



4.0 ECONOMIC DEVELOPMENT ELEMENT

The Economic Development Element seeks to promote economic and fiscal stability in Loma Linda in order to maintain a vibrant and healthy community. The City recognizes the economic contributions of Loma Linda University and associated medical facilities and seeks to expand upon these economic assets while also diversifying the local economy. The Economic Development Element provides guidance to City decision-makers, developers, businesses, and the public when considering specific projects and other municipal decisions affecting the community economic development and fiscal health.

4.1 ECONOMIC DEVELOPMENT AND FISCAL CONDITION CONCEPTS

Economic conditions consist of circumstances of the *private sector economy* in an area, typically measured by jobs and incomes. Fiscal conditions, in the General Plan context, consist of *public sector revenues and cost*; that is; the City's net cost/revenue balance. These two sets of conditions are distinct but related. Conditions in the overall economy (local, regional, national) affect local government substantially through direct impacts on jobs and incomes, while local fiscal conditions influence the local economy by affecting the mix of advantages and disadvantages that businesses consider in choosing where to establish operations.

A city's fiscal outlook tends to rise and fall with economic conditions. When economic conditions are favorable, employment levels are robust and higher individual and household incomes support expanded discretionary spending. Retail sales increase, property values may rise, and all of the activities that relate to local government charges, such as fees and taxes, tend to increase. Therefore, city revenues are likely to grow. While new development may add to a city's service delivery responsibilities, it will also at the same time contribute to increased local revenues.

When economic conditions are adverse, the opposite tends to occur. Lower employment and income levels translate into reduced consumer spending, resulting in decreased local tax revenues from retail sales as well as lower levels of activity of other kinds that are typically subject to local fees, permits, and other revenue sources. In a prolonged recession, property values will decline to a point at which the valuations of real property will be adjusted downward.



Long-term economic stability strengthens the stability and predictability of municipal costs and revenues. The effects of a marked change in economic direction, whether it is expansion or contraction, take time to show up in revenue increases or reductions of city fiscal conditions. The influences of an economic cycle on the public sector normally lags behind the private sector.

Local communities are affected by the health of the overall economy. City fiscal conditions, in turn, can affect city economic vitality. A solid fiscal base is among the influences that can prompt employers to retain or establish operations locally; a weak economic base, in contrast, will discourage establishment of new economic operations and may even prompt existing employers to relocate elsewhere. City fiscal management—tax and fee levels, availability and quality of services, efficiency and responsiveness of city staff—will also influence the perception of a city as “a good place to do business.”

Often a business seeking a site for a new operation will look critically at the mix of local government costs and benefits associated with sites in different cities, balancing costs against the benefits that various cities offer. If a city’s operating revenues are insufficient to support an adequate level of services, some new development may be discouraged from locating there. A high level of services, in contrast, can attract prospective employers and residents. If a city charges higher development fees than its neighbors because the cost of providing infrastructure is high, however, then development may gravitate toward other, lower-cost locations.

4.2 LOCAL ECONOMIC PROFILE

A useful indicator of economic activity in an area is the pattern of existing and projected employment. The City of Loma Linda’s economy is centered on Healthcare and Education. As shown in Table 4.A, Loma Linda University and related medical facilities are the four largest employers in the community. In addition, these same medical facilities are included in the list of top 15 major employers in the San Bernardino County. A mobile home manufacturer rounds out the top five employers in the City.

Table 4.A: Major Employers in Loma Linda

Company	Employees
Loma Linda University Medical Center	6,392
Loma Linda University	3,700
Jerry L. Pettis Memorial Veterans Medical Center	1,395
Loma Linda Community Medical Center	560
Hallmark Southwest	270

Source: Loma Linda Chamber of Commerce, November 2002.

The 2000 Census confirmed that a high proportion of the residents of the City rely on educational and medical institutions for employment. The 2000 Census reports a total of 8,679 employed persons over the age of 16 living in Loma Linda. Of this number, a little over half works in the fields of education, health, and social services. According to the 2000 Census, a total of 4,445 residents in Loma Linda were employed in these fields and accounted for 54.2 percent of the workforce. Table 4.B shows the top industry areas of employment of the workforce in Loma Linda.



Table 4.B: Loma Linda Residents Top Five Employment Industries

Industry	Number	Percent of Total Industries ¹
Education, health, and social services	4,445	54.2
Retail trade	604	7.4
Professional, scientific, management, administrative, and waste management services	485	5.9
Arts, entertainment, recreation, accommodation and food services	478	5.8
Other services (except public administration)	367	4.5

¹Number reflects percentage of all industry categories, not just top five industries and therefore does not total 100%.
Source: U.S. Census Bureau, <http://factfinder.census.gov>.

As shown by the number of jobs and the number of City residents employed in education, health, and social services, the economy of the City of Loma Linda is affected by the economic well-being of the University and related medical facilities and the Veterans Medical Center. Major reductions or expansions in employment at these facilities would affect the fiscal condition of the City, as there would be less discretionary spending on retail items and thus less sales tax revenue to the City. However, the forecast for employment in the region indicates growth will continue to occur in the service industry. It is forecast that the service industry will comprise 41.5 percent of the total jobs in the five Counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura by the year 2020. Table 4.C shows the forecast five-county employment by industry.

Table 4.C: Five-County¹ Employment Forecast by Industry (Jobs Listed in Thousands)

Industry	2000	2005	2010	2015	2020	Share of Total Jobs in 2020
Agriculture	55.2	50.8	50.5	49.0	47.6	0.5%
Construction	244.8	261.6	273.8	280.3	286.5	2.7%
Financial, Insurance, and Real Estate	399.1	430.9	455.3	470.6	485.9	4.6%
Government	925.5	985.1	1,053.6	1,103.6	1,156.1	11.0%
Manufacturing	977.3	952.5	953.2	937.8	915.5	8.8%
Mining	7.3	5.6	3.6	2.3	1.5	0.0%
Self-Employed	689.3	761.8	807.3	836.5	865.5	8.3%
Services	2,249.0	2,695.8	3,203.1	3,729.7	4,345.8	41.5%
Trade	1,522.8	1,668.8	1,799.1	1,896.4	1,996.1	19.0%
Transportation, Communications, Public Utility	308.9	323.7	343.9	358.1	373.5	3.6%
Total Jobs	7,739.0	8,136.6	8,943.4	9,664.4	10,483.9	100.0%

¹Includes Counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura.
Source: SCAG, 1998 RTP Adopted Forecast.

4.2.1 Jobs/Housing Balance Concepts

In the ideal world, jobs/housing balance helps a community achieve important goals. For example, if employed residents can work locally, commute times and distances will be reduced; air quality will be improved; transportation infrastructure needs will be minimized; and each jurisdiction will have a mix of housing types that accommodates the workers in the entire range of income groups created by the local jobs. In the real world, achieving a numeric balance between jobs and housing (measured by the number of employed local residents) is an often cited but rarely accomplished objective. Although



some cities require that new or expanding companies they provide with financial assistance grant local hiring preference, cities cannot ultimately dictate who works at local jobs. The existence of a certain number of local jobs does not guarantee that employed residents will choose to work locally or that newly hired employees at a company will choose to move to the city they work in. Even if the number of housing units in a community is sufficient to accommodate the number of local residents who work, some workers at local jobs who live elsewhere may not be able to afford the prices (or rents) of new or even existing housing in the community. Most cities have a limited ability to reduce the price of market-rate housing to bring it in line with the earnings of local workers. For these and other reasons, a city in which there is parity between jobs and housing may still have substantial cross-commuting: employed local residents working elsewhere and local job-holders living elsewhere.

A ratio greater than 1.0 indicates a net in-commute due to the fact there are more jobs than workers in the community and a ratio of less than 1.0 indicates a net out-commute of workers. Although the term “jobs/housing” is used, a more precise relationship is between local employment and the number of employed residents. The primary reason is that some households have no workers, while others have multiple workers. Generally, 1.3 jobs per household is often cited as representing a balance between jobs and housing, depending on the demographics of a community (e.g., number of retirees and resident labor force).

4.2.2 Jobs/Housing Balance in City of Loma Linda

As shown in Table 4.D SANBAG projects that Loma Linda will continue to be one of the few jobs-rich communities in the Inland Empire; the number of jobs in Loma Linda will continue to be greater than the workforce living within the City. Unlike many communities with substantial local employment, a large percentage of Loma Linda residents in the workforce are already employed locally. As was discussed earlier in this Section, over half of Loma Linda’s workforce is employed in education, health fields, or social services, the same fields as the largest employers in the City. Therefore, even though the jobs/housing balance is weighted towards jobs, the City actually provides both homes and jobs to a majority of its citizens. It is the objective of the General Plan to continue to provide housing for local employees and students of the University.

Table 4.D: SANBAG Jobs/Housing Balance Projections

	2000	2010	2015	2020	2025
Population	18,837	23,225	24,746	26,293	27,613
Total Jobs	14,896	21,018	22,418	23,722	25,046
Total Civilian Workers	9,163	12,305	13,630	14,677	15,967
(Total Jobs/Civilian Workers)	1.63	1.71	1.64	1.62	1.57

4.2.3 The Retail Sector

Another economic indicator for a local area is the amount of taxable retail sales a city provides. According to the *Inland Empire Quarterly Economic Report*, the City of Loma Linda ranked 23rd out of the 48 communities in the Inland Empire in per capita sales in 2002, largely due to automobile sales. Even with this relatively positive per capita sales ranking, a retail market analysis prepared for the City of Loma Linda found the City to have a very large deficiency in taxable retail sales. According to the market analysis, Loma Linda residents spend more than Loma Linda businesses sell (net leakage of retail sales) in the retail markets of general merchandise, apparel, eating establishments, hardware and building materials, home furnishings, and food store categories. Leakage of taxable sales exists in all these areas, which means that Loma Linda residents are making substantial retail purchases of what they need in these retail categories in other cities, primarily San Bernardino and Redlands. The report further indicated Loma Linda residents have the purchasing power to easily support expanded



retail stores in these areas. However, San Bernardino and Redlands have successfully developed large-scale commercial developments near Loma Linda's borders, contributing to significant sales tax leakage from the City. Thus, although the Loma Linda maintains a relatively high per capita sales tax ranking, it is not retaining taxable sales by City residents within the community.



Retail center on Barton Road

4.3 REDEVELOPMENT AND INLAND VALLEY DEVELOPMENT AGENCIES

The Loma Linda Redevelopment Agency (RDA) is a vital component of the fiscal performance of the City. RDA tax revenues have provided the City with a substantive, stable, and long-term alternative revenue stream. These revenues, which are derived mainly from tax increment financed bonds, have provided the resources that enable the City to provide quality public facilities, while the RDA helps fund low- and moderate-income housing, as well as capital improvements.

The RDA has one Merged Project Area in the City (a combination of two project areas), which generally covers the entire City north of Barton Road, excluding the University of Loma Linda and immediately surrounding areas (see Figure 4.1). The RDA has focused on funding infrastructure improvements in the Merged Project Area. Specifically, the RDA has concentrated on sewer system rehabilitation/upgrade, water replacements/upgrades, and storm drain improvements. The RDA's annual projects and programs for the next five years continue to include sewer and water pipeline replacements, economic development, historic and archaeological preservation, and open space/recreational park facilities in addition to affordable housing programs. The RDA's programs for affordable housing will continue to include substantial rehabilitation, new construction, senior housing programs, first-time buyer programs, purchase of covenants, and directly related infrastructure to support affordable units.

The Inland Valley Development Agency (IVDA) of which Loma Linda is a member, is a regional Joint Powers Authority whose goal is to redevelop the Norton Air Force Base properties and an additional 14,000 acres within a three-mile radius of surrounding property outside the base. The goal of IVDA is to replace the 10,000 jobs that were lost with the closure of the Base. IVDA uses income from bonds to encourage the development of businesses that generate employment on the properties under their influence. Property in the City of Loma Linda planning areas included in IVDA is shown in Figure 4.1.

4.4 CITY FISCAL CONDITION

A city's operating revenues and expenditures determine its fiscal condition. A fiscal sustainability report prepared for the General Plan Update by Agajanian & Associates (2001) revealed the City of Loma Linda is fiscally sustainable into the future, but only at a "maintenance" level. This means that any development with significant negative fiscal impacts will strain the ability of the operating budget to provide needed services at current service levels. Similarly, any significant increase in new capital expenditures for public facilities could reduce the amount of revenue available for operations. The fiscal analysis found that the City is over-dependent on retail sales tax and motor vehicle in-lieu revenue sources. A significant decrease in either of these revenue streams could limit the amount of

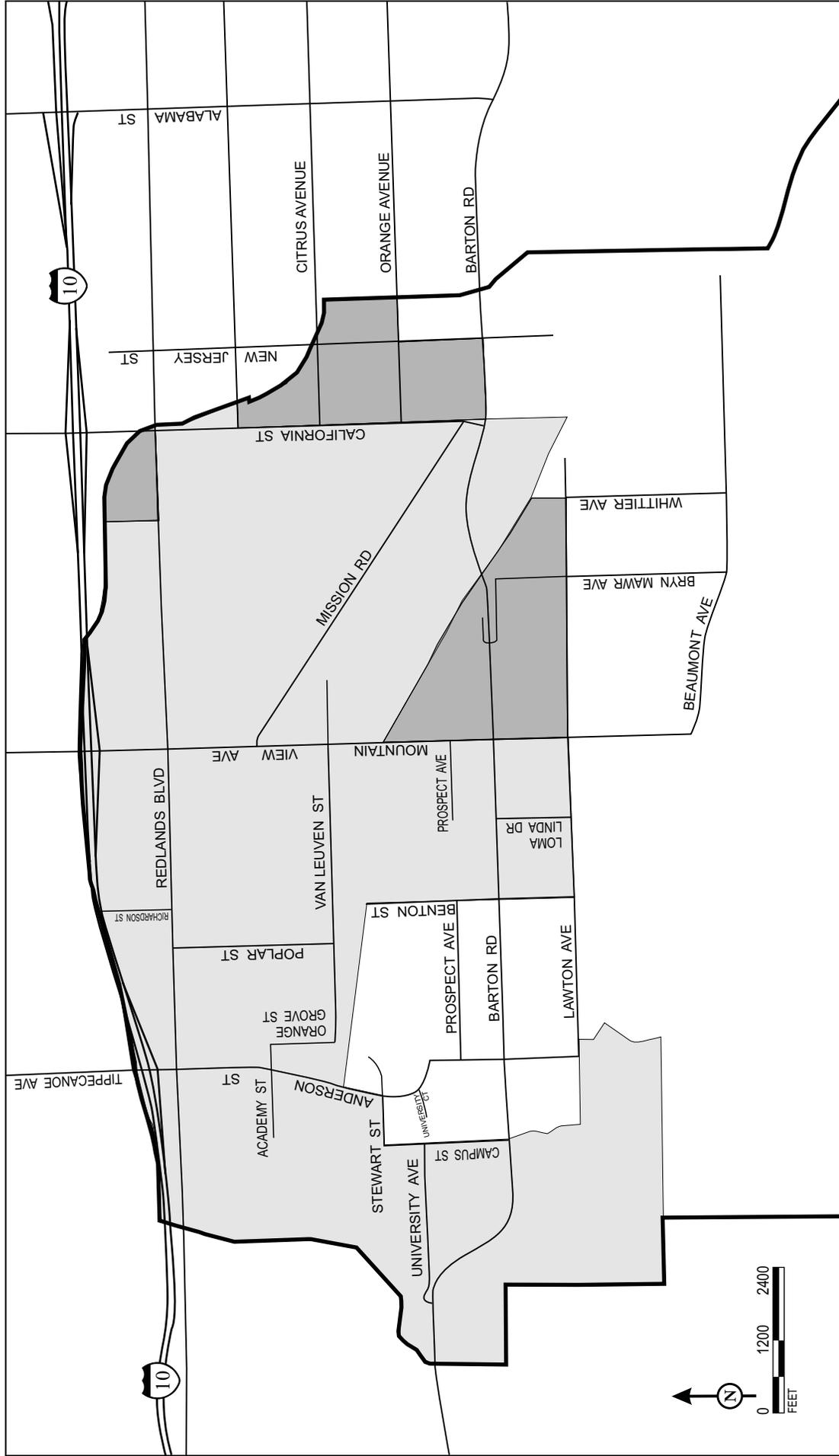


Figure 4.1

LSA

-  CITY OF LOMA LINDA AND SPHERE OF INFLUENCE
-  MERGED PROJECT AREA
-  "IVDA" PROJECT AREA

City of Loma Linda General Plan
MERGED PROJECT AND "IVDA" PROJECT AREAS



resources available to maintain the City's high level of public services and facilities. The City currently enjoys a favorable general sense of municipal service satisfaction as reflected in the Community-Wide Survey 2000. The few concerns indicated in this survey were largely focused on the need to maintain roadways, street lighting, and traffic light regulation.

4.5 IDENTIFIED ISSUES AND OPPORTUNITIES

A broad assessment of future fiscal conditions in the City of Loma Linda was projected in the *Fiscal Sustainability Report* (Agajanian 2001). According to this report, future municipal operating costs will likely increase for a number of reasons. A growing population will increase the amount of demand for municipal services. Operating costs will also increase as new services are added and existing municipal service levels are upgraded. Given that the City is not yet built out, Loma Linda is likely to face operating cost increases from both sources for some time to come. Depending on the type, location and timing of development, the pressure for increasing the operations budget in the future will be great.

Capital improvement expenditures for the City will also increase as the City/RDA budget expands to fund both new infrastructure and facility-building programs. Many future capital improvements will be paid for by new development in the form of dedicated facilities, in-lieu fees, and/or impact fees. The City/RDA budget will continue to fund citywide capital projects, as needed, including the city water wells/reservoirs, senior housing, arterial road and bridge projects, freeway interchange improvements, storm drain extensions, a senior center facility, a water treatment facility, and related future capital improvements.

Loma Linda can also expect to experience increasing pressure on facility maintenance costs due to development. Street maintenance in particular will continue to require additional resources as new roadways are built and added to the inventory. Facility maintenance will also increase as parks, public buildings, and recreational trails are expanded and added. Additionally, specific capital projects to accommodate site reuse, revitalization, and rehabilitation will continue to play an ever-increasing role in future capital improvement programs.

City/RDA budget revenues in the future will be influenced by many factors, including General Plan land use, circulation, and public facility choices, and the type and rate of development. The proportion of residential, commercial, industrial, and institutional land in the General Plan affects the amount of revenue that will be generated for municipal use, and is intended to help the City to continue providing services needed by residents. The retail, hotel, R&D, and high-end residential uses proposed in the General Plan will all generate municipal revenue in excess of related costs.

Another factor influencing revenue is the number of property tax-exempt parcels in the City. More than half of the parcels of land in the City are tax-exempt and include the Loma Linda University and the J.L. Pettis Veterans Memorial Hospital and all public facilities. This high concentration of property tax-exempt parcels limits the amount of property tax the City can expect to receive in the future. Additionally, any further development of tax-exempt uses on these parcels may add service costs to the City without generating property tax revenues to help pay for them. The General Plan has been designed to facilitate the development of property tax-generating and sales tax-generating uses on many parcels that are now property tax-exempt.

An analysis of the retail market opportunities in Loma Linda by Marketing for Professionals, Inc. (September 1999) revealed that almost every retail store merchandise category is not well represented in the City. The one area that is well represented is auto dealers and auto supplies. The potential for adding retail stores exists as present vacant retail spaces are available and more commercial land is designated in the General Plan. The retail market analysis found the City can



support more retail stores with the purchases coming from local residents and in some areas, such as food establishments, from individuals working in the City even though, within a 15-mile radius of the center of Loma Linda, customers have a variety of choices from a giant complex such as Ontario Mills to smaller, less diverse shopping centers such as Redlands Mall, and large commercial centers in San Bernardino. In order to attract new retail businesses, including hotels and restaurants, the study recommended that the City develop a more business-friendly image and foster a perception on the part of retailers and developers in and outside the area that Loma Linda will not make it difficult to start a new retail business.

One retail opportunity is to create a downtown area or city center, which could provide a focal point for the community. A vibrant downtown area could confer a sense of place that would strengthen the community's image and encourage residents as well as visitors and workers to shop, dine, and pursue leisure activities locally. As the roots of the community are associated with Loma Linda University, the downtown could be located near the University at Anderson Street and Prospect Street. Creating a downtown would entail, among other actions, expanding the services and businesses presently in the area, providing public parking and improving access to the area for both students and the general community of Loma Linda.

4.6 POLICIES

The following policies address business attraction and expansion, commercial and industrial lands, Loma Linda's economic base, its fiscal health, and ways to reduce greenhouse gas emissions.

4.6.1 Guiding Policy for Business Attraction and Expansion

Foster a climate in which businesses in Loma Linda can prosper, enhancing Loma Linda's image as a good community in which to operate a business.

4.6.1.1 Implementing Policies for Business Attraction and Expansion

- a. Maintain a development review process that is conducive to establishing new businesses and expanding existing businesses within Loma Linda.
 - Provide excellent customer service to retail business and developers of employment-generating projects by focusing on solving problems and providing certainty in the development review process.
 - Streamline the development review process so that it works effectively and efficiently for the applicant and the public through:
 - Explicit statements of City expectations;
 - Early identification of issues;
 - Consistent application of community policy;
 - An emphasis on expedited problem-solving; and
 - Ensuring that detailed regulations facilitate and do not hinder the achievement of community objectives.
- b. Attract and assist the relocation and expansion of firms in high-tech, biotech, research and development, and retail trade and services. Capitalize on Loma Linda's identity in the healing arts by working with the Loma Linda University Medical Center and the Veterans Hospital Administration to identify health services-related firms and trade organizations that could benefit from locating in Loma Linda. These might include those involved in medical research and clinical



trials, and research, development and testing of medical equipment, as well as vendors to these and other medical facilities. Provide focused marketing materials to those firms and trade organizations.

- c. Undertake a coordinated effort to “sell” Loma Linda as an ideal community in which to do business, stressing its advantages (e.g., highly educated workforce, excellent schools, high-quality residential areas, available land for development of employment- and sales tax-generating uses).
 - Publicize positive images of Loma Linda through placement of articles in the local and regional media and business and trade journals.
- d. Maintain an Economic Development Advisory Committee to advise the City Council regarding economic development, redevelopment, and employment- and sales tax-generation issues and activities.
- e. Maintain financial and development review incentives to attract regional and local-serving retail and employment-generating businesses to Loma Linda, ensuring appropriate location of such businesses along Redlands Boulevard, California Avenue, and Barton Road.
 - Focus business attraction and expansion efforts on sales tax-generating uses, community and regional serving retail, high technology, and research and development industries that will enhance the local economy.
 - Actively seek larger retail businesses the City lacks, such as Home Furnishing and Appliance Stores, Hardware and Building Materials, expanded Auto Dealerships, and Supermarkets to locate on Redlands Boulevard.
 - Focus on attracting and maintaining businesses in or serving the medical professions on Barton Avenue to continue the existing pattern.
 - Service industries with restaurants as ancillary uses should be encouraged to locate on California Avenue.
 - Conduct outreach to City vendors or suppliers to attract new businesses to Loma Linda.
- f. Continue to participate in economic development partnerships such as IVDA, recognizing that job creation, both within Loma Linda and surrounding communities will assist in reducing peak hour congestion along the I-10 freeway.
- g. Recognize the economic development benefits of, and place emphasis on beautification of major arterials and community entries, street cleaning, and consistent enforcement of City regulations.
 - Undertake urban design improvements described in urban design section of this element.
- h. Periodically survey the business community for evaluation of City services and improvement suggestions.
- i. Work with private sector entities to identify and implement advanced infrastructure technologies that will facilitate the relocation of technology-related businesses to Loma Linda, as well as the expansion of existing businesses.
- j. Work with the private sector to maintain an adequate supply of skilled workers and the capital needed to attract and maintain business in Loma Linda.
 - Work with the area schools and the University to establish and maintain education and continuing education programs to meet the existing and foreseeable needs of local employers.



- Work with the Redlands Unified School District, Loma Linda Academy, and Loma Linda University to identify local educational resources applicable to the labor force needs of emerging industries (e.g., telecommunications, fiber optics, and biotechnology) in relevant occupational specialties.
 - Facilitate the entry of lower income Loma Linda residents into job training programs, enabling them to hold meaningful, well-paying jobs.
- k. Provide priority for access to economic development resources to (1) existing businesses seeking to expand within Loma Linda, (2) businesses seeking to relocate to Loma Linda from outside of the east San Bernardino Valley area, (3) retention of existing businesses, and (4) businesses seeking to relocate to Loma Linda from within the east San Bernardino Valley area to help them to access:
- Capital markets through the use of tax-exempt industrial development bonds and taxable bonds;
 - Below-market rate interest rate business loans through revolving loan programs (e.g., CDBG, SBA, CDIF);
 - Tax increment financing;
 - County economic development programs aimed at lowering labor costs; and
 - Programs available through the County's Small Business Development Center (e.g., business consulting, movie production sites, government procurement, and international trade).
- l. Consider implementation of lease agreements as an incentive for the development of new office and multi-tenant business park development. Such agreements could include subsidies of rental rates to enhance the economic feasibility of financing development of office and multi-tenant business park projects, while increasing the economic attractiveness of the projects for new and expanding businesses.

4.6.2 Guiding Policy for Commercial and Industrial Land

Provide sufficient land to accommodate planned development, with office, business park, and commercial areas complementing residential and public development in location, access, mix of uses, attractiveness, and design quality.

4.6.2.1 Implementing Policies for Commercial and Industrial Land

- a. Maintain a mix of uses on the General Plan land use map providing a variety of housing types, commercial development, and employment generating uses.
- b. Promote the establishment of workplace alternatives, including home occupations and telecommuting to reduce peak hour congestion. Continue to allow home occupations in all residential districts.
- c. Maintain an inventory of "ready-to-go" sites for commercial and targeted employment-generating development, complete with appropriate zoning and in-place infrastructure.
- d. Seek innovative ways to reduce the cost burden of infrastructure provision on new industrial and commercial development, without transferring the burden to the residential sector.
- e. Development of commercial/industrial uses with "point of sale: retail sales tax revenues should be located in mixed-use areas such as along California Avenue and in the business park on Redlands Boulevard.



- f. Encourage the earliest development of a hotel as demand becomes available.
- g. Identify potential sites to develop new overnight accommodation facilities, especially at non-retail sites near the freeway on-ramps and off-ramps.
- h. Promote the development of new retail stores at vacant sites, such as the IVDA property, the Pacific Theater property, vacant parcels along Redlands Boulevard, and vacant East Side parcels.
- i. Collaborate with Loma Linda University in developing a downtown area that includes small retail and service business. Consider creating a Design Overlay Zone for the Area.
- j. Explore the creation of a multi-modal transportation center to serve the downtown area and nearby medical and educational facilities.
- k. Look for participation opportunities with potential transit center development.

4.6.3 Guiding Policy for Maintaining and Improving Fiscal Health

Protect fiscal and financial health of the City of Loma Linda.

4.6.3.1 Implementing Policies for Maintaining and Improving Fiscal Health

- a. Require new development to pay for its fair share of new infrastructure, public and community facilities, and the incremental operating costs it imposes on the City.
 - Unless the City provides specific economic development incentives, new development shall construct and/or pay for new on-site capital improvements required by their projects consistent with City standards.
 - New development shall incorporate such features as to ensure that it will not increase the cost of public services provided to existing development.
- b. Create an Economic Development Corporation as a means to acquire property, develop property, and issue use rights for the purpose of generating land rent revenue streams to the City's General Fund.
- c. Create other institutions to promote the generation of new land rent revenues to the General Fund including a housing authority, business improvement district, or improvement district.
- d. Coordinate RDA activities with the City or future Economic Development Corporation to link land rent or lease opportunities.
- e. Encourage the establishment and expansion of local businesses and development of commercial and other properties producing retail sales taxes, transient occupancy taxes, and high assessed valuation by providing assistance with financing, local processing, and environmental permitting.
- f. As a part of the development review of office, business park, and industrial development within Loma Linda, seek opportunities for the designation of these uses as "point of sale."
- g. Encourage and assist the development of hotels, motels, and long-term stay facilities along Redlands Boulevard.
- h. Determine the need for a fiscal impact analysis to be conducted as part of the development review process to provide input into assessment of the overall fiscal impact of development within the City, and to determine what costs to the City, if any, should be mitigated.
- i. Continue to promote development of the IVDA property with uses that maximize retail sales tax revenues and increase assessed valuation.



- j. Continue to promote development of high value housing in the RDA project areas to increase assessed evaluation.
- k. Limit the residential build out of Loma Linda to that which is needed to meet Housing Element objectives, develop infill lots, and establish upper-end housing within the southern portion of the City.

4.6.4 Greenhouse Gas

Local agencies, such as the City of Loma Linda, have an important role to play in California's fight against global warming, which has been identified as one of the most serious environmental effects facing the State today. Cities are being encouraged by the State to incorporate sustainable design into projects from the start, addressing global climate change considerations at the earliest feasible time. Through its General Plan, the City of Loma Linda intends to encourage well-designed, sustainable development projects to help move the State away from "business as usual" and toward a low-carbon future.

Assembly Bill (AB) 1493 of 2002 required the California Air Resources Board (CARB) to develop and adopt the nation's first greenhouse gas standards for automobiles. On June 1, 2005, Governor Schwarzenegger signed Executive Order S-3-2005, which calls for a reduction in greenhouse gas emissions to 1990 levels by 2020, and for an 80 percent reduction in GHG emissions by 2050. In addition, Governor Schwarzenegger signed AB 32, the California Climate Solutions Act of 2006 (Health & Safety Code Section 38500 et seq.), in September 2006. AB 32 codified the State's greenhouse gas emissions target by requiring that California's greenhouse gas emissions be reduced to 1990 levels by 2020. In addition, AB 32 directs CARB to make available a list of early action GHG emission reduction measures by June 30, 2007. These measures were updated in October 2007 (CARB, 2007). Regulations to implement these measures are to be adopted before January 1, 2010, and the finalized emissions reduction measures will become operative and enforceable January 1, 2012.

To address the issue of global climate change and reducing carbon emissions requires a broad range of policies and actions. By providing a balance between local employment and housing, the General Plan provides the opportunity for Loma Linda residents and workers to reduce their daily commute, with consequent reductions in air pollutant and carbon emissions. Providing for compact, walkable communities and infill development in areas served by existing infrastructure, utilizes the resources that existing neighborhoods offer, and conserves open space and natural resources.

Building "green" will reduce energy consumption, reduce carbon emissions, and is a sound financial choice. Investments in green buildings pay for themselves, according to a new study for 40 California agencies. This study, drawing on national data for 33 green buildings and an in-depth review of several hundred existing studies, found that sustainable buildings are a cost-effective investment. The report concluded that financial benefits of green design are between \$50 and \$70 per square foot in an LEED building, over 10 times the additional cost associated with building green.

Much of our built environment is now powered by fossil fuels, which create the greenhouse gases that contribute to global warming. Thus, reducing energy consumption and increasing the use of renewable energy sources is a key component of addressing global climate change concerns.

4.6.4.1 Guiding Policy

Minimize greenhouse gas emissions that are reasonably attributable to the City's discretionary land use decisions and internal government operations, with the goal of reducing Loma Linda's greenhouse gas emissions to 1990 levels by 2020.



4.6.4.2 Implementing Policies

Compact Community Measures

- a. Encourage the development of vacant and underutilized parcels consistent with neighborhood character in a way that best adds value to the surrounding area.
- b. Facilitate employment opportunities that offer low vehicle use and minimize the need for automobile trips, such as live/work, telecommuting, satellite work centers, and home occupations, in addition to implementation of mixed-use development strategies.
- c. Encourage patterns of commercial development that support use of public transit, including modifying development regulations to facilitate commercial and/or mixed-use projects at sites near transit stops.

Energy Conservation and Air Quality Measures

- d. Encourage energy efficient landscaping for resource conservation by developing guidelines that emphasize proper irrigation techniques and sustainable landscaping (organic fertilizers and pesticides).
- e. Consider light-colored surfacing on pavements and rooftops where feasible to reduce heat absorption.
- f. As part of the development review process, work with builders to maximize energy conservation benefits in the placement of buildings on a site with regard to sun and natural breezes.
- g. Actively support provision of infrastructure needed for alternative fuel vehicles, including fueling and charging stations. Review and consider revising applicable codes applying to refueling and recharging infrastructure to facilitate their inclusion in new development where appropriate.
- h. Prohibit the installation of wood-burning fireplaces and other devices in new or renovated homes.
- i. Facilitate implementation of renewable technologies through streamlined planning and development rules, codes, processing, and other incentives.
- j. Incorporate measures to protect solar access from shading by neighboring structures and trees, thereby facilitating the use of passive or active solar systems.
- k. Provide incentives such as expedited processing for facilities that use renewable energy sources. Work with State and Federal agencies to secure tax exemptions, tax rebates, or other financial incentives for such facilities.
- l. Preserve and encourage planting trees in neighborhoods to provide shade in summer and reduce heat loss in winter. Successful methods include placing trees to the west and northwest of houses to shade from the hot summer sun and grouping trees to protect them from harsh elements and support their longevity. Trees can reduce air temperatures 5–10° F from shading and evapo-transpiration (water in leaves converting into vapor, cooling the air).

Transportation Measures

- m. Promote transit routes and link neighborhoods with transit.
- n. Encourage businesses and public agencies to offer telecommuting as a work alternative, and allow corporate satellite work centers near housing concentrations to enable residents who are employees of out-of-city businesses to reduce their commutes.
- o. Require new development to incorporate features that reduce energy used for transportation, including pedestrian and bicycle pathways, and access to transit (where available).



- p. Include recycled and energy-conserving materials for road construction and repair, as well as resource-efficient materials, such as rubberized asphalt concrete and pervious pavement, in road repair and construction where it is cost-effective and feasible.
- q. Work with Omnitrans to provide turnouts for transit stops.
- r. Pursue traffic signal timing coordination as a means of improving traffic and reducing vehicle idling times.
- s. As appropriate, require new development and redevelopment projects to address the following: bicycle and pedestrian access internally and to other areas; safe access to public transportation and construction of paths that connect with other non-motorized routes; safe road crossings at major intersections for schoolchildren and seniors; and secure, weatherproof bicycle storage facilities. Ensure that such facilities will have ongoing maintenance.
- t. Support and participate in the development of intermodal transit hubs that expand alternative transportation use.
- u. Encourage the use of public transit and alternative modes of transportation through land use designations and zoning which cluster employment centers with a mix of other uses, and project design that incorporates car pool areas, "park and ride" facilities and similar incentives.
- v. Ensure that transit systems provide for the storage of bicycles on transit as well as at transit centers.
- w. Work with Omnitrans to post current schedules and maps at all transit stops and other key locations, to make real-time arrival information available to riders, and to provide shelters that adequately protect riders from inclement weather.

City Operations Measures

- x. Minimize Loma Linda's contributions to greenhouse gas emissions by shifting to low-carbon and renewable fuels, and employing zero-emission technologies, where feasible in City purchasing and ongoing operations and maintenance activities.
- y. Provide incentives for City employees to carpool to work.
- z. Incorporate energy efficiency as a key criterion in the City's procurement process.