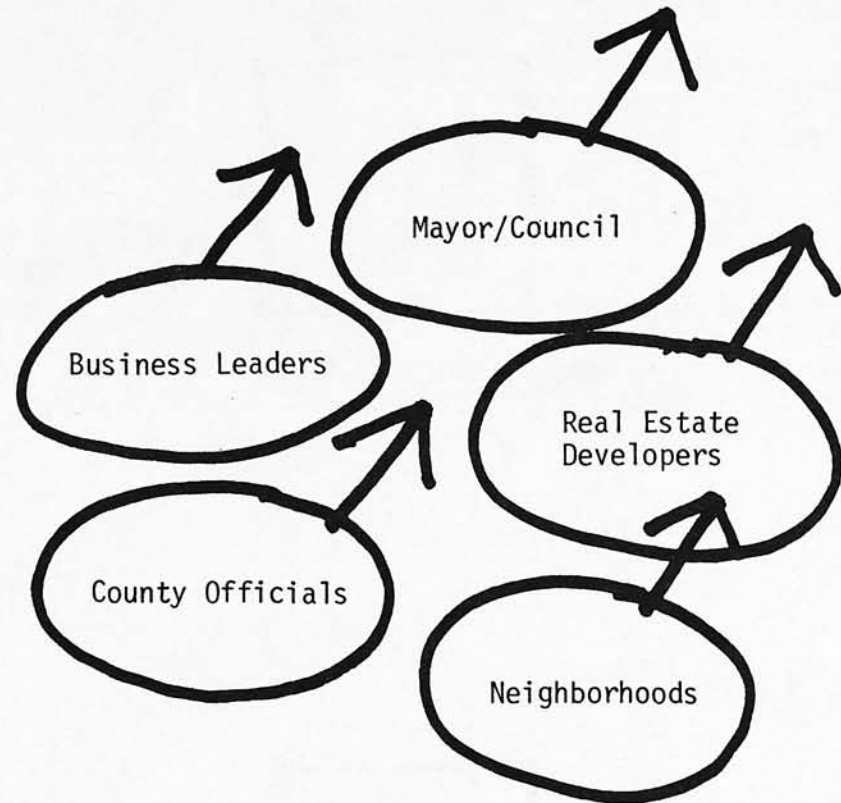
An expanded process of public participation and consensus building could be based on existing groups, organizations and associations; it should also be structured to accommodate new entities as they emerge. In addition, public participation and consensus building can be accomplished through special advisory committees and task forces which focus on particular topics, issues or areas effecting broader constituencies. It is important, however, that a structure for participation which is based on geographic areas not be defined based on political districts within the City. In addition, the process for public review and response, as well as guidelines for interaction with City agencies, should be straightforward with clearly defined roles and responsibilities.

The Mayor and Council should initiate a process for public participation formally, expeditiously and in concert. This step should be taken immediately; as San Bernardino continues to experience growth, land speculation and development, and as issues of city administration, management and direction become more complex and interrelated, the opportunity for establishing a rational process will diminish significantly. There is a definite level of frustration among both the private and public sectors in the City, which was expressed in various ways during the R/UDAT visit. It would be appropriate for the process to focus initially on such areas of concern as physical planning and development, capital improvement programming and city budget, and, policy related to housing, employment and public safety.

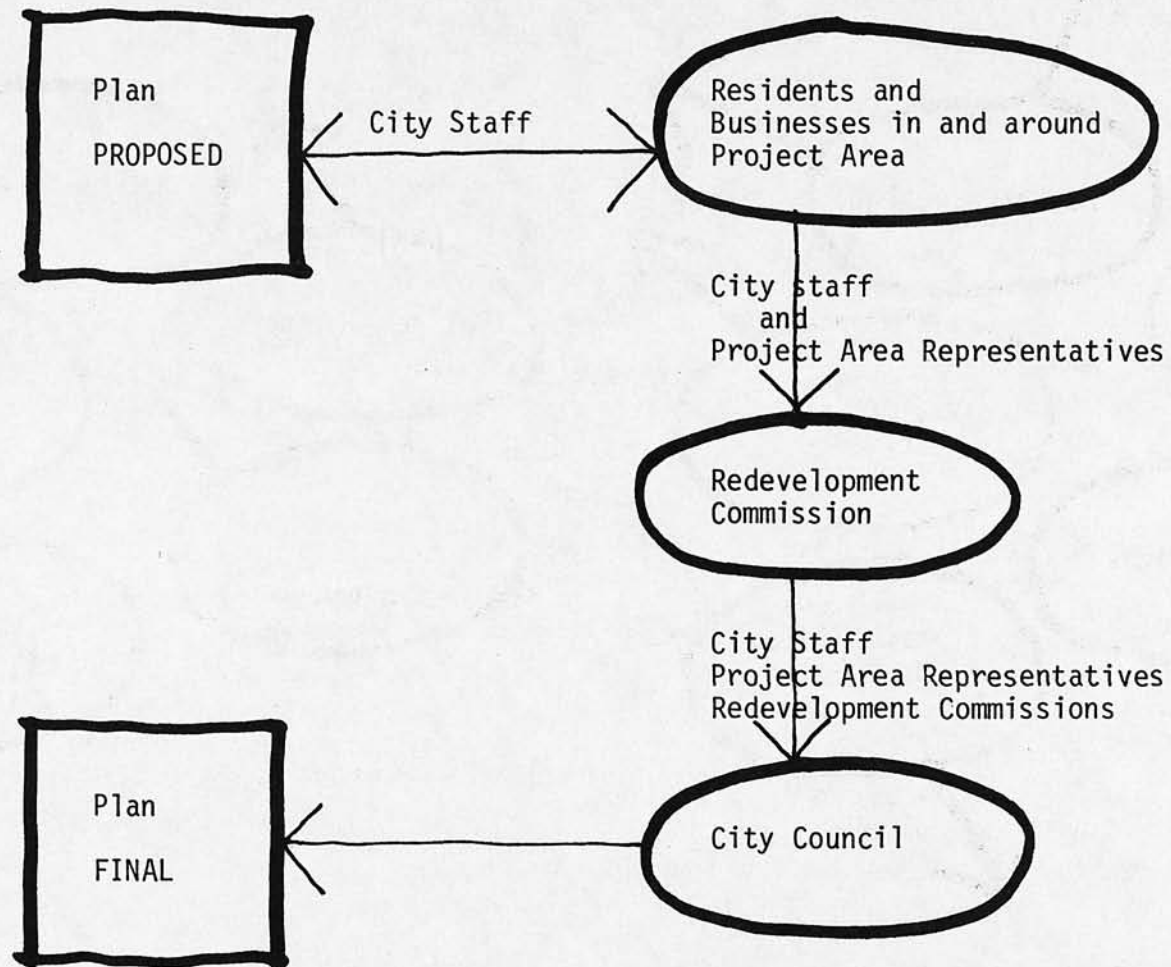
THE WAY IT APPEARS



THE WAY IT SHOULD BE



PUBLIC CONSENSUS PROCESS FOR  
REDEVELOPMENT PROJECT AREA PLAN OR AMENDMENT TO PLAN





# ORGANIZING FOR GROWTH

## REGIONAL PROMOTION — A FOCUS

Aside from the issue of properly proportioned and directed economic growth, San Bernardino needs a common focus, a rallying point, a non-partisan effort that could without discrimination positively impact the entire city, that might remove the undue attention currently paid to harden positions and thwart compromise.

We recommend that the community carefully consider the development and execution of a broadly based and supported community development program consisting of the following elements:

### ADVERTISING

### PUBLIC RELATIONS

### COMMUNITY RESEARCH

The motto "City on the Move", already in use, could be the theme of the concerted campaign which could:

- (1) Help to change the historical negative image that many Californians (and San Bernardino citizens) have of the city.

- (2) Instill local pride in the city.
- (3) Promote the common good across all lines.
- (4) Project the identity of San Bernardino as the headquarters city of the Inland Empire.
- (5) Engage broad community involvement.
- (6) Soften intra-community differences.

- (7) Encourage investors and developers to seriously investigate San Bernardino for quality developments.

## ORGANIZATION

The Inland Action Group should spearhead a fund raising effort, assisted by the Chambers of Commerce, City, RDA and County. The fund-raising committee should be composed of the chief executive officers of the larger business firms, mayor, chairman of the county supervisors, and other public officials.

## IMPLEMENTATION

The Chamber of Commerce could manage the effort providing administrative staff, physical facilities, etc. Members of Inland Action could serve as chairmen of the various committees - Advertising, Public Relations, Research.

The mayor, representative of the San Bernardino County Board of Supervisors and members of the San Bernardino Redevelopment Commission should be encouraged to serve on the policy committee.

Since the Chamber of Commerce has a broad constituency and therefore cannot be placed in a compromising position regarding specific local development directions (such as where a new facility should be located), all "leads" generated by this effort should be turned over to the RDA and/or local private developers for follow up and implementation.

Should the community leadership decide this is a valid approach to treat several severe community problems, we suggest that the initial effort should continue for a minimum of three years to allow the work to bear fruit. Funding shall be in the order of \$200,000 - \$500,000 per year.

## MUNICIPAL REORGANIZATION

In order for the municipal government in San Bernardino to most effectively formulate and implement policy which relates to land use and the development process it must take three fundamental steps:

1. Establish a balance and clear operational distinction between the executive and legislative branches of government.
2. Establish and delegate to boards/commissions of private citizens certain specific responsibilities within the development and implementation of land use policy. These responsibilities must be clearly defined - both for the benefit of the citizens serving on them and the development community and city staff dealing with them - and must be properly bounded by a framework of checks and balances which the Mayor and City Council may exercise.
3. Maintain a simple, consistent procedure for reaching out for public participation in the process through which the City of San Bernardino defines its goals, sets its policies, identifies priorities and implements projects at both the neighborhood and city-wide scale.

Specifically, we recommend that the Redevelopment Commission be organized and operate in a manner parallel to that of the City Planning Commission. The members of its Board should be private citizens appointed by the Mayor and City Council with at least some delegates of "at-large" as opposed to "ward" representation. Preferably,

they would be collectively representative of the City while also individually possessing expertise in real estate, finance, accounting, business, community relations, etc., and good common sense which would contribute to their value to the Commission.

Like the Planning Commission's relationship to the Planning Department, the Redevelopment Commission would rely on the City Staff - in this case the recently combined RDA and Community Development Department-but it would have no administrative control over that staff. Such responsibility should be carried out by the Mayor as Chief Administrative Officer - in the same type of "line" relationship he maintains with the Planning Department.

The City Council should have the same kind of authority and function with the Redevelopment Commission as it maintains with the Planning Commission. Each Commission should devise, with public input, a "master plan" which is intended to serve as a statement of policy to guide the City over the long term. These plans must be ratified by City Council before constituting official city policy and having the force of law. Each year the Commission should prepare, with public input, an update of its plan and forward it to City Council for adoption. These plans serve to define the policies which the Commissions are charged with upholding and implementing on a day-to-day basis. This they do through their role as the final administrative review bodies for development proposals which are submitted to the City. The technical review of such applications is

performed for the Commissions by their respective municipal departments. Then, after hearing public comment, they approve or disapprove the proposal. City Council should act only if an applicant wants to appeal the decision of a Commission; otherwise, the Commission's word is final.

The Economic Development Council which is currently on the books technically to fulfill Federal Funding regulations - but is functionally nonexistent - should be abolished. The Redevelopment Commission should serve as the "Economic Development Council" for these purposes. Moreover, there is a glaring need to co-ordinate a development strategy for the city which can be fulfilled by the combined RDA/Community Development Department.

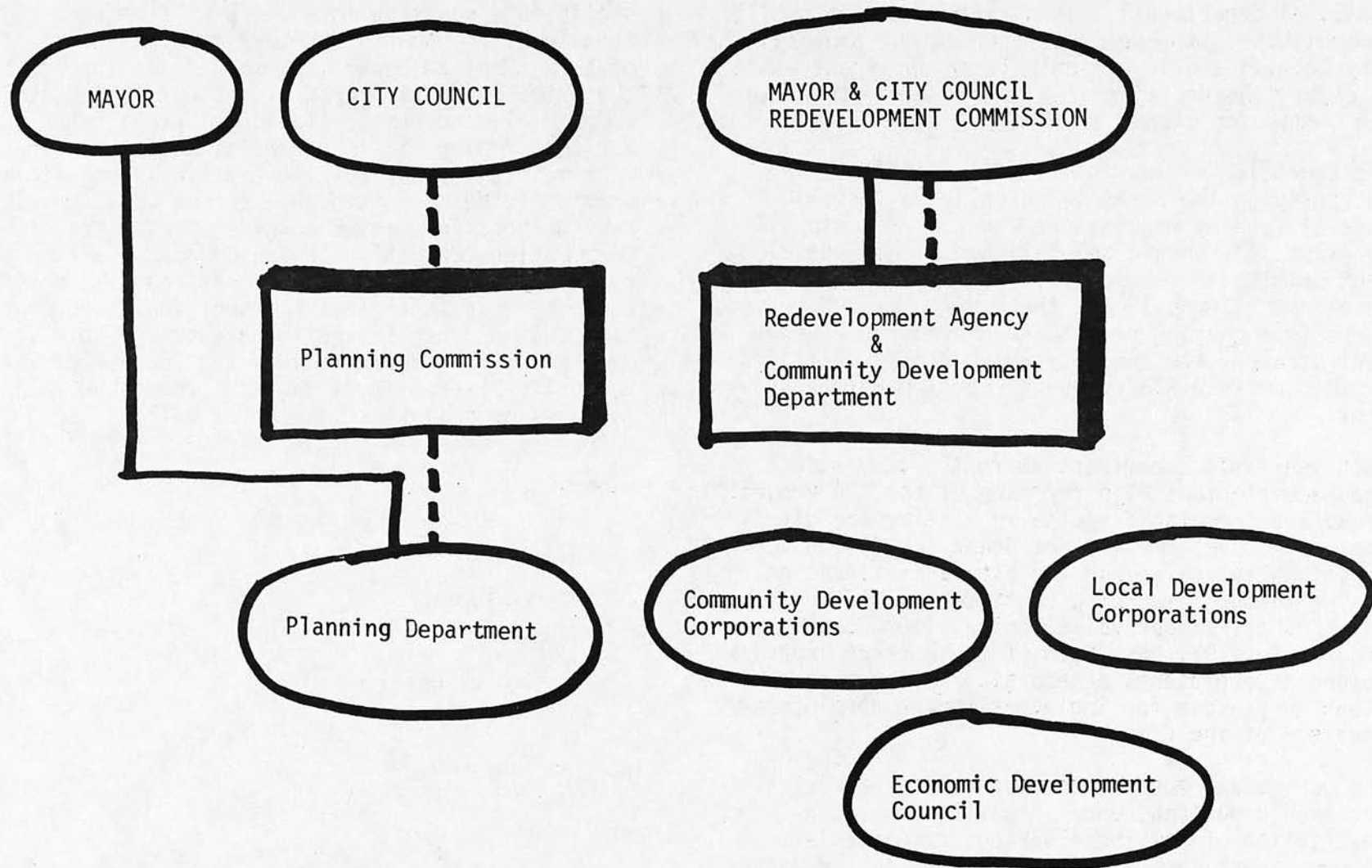
Each year this department currently updates the Redevelopment Plan for each of the RDA Project Areas and formulates a plan to utilize the city's Community Development Block Grant (CDBG) funds. Additionally, this year the city administration, acting through a working Committee, published for City Council's approval a Capital Improvement Program for 1981-86. Each of these three important documents represents a separate, independent planning process for implementing the development strategy of the City.

The Department must co-ordinate these processes and should publish, once annually, a written description of how these various resources are to complement each other. In order to facilitate this co-ordination, the Chairpersons of the Planning Commission and the Redevelopment Commission should serve on the Capital Improvement Program Committee.

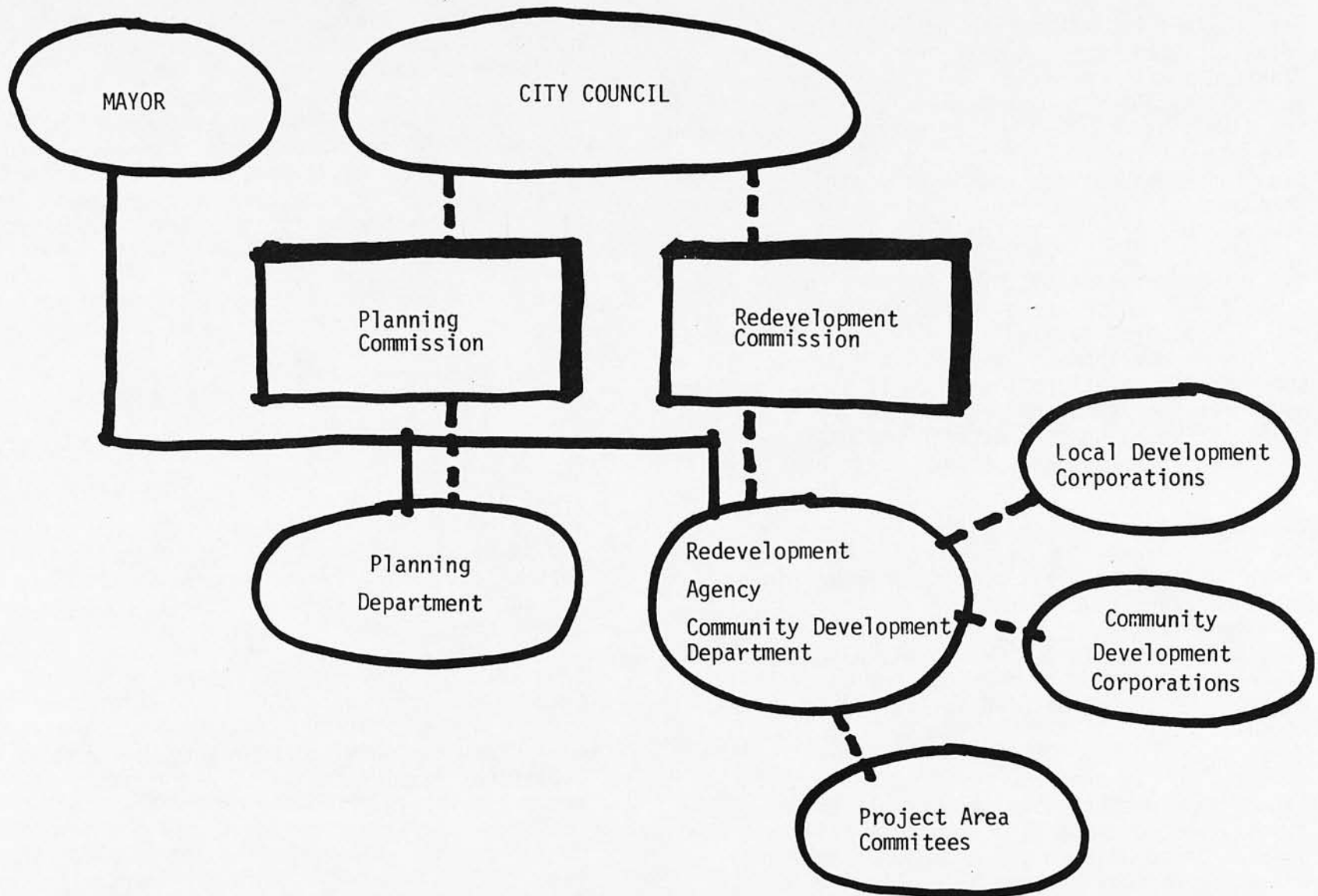
The recent consolidation of the RDA and CDBG staffs is a positive move which will reduce functional redundancy and save money. The staff of this combined Department should continue to be the primary implementers for the City's industrial, commercial, and residential development programs. For that reason, it is essential that this Department maintain close working relationships with and provide technical assistance to the Local Development Corporations and Community Development Corporations operating in San Bernardino. These citizen-based non-profit corporations will only reach their potential if the municipal government is a full partner in their endeavors. The Department must begin to view the success of these community-based efforts as its success and the failures or delays as its own as well.



THE WAY IT IS



SHOULD BE



## URBAN DESIGN IMPLEMENTATION

The Planning Department should continue its role in preparing updates to the City's Master Plan and Zoning Ordinance for approval or disapproval by the Planning Commission. However, the R/UDAT is especially interested in the Planning Department's current project - the drafting of site planning standards for new development. Sensible standards within the proper administrative framework can be critical to achieving a rational pattern of physical development and are long overdue in San Bernardino. Many of the elements of urban design which are graphically depicted in this report and which deal with issues of density and massing of development, pedestrian linkages, visual and symbolic relationships of built form, planting and water amenities and the like can only be achieved by a sophisticated co-ordination of the development process at the municipal level.

When properly orchestrated, this process improves the quality and value of new development by ensuring its compatibility with surrounding existing and future development.

The standards were not made available to the R/UDAT so we cannot comment on them specifically; however, we do suggest the following with regard to their content:

1. Incorporate performance standards rather than prescriptive measures in the regulations. The development community is sophisticated and can often achieve the desired urban design objective through a physical solution which is

appropriate to their project but which could never be anticipated in advance by the author of a set of specific standards.

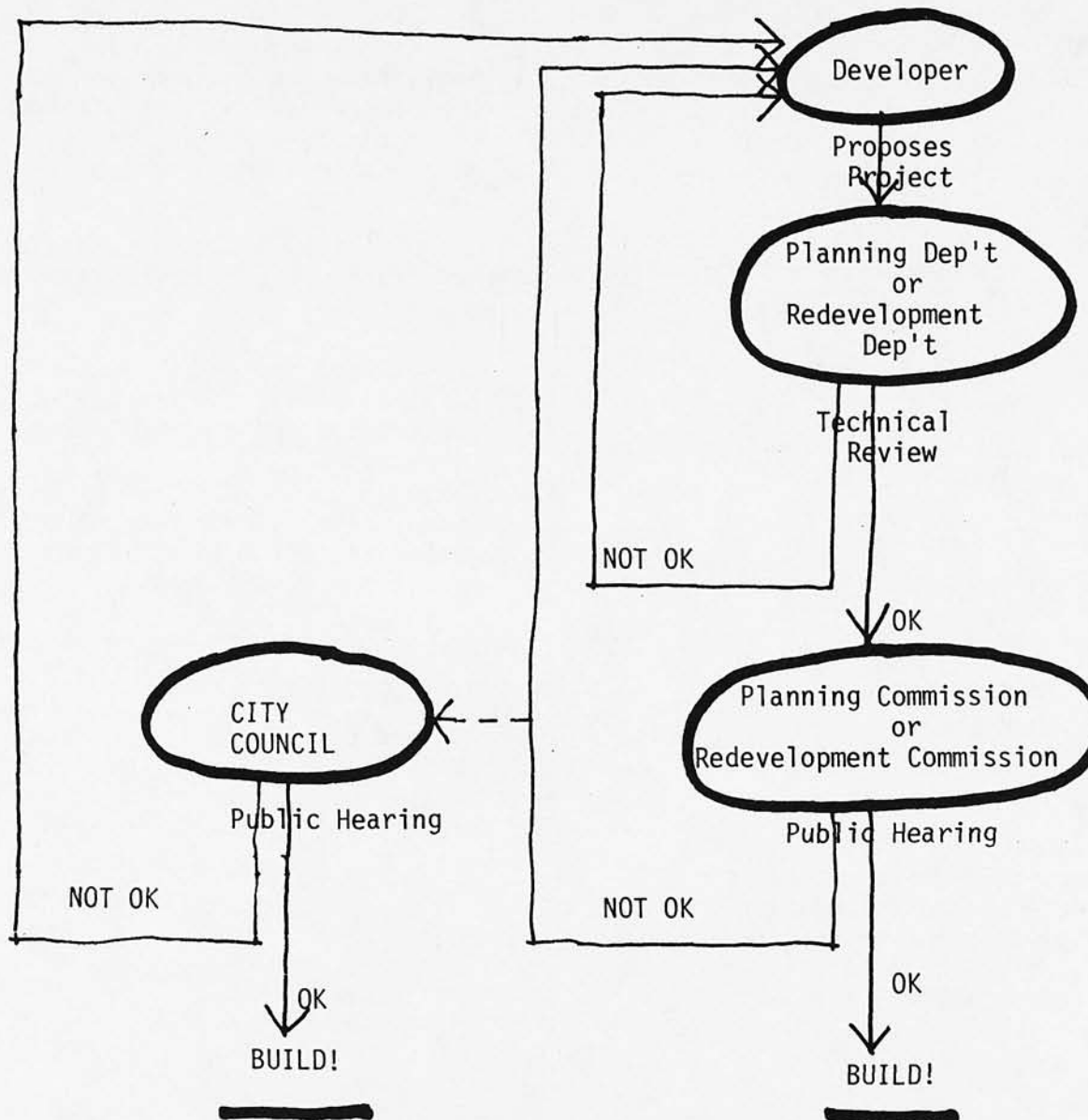
2. Provide incentives for developers to include public amenities or to otherwise conform their proposed project to the City's Urban design philosophy. These incentives can take many forms: financial commitments for the city to construct related public improvements, financial assistance (loans or grants) to help defray the developer's cost of the modifications made for urban design purposes, density bonuses or even guaranteed fast-track permit processing in exchange for urban design provisions - the incentives don't have to cost money.

3. Establish a maximum time frame for the Planning Department to review any development application and for the Planning Commission to act. With a prime interest rate hovering near 20% every day of delay for a construction project drives the cost of the project - and eventually the cost to the business or household which will occupy it - even higher.

Finally, since the distinction has been drawn between the staff of the Planning Department as "planners - evaluators - analysts" and the staff of the combined RDA and Community Development Department as "implementers," it will be necessary for the Planning Department staff to assist in the site planning review for development proposals which are intended for Redevelopment Project Areas. This co-operation will avoid the necessity of duplicating staff in both agencies.



# DEVELOPMENT REVIEW PROCESS



## DOWNTOWN PUBLIC/PRIVATE NON-PROFIT CORPORATION

### IMPLEMENTATION

Implementing an agreed plan requires transforming paper ideas into reality and must be shared by the entire community. The degree to which these ideas are made realities will be reflection of the participation and interest shown by the total community in utilizing financial, regulatory and informal tools. Financial resources from both the private and public sectors are necessary to implement these ideas.

### PRIVATE FUNDS

Private businessmen could individually and collectively finance central city improvements. Individual efforts should include cleaning and repairing front, side and rear facades, developing new uses for second-story space, instituting innovative marketing methods such as kiosks and graphics. Collective efforts could include coordinating design along block faces and rear shop entrances, developing interior accessways between businesses, and constructing continuous canopies.

### NON-PROFIT CORPORATION FUNDS

Private funds could be collectively generated through a non-profit Corporation. The Corporation could receive funds through pledges, membership dues, donations, endowments, direct loan guarantees or sale/lease of acquired property. The Corporation should:

- (1) Initiate a membership drive
- (2) Begin formulating plans for major improvement projects and objectives
- (3) Conduct a fund raising drive, and
- (4) Hire an executive director

The executive director should, in addition to handling the affairs of the corporation, be a liaison between the:

- (1) Corporation and the City Government
- (2) Corporation and the Chamber of Commerce
- (3) Corporation and the Redevelopment Commission
- (4) Corporation and the Media
- (5) Corporation and any other individual or group interested in improving the conditions of the Central City.

The prime purpose of the execution should be to develop and promote a unified plan of Central City improvements. The "Central City Improvement Plan" should be adopted by the Mayor and Common Council as the "Official" Plan and the council should also approve the Non-Profit Corporation as the official means of carrying out such a plan.

### SELECTION OF CORPORATION'S OFFICERS AND DIRECTORS

The selection of personnel to the Corporation is of utmost importance. The real power structure of the whole community should be well represented; ie; bank presidents, newspaper publisher, utility executives, savings and loan executive, partner in a law firm, also accounting firm, real estate developer, local businessmen, central city minister, mall manager, etc.

In addition to three or four officers, it is suggested that twenty five members of a Board of Directors be appointed from the largest contributors. (Do not overlook minorities and women). An executive committee of thirteen can be selected. It is further suggested that ex-officio members be appointed including the MAYOR, Chief Administrative Officer, Director of Planning, County Judge, Chamber of Commerce Executive Director, President of the Board of Realtors, etc.





## FOCUS ON NEIGHBORHOODS

The R/UDAT team recommends a comprehensive planning approach for the City of San Bernardino; an approach which addresses short and long term objectives and needs; an approach which accomodates public and private interest, central city and neighborhood revitalization.

It is critical to the economic vitality, the image and growth of San Bernardino that the same creative techniques and public resources which have been successfully packaged by the redevelopment authority, the private sector and financial institutions to develop the Central City Mall, Mervyn's Department Store and related shops and the Southeast office complex be directed at substantially improving the quality of existing neighborhoods. The City of San Bernardino will benefit as a whole-economically, socially, physically.

During our 4 day effort, we considered ways in which the City might more effectively address the revitalization of the neighborhoods West of the freeway. There has been a program of housing rehabilitation sponsored by the City through Federal Funds earmarked for such neighborhoods as well as a small scale commercial project by a Local Development Corporation.

However, to maximize the benefits of admittedly scarce funds and manpower, the overall development must be organized within a coherent framework which involves the articulation and consensus of needs, goals, objectives the delineation of priorities and a strategy to approach them. As indicated in the section of this report concerning organizing for growth, it is essential that the City Government participate actively and earnestly in this process through the combined RDA/Community Development Department.

## EMPLOYMENT

The City has indicated that in three and a half years over \$500 million in industrial, commercial and residential development has taken place in San Bernardino through the innovative use of local and State financing programs.

This focus and a primary objective of such development and redevelopment activity should be the provision of jobs for City residents, especially those of the minority community as in the Westside neighborhood where unemployment is markedly higher than the average of nearly 10% for the City as a whole.

The City should consider instituting an incentive system which would give preference in evaluating applications for tax increment financing, industrial revenue bonds or other financial assistance programs to those firms willing to guarantee the employment of a certain proportion of the residents of San Bernardino in the construction and subsequently in the operation of their facilities.

Another approach which has been successful in other cities experiencing unemployment has been the integration of job training requirements for city residents as part of flexible tax and industrial revenue bond financing. Through public agencies, private corporations, local organizations and other resources, job training for specific skill areas can be provided in concert with project development and construction. Representatives of the State University indicated that they have the facilities and staff to expeditiously design and implement specific training programs related to new industry. These local resources and others should be marshalled to provide job training and skill development for residents....beyond what Operation Second Chance is doing.

As important as the regional impact which is provided by the industries which locate in San Bernardino are the employment opportunities and actual jobs provided in all skill areas and at all occupational levels for San Bernardino residents -- especially those who are unemployed.

We understand that the designation of the Northwest Redevelopment Project Area is being reconsidered. The R/UDAT Team was unable to obtain any specific material or plans related to this area. We would urge that the Redevelopment Commission initiate a process with neighborhood organizations to expeditiously establish an overall redevelopment plan for the Northwest Project Area. Consistent with city objectives for redevelopment and revitalization, priority needs to be given to generating jobs for city residents, generating revenue, and enhancing the physical environment of the neighborhood.

The Redevelopment Agency staff has indicated that their current short term objectives include the physical and economic development in the Westside neighborhoods. There are several potential plan components which, if pursued in a coordinated and timely manner, could begin to establish the physical framework and economic basis for continuous revitalization in the area.

#### COMMERCIAL REDEVELOPMENT

Distinct and traditional areas of retail activity which developed along Mt. Vernon Avenue were dealt severe blows by the construction of the freeway and the two enclosed shopping malls on the Eastside. However, the area holds real promise to stabilize now and share in future growth with the rest of the local economy, probably as an ethnic-oriented neighborhood shopping center. Growth should be concentrated initially at two nodes along Mt. Vernon: at Fifth to tie into the new retail shops and generally solid occupancies through Sixth Avenue and at Second Avenue in the now-vacant stores across from the Train Station directly West of the Central City Mall (1)(2).

Additionally, there is a need and opportunity to redevelop commercial and supporting residential uses along Muscott Avenue at Baseline and at Highland (3)(4), including a supermarket and full-service commercial bank. The refinement and detailing of the commercial area plan elements should give careful attention to neighborhood trade areas, symbiotic retail relationships as well as related public improvements which would help establish the quality and define the character of the new developments.

#### INDUSTRIAL DEVELOPMENT

There are two primary areas for industrial development within the Westside neighborhoods the 135 acres in the Northwest Redevelopment Project Area (5) and an area bordering the Train yards at Third Avenue East of Mt. Vernon (6).

Both afford the opportunity to use substantial acres of vacant and underutilized land more productively to initiate meaningful economic development and provide sources of employment. Public officials and local organizations have indicated an interest in developing high technology industry in the City of San Bernardino. This is an extremely compatible industrial use which can be enhanced by available access to the regional rail and highway network.

The proposed industrial areas require further refinement which would detail marketing strategies, phasing and it's training support as well as interrelationships with existing and future office and commercial uses. The important issue, however, is that the sites be given priority by the public and private sectors, promoted by local developers and organizations as an integrated component of Westside revitalization.

#### RESIDENTIAL

The Mayor has indicated that the City of San Bernardino was selected as an Outstanding City in the nation for its housing rehabilitation program and has received a \$10 million bonus from HUD. The developers and community organizations involved in this effort in the Westside should be supported and encouraged to provide subsidized and market residential units with mortgage revenue bond investments. In addition, steps should be taken by public officials and local developers to actively involve the City's financial institutions in this effort. During R/UDAT meetings with representatives of two major local banks, there was an expressed commitment to reinvest in residential neighborhoods. It was also the feeling that the City has not requested nor pressured the banking institutions for real participation in residential rehabilitation. Successful and substantial residential redevelopment requires a partnership between the public and private sectors; the commitment must be realized in tangible and economically beneficial terms.



Plan elements related to residential development which would strengthen the existing housing stock include the redevelopment of Mt. Vernon Street North of Baseline as a multi-family residential spine (7). Consideration should be given to related public improvements such as tree planting, sidewalks treatment, street furniture and architectural character. Although traffic studies would be necessary, consideration should also be given to a planted median which could provide a boulevard or parkway character complementary to residential development.

In addition, the Delmann Heights area should be redeveloped as a viable residential sub-area with physical linkages to adjacent recreational and commercial areas (8)., and the rehabilitation of 300 units of Public Housing at Ninth and Muscott (9).

#### INSTITUTIONAL/OPEN SPACE

The development and revitalization of the Westside should specifically identify opportunities to improve public services. The expansion of the community hospital (10) and development of related professional offices, laboratories and pharmacy is one such example. The development of a 55 acre park (11) and projected plans for a neighborhood cultural complex and amphitheatre is another. The plan should give particular consideration to the active and passive recreational needs of both existing and future residents, especially in those areas such as Mt. Vernon Street where expensive new residential development is envisioned.

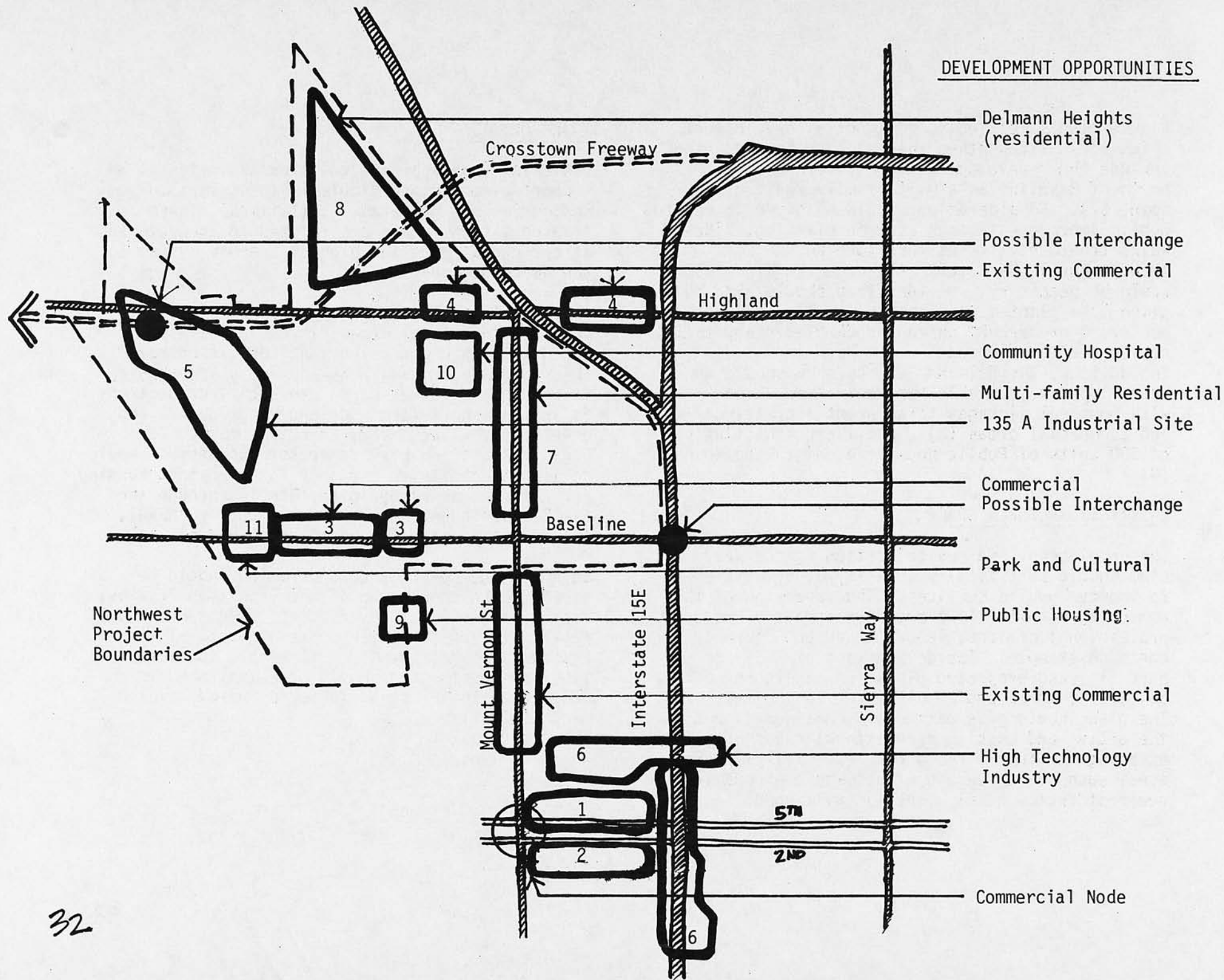
#### TRANSPORTATION

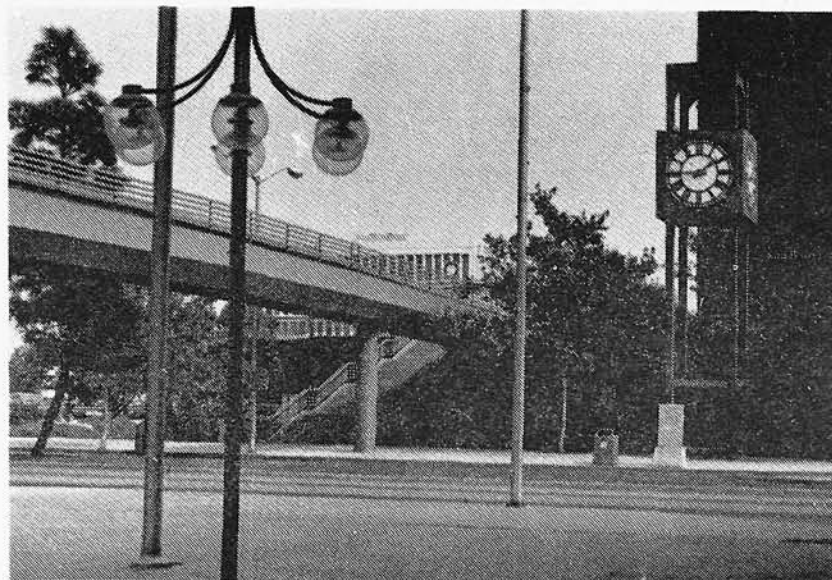
Vehicular access and circulation are critical support elements, particularly for sustained industrial and commercial activities. These transportation issues are related to adequate and direct access from the highway/freeway system to the Westside area.

In order to provide improved access to the proposed industrial areas, interchanges with interstate 15 are necessary at identified major intersections. The access currently provided is inadequate for existing cross-city connections as well as short-term and long-range growth and development. The Mayor, Council members, local organizations and private sector businesses should devise a coordinated strategy to seek state funding for ramp access along Interstate 15 through the San Bernardino Associated Governments (SANBAG), Inland Action and other available channels.

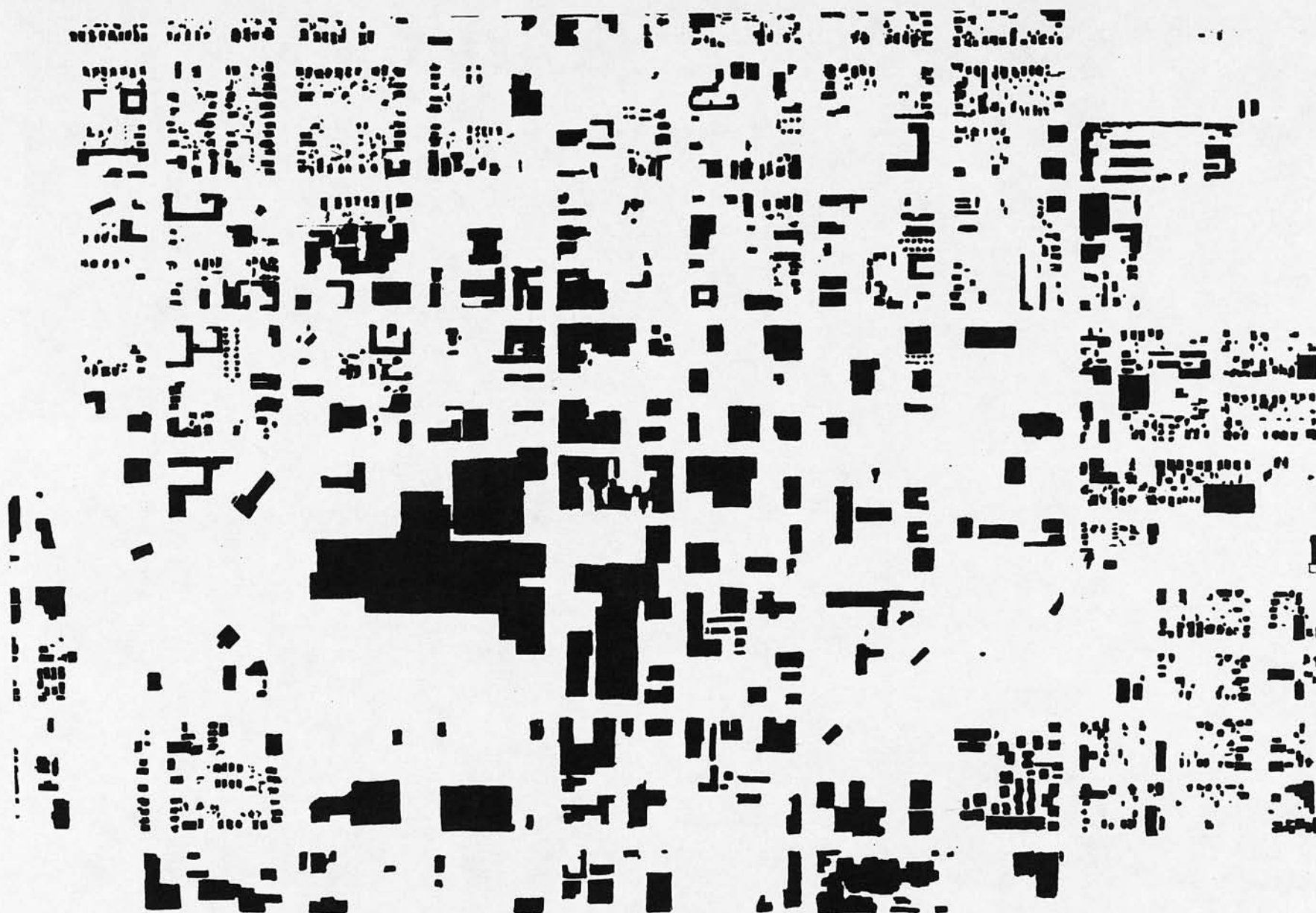
In addition, specific consideration should be given to the completion of the Crosstown Freeway, including the location of access ramps which would facilitate and support proposed industrial and residential development. A timetable for effective lobbying and funding should be established in conjunction with the schedule for proposed development activities.





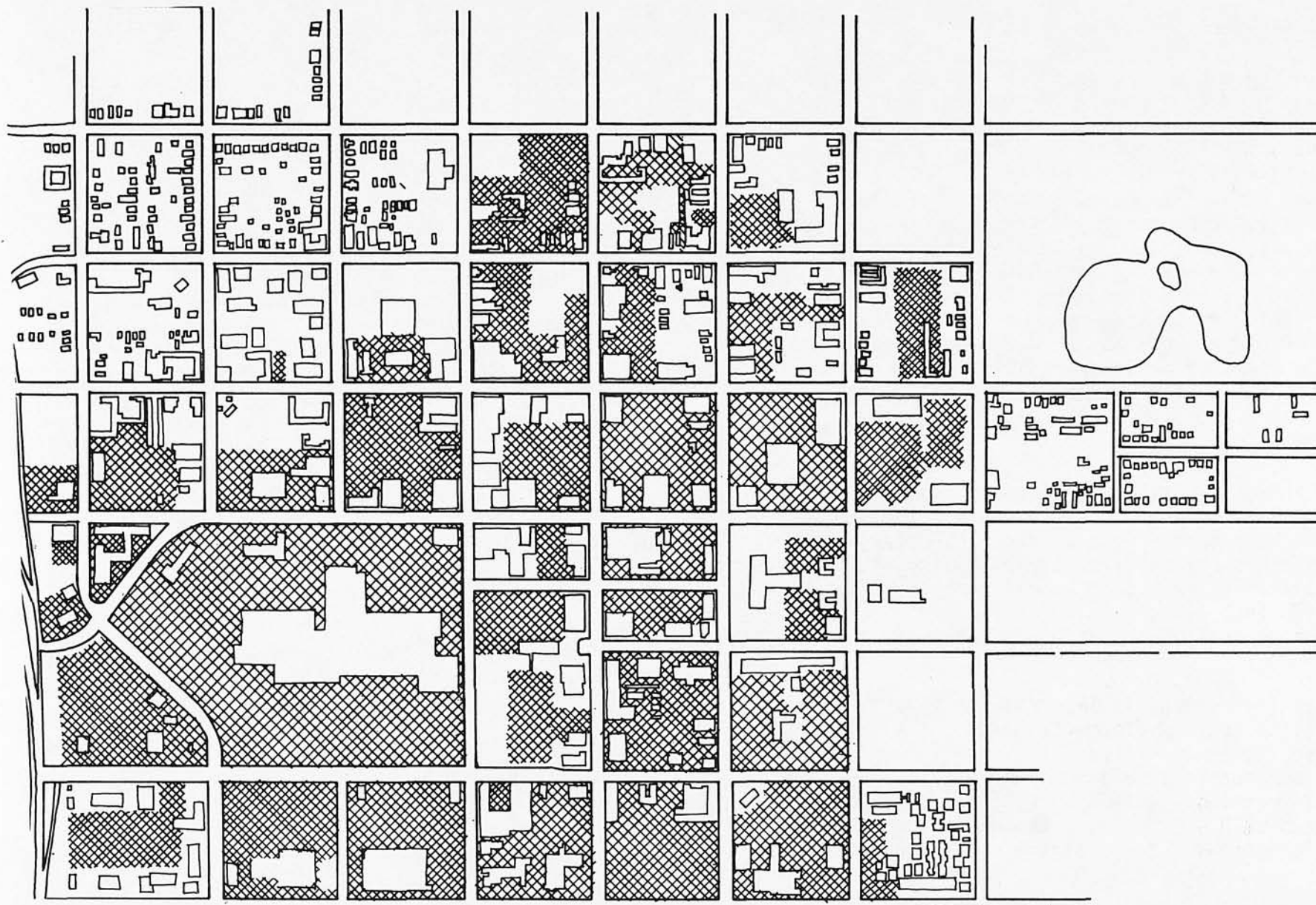


BUILT FORM





EXISTING PARKING





# PHYSICAL PLANNING COMPONENTS

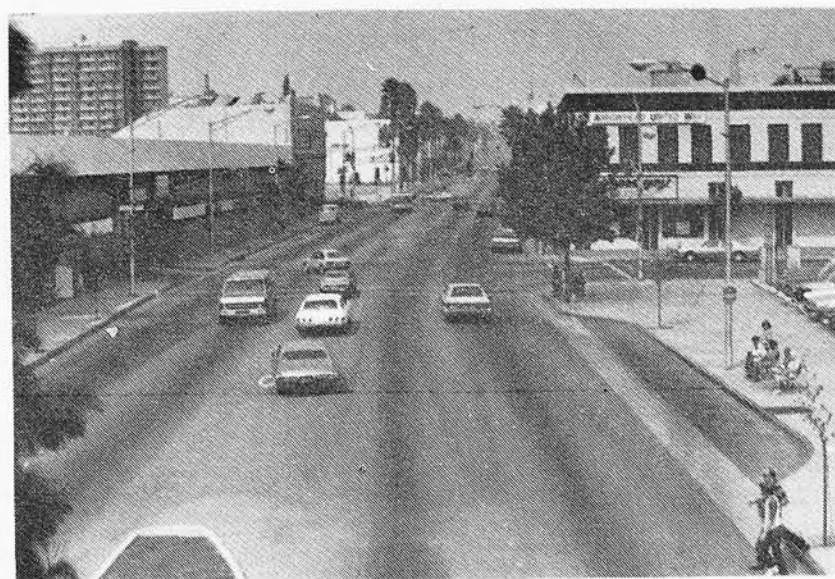
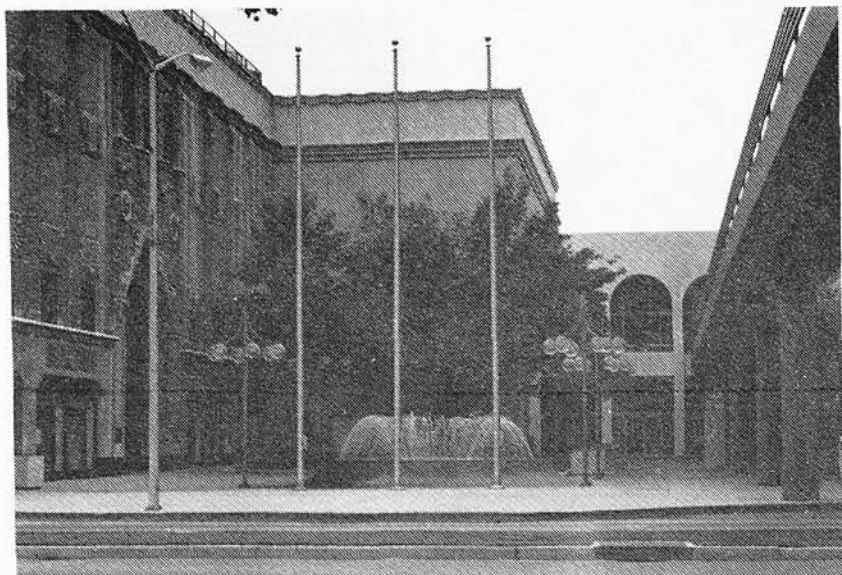
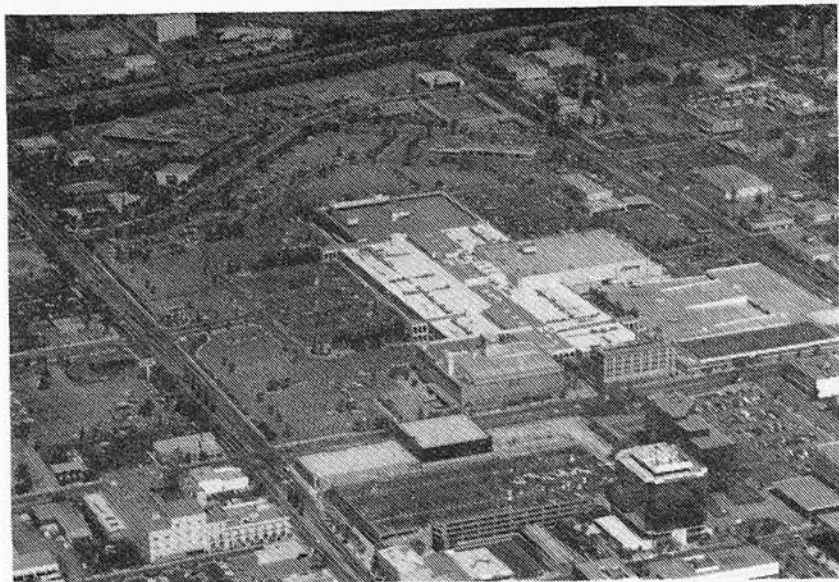
## IMAGES

In the early days Downtown, San Bernardino, was used in a pedestrian manner, with people using the California Hotel and the Municipal Auditorium as a meeting place. With the advent of the automobile, downtown became less of a social venture and eventually became obsolete. The new proposal will attempt to re-institute downtown as a people place, viable, but acknowledging that the automobile will have to be accommodated. Many of the original buildings have been removed. A successful rekindling of downtown should consider the old as well as the new, and somehow in the interest of heritage and history, merge and recycle old with the new -- hopefully a theme may emerge and give San Bernardino an image of its own.

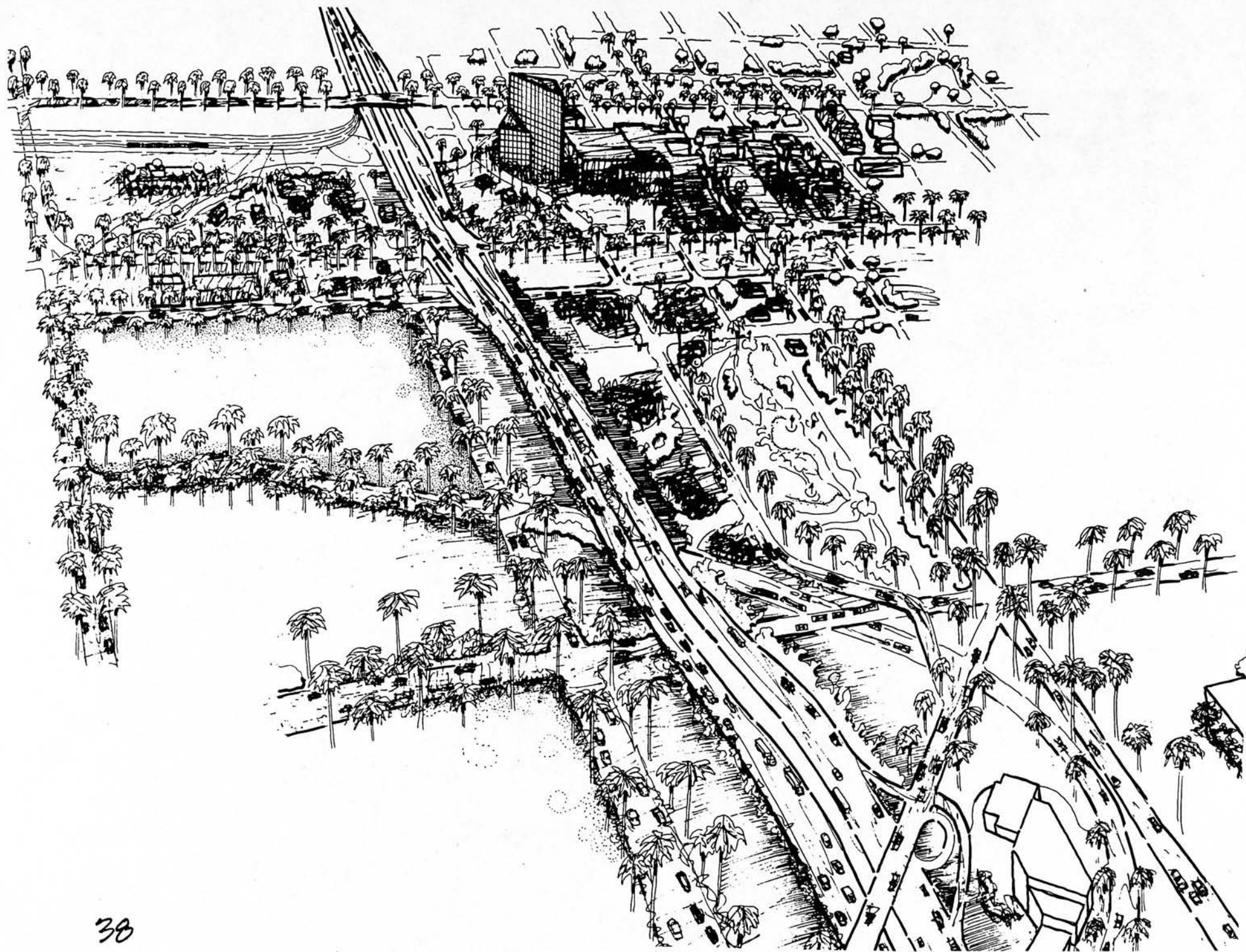
Often there is a disjunction between the image a city presents to the world and the image it seems to have buried deep within its patterns of growth and history. Further, the erosion of the grid system by vast open spaces given over to parking, and lack of definition at the periphery of each block creates a fuzzy, blurred image for the City.

San Bernardino is layered with important historical development, worlds of architecture that are not reproducible, and a memory of a town set in a quieter, simpler time. In San Bernardino, as in many cities during the 1960's and 1970's the bold strokes of good and rational intentions such as single use zoning, design based exclusively on the car and unlimited energy were based philosophically on the

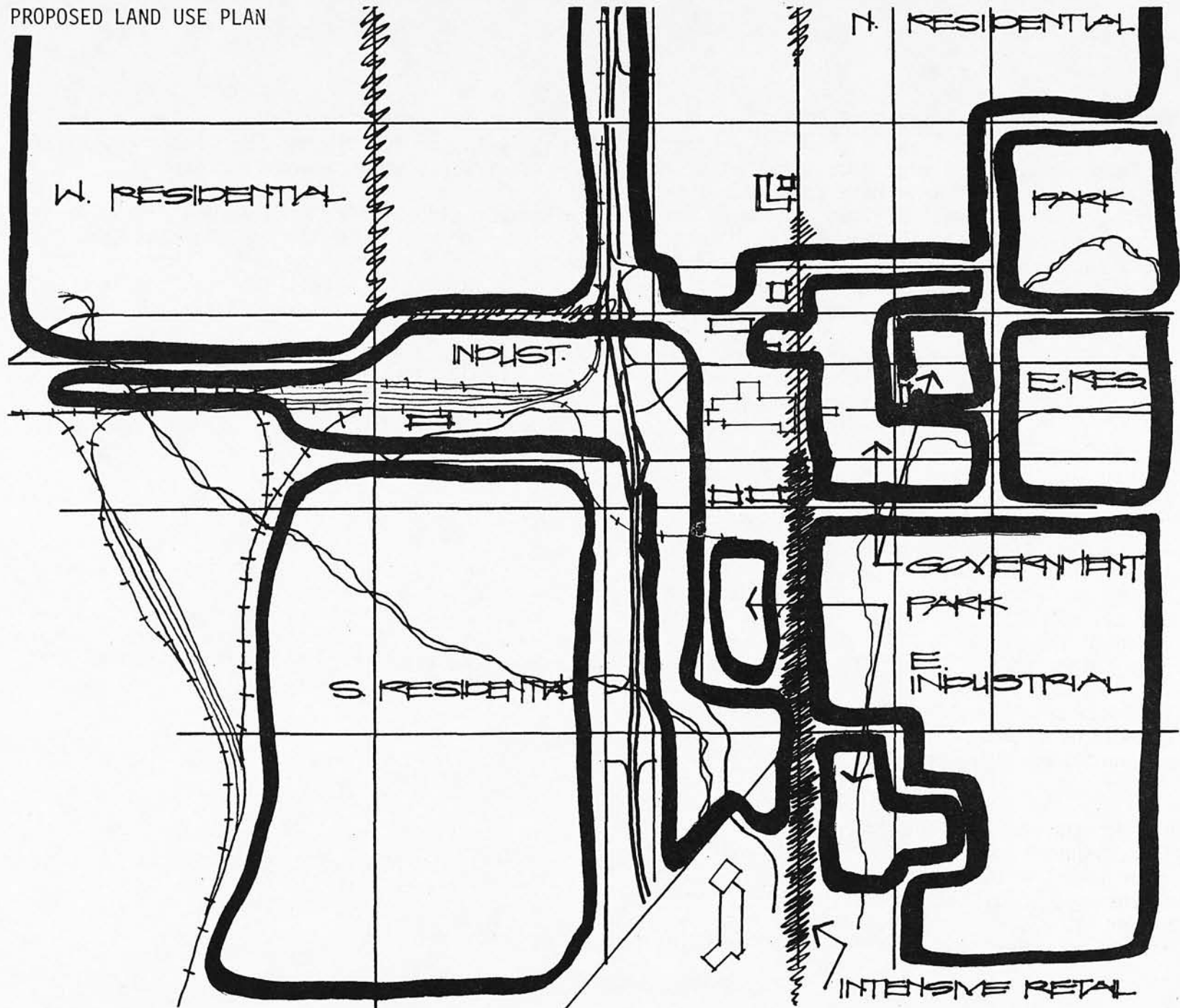
new problems of a non-image, or undistinguished image, and continuity with past and energy conservation. The interweaving of mixed use structures, higher urban densities and cultural intensity could be symbolized in new multi-use towers or large-mass buildings located at the crucial intersection of the freeway and the East-West axis of the downtown. This will clearly mark the center of town as a place equal to its historical task as constituted today, San Bernardino's image appears discordant, with physically and usually isolated areas vying for limited funds in a political game where in the end the city loses out. At the same time, voices are raised in a call to unity the factions for the good of the whole. In the final analysis, this is the vision, one of unification and compromise, of negotiation, which must surface to create an realistic, coherent, and positive picture of growth, with respect for the historic legacy of City, and of each other.







PROPOSED LAND USE PLAN





## CONCENTRATION OF ACTIVITY AND DEVELOPMENT

The downtown would be more successful as a humane environment if it were more compact. Concentrating growth in a well defined area will form a critical mass of sufficient variety to attract people and additional investment. It will also allow people to walk between activities and allow for the creation of pedestrian amenities.

Large retail, office and industrial uses should not be allowed to encroach on, or leap frog into neighborhoods adjacent to the downtown. These areas should be reinforced as residential neighborhoods by limiting through traffic, improving the housing stock, and by increasing density and residential amenities.

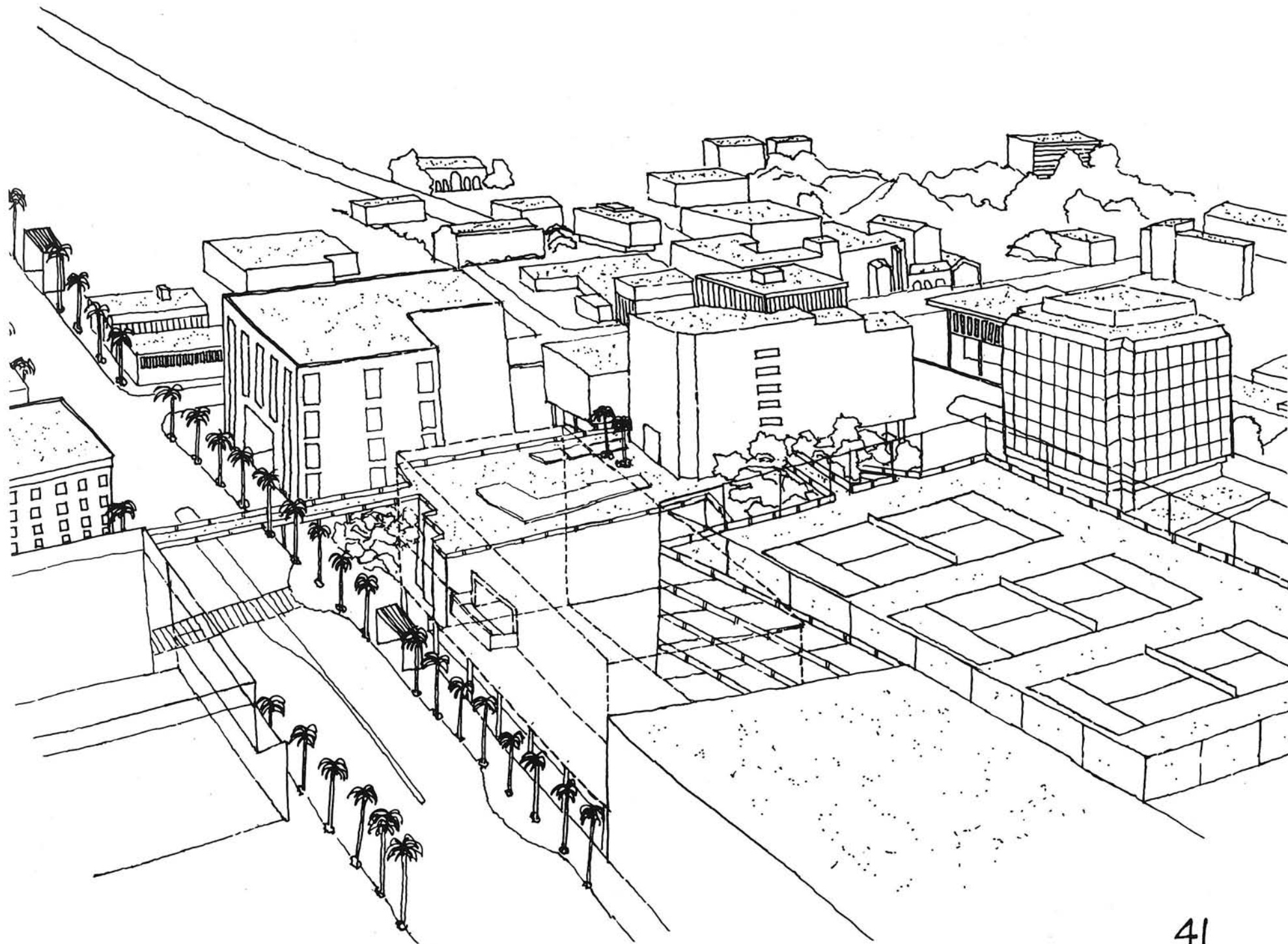
The grouping of employment and business in a more compact area will allow the transit system to operate more effectively. To maximize this, the main transit station or transfer point should be located in the center of the downtown, at the corner of third and "E". Sufficient space and activity and supervision exists at this location to discourage crime and vandalism. Ready access to the pedestrian amenities of the mall and government center would be welcomed by the transit user.

Uses in the downtown should be grouped in ways that support each other, (ie; restaurants should be near the theaters, office parking, used during the day, should also be near weekend and night time activities.) More attention must be paid to how proposed uses will relate to existing

uses on adjacent blocks. The design of the County Super Block should, for instance, relate more directly to the new state park.

The City Hall complex as well as other adjoining building and planned new projects should be directly linked with the central area mall at ground level. With this in mind, the area between the City Hall and mall should be linked as much as possible to provide good space utilization. Parking spaces should be concentrated to reduce traffic and noise factor, also, additional areas of land surrounding the central core should be utilized in a most efficient manner, always keeping the user in mind as to his security, safety and pleasure.

"E" street being the introduction to DOWNTOWN must always present a window to the visitor or everyday user. "2nd." street as the other access from the west must also present the best possible image to the arriving motorist. It is with this in focus that palm trees will be used to delineate the access and at the same time concentrate area usage to a most efficient pattern with regards to safety as well as beauty.



## LINKAGE OR CONNECTIONS

The team identified a number of specific physical connections which the downtown should make with adjacent areas.

First, the downtown, its activity and investment, must be linked across the freeway to the Westside. Different types of linkages were discussed. An extension of commercial activity of the Central City Mall into the Westside may serve to weaken existing commercial roads on both sides of the freeway. A job based linkage was thought to be more appropriate given the high unemployment rate among Westside residents.

The area west between the Inland Center and Central City Malls may be utilized as small commercial office and light technical industries perhaps in the same mode as the Silicon Valley type of industry in the San Jose area. This area could continue beyond the San Bernardino freeway and into the Westside along Rialto & 3rd Streets to a point near the Santa Fe Railway Station. This type of light, clean industry could provide a new employment base for the citizens of San Bernardino and adjacent communities.

If such a development is undertaken by the City, every effort should be made to link the new jobs to chronically unemployed through the use of labor training programs and source agreements between the City and the Businessess.

Additionally, the commercial strip along Mount Vernon, within the foreseeable future, should be upgraded to accomodate the additional services required for the light technical and service

residential areas extending west from the 2nd and 3rd street corridor and from east of the freeway. Design thought should be given to future building alterations, parking, and landscaping to make this a pleasing and viable area for the residents as well as for the visitor to existing shops and restaurants.

Second, the City Hall area and County Super Block should be linked by direct pedestrian access to the State Park being planned between 5th Street and 7th Street and Sierra Way and Waterman Streets.

Third, Bicycle and pedestrian paths along Twin, Warm and Lytle creeks could connect different parts of the City. Visual linkages formed by the landscaping of these channels and the main streets will serve to give the city a sense of order and legibility.

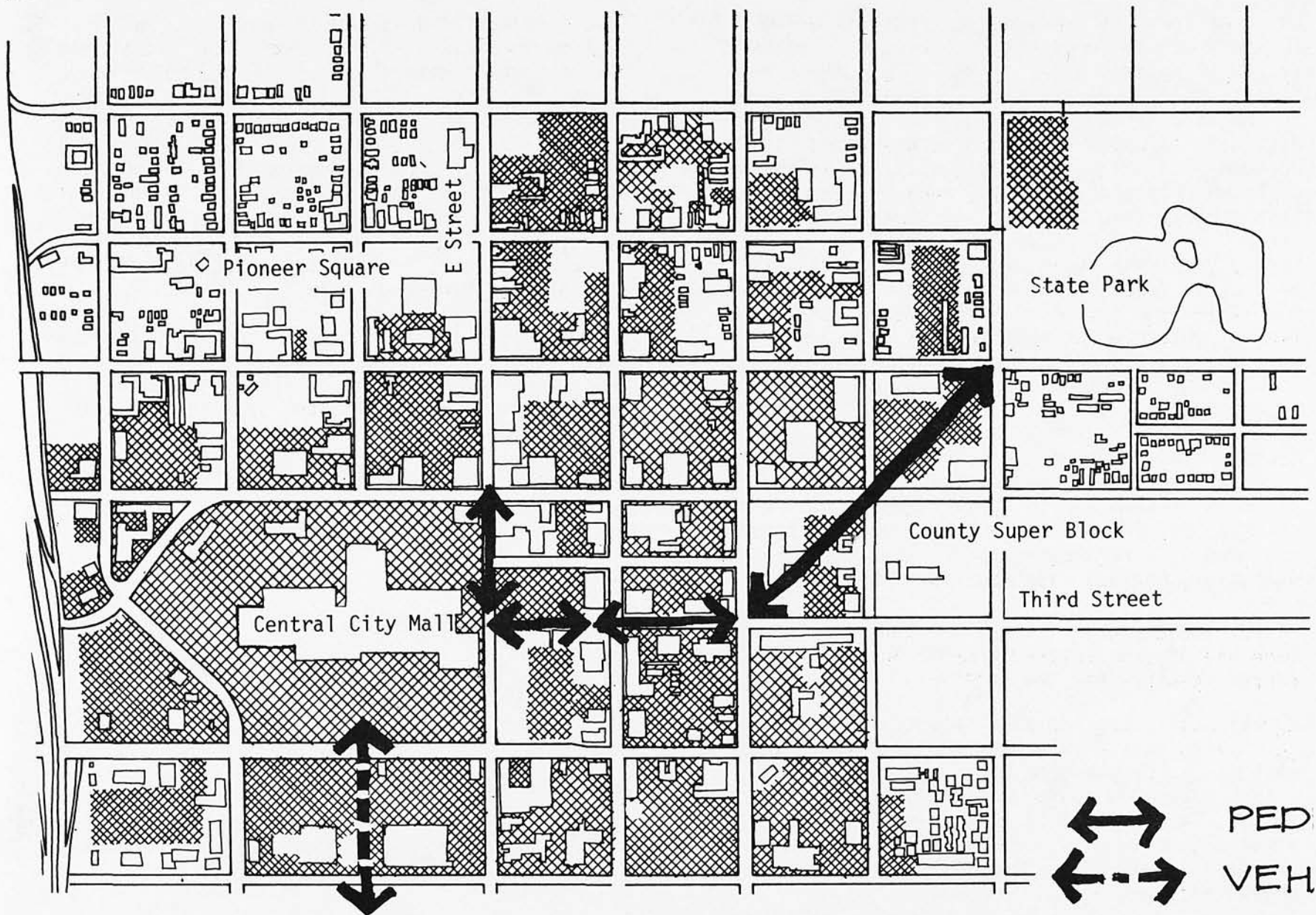
Fourth, The two major malls and shopping areas could be linked both visually and functionally, using a continuous landscaping plan, and shuttle buses between the malls and the Orange Show Grounds.

Fifth, The Elderly Housing constructed North of the Central City Mall should be linked to the activities and services of the Downtown by pedestrian ways. While these connections are critical, equally important is the necessity to maintain a separation of the Elderly from disrupting or threatening activity.

Finally, parts of the city should be better connected to the San Bernardino freeway system. The team supports the proposed Diamond Interchanges at Second and Fifth and additionally recommends a similar interchange at Baseline.



# NEW LINKAGES





## GREENING AND AMENITIES

Three patterns of landscaping are recommended for the City of San Bernardino. First, a colonade of tall Washingtonia palms along "E" and Mt. Vernon streets will provide a strong organizing element to the city center. Along commercial strips, the Washingtonia palms should be interplanted with Mexican Blue palms. In residential areas and pedestrian oriented commercial areas, sour orange trees should take the place of the shorter palms.

This may be done by enlarging the sidewalk area to at least 6 feet. Water should be supplied to these plants through the use of bubblers to assure sufficient moisture and make them as maintenance free as possible. Storm drainage should be allowed for and may be accomplished by omitting curbing in receptor areas.

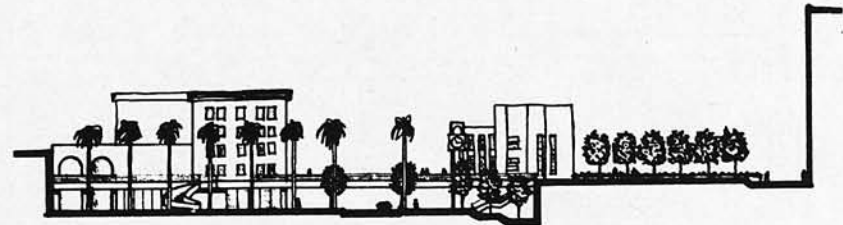
Second, flood control channels should be made more attractive by adding pedestrian ways and landscaping to give them a more human context. The wash at Twin, Warm, and Lytle creeks could be introduced and used as a retainage pond or kept full during dry periods with the use of wells.

Third, the design of structures and complexes should make use of vine covered arcades and tree shaded courts opening onto the street.

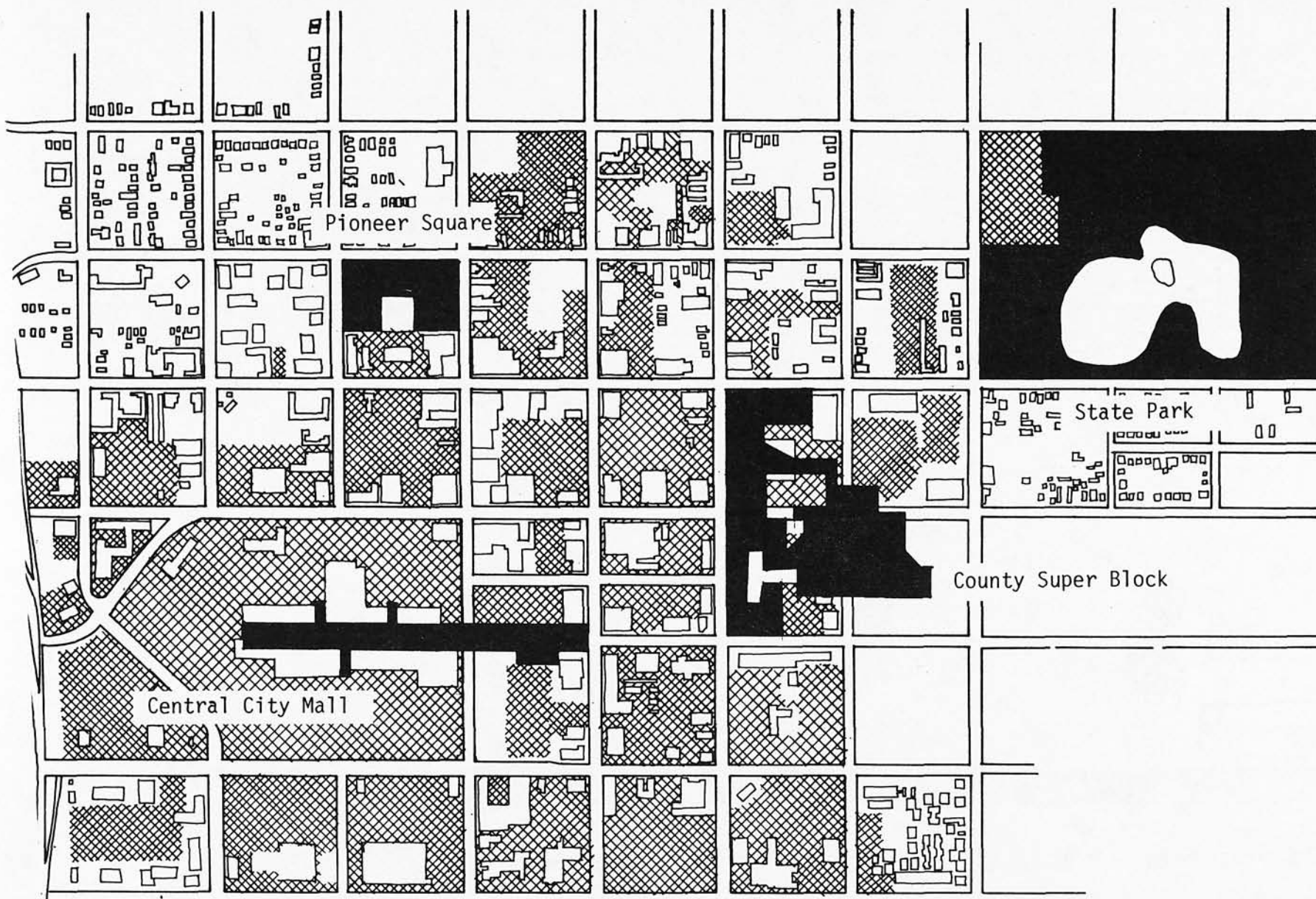
Additionally, the use of a golf course is certainly an amenity that should not be overlooked. The area west of the Orange Show Grounds could contain a golf course with fairways extending into adjacent areas. The addition of this amenity is important because it will change the image of the downtown area and supply support facilities for hotel development downtown.

The city center area should have other hotels. One of the most viable type of city center hotels is that which caters to the FORTUNE "500" companies. This type of hotel provides those attending conferences not only daytime amenities such as exhibit areas, seminar rooms, and audio visual aids; but also provides recreational amenities such as swimming pools, tennis courts, and health clubs. The normal time of occupancy for this type of facility is usually a minimum of one week, therefore, repeat visits depend on the type of services rendered.

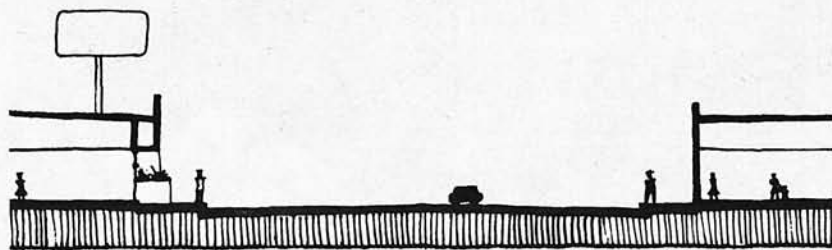
A major effort should be made to increase pedestrian amenities in the downtown area. The emphasis should be placed on "E" street between second and sixth, and on the area between City Hall and the Central City Mall.



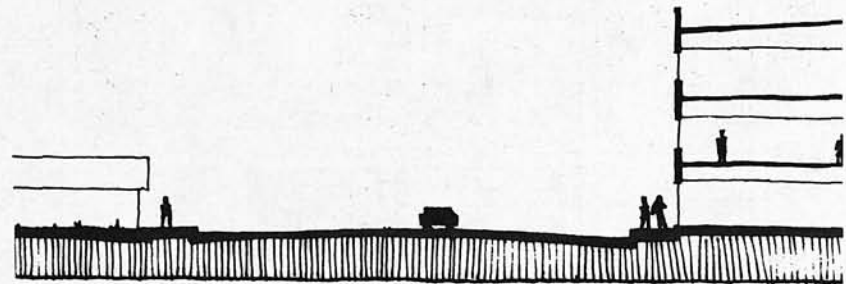
# MAJOR PEDESTRIAN OPEN SPACE



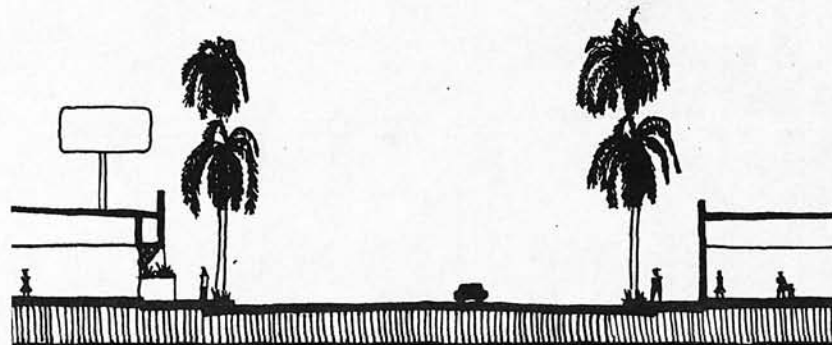
## PROPOSED STREET TREE PLANTING



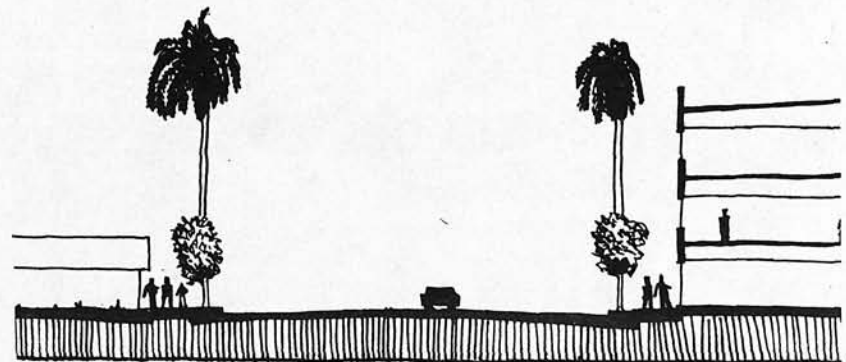
EXISTING STRIP DEVELOPMENT



EXISTING PEDESTRIAN ORIENTED DEVELOPMENT

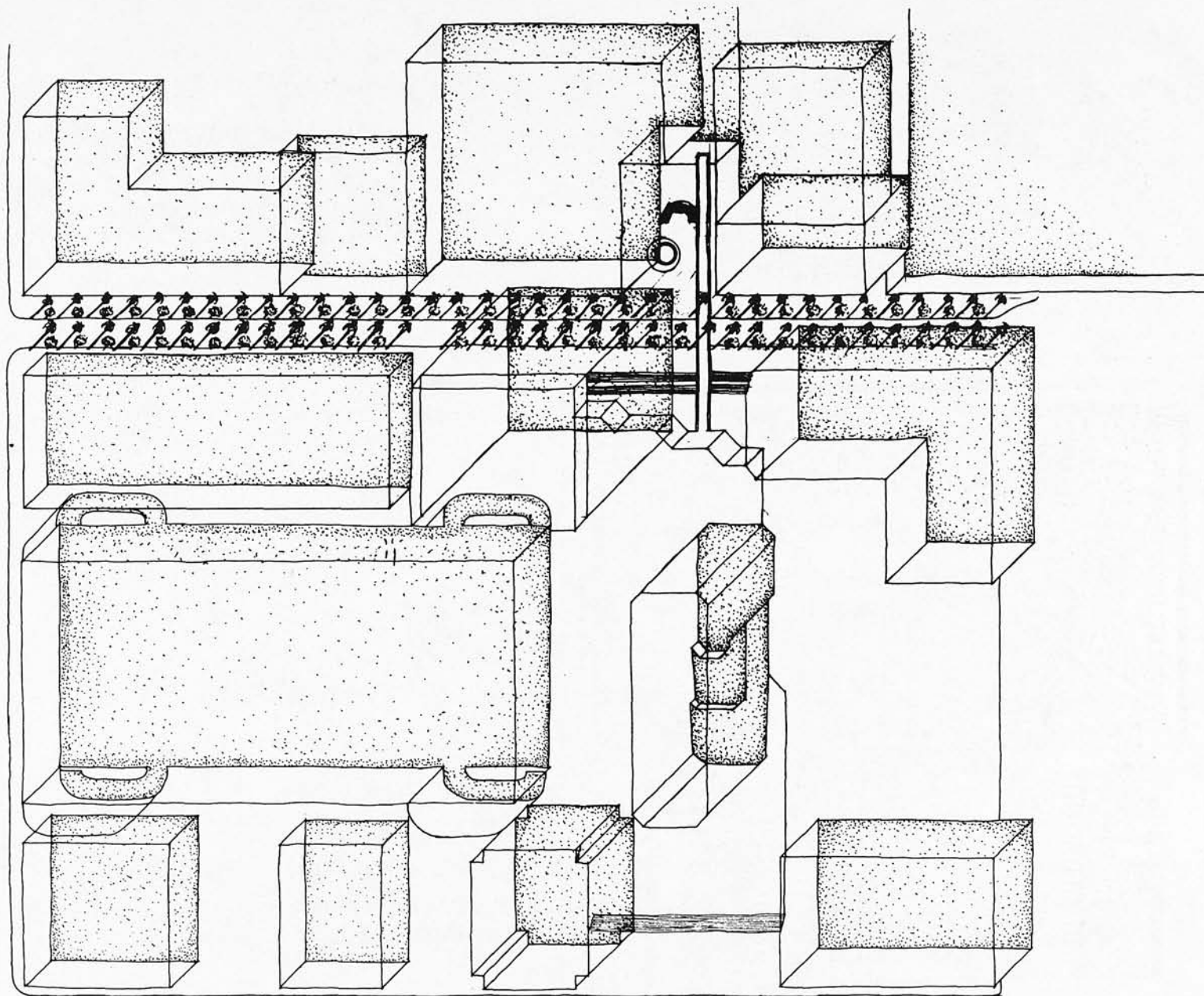


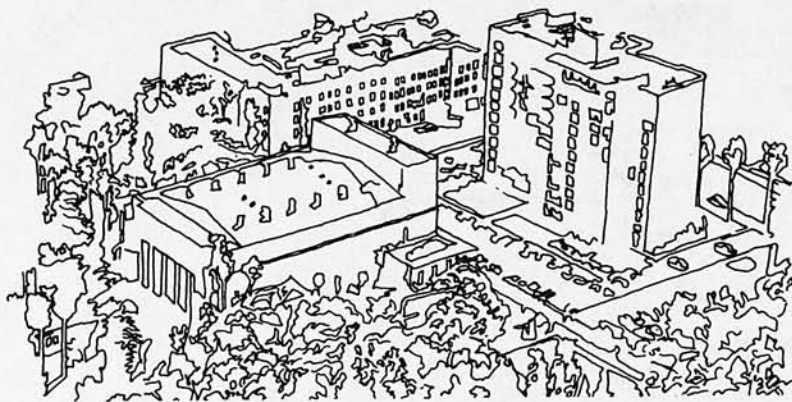
LANDSCAPE PLAN ON STRIP



LANDSCAPE PLAN IN PEDESTRIAN DISTRICT

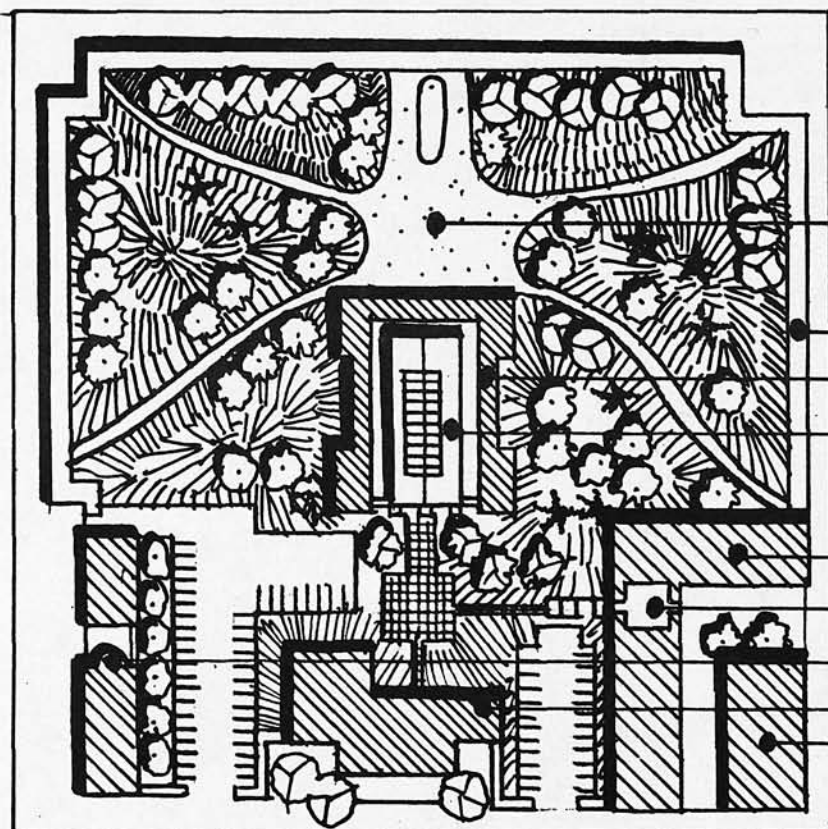






### MUNICIPAL AUDITORIUM BLOCK

The Municipal Auditorium should be retained. The building should be gutted and a new senior center built within the shell. Pioneer Park should be preserved as open space and made secure for senior citizens by constructing a latticed arcade around the perimeter. The California Hotel complex could be rehabilitated as a nursing home/hotel or a senior residence if the seismic problems are resolved. Its lobby could serve as a secure entrance to pioneer park. The space between the auditorium and the elderly highrise should be redesigned as an outdoor plaza.



PIONEER PARK

PERGOLA ENCLOSURE

EXISTING AUDITORIUM WALLS

NEW RECREATION PLUGS

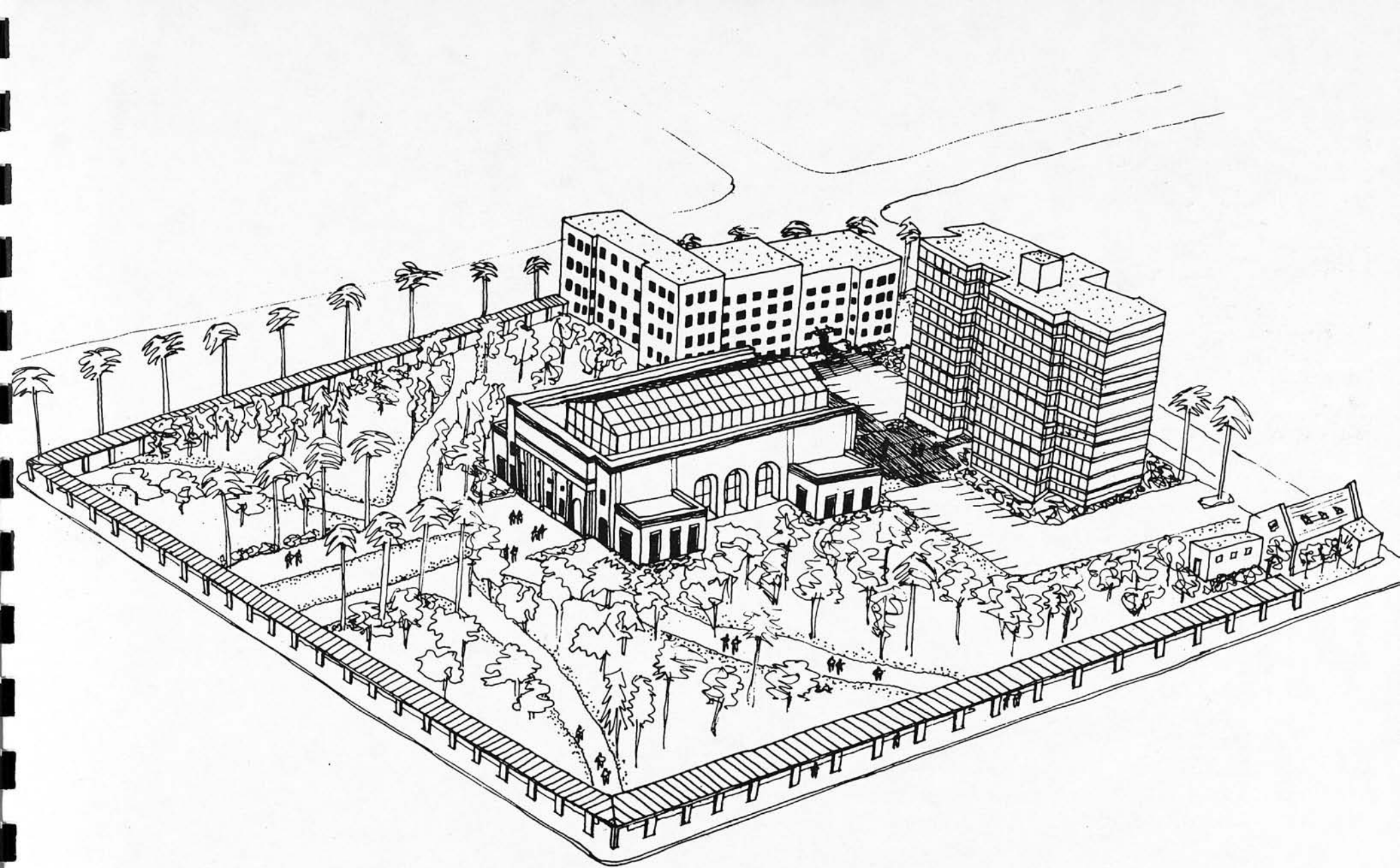
CALIFORNIA HOTEL

ENTRY WAY

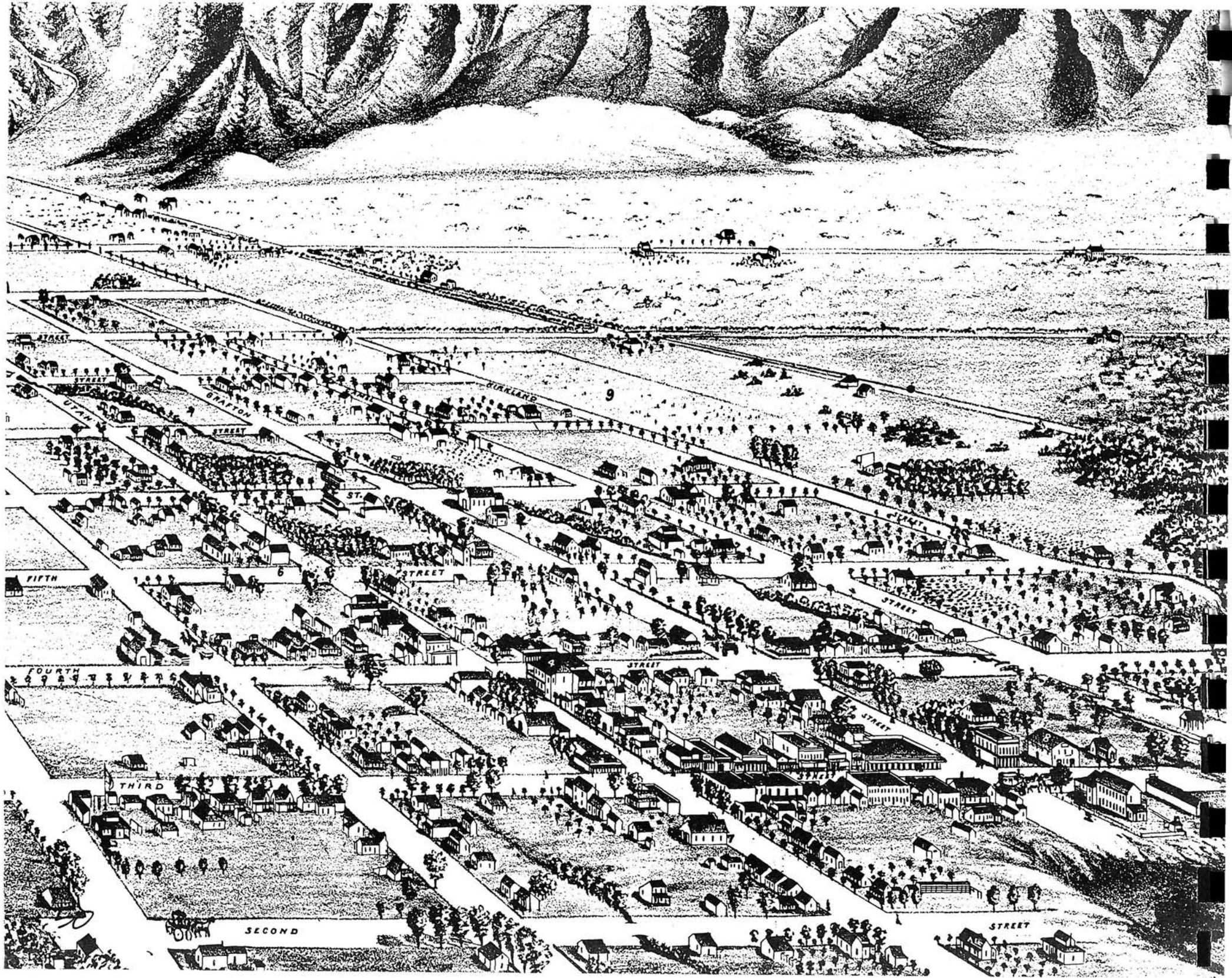
EXISTING CHURCH

ELDERLY HOUSING

COMMERCIAL

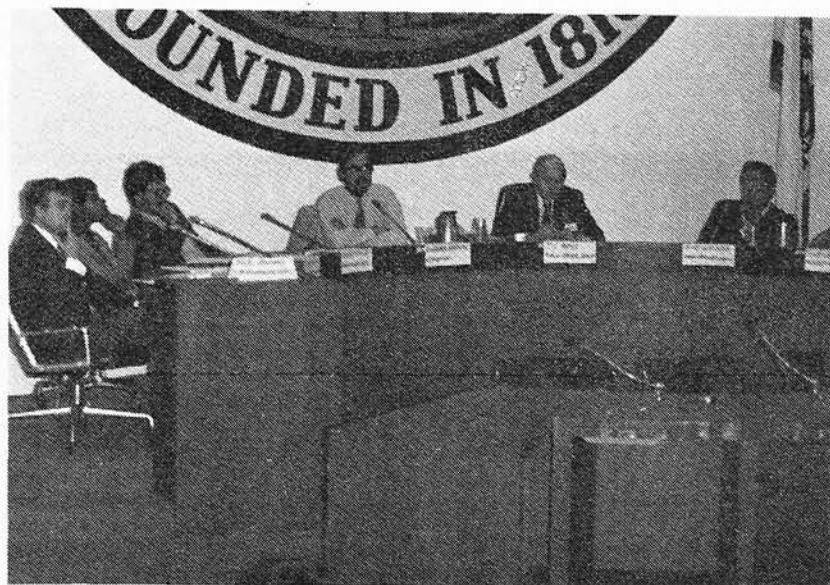
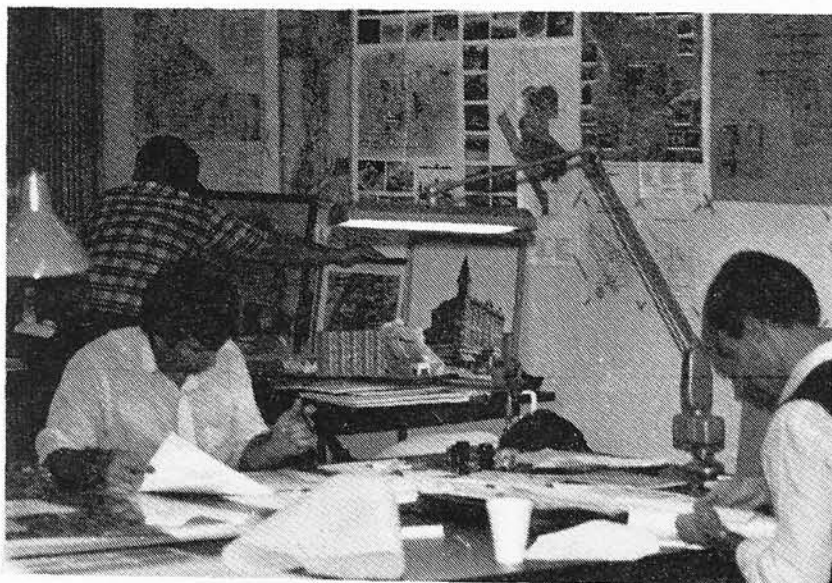
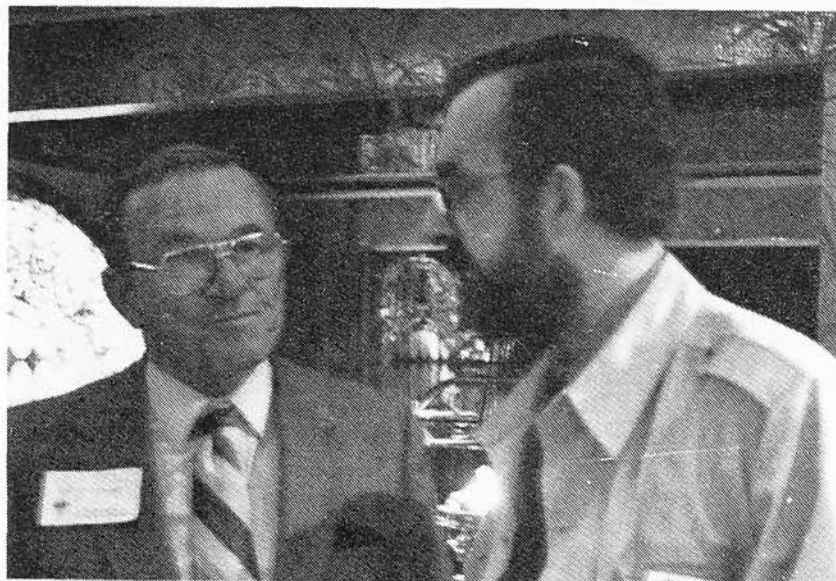






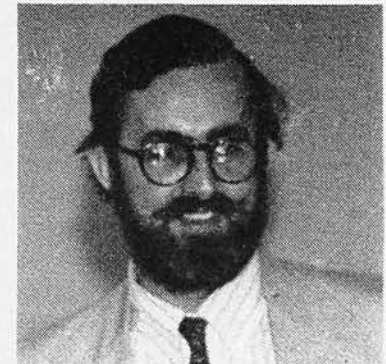


# ACKNOWLEDGEMENTS



CHARLES REDMON, AIA, Team Chairman

The Chairman of the San Bernardino R/UDAT is an architect and urban designer from Cambridge, Massachusetts. Presently he is co-chairman of the national AIA R/UDAT Subcommittee, and has participated in R/UDAT studies in Long Branch, New Jersey; Dalton, Georgia and Olympia, Washington. He is a principal of the Cambridge Seven Associates. Recent projects include the conversion of the Lone Star Brewery into museum space in San Antonio, Texas, the National Aquarium in Baltimore, Maryland and major transportation complexes in Boston and Miami. A graduate of Rice University School of Architecture he has taught at the Boston Architectural Center and at the Harvard Graduate School of Design.



BENNIE M. GONZALES

Bennie M. Gonzales is a native of Phoenix, Arizona and a graduate of Arizona State University, with graduate studies at the University of Mexico. Mr. Gonzales is a registered architect in Arizona, New York, California, Washington, New Mexico, Texas, Colorado and Illinois. He is also a registered landscape architect in Arizona. He has been a juror and panelist on regional and national AIA competitions and seminars, a past member of the Arizona Board of Technical Registration, a member of the examination committee for the National Council of Architecture Registration and a lecturer in architecture at Arizona State University; University of Austin, Texas; and University of Berkeley, California. Mr. Gonzales has been a recipient of many national and regional architecture awards.



M. DALE HENSON

M. Dale Henson is President of Dale Henson Associates, an independent development consulting firm serving public and private clients on a non-contingent basis. Established in 1970, the firm has completed assignments throughout the United States. Major areas of work include: Public Urban Development/Redevelopment Projects and Programs; Real Estate Development Feasibility/Site Location Strategy; Regional and Urban Economic Analysis; and Financial and Institutional Planning. Mr. Henson graduated with both a B.S. and M.S. degree from the Georgia Institute of Technology.





#### JACQUELYN H. HALL

Jacquelyn H. Hall is President of Jaci Hall Association, Inc. an urban planning/urban design consulting firm in Atlanta, Georgia. She was formerly an Associate of an architect/planning firm in Cambridge, Massachusetts. Ms. Hall was responsible for project management of several large scale transportation projects including the \$670 million Southwest Corridor Orange Line relocation project and the Lane Use Master Plan for Logan International Airport. She is a graduate of Massachusetts Institute of Technology with a master of City Planning - concentration in Environmental Design. Ms. Hall has participated in several R/UDAT studies in the past focusing on community economic development and neighborhood planning.



#### ERNEST R. MUNCH

Ernest R. Munch is an individual urban planner and an architect registered in the State of Oregon. His work has included planning, urban design and architectural projects in Portland, the northwest states and on the east coast. From 1974 to 1979 Mr. Munch was employed by the City of Portland as a Transportation Planner and later as Chief Transportation Planner. His responsibilities included work with neighborhood groups and other public agencies on the development of designs for a variety of transportation facilities throughout the city. He is a graduate of the University of Oregon School of Architecture and the Columbia University School of Architecture and has studied architecture and urban design in Europe as a William F. Kinnie Fellow.



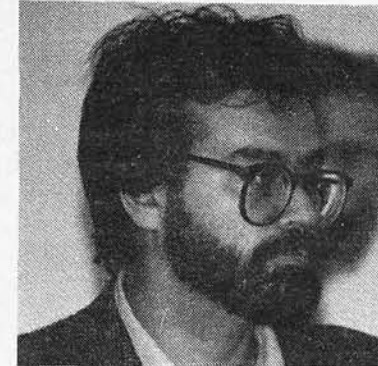
#### PHILIP B. CATON, AICP

Philip B. Caton, AICP is director of the Division of Housing of the New Jersey Department of Community Affairs. He served as Director of Planning for the City of Trenton and as the first Executive Vice-President of the New Trenton Corporation, a private non-profit development agency. Mr. Caton was also a principal of a private architectural and planning partnership prior to his appointment with the State. An Architecture and Urban Planning major at Princeton University, Mr. Caton is a member of the American Institute of Certified Planners and is licensed by the Board of Professional Planners and the Real Estate Commission of New Jersey. Mr. Caton serves on numerous professional committees on both National and State Levels.



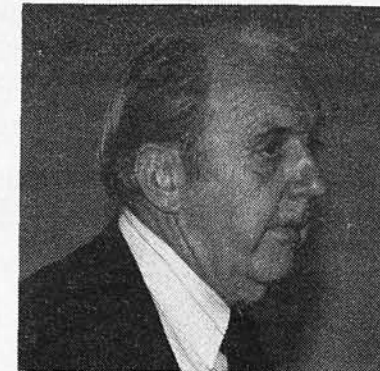
## LAWRENCE KUTNICKI

Lawrence Kutnicki, a registered architect, is a Design Tutor in the Internship Program at the Institute for Architecture and Urban Studies, New York City. Mr. Kutnicki is presently in private practice in New York City. He has published critiques on contemporary architecture and on urban design issues in New York City. He has a Bachelor of Architecture from Cooper Union, and a Masters in Urban Design from City University of New York. He has been an architect, urban designer for UNIPLAN, Princeton, New Jersey, and the Tri-State Regional Planning commission for the Arts Professional Fellowship in Architecture. In 1981 Mr. Kutnicki was elected a fellow at the Institute for Architecture and Urban Studies.



## J. C. BOYD, JR.

J. C. Boyd, Jr. is Executive Director of Midtown N.O.W., Inc, a non-profit, privately financed development group of Wichita Falls, Texas. Mr. Boyd has a B.A. in history and government from Texas University and a M.A. degree in statistics from American University Graduate School. He was Assistant Manager of the Wichita Falls Chamber of Commerce and helped to obtain Sheppard Air Force Base for the City. He was elected Alderman in 1970, 1972 and 1974. In 1974, Mr. Boyd was appointed Mayor Pro-tem and from 1975 to 1977 was Mayor of Wichita Falls.



## STUDENTS

### California State Polytechnic University Pomona

Eugene Armistead - 5th yr., Architecture  
Rick Corsini - 5th yr., Architecture  
Pete Nicholas - 5th yr., Architecture  
Michael C. Pronk - 5th yr., Architecture  
Kerry Rousselot - 5th yr., Architecture  
Jamie Hamilton-Spivak - Graduate, Architecture  
Jon Zaich - Master, Architecture

### California State College of San Bernardino

Michael Vargas - 4th yr., Geography Major

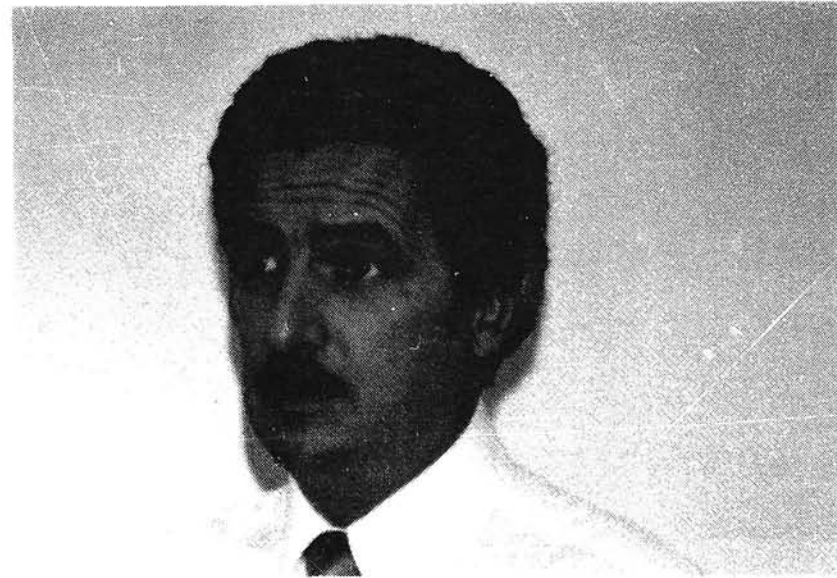
### A.I.A. Associates

Tony Ariza - San Bernardino Valley College,  
working towards License  
  
Paul Henry - 1980 Graduate Cal Poly, San Luis  
Obispo in Architecture, working  
towards License  
  
Maureen Wheeler - Working towards License





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Marshall Julian - San Bernardino City Administrator  
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Thelma Press - Allied Arts  
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Ken Topping - County Planning Director  
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Colonel Claudius E. Watts, III - Norton Air Force  
Base

Major Ratliff - Norton Air Force Base  
Colonel LeRoy Greene - Norton Air Force Base  
Colonel Koni - Norton Air Force Base  
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Walter Hudson - Citizen  
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John Dukes - Developer  
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Vivian Nash - Developer

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Glenda Saul - RDA Community Development  
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Bernardino City

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INTERVIEW PARTICIPANTS, Con't

Valeri Pope Ludlum - Westside Community  
Devel. Corp.  
Don Wallace - Executive Director, Allied Arts  
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