FINAL REPORT

BEAUMONT ECONOMIC DEVELOPMENT STRATEGIC PLAN

Prepared for:

City of Beaumont, California

July 2, 2019

PREPARED BY:

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1. Introduction

The City of Beaumont's Economic Development Strategic Plan is intended to provide a blueprint for attracting targeted new development and business investment, creating jobs, and contributing to the City's long-term fiscal health. The Plan identifies key industries to be the focus of Beaumont's business retention/expansion/attraction efforts, and includes action on closely-related issues such as infrastructure, land use and workforce development.

The Economic Development Strategic Plan (EDSP) is based on a comprehensive research and stakeholder outreach process, and reflects consensus views on the most promising opportunities and the most pressing challenges facing Beaumont's economy. While the EDSP places primary emphasis on actions and initiatives to be pursued directly by the City, action items also reflect the fact that a wide array of public- and private-sector entities have roles in influencing the economic vitality of Beaumont. In this regard, some of the recommended actions will be carried out through partnerships with other entities. Even for those action items in which the City's role is essentially coordination, this function can take many forms and is often critical to solving problems that may not otherwise have a clear constituency or single responsible entity assigned to resolving them.

Overview of the Strategic Planning Process

The recommended policies and program activities are based on an extensive planning process that included the following components:

- A series of three "Summit" meetings facilitated by the consulting team, and coordinated with the City, to obtain stakeholder input and, where appropriate, ongoing EDSP implementation support;
- Study sessions with the Beaumont City Council and Economic Development Committee;
- Background research on Beaumont's current economic conditions, so that the Summit participants had accurate, up-to-date information to facilitate their observations and recommendations;
- An industry cluster analysis to identify sectors that Beaumont could potentially target for future expansion and attraction;
- A real estate market analysis to quantify potential development demand for new retail/restaurant, office, and industrial space;
- Evaluation of a range of "foundational issues" (including infrastructure, workforce, housing, quality of life, and development environment);
- Preparation of a strategic Action Plan based on the consultants' research and the local stakeholder input. The Action Plan provides a detailed "road map" for maximizing quality economic growth in Beaumont.

Key findings of the background and technical studies are summarized in this report and referenced in the EDSP as appropriate. The full studies are provided as separate documents.

Acknowledgments

Summit meeting participants

Participant	Affiliation
Lynn Bogh Baldi	Beaumont Chamber of Commerce
Bernie Balland	Economic Development Committee
Steve Barron	San Gorgonio Memorial Hospital Board
Rick Bishop	Western Riverside Council of Governments
Ebon Brown	Beaumont Unified School District
Duane Burk	Beaumont-Cherry Valley Recreation and Park District
Celina Cabrera	City of Beaumont
Jeff Chambers	Pardee Homes
Ben Cloninger	Sand Trap
Michael Curley	Southern California Edison
Tom Daniels	Landowner
Terrence Davis	Beaumont Unified School District
Kathleen Dietrich	Priority Pallets; Economic Development Committee
Aileen Flores	Southern California Edison
John Fuller	Icon Health and Fitness
Maria Garcia	Loma Linda University Health
Elizabeth Gibbs	City of Beaumont
Rebecca Goldware	University of California, Riverside
Aaron Hake	Riverside County Transportation Commission
Linda Hanley	Bank of Hemet
Martin Hannigan	San Gorgonio Village
Jan Harriman	Sundance Corporate Center
Charlene Henderson	Riverside County Workforce Development Division
Jennifer Higgins	Economic Development Committee
Aftab Hussain	City of Beaumont
Dan Jaggers	Beaumont-Cherry Valley Water District
David Johnston	Economic Development Committee
Paul Marcinko	Union Pacific Railroad
Karin Marriott	Mt. San Jacinto College
Susan Aguilar Martinez	Beaumont Chamber of Commerce
Bruce McDonald	Crossroads Logistics
Kari Mendoza	City of Beaumont
Jake Millard	Rudolf Foods
Laurie Miller	City of Beaumont

Participant	Affiliation
Rob Moran	Riverside County Economic Development Agency
Daryl "Rusty" Oft	Loma Linda University Health
John Ohanian	Oak Valley Partners
Anthony Onodera	City of Beaumont
Todd Parton	City of Beaumont
Bette Rader	Beaumont Chamber of Commerce
Ron Rader	San Gorgonio Memorial Hospital Board
Michelle Riggs	Crafton Hills College
Dave Roberts	Development Community
Dr. Roger Schultz	Mt. San Jacinto College
Richard Sorenson	Development Community
Ashley Starr	City of Beaumont
Kimberly Starrs	Economic Development Committee
Mark Swanson	Beaumont-Cherry Valley Water District
Dennis Tankersley	San Gorgonio Memorial Hospital Board
Kyle Warsinski	City of Beaumont
Helen Welch	Walmart
Dwayne Whittington	Epic Management
David Wren	Loma Linda University Health

City Council

Julio Martinez, Mayor
Rey Santos, Mayor Pro-tem
Nancy Carroll
Lloyd White
Mike Lara

Economic Development Committee

Bernie Balland, Chairperson
Bette Rader, Vice Chair
Monir Ahmed
Bertha Baraza
Ebon Brown
Allen Koblin
Rob Moran
Kimberly Starrs
Karen Wheat

Summary of Key "SWOT" Issues

The technical studies and stakeholder input provided the basis for an inventory of important SWOT (strength-weakness-opportunity-threat) issues affecting Beaumont's economic development direction. These topics are summarized as follows:

<u>Assets and Opportunities for Economic Development</u>

Quality of life:

- The area's natural/physical beauty (mountains, etc.)
- Excellent relative air quality for Inland Empire
- Recreational opportunities/amenities in city and surrounding region
- Hometown atmosphere; growing city but still has desirable small-town feel
- Perceived as a safe/low-crime community
- Family-friendly community
- Great school district
- Excellent, locally-available health care (hospital, etc.)
- Active/engaged community
- Have preserved rural character; which is also goal in General Plan
- Affordable housing (relative to other parts of southern California); recent State legislation could strengthen affordability measures

Attractive Factors for Business/Development:

- Strategic location at the juncture of two major freeways (I-10 and SR 60)
- Location makes Beaumont a "gateway" to travelers from out of state
- Central to two regions (The Coachella Valley and the set of Southern California communities that make up the eastern axis of suburban/exurban Los Angeles), access to surrounding large populations, and in current trajectory of growth in southern California
- Between two reasonably close airports (Ontario and Palm Springs), both of which can absorb additional flight capacity
- Abundant vacant land available for industrial development
- Sewage treatment capacity
- Direct rail access to industrial land
- In sphere of influence for the Palm Spring Foreign Trade Zone (FTZ)
- City is currently in the process of implementing a new branding initiative

Potential Threats and Barriers to Economic Progress

- The “visual corridor” along I-10 and onramps/offramps are relatively unattractive
- Traffic congestion, especially at freeway off-ramps
- Condition of streets
- Lack of a clear “entrance” to City
- Beaumont (and the Pass Area overall) may not be getting its fair share of funding for regional infrastructure improvements
- Lack of an attractive downtown
- As community grows, the “hometown atmosphere” (including local businesses) may be threatened
- Beaumont’s image/reputation as a retirement community could have a negative impact on the community’s attractiveness to younger demographics
- City’s prior history of political/financial problems may affect current perceptions
- Community concerns about crime rates and related issues such as drug problems impact the City’s image
- Inconsistent, unbalanced growth and development (e.g. school expansions not keeping up)
- Some residents fear growth
- Shortage of qualified labor pool for some businesses.
- Lack of quality multi-family housing
- Lack of supporting business facilities:
    - Hotels with business-travel amenities
    - Conference room/meeting facilities

Economic Development Context

A broad range of economic development opportunities are available to Beaumont, based on location-based attributes discussed below, along with the following:

- A resident workforce with high levels of out-commuting, and
- An industry-targeting strategy that recognizes the complexity of industry and employment change inherent in current trends of *technological* change.

Technological changes will present challenges to many communities and opportunities for some, particularly those that anticipate these changes. Outlying communities such as Beaumont are likely to see improvements in connectivity to urban centers. For one thing, the advent of autonomous vehicles (which is also a major “disrupting” technology), should generate a net benefit to Beaumont, making the community generally more accessible. Due to this increased accessibility along with Beaumont’s attractiveness, the City can be a location of choice for “footloose” firms and entrepreneurs with flexible location requirements.

Beaumont has a strategic location at a mountain pass that both separates and connects two regions, each distinguished by climate, economic activity, and demographic characteristics. This provides the City with certain unique advantages, including the chance to confirm its ideal role with respect to the two neighboring regions. The two regions, Coachella Valley and Greater Southern California, are expanding toward each other, and in some ways becoming more similar, while certain differences are increasing.

For example, formerly more-autonomous cities near the fringe of the Los Angeles metropolitan area are being increasingly drawn into it.

Although regional growth pressures and improved connectivity will expand opportunities for outlying communities, Beaumont will still be constrained to some extent by its historic development patterns, which are influenced to some extent by topographical physical constraints and the relationship of the community to Interstate 10. These factors add to the challenge of defining the community's options for responding to evolving opportunities and for overcoming any negative perceptions, especially by those having limited exposure to Beaumont, beyond immediate access from Interstate 10. Perception is also affected by the presence of retirement-age communities within and around the City. (Senior populations are a resource and an asset for certain types of businesses, for non-profits interested in volunteers, and for retirement-age persons interested in resettling; some retailers will view them as a less attractive market segment, and employers will be sensitive to how they affect the size of the labor pool.)

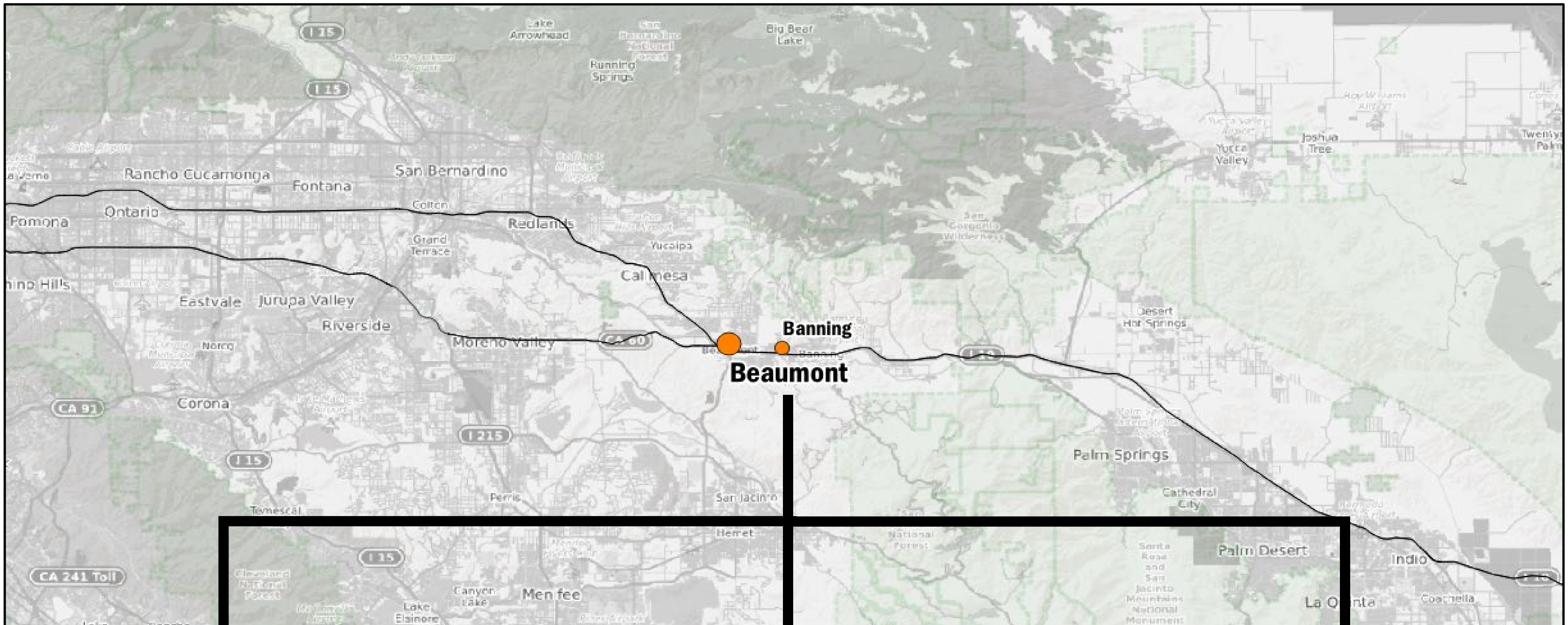
Beaumont is likely to always be in a complementary, even if sometimes competitive, mode with respect to its neighboring communities. This "economic region" of cities can be defined, within Beaumont's unique setting, in ways that help demonstrate how the cities can collaborate to maximize the efficiency of their various interrelationships.

The benefits of economic development may not be perceived equally by all segments of Beaumont's population. However, the EDSP's Action Items and marketing materials can communicate the following expected benefits:

- Expanding the range of goods and services available for residents' use.
- Expanding local employment options for residents, especially out-commuters (see Appendix A for data pertaining to both out-commuters and in-commuters, and comparisons to Beaumont resident workers).
- Net revenue gains to the City, for expanding residents' services and facilities.

Figure 1 on the next page summarizes the context for economic development in Beaumont. The intent of the figure is to highlight Beaumont's unique locational attributes and summarize related strategic issues and opportunities. The map also serves as a reminder that the relationship of Beaumont to Coachella Valley to the east and to greater Southern California to the west is evolving. The Coachella Valley continues to diversify economically and demographically. Simultaneously, the "functional distance" between urbanized Coachella Valley and the rest of Southern California continues to shrink. All markets surrounding Beaumont are expanding, including even Arizona markets further east.

FIGURE 1. ECONOMIC DEVELOPMENT CONTEXT SUMMARY



Key Assets

- Natural beauty and desirable climate.
- Straddles two regions that are different but also complementary. (Coachella Valley and Greater Southern California)
- Resident workforce could support relatively high-wage industries.
- Emerging transportation technology will improve connectivity.
- Reasonable access to two airports.

Overall Strategic Direction

- Pursue broad range of economic development opportunities, plus complementary improvements in infrastructure and redevelopment areas, which also enhances quality of life.
- Generate comprehensive, coordinated marketing messages complementing development efforts.
- Raise Beaumont’s profile as a development-friendly place. Combine development-approval streamlining, outreach to existing businesses, and focused redevelopment/revitalization steps.
- Collaborate with neighboring cities to maximize sharing the benefits of common location.

Selected Key Challenges

- Topography
- Relationship to Interstate 10, which complicates both access and the way community is perceived.
- The presence of retirement-age communities and how retailers and employers will perceive this .
- Housing affordability and options.
- Water supply.
- Legislative mandates

EDSP Vision Statement

The City of Beaumont strives to create a balanced, sustainable and diverse economic environment by leveraging existing local business, recruiting targeted industries, and encouraging outside investment, that will enhance Beaumont's quality of life and support community values.

EDSP Goals

1. Develop an economically balanced community
2. Recruit new business, while retaining and expanding local business, that promote growth of primary jobs and/or sales tax revenue
3. Develop an online Economic Development presence to provide business owners and site selectors resources they need
4. Create a Quality of place that establishes Beaumont as a community to build and grow a business, as well as attract and retain talent
5. Connect with and assist local small business start-ups and entrepreneurs
6. Ongoing review of development review processes and identify streamlining and efficiency techniques
7. Work with regional workforce development partners to provide needed resources to the area and begin to develop a retraining program for positions under threat of automation
8. Leverage the City's strengths to maximize business opportunities

2. Executive Summary

The EDSP is an integral component of other efforts underway in the City with the overall mission of positioning Beaumont to grow into its "best version of itself," in light of the following (among other attributes):

- Growth that is expected to occur in the community regardless of planning to accommodate it, and these growth pressures can also fuel revitalization efforts.
- The City's ongoing research and planning processes intended to align with key opportunities and challenges, including redevelopment/revitalization of Downtown and other key areas.
- Favorable market conditions, including position in the region relative to other cities, key regional infrastructure such as airports and freeways, relative affordability (although this will tend to balance with the overall region as growth continues), favorable microclimate, and capacity for growth and for revitalization.
- Awareness within the community that perceptions of Beaumont by outsiders generally need to be improved and that this can be readily accomplished through a combination of very targeted physical improvements and focused marketing that portrays a comprehensive picture of the community.

Business Attraction Priorities

Based on the industry cluster analysis summarized in Chapter 3, the EDSP recommends a range of industries and business types as targets for the City's business attraction efforts. The recommended targets have been identified through an extensive "screening" process that reflects the following considerations:

<u>Beaumont's Core Strengths from a Business Attraction Perspective</u>

- Substantial land and zoning capacity for future commercial/industrial development
- Strategic location along two major freeways
- Established position as a regional center for retail shopping
- Immediate proximity to the Inland Empire's core industry cluster (logistics), and potential connections to other regional strengths
- A well-educated resident workforce, including many "out-commuters" (see Appendix A for data pertaining to both out-commuters and in-commuters, and comparisons to Beaumont resident workers)
- Attractive amenities and community life

<u>Priority Objectives of the City's Business Attraction Efforts</u>

- Continue to improve the range of goods and services available to residents
- Strengthen City's fiscal position (tax base)
- Expand employment opportunities of Beaumont residents, with a focus on creating higher-wage jobs
- Foster business development opportunities at a range of scales (i.e., small to larger firms)

- Focus marketing/development resources on industries with strong long-term growth potentials (avoiding sectors that are especially vulnerable to worker displacement due to automation, etc.)
- Over time, position Beaumont as a viable location for high-image/high-tech activities

The recommended target industries are organized around four "themes," as summarized on the following table:

Recommended Targets for Business Attraction		
Major Theme	**Rationale for this Target**	**Types of Industries/Activities**
1. Local-serving businesses	• Leverages City's established position as a regional destination for retail shopping • Capitalizes on strong population growth	• Retail • Restaurants • Local services typically found in retail/downtown settings
2. Technology focus	• Connects to region's core strength (logistics), while avoiding the aspects of logistics that are most vulnerable to worker displacement from innovation • Leverages potentials associated with the City's resident workforce and quality of life amenities (which the EDSP recognizes are still evolving)	• Logistics technology • E-commerce fulfillment • Data centers • Management, Scientific, Technical Consulting Services • Inland Empire (IE) wholesale trade clusters
3. Selected manufacturing activities	• Focuses on higher-wage manufacturing sectors that are already growing in the City (in some cases) and the larger region • Capitalizes on Beaumont's land capacity, affordability and ability to be a business-friendly City	• Food and beverage manufacturing (including a possible focus on distilled beverages, which offer "placemaking" potentials) • Advanced/additive manufacturing (including, e.g., 3D printing activities) • IE manufacturing clusters
4. Healthcare and retirement	• Builds on established base of retirement developments in Beaumont/Banning • Responds to strong demographic trends • Leverages Beaumont's unique balance of affordability and quality of life	• Regional healthcare firms and facilities (in response to population growth) • Continuing care / assisted living

“Tactical” Priorities: Recommended New Initiatives to Achieve the EDSP Objectives

A set of new, immediate-priority initiatives are highlighted below and further detailed and discussed within the overall context of the EDSP in subsequent sections. These initiatives are extracted from the Year 1 (Initial) Work Program detailed in Chapter 4. The Potential Budget column shows two types of information: 1) Estimated staff hours (including both start-up time and ongoing time during year 1), derived from the “2000-hour” implementation scenario shown in a subsequent section on Table 14; and 2) Where relevant, dollar estimates for contract services and other expenditures outside of the City operating budget. Otherwise, staff hour estimates assume that existing staff, not all of which will be related to the economic development function, will be deployed in these efforts.

High-Priority Initiative	Immediate Steps	Potential Budget
EDSP ORGANIZATION AND OPERATIONS		
Establish overall implementation approach and milestones. Institutionalize a system of partners who will participate in EDSP implementation. Establish an ED taskforce around the work program established by the EDSP.	Refine the list of near-term deliverables, consisting of meetings, working documents, and documentation of processes, as outlined in the Next Steps matrix, Table 14 Working with prospective participants, individually and/or through meetings, prepare list of confirmed partners and their commitments to various framework elements, with target dates, milestones, etc. As part of "next steps" evaluation of individual action items, identify appropriate roles for ED taskforce or subcommittees.	Staff: 480 hours
ECONOMIC DEVELOPMENT MARKETING PROGRAM		
Develop marketing materials that reflect the comprehensive nature of planning and economic development programs within the City; closely coordinate economic development marketing with the Strategic Communications Plan and overall branding initiative currently being implemented by the City (e.g., adapting the tagline "A City Elevated" for ED marketing purposes). Incorporate City's mission concepts related to sustainability, quality-of-life, and citizen values into marketing materials. Within economic development marketing materials, reflect the technology-focused framework that has helped inform industry targeting, including its relevance to prospective employers. Coordinate messages to jointly promote real estate development / revitalization and industry targeting (for all business types). Embed in marketing materials, as appropriate, messages that include mention of expected benefits to the local citizenry from economic development efforts.	Conduct work session(s) with City's Public Information Officer (and branding consultant) to identify immediate opportunities to integrate economic development messages into the City's larger communications/ branding strategy. Within the framework of the City's larger communications initiative, develop and implement an "economic development focused" marketing program (and related collateral materials). Review marketing programs and materials used by economic development partners, and key competitors, locally and regionally, for message-consistency with Beaumont programs/materials and to secure Beaumont's market positioning. Consider retaining outside professional assistance to support development of the initial market program.	Staff: 200 hours $40,000 - for marketing profes-sionals if used

High-Priority Initiative	Immediate Steps	Potential Budget
EXISTING-BUSINESS RETENTION AND EXPANSION (BRE)		
Business Outreach. Utilize various approaches to expand communication with existing firms, to achieve any or all of the following purposes: • Identify any needs for business assistance. • Connect businesses with available support resources. • Probe businesses' sense of locational advantages and disadvantages of being in Beaumont (including regional assets such as the two nearest airports). Relate these findings to the process of refining/updating industry targets. • Identify any needs for coordinating operational or expansion requirements with local regulatory bodies.	Based on a review of options – including systems that might be in use within the region and those available through vendors and in common use, or independently designing a system – select preferred method(s) for sustaining a robust outreach process and identify the necessary resources to implement. Launch high-profile BRE program with a heavy initial focus on increasing direct communication with and outreach to the existing business community. Program should include a mix of the following outreach methods: • Business surveys • Quarterly meetings/mixers with the business community (potentially focused on different business/ industry types each quarter) • In-person visits to key businesses (potentially also including City Council members)	Staff: 460 hours $30,000 - for use of BRE systems if required.
INDUSTRY TARGETING		
Local-serving (retail) businesses. Use data from research conducted for the EDSP to detail conditions related to, and define strategies for addressing, retail leakage conditions in the City, in relation to the City's competitive position with respect to commercial development characteristics (including market advantages / disadvantages) of surrounding communities. Implement retail tenant recruitment program, in partnership with interested property owners, as part of expanded marketing efforts. ***Higher-wage industries.*** Refine, prioritize, and update target-industry (employer) prospects, through:	***Local-serving (retail) businesses.*** Identify highest-priority retail tenant targets (i.e., names of specific retail/ restaurant chains) based on the following process: • Review category-by-category retail demand projections in the real estate market study prepared for the EDSP; • Conduct meetings with management of existing and future major shopping centers to identify opportunities to collaborate on retail tenant recruitment; • Conduct online survey of Beaumont residents (and potentially residents of Banning and Calimesa) to	Staff: 284 hours $15,000 - annually for 1-2 years, then periodically after, if using outside vendor databases

High-Priority Initiative	Immediate Steps	Potential Budget
• Monitoring large-scale patterns of change in technology and application of technology – to manufacturing and distribution, offshoring/onshoring of production, and similar considerations. • Exploring opportunities for leveraging the presence of the two nearest airports as business attractors, by expanding awareness of the different types of companies/industries now taking advantage of each of those facilities, the airports' plans for expansion and development, and other considerations. (Business parks co-located with the airports may represent, for Beaumont, one of the nearest aspirational developments of this type.) • Incorporating consideration of how changes in technology can improve connectivity of outlying communities, for both the general development and specifically for tech-related businesses	pinpoint consumer priorities for new retail and restaurant businesses in the region. Develop retail-specific marketing materials as part of overall ED marketing program. Review options for partnerships and other resources related to retail tenant recruitment (including commercial real estate brokers; developers, etc.). ***Higher-wage industries.*** Identify highest-priority (employer) target industries based on the following process: • Conduct workshop with ED Committee to review target industry/cluster study prepared for the EDSP; • Meet with partner agencies to determine compatibility of their industry attraction efforts with Beaumont's strongest market opportunities; • Meet with industrial developers, property owners and brokers to identify opportunities to collaborate on industrial tenant attraction.	
ENTREPRENEURIAL DEVELOPMENT		
Investigate extent to which existing entrepreneurial-development programs / facilities in the region meet the needs for the kinds of entrepreneurs present and anticipated in Beaumont, recognizing the different types of support needed by local-consumer startups and tech-oriented startups. Confirm the relevance of tying into an existing networking system / program in the region directed towards entrepreneurs (1 Million Cups), as a means of expanding entrepreneurs' awareness of one another and relevant resources, etc.	Using information in the ESDP as a point of departure, meet with existing providers in the region and prepare summary of the extent to which these programs / facilities can serve Beaumont entrepreneurs' needs. Prepare coordination framework showing how the City, through partners if possible, can be represented (as appropriate) within existing entrepreneur-coordination groups currently active in the region.	Staff: 80 hours

High-Priority Initiative	Immediate Steps	Potential Budget
REAL ESTATE DEVELOPMENT AND REVITALIZATION / REDEVELOPMENT		
Continually monitor coordination efforts between the General Plan and other research work and economic development objectives and actions. For example: • Explicitly relate planned commercial/industrial areas to industry targets and the City's overall economic development approach. • Show how areas designated for revitalization relate to economic development targets and programs. • Show how the repurposing of certain structures/areas can support startup companies.	Prepare coordination framework showing how the City's planning and revitalization efforts are best aligned with marketing messages and other economic development efforts, including BRE, recruitment, etc.	Staff: 100 hours
COORDINATION FRAMEWORK FOR OTHER STRATEGY GROUPS AND ACTION ITEMS		
In addition to the core economic development activities outlined above, the EDSP includes a range of strategies that are intended to support and enhance the effectiveness of the core marketing and business development efforts. The "support" strategy groups address the following topics: • Development streamlining • City fiscal policies • Infrastructure development • Workforce development • Placemaking • Quality of life	Develop "coordination frameworks" to establish general protocols for the interface between the City's economic development program and various "support" functions as noted. The coordination frameworks will help ensure that the City's various development-related policies remain in sync with Economic Development and, when appropriate, facilitate future policy adjustments to maximize the alignment of related programs.	Staff: 80 hours (initial focus)

3. Highlights of Background/Technical Studies

A. Market Overview/Demographics

The Market Overview report was prepared to provide background information and data for the Beaumont EDSP. The report contains demographic and economic data at multiple levels of geography (primarily Beaumont, Riverside County, and the state of California, and different areas are also used as noted) to allow for comparison of local conditions to the two reference-area benchmarks. This report was intended, within the sequence of work conducted for the EDSP, to provide an *initial* overview of economic and demographic conditions in Beaumont using publicly available data. Subsequent work on the EDSP, for example the industry cluster analysis, was based on supplemental, data sources that provided additional detail.

Demographic and Economic Data/Forecasts

Census-Based Demographic and Economic Overview

The following data were obtained from the U.S. Census Bureau, American Community Survey (ACS) 5-year estimates (2012-16). Table 1 below provides a summary of household and education-related data from the ACS. The table shows that Beaumont has a relatively high share of *family-type* households relative to the County and the State. Beaumont's share of households below the poverty rate is below that of the County and the State. In addition, median household income in Beaumont ($68,369) is higher than the comparable County and State figures. For the population 25 years and over, close to one-fourth (24.5%) of the City's population has a bachelor's degree or a graduate or professional degree. This share compares favorably to the County (21.2%) but is below the State share (32.0%). For the fields of bachelor's degrees, 29.1% of Beaumont's residents have Science and Engineering degrees, which is below the County (33.5%) and State (40.9%) shares. Beaumont has a relatively high share in Science and Engineering *Related* fields (14.0%), compared to the County (10.1%) and the State (7.9%).

TABLE 1. HOUSEHOLD AND EDUCATION-RELATED DATA – BEAUMONT, RIVERSIDE COUNTY, AND CALIFORNIA

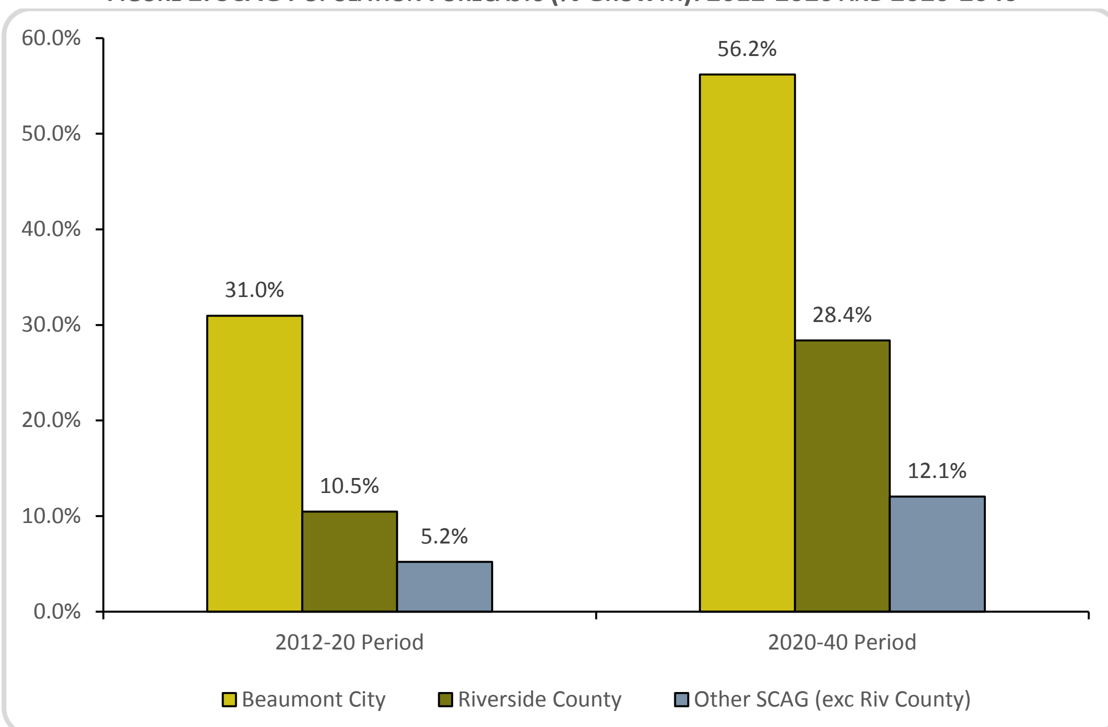
	Beaumont	Riverside County	California
Household-Related Data Variables			
Percentage of Family households	78.9%	73.5%	68.7%
Percentage of Households below poverty level	11.3%	16.5%	15.8%
Median Household Income	$68,369	$57,972	$63,783
Education-Related Data Variables			
Percentage of the population 25 years and over that have attained a bachelor's degree or higher	24.5%	21.2%	32.0%
Percentage of the Fields of Bachelor's Degrees attained by the population			
Science and Engineering Fields	29.1%	33.5%	40.9%
Science and Engineering-Related Fields	14.0%	10.1%	7.9%
Business Fields	21.7%	21.4%	17.9%
All other fields combined	35.2%	35.0%	33.3%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates; TNDG.

Demographic and Employment Forecasts

To provide additional context on the city-level SCAG forecasts, the following two figures (Figure 2 and Figure 3) compare Beaumont's projected growth – in population and employment – relative to the County and the remaining SCAG region[1]. The figures further illustrate the City's recent and projected rapid demographic and employment growth, as Beaumont is projected to grow at a higher rate than the two benchmark areas.

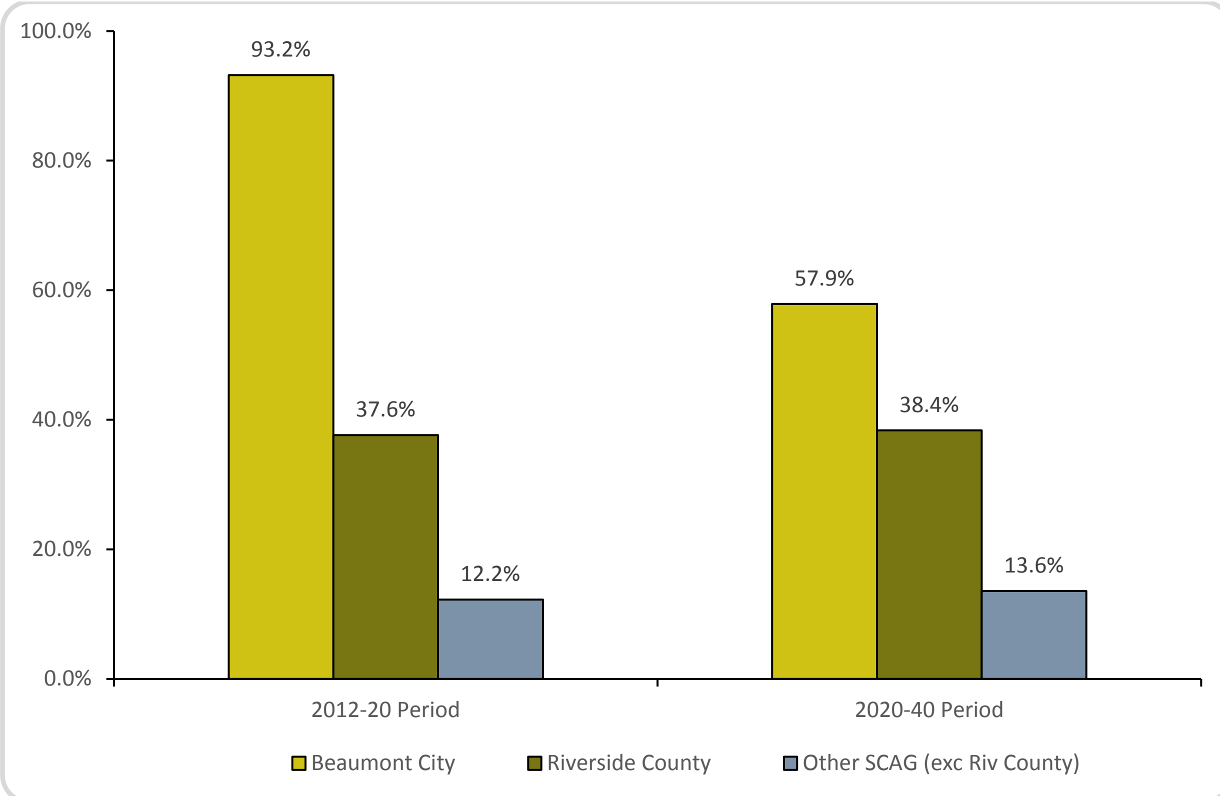
FIGURE 2. SCAG POPULATION FORECASTS (% GROWTH): 2012-2020 AND 2020-2040



Source: SCAG 2016 RTP; TNDG

[1] The SCAG region includes the following six-county region: Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura.

Figure 3. SCAG Employment Forecasts (% Growth): 2012-2020 and 2020-2040

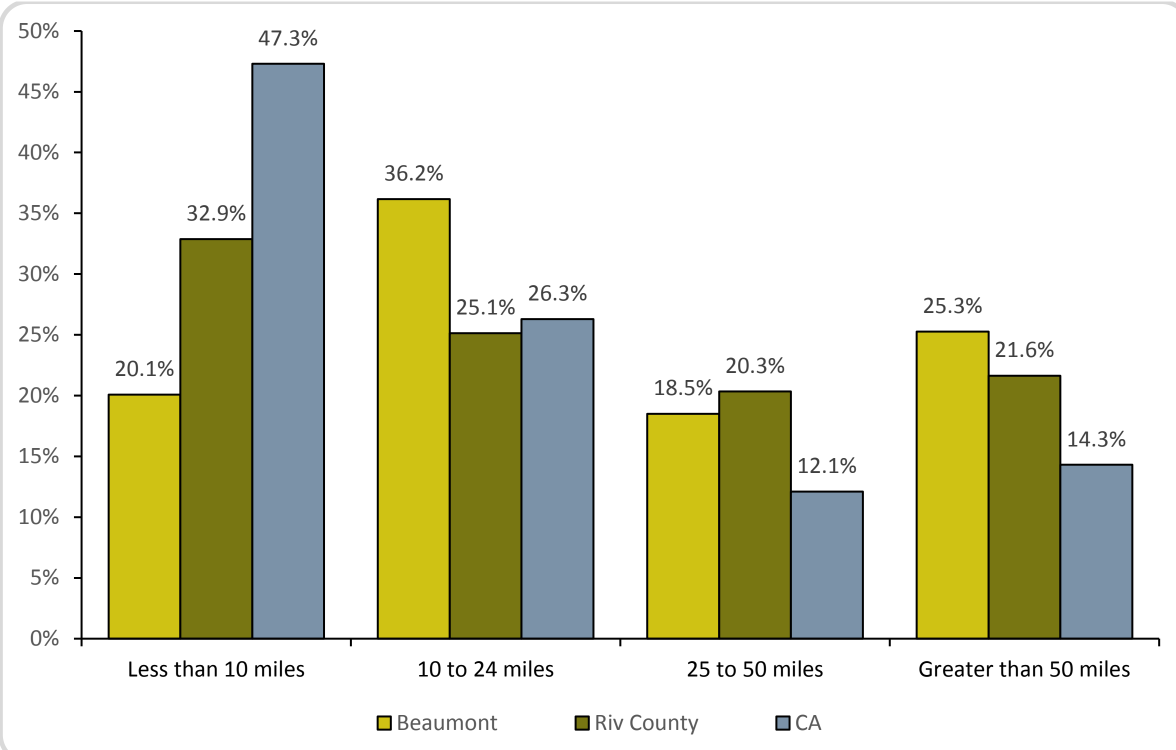


Source: SCAG 2016 RTP; TNDG.

Labor Force Data

The data in these figures are from the U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program. Figure 4 below provides travel distance ranges to work for the City's labor force relative to County and State benchmarks. The figure shows that Beaumont's resident labor force tends to have longer distance commutes relative to the overall labor force in the County and in the State.

FIGURE 4. TRAVEL DISTANCES (MILE RANGES) TO WORK: BEAUMONT, RIVERSIDE COUNTY, AND CA, 2015

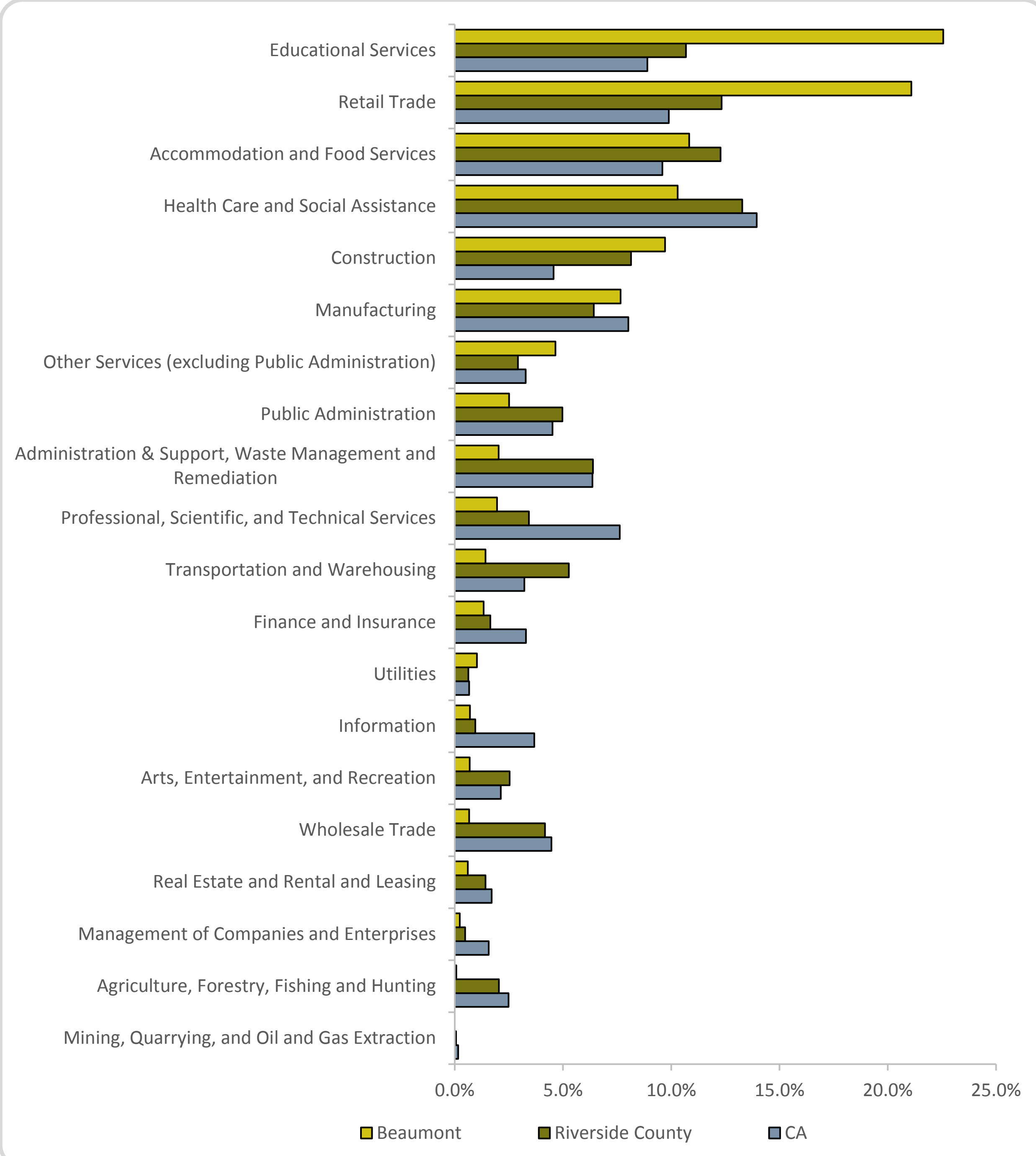


Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at https://onthemap.ces.census.gov.

Employment Overview

The LEHD program also provides employment data by industry at various levels of geography. Figure 5 shows that Beaumont had the largest shares of employment (jobs located in the city) in the Educational Services and Retail Trade industries relative to the two benchmark regions. Compared to the State, Beaumont has a much smaller share of employees in the relatively high-paying Professional, Scientific, and Technical Services industry – 2.0% compared to 7.6%.

FIGURE 5. SHARE OF PLACE-OF-WORK EMPLOYMENT BY INDUSTRY BY AREA, 2015



Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at https://onthemap.ces.census.gov.

Building Permit and Taxable Sales Data

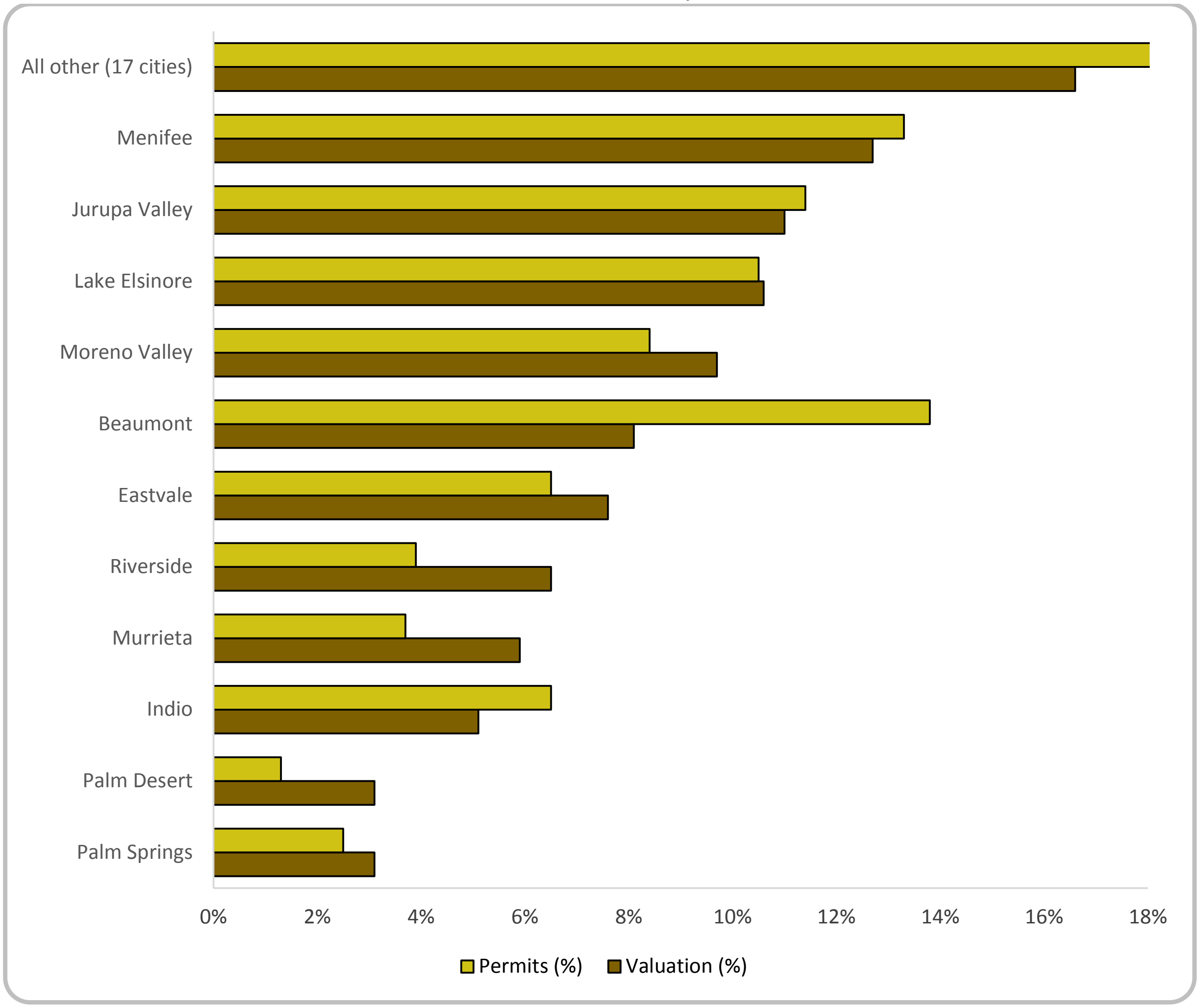
This section examines building permit and taxable sales data for the City of Beaumont compared to other areas. The U.S. Census Bureau provides city-level building permit data through its Place Level Residential Building Permit Statistics survey. For taxable sales data, this section evaluates data for Beaumont, Riverside County, and the State of California, as provided by the California State Board of Equalization (SBOE).

Building Permit Data

In 2010, the value of building permits issued in Beaumont stood at $54.1 million. However, valuations declined in 2011 ($25.7 million) and were still below the 2010 level as of 2012 ($41.7 million). In 2017, the City experienced a significant increase in activity: total permits reached a valuation of $125 million.

Figure 6 shows the distribution of private residential building permits, in number of permits and valuation, among Riverside County incorporated cities in 2017. At close to 14%, Beaumont accounted for the largest share of residential building permits among the Riverside County cities. In terms of valuation, Beaumont had the fifth-highest share (at 8.1%) among County cities.

FIGURE 6. DISTRIBUTION OF PRIVATE RESIDENTIAL BUILDING PERMIT ACTIVITY AND VALUATION IN RIVERSIDE COUNTY FOR INCORPORATED CITIES, 2017

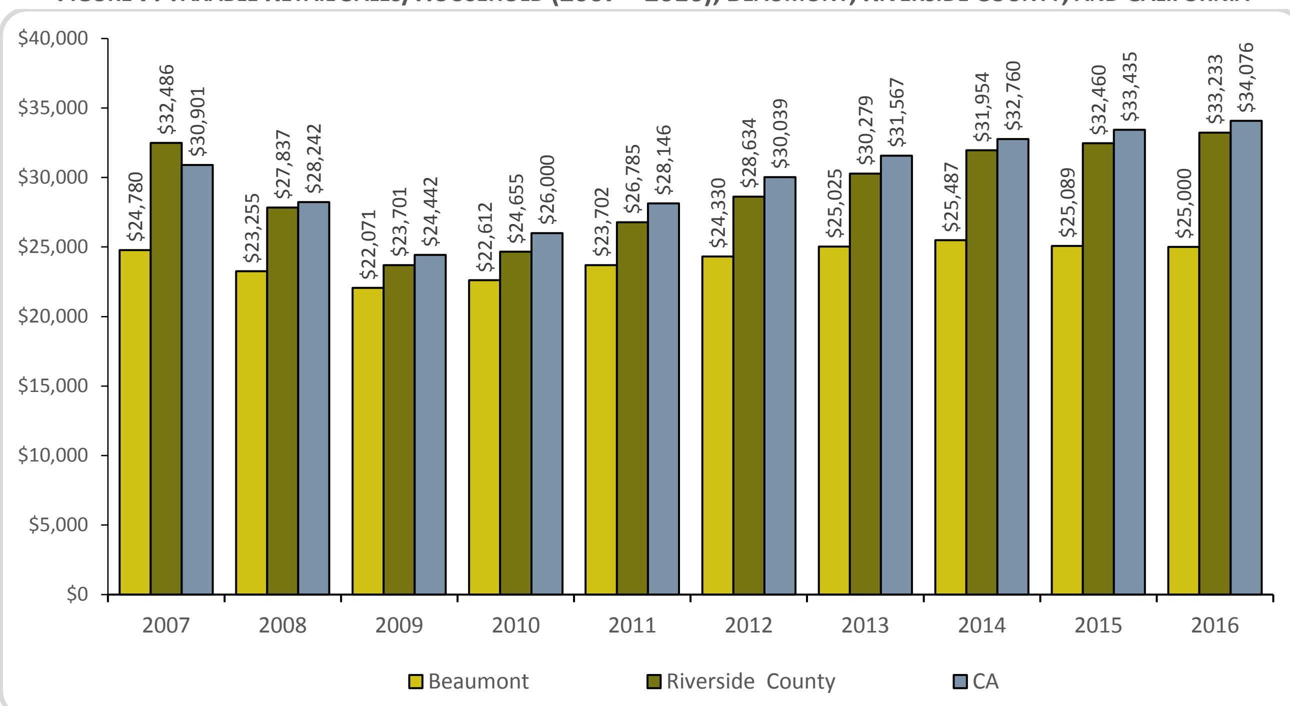


Source: U.S. Census Bureau, Manufacturing and Construction Division; TNDG.

Taxable Sales Data

Data for taxable retail sales, as provided by the SBOE, indicate that retail sales in Beaumont have increased by about $120.9 million between 2007 and 2016, or by 51%. While these figures are impressive, the data also suggest that this was due to significant population growth in the City during the same period. Figure 7 shows taxable sales per household for the city, county, and the state. Since 2010, this retail sales measure is essentially flat for Beaumont, indicating that recent overall sales growth has been driven by increases in City household totals, not from growth in spending per household. In contrast, the taxable retail sales per household continued to expand at the County and the State level. However, while sales per household declined markedly for the county and state from 2007 through 2009, the decreases in Beaumont were not as dramatic.

FIGURE 7. TAXABLE RETAIL SALES/HOUSEHOLD (2007 – 2016), BEAUMONT, RIVERSIDE COUNTY, AND CALIFORNIA



Source: SBOE; TNDG

B. Competitive Assessment

This section summarizes TNDG's examination of Beaumont's competitive position relative to 12 comparison cities, using a variety of data pertaining to demographics, employment, and quality of life measures. Some of the topics in this section are re-introduced from the Market Overview, summarized above, but focused here on comparing Beaumont with the 12 comparison cities.

The list of comparison cities was selected by TNDG and City staff, and is comprised of comparably-sized communities as well as larger places that both have a geographic relevance and represent various aspects of the "next level" of development that Beaumont could potentially achieve within the next 20 years. The 12 cities are:

Banning	Palm Desert
Chino Hills	Rancho Cucamonga
Corona	Redlands
Indio	San Marcos
Moreno Valley	Victorville
Murrieta	Yucaipa

In the report tables, these 12 cities represent the "Competitive Set" for which figures have also been tabulated, as summations or other appropriate indicators.

This summary of the Competitive Assessment includes the following topics, which are representative of the total set of tabulated data in that report:

Median Household Income and Per Capita Income
Owner-Occupied Housing and Single-Family Detached Housing
Educational Attainment
Resident Workers by Industry Composition
Labor force participation rate by age segment
Travel Time to Work
Jobs by Industry Composition
Comparison of the Jobs and Resident Workers by Industry Composition
Crime Rate

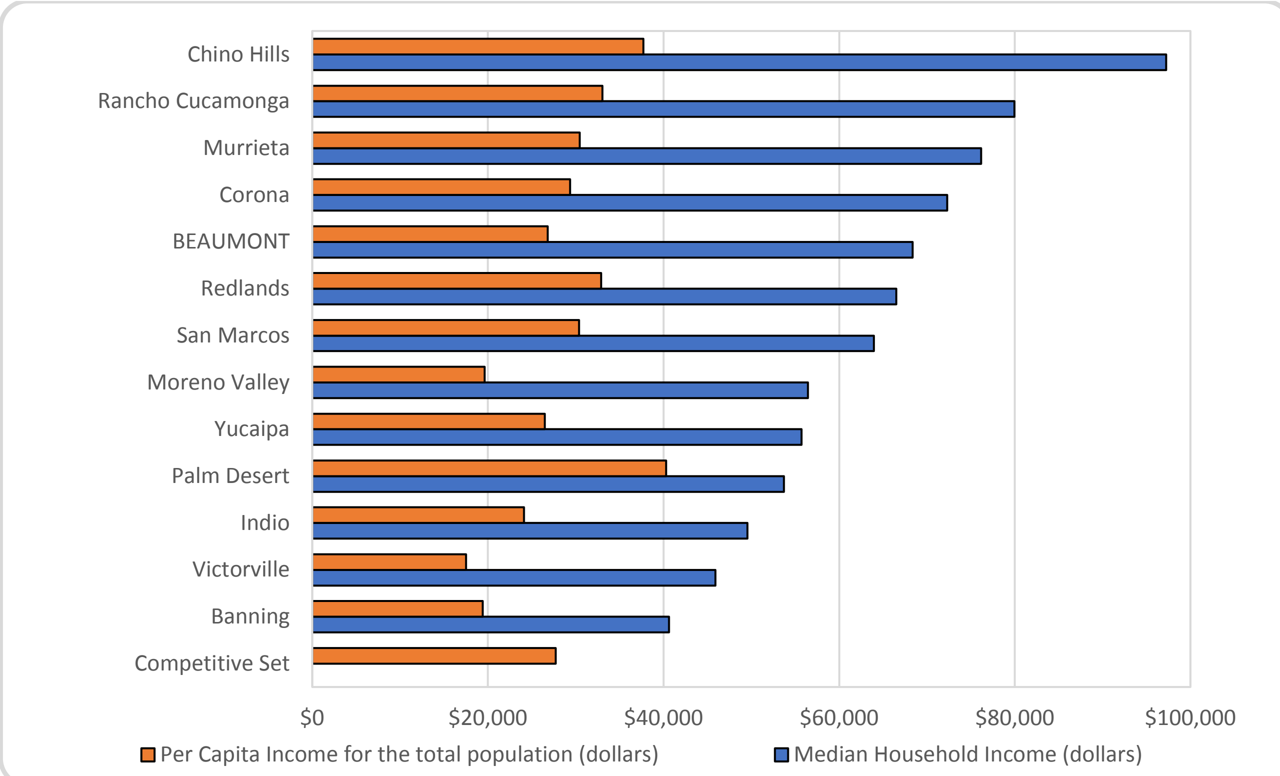
Generally and where relevant, the graphical representations of data are sorted from highest to lowest values. A summary of the conclusions from the data related to the selected topics is shown below:

Figure Topics	City's Position	Benefits	Challenges
Median Household Income and Per Capita Income	Average for Median Household Income; Lower than average Per Capita Income	Suggests moderately priced community	
Owner-Occupied Housing and Single-Family Detached Housing	Higher inventory of detached Single-Family homes that are owner-occupied	Suggests commitment to community	Possible scarcity and gap in housing options and therefore affordability

Figure Topics	City's Position	Benefits	Challenges
Educational Attainment	Very similar to the competitive set average		About half of other communities would tend to be more competitive on basis of skilled workforce
Resident Workers by Industry	Slightly above average in manuf., above average in educational services/health care	Indicative of a solid semi-skilled workforce and skilled workforce specifically in the educational/health care services industries	
Labor Force Participation Rate by Age Segment	Average in comparison to other cities, slightly below average for those 65 to 74	All comparative cities, including Beaumont, generally have relatively high numbers of workers in upper age brackets, which can be an untapped resource	
Travel Time to Work	Highest category 30 to 44 minutes		Higher commute times indicate a need to balance employment opportunities with the residential base
Jobs by Industry	Slightly above average in manuf., above average in retail trade, and educational services/health care; below average in information, professional services, and accommodations	Presence of manufacturing helps diversify the economy	Professional Services would appear to be an industry target on this basis
Comparison of the Number of Jobs and Resident Workers	Resident workers far outnumber the number of jobs, and this imbalance is relatively pronounced in Beaumont in comparison		This is another indication of the need to bring the community into a greater jobs/workers balance
Crime Rate	Near the average		These numbers suggest room for improvement

Census Demographic Summary

FIGURE 8. MEDIAN HOUSEHOLD INCOME AND PER CAPITA INCOME, 2017

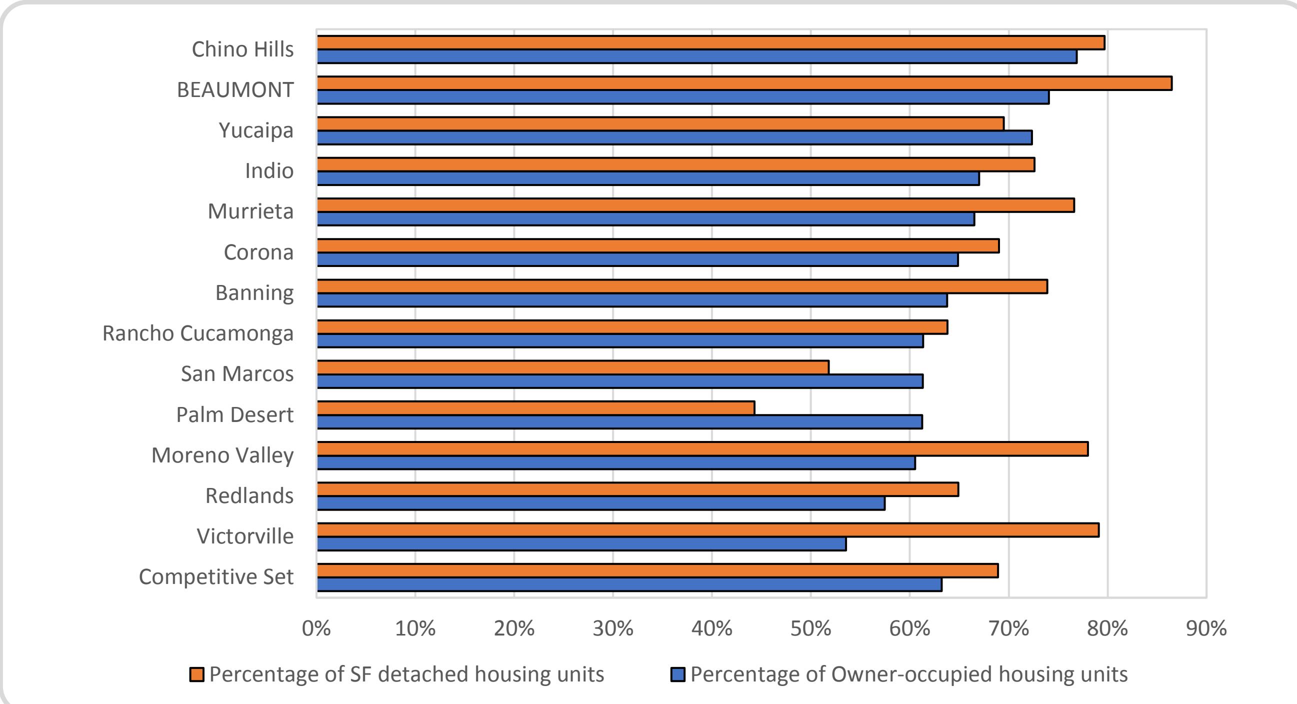


Note: 1. Competitive set totals/average includes competitive set of cities, excluding Beaumont.
1. The Competitive set does not have a represented Median Household Income.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

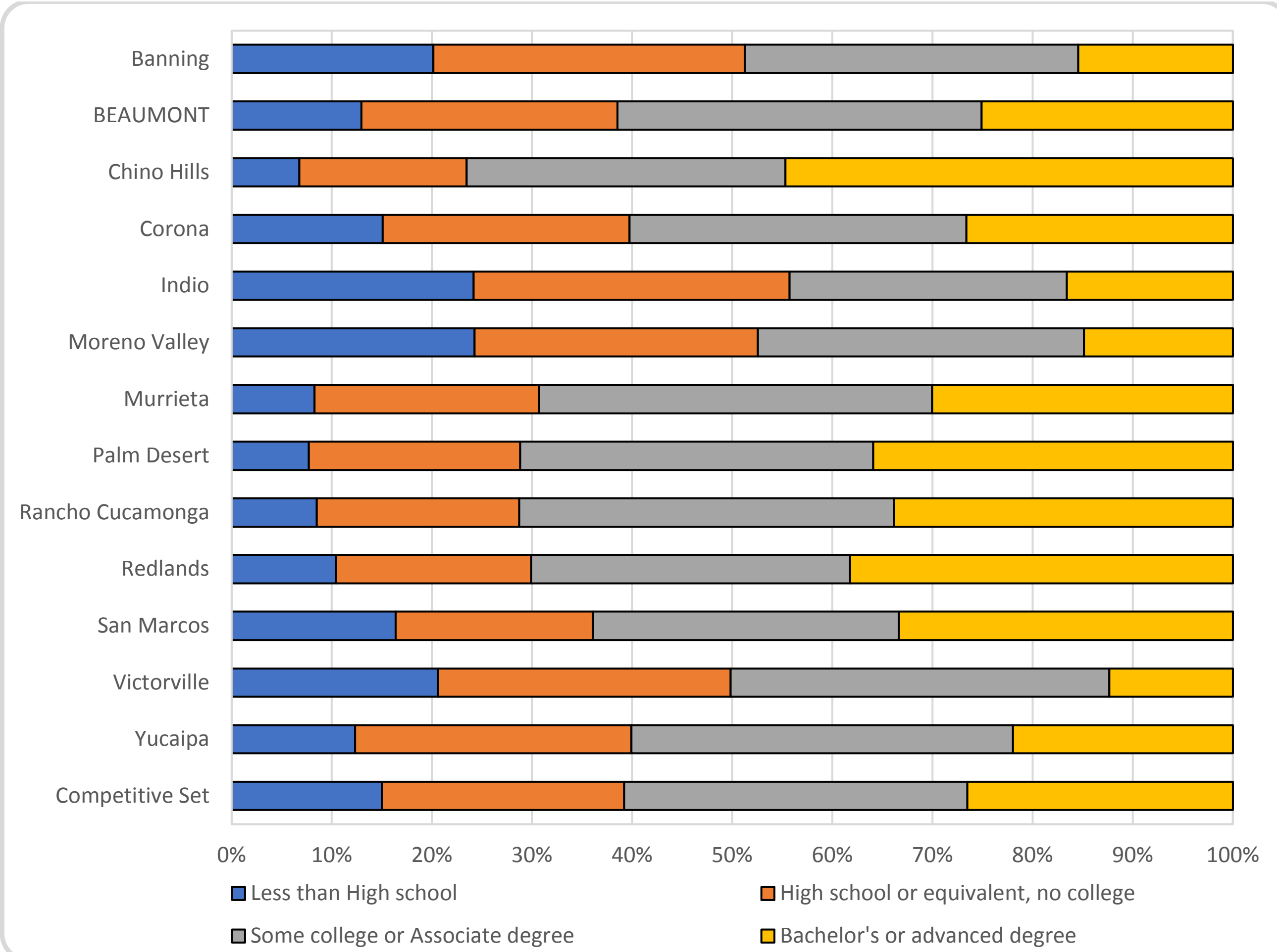
Employment Data and Workforce Characteristics

FIGURE 9. PERCENTAGE OF OWNER-OCCUPIED HOUSING AND SINGLE-FAMILY DETACHED HOUSING, 2017



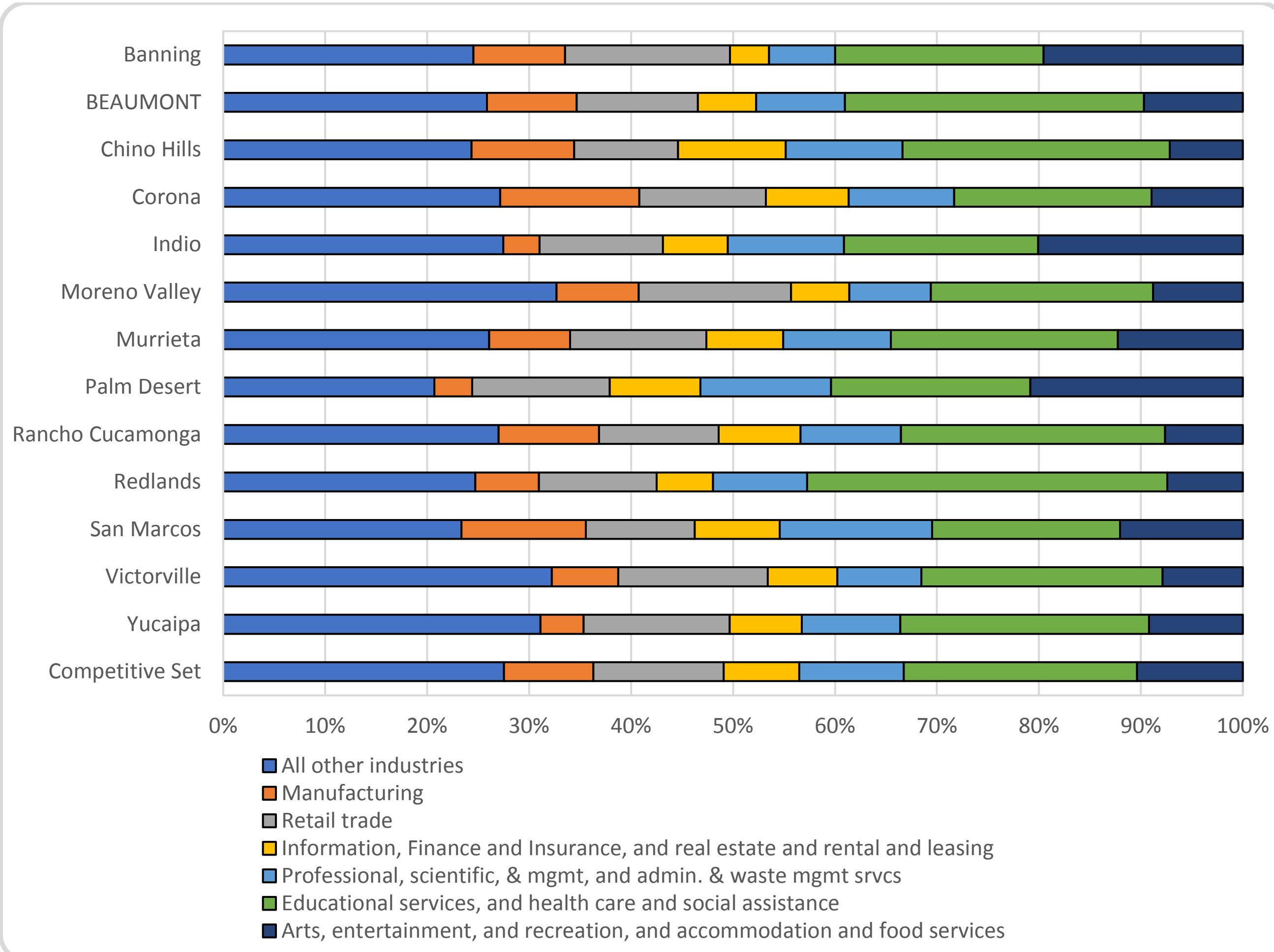
Note: Competitive set totals/average includes competitive set of cities, excluding Beaumont.
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

FIGURE 10. EDUCATIONAL ATTAINMENT, 2017



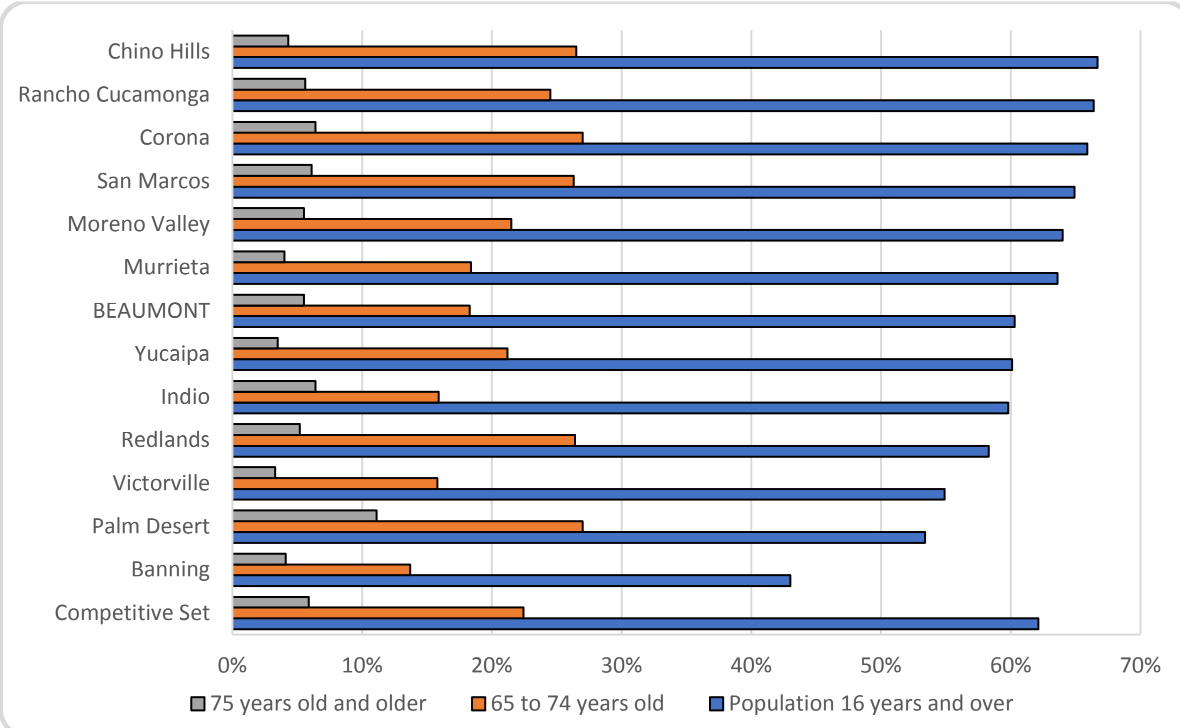
Notes: Population 25 years old and older. Percent attaining the levels shown.
Competitive set totals/average includes competitive set of cities, excluding Beaumont.
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

FIGURE 11. PERCENTAGE OF RESIDENT WORKERS BY INDUSTRY, 2017



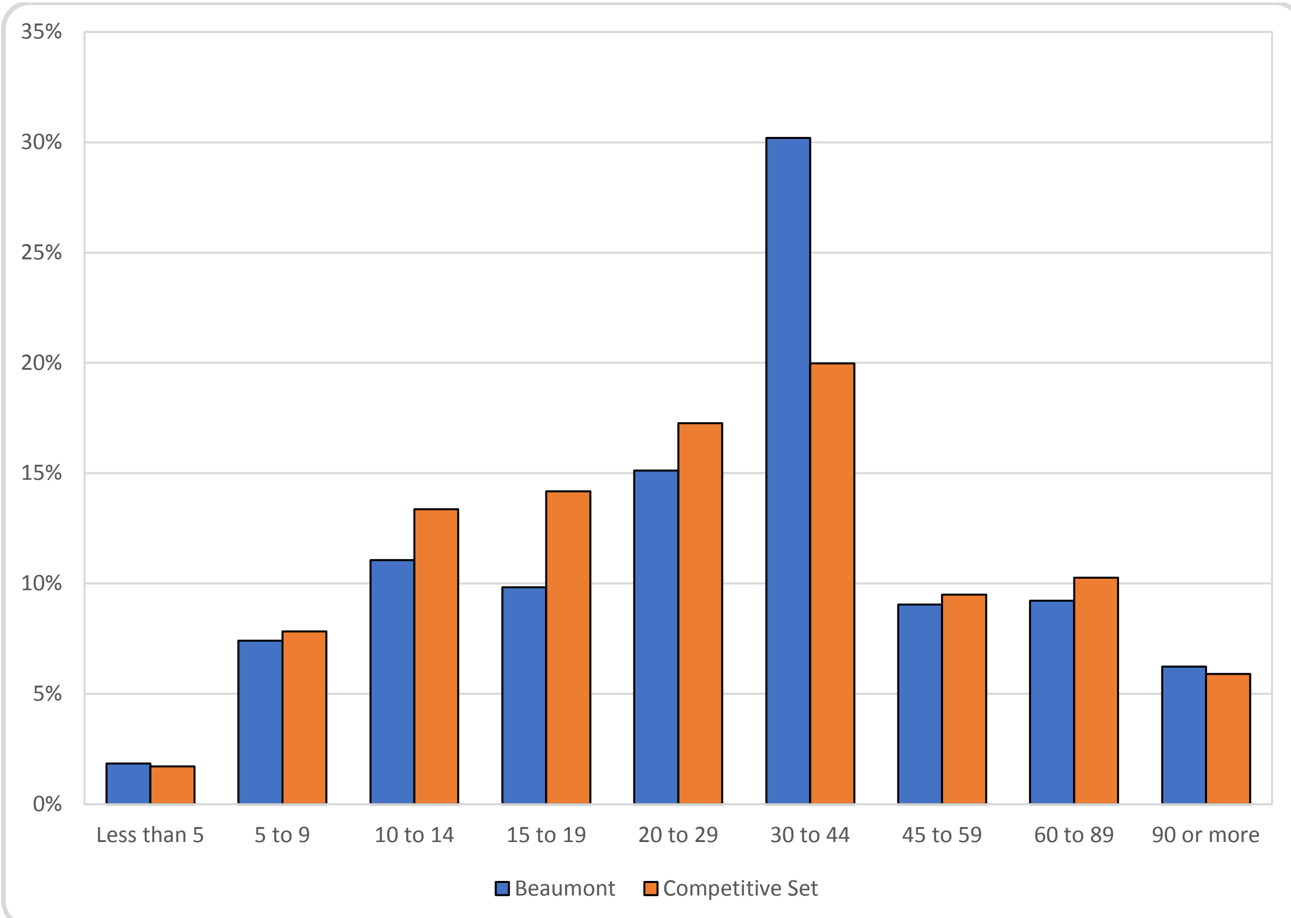
Note: Competitive set totals/average includes competitive set of cities, excluding Beaumont.
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

Figure 12. Labor Force Participation Rate by Age Segment, 2017



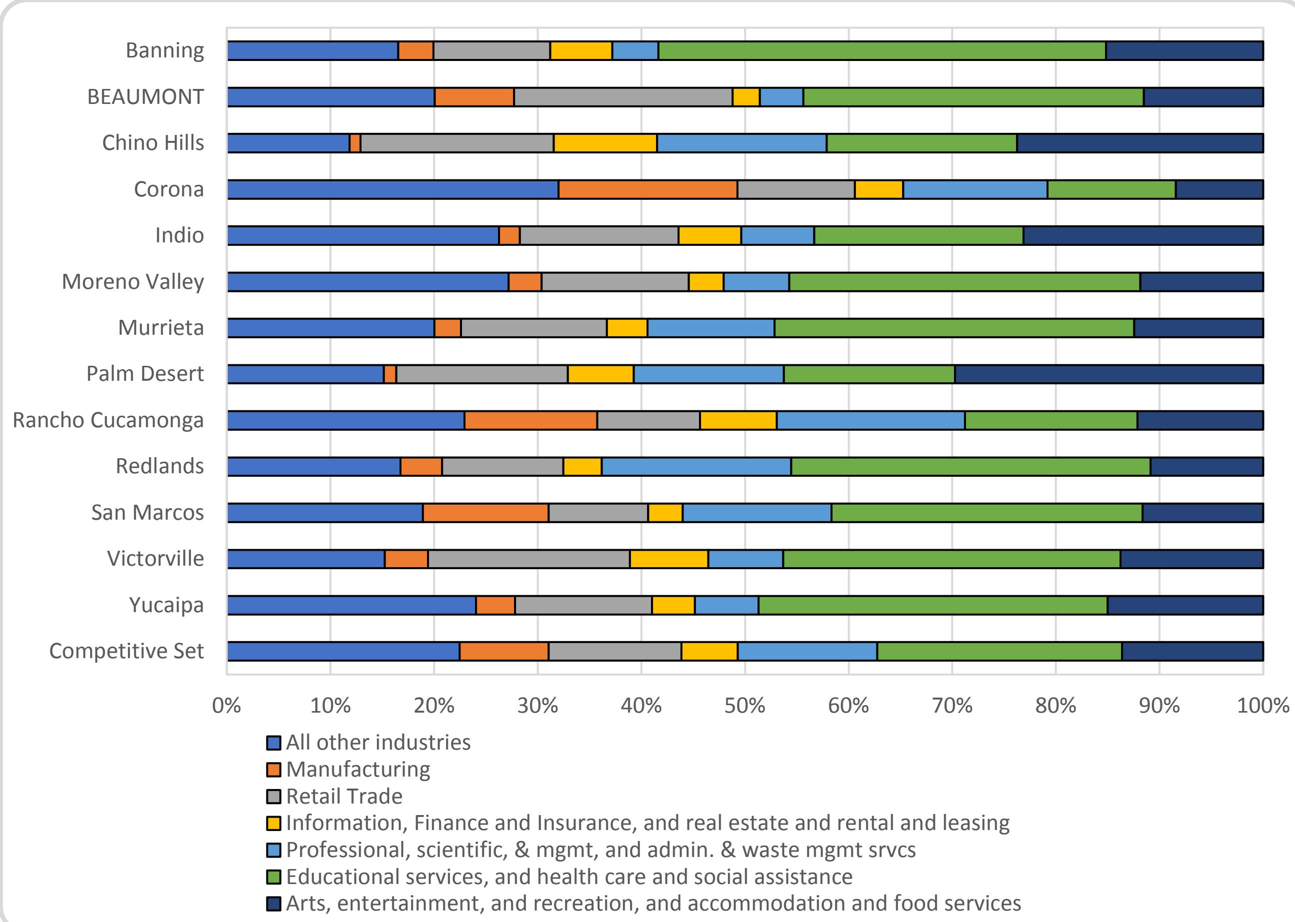
Note: Competitive set totals/average includes competitive set of cities, excluding Beaumont.
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

Figure 13. Travel Time to Work, 2017 (Minutes)



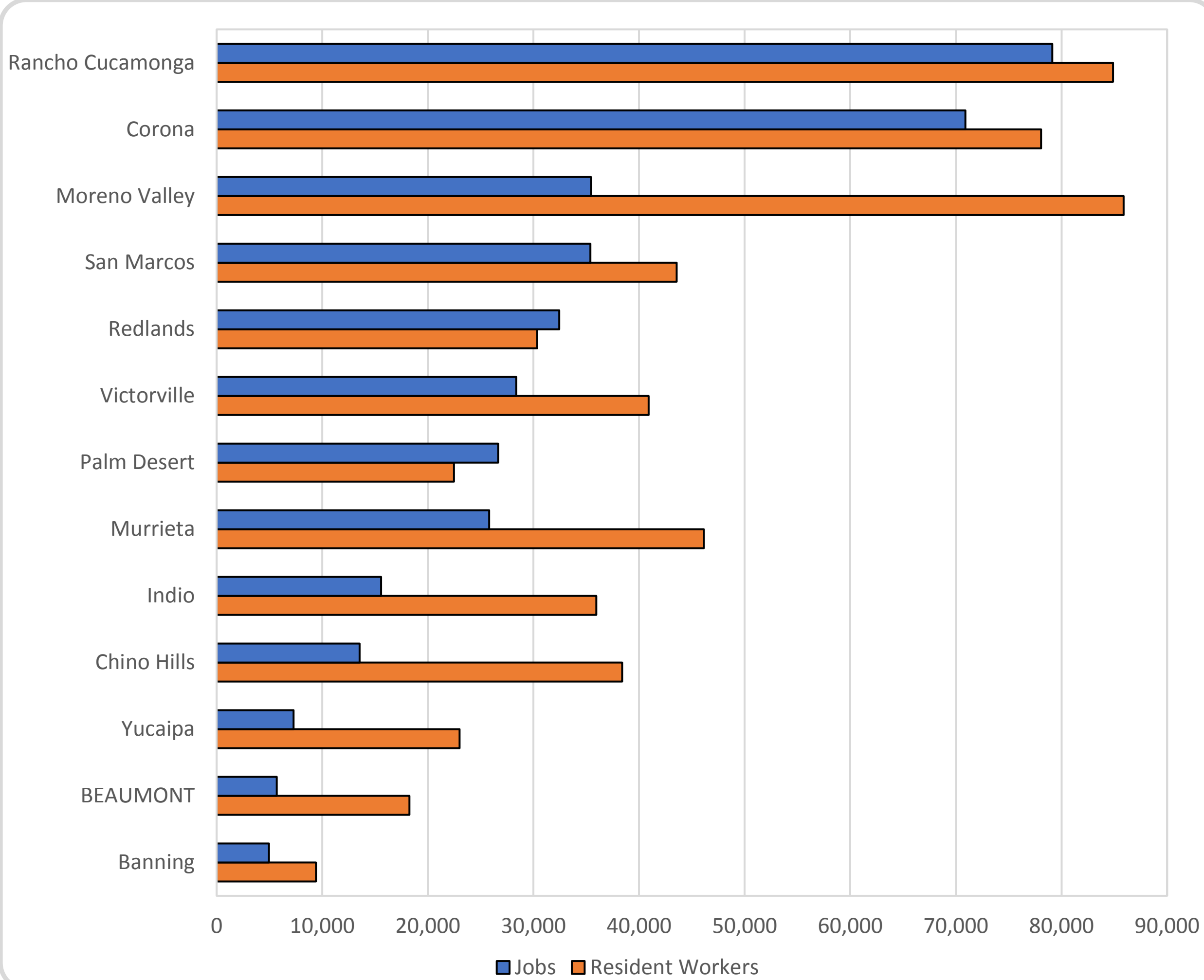
Note: Competitive set totals/average includes competitive set of cities, excluding Beaumont.
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; TNDG

FIGURE 14. PERCENTAGE OF JOBS BY INDUSTRY, 2015



Note: Competitive set totals/average includes competitive set of cities, excluding Beaumont.
Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at https://onthemap.ces.census.gov; TNDG

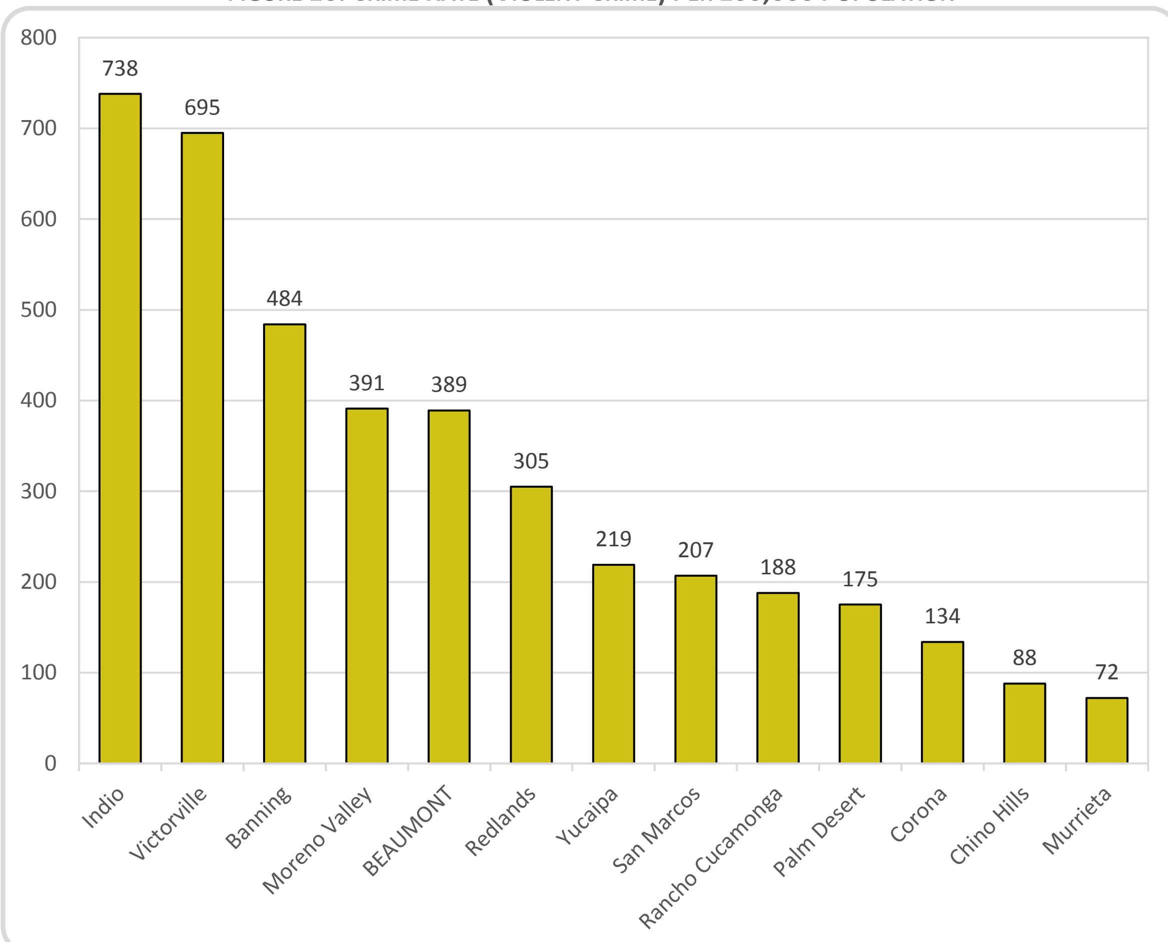
FIGURE 15. COMPARISON OF NUMBER OF JOBS AND RESIDENT WORKERS BY CITY



Note: Jobs refer to data estimates compiled from the U.S. Census Bureau's LEHD program OnTheMap 2015 and Resident Workers refer to estimates compiled from the U.S. Census Bureau's ACS 2017 5-year estimates.
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; U.S. Census Bureau, Longitudinal Employer-Household Dynamics (LEHD) program, 2015. Accessed at https://onthemap.ces.census.gov; TNDG

Quality of Life Measures

FIGURE 16. CRIME RATE (VIOLENT CRIME) PER 100,000 POPULATION



Source: FBI, Uniform Crime Reports, prepared by the National Archive of Criminal Justice Data.

C. Target Industries: Leveraging Established Strengths with Emerging Opportunities

This section summarizes screening processes and identification of prospective target industries/activities for the City of Beaumont. The full Target Industry Analysis Report, a separate document, is one component of the City's Economic Development Strategic Plan (EDSP). The target industry analysis process includes the following distinct phases:

A. The basis for looking for industries to be the targets of economic development efforts;
B. Defining targeting opportunities;
C. Identifying targeting opportunities; and
D. Results of targeting processes.

The basis for looking for industries to be the targets of economic development efforts

Multiple considerations come into play when considering what industries should be the target of economic development efforts:

- City goals, derived from an economic development strategic planning exercise, or other planning efforts, can be brought into the decision process at any point;
- In the absence of intervention, local economies evolve along a path of least resistance, following market forces; and
- Underlying principles for industry targeting generally include fostering economic growth and diversification.

Defining targeting opportunities

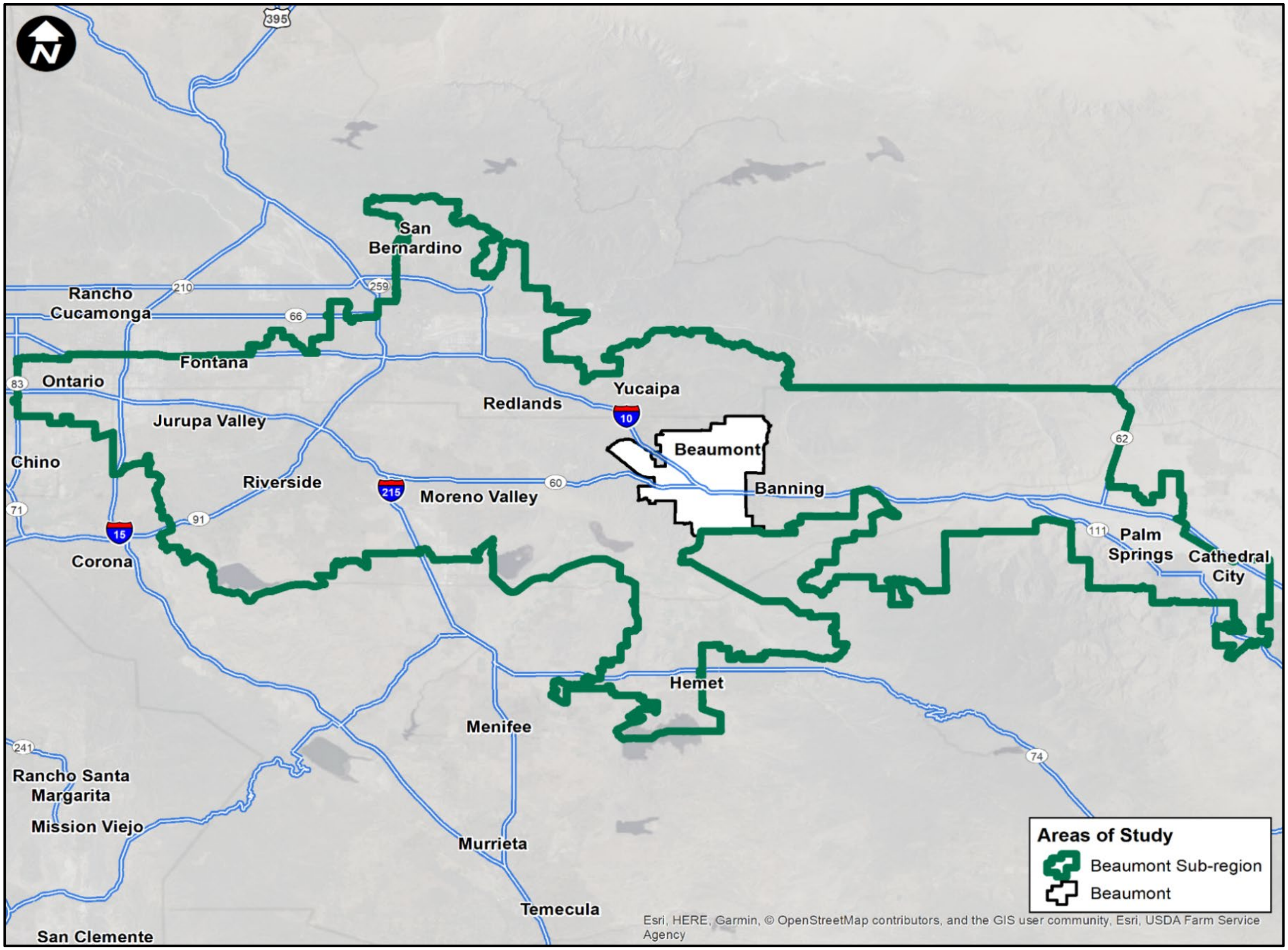
Relevant Economic Region and Sub-region

The regions of interest in the target industry analysis include the following three geographic areas:

- The City of Beaumont;
- The sub-region extending from Ontario to Palm Springs, along the Interstate 10 and 60 Freeway Corridors; and
- The Inland Empire region as a whole (i.e., all of Riverside and San Bernardino counties).

The I-10/SR 60 sub-region was defined based on ZIP codes where significant numbers of Beaumont residents are currently employed. The map on Figure 17 shows Beaumont's location within this larger sub-region.

FIGURE 17. BEAUMONT CITY/BEAUMONT SUB-REGION



Source: TNDG, US Census

Approaches to Identifying Potential Target Industries

The following questions are generally part of the foundation upon which target industry inquiries are based:

- What economic strengths are evident in the community and larger region?
- What economic sectors are growing the fastest?
- How do the regional (Inland Empire) economy's principal sectors compare to national trends?
- What are Beaumont's opportunities to target quality employment growth?

Following the concepts embodied in these questions, TNDG identified a wide range of industry opportunities that could become the focus of economic development efforts for the City of Beaumont. The identified opportunities are based on three themes or strategic approaches that applied to this analysis and that Beaumont could choose to emphasize in its business development efforts:

1. Build on I-10/SR 60 Corridors' core strengths, including:
   - Logistics
   - Health Care
   - Food and Beverage Manufacturing
2. Capitalize on Beaumont's demographics:
   - Resident workforce (which includes many out-commuters, see Appendix A)
   - Retirement-age population, as a potentially untapped resource
   - Projected population growth
3. Regional "overflow" opportunities in prominent sectors, such as:
   - Manufacturing
   - Wholesale trade

Identifying targeting opportunities

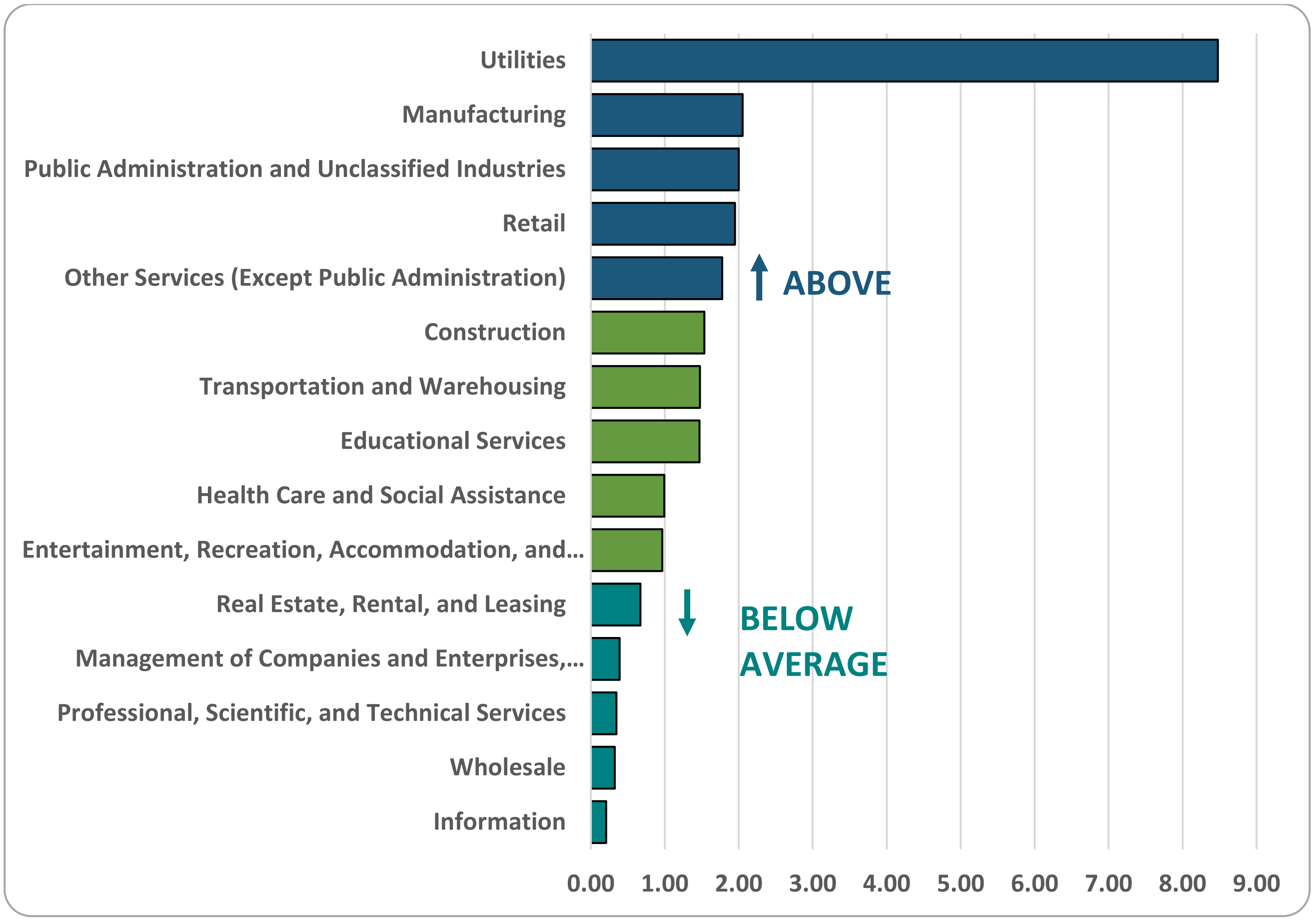
The detailed process of identifying prospective industry targets included the following steps:

- Structure of local and regional economies
- Indicators of major sectors' trends
- Performance indicators for detailed sectors
- Focus on basic industries
- Metrics for screening industry targets

Figure 18 shows the relative competitiveness of industry sector categories in Beaumont, based on the Location Quotient performance indicator. The Location Quotient (LQ)[2] values by which the sectors are ordered in the figure measure the "strength" of a local industry compared to national benchmarks, based on the extent to which that industry is concentrated within the economy. An LQ value greater than 1.0 means an industry is more important (concentrated, in relation to all other local sectors) locally compared to its proportion of employment nationally.

[2] An LQ value greater than 1.0 indicates that an industry is more concentrated in a local area than it is nationally. This is generally regarded as an indication that the area has a comparative advantage relative to a particular industry, although (especially for industries that serve the local population) an LQ below 1.0 can indicate a strong growth opportunity.

FIGURE 18. LOCATION QUOTIENTS FOR BEAUMONT ECONOMIC SECTORS



Note: In this chart, Below Average is less than 0.95 and Above Average 1.5 or more
Source: Emsi; TNDG

Results of targeting processes

Using the performance data compiled (LQ values and other indicators, for more-detailed industries than those shown in Figure 18), TNDG assessed a wide range of industry opportunities that could become the focus of economic development efforts for the City of Beaumont. TNDG's analysis of potential target industries included two separate but related approaches:

1. The first approach, summarized on Table 2, builds on existing industry strengths, while identifying opportunities to evolve toward a focus on advanced technologies and high-value-added activities. Based on geographic traits, the competitive environment, and global trade trends, TNDG has identified a range of "candidate" opportunities for growth and development in Beaumont that emerge from the existing regional strength in Logistics and Transportation industry activities. Continued growth in this sector could also drive the development of other, related industry clusters.
2. A related set of potential targets focuses on manufacturing and wholesale trade activities that are strong growth sectors in the larger Inland Empire region. Although these sectors are not currently well-

represented in Beaumont, they are potential "targets of opportunity" as mentioned in the preceding section. All industries listed on this table meet the following criteria:

- Existing Inland Empire employment of at least 500 jobs;
- Inland Empire employment growth of at least 20% between 2010 and 2018;
- Projected to be a positive growth industry nationally between 2018 and 2028;
- Average annual salary exceeds the average for all jobs in the Inland Empire ($48,432).

Potential candidate industries/activities were identified within the three groups shown below:

Group 1: Technology focus

a. Logistics technology
b. E-commerce fulfillment
c. Data centers
d. Management, Scientific, Technical Consulting Services
e. IE wholesale trade clusters (this broad category is not specifically reflected on Table 4)

Group 2: Manufacturing

a. Beverage manufacturing
b. Additive manufacturing
c. IE manufacturing clusters

Group 3: Healthcare and Retirement

a. Regional healthcare (in response to population growth)
b. Continuing care / assisted living

Table 2 describes key considerations for the potential target industries/activities listed above. Note that only the cells in the matrix that are particularly relevant to the discussion have content.

Table 3 provides a list of industry sectors, generally at more detailed-industry levels than those shown in Table 2 above, that are potential "targets of opportunity" as discussed above. The table includes a column (first column) showing related sectors discussed in the preceding table, to facilitate cross-referencing pertinent industry information in both tables.

TABLE 2. BEAUMONT INDUSTRY OPPORTUNITIES DISCUSSION

Targeting considerations	Target industry prospects				
	1.a. Logistics Technology	1.b. E-Commerce Fulfillment	1.c. Data Centers (long-term)	1.d. Mgmt., Scientific, and Technical Consulting Services	2.a. Beverage Manufacturing
Compatibility with:					
Community existing economy	Relates to wholesale trade, transportation	Relates to logistics and wholesale and retail trade	Relates to logistics activities, broader mkt.	Established	Established
Community assets		Land available		"Island" of climate, other amenities	Water availability/ cost can be issue
Community land use pattern, availability by type	Have designated, developing industrial park; may need smaller-scale business park-type areas/facilities		Locations are typically outside of core urban areas; have specific infrastructure demands	May need business park-type areas/facilities	Have designated, developing industrial park, but could be small-scale
Community existing workforce			Not a large employer	More workers in industry live in City than work	
Community demographic character	Can be relatively high wage work			Supports professional workforce	
Community's identified preferences, economic objectives, etc.	Focus on high-value-added, technology-focused activities		Current water demands make disadvantageous to City, but other cooling tech is evolving	Higher-paying jobs	Can augment quality of life
Relative competitiveness of this industry within the local or regional area	Very competitive in the region. Logistics-related industries helped lead the IE out of the recession.		"Room to grow" in the region (low LQ at present, but growth can occur)		
Growth trends and future prospects of this industry	Growing rapidly in the region	Growth expected	Growth expected	Strong growth	Strong in region
Nature of the opportunity, locally	Computer programming, data analytics, fleet management, regulation compliance	Interrelate tech focus across Logistics, Warehousing, and Transportation	Huge tax base per employee	Expand jobs in industries with heavy outcommuting	Micro-breweries/ distilleries
Implications of automation, AI, etc.	More likely to benefit from than face displacement from AI and automation	Automation could cut jobs, not necessarily "output" or growth		AI effects more difficult to predict; also upside potential (using AI)	Risk is small for small-scale businesses
Relative "portability" of industry	Few location restrictions	Should be locatable in City	Infrastructure demands affect, at present	Very portable	Especially portable at small scale

TABLE 2, PART 2

Targeting considerations	Target industry prospects			
	2.b. Additive Manufacturing	2.c. Regional Manufacturing Opportunities	3.a. Regional Healthcare	3.b. Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly
Compatibility with:				
Community existing economy	Also relates to Logistics tech; can provide a network of advisors to support local maker, other firm types		Minimal	Underrepresented
Community assets		Land available	Proximity to surrounding population	Climate, other amenities
Community land use pattern, availability by type				Can blend into residential and other areas
Community existing workforce		Have manuf. workforce	Many healthcare workers in City	Some jobs are low-wage
Community demographic character	Could attract elders		Elderly population segment	Elderly population segment
Community's identified preferences, economic objectives, etc.	Supports local industries, base for business development in Rail and other freight, motor vehicle body and trailer mfg.	Industrial park has been established		
Relative competitiveness of this industry within the local or regional area		Named opportunities are strong in the region		
Growth trends and future prospects of this industry		Most associated industries have moderate to strong growth potential		Generally aging population provides favorable prospects
Nature of the opportunity, locally	Can be small firms, with maker spaces, collaboration with local education. Local demand for replacement & repair parts	**Clusters:** Food & Beverage, Building Materials, Metal Products, Machinery, Equipment, Furniture	Demand for hospital?	Serve both local and regional demand
Implications of automation, AI, etc.	Risk is small for small-scale/maker businesses	Automation could cut jobs, not necessarily "output" or growth	AI will affect, probably initially in the need for real versus virtual access to medical profs.	Probably mainly affect medical diagnoses and treatment procedures
Relative "portability" of industry	Few location restrictions	Should be locatable in City	Portable to the extent local demand is there	Portable to the extent local demand is there

TABLE 3. BEAUMONT REGIONAL OPPORTUNITY CLUSTERS AND INDUSTRIES

Other Table Ref.	Sectors	Total Jobs in 2018			Job Growth, 2010-2018		Location Quotient in 2018		Average Earnings Per Job	Projected National Growth (2018-2028)
		Beaumont	I-10 / SR 60 Corridor	Inland Empire	I-10 / SR 60 Corr.	Inland Empire	I-10 / SR 60 Corr.	Inland Empire		
	Food and Beverage Manufacturing:									
	Animal Food Manufacturing	0	92	683	1%	155%	0.37	1.02	$74,332	12%
	Animal Slaughtering and Processing	0	324	803	39%	23%	0.16	0.15	$54,033	10%
	Bakeries and Tortilla Manufacturing	0	1,605	4,206	51%	39%	1.18	1.16	$48,843	5%
	Other Food Manufacturing	45	1,196	2,673	133%	98%	1.25	1.04	$66,991	3%
2.a.	Beverage Manufacturing	154	2,177	4,164	46%	82%	2.04	1.46	$57,046	2%
2.c.	***Building Materials Manufacturing:***									
	Veneer, Plywood, and Engineered Wood Products	0	75	881	23%	53%	0.24	1.04	$62,045	4%
	Converted Paper Product Manufacturing	0	1,498	2,382	83%	52%	1.41	0.84	$72,004	12%
	Resin, Synthetic Rubber, and Fibers and Filaments	0	275	554	139%	75%	0.76	0.57	$70,327	19%
	Paint, Coating, and Adhesive Manufacturing	0	142	522	30%	35%	0.53	0.73	$69,160	5%
	Soap, Cleaning Compound, and Toilet Preparation	0	399	1,110	32%	35%	0.83	0.86	$70,971	10%
	Cement and Concrete Product Mfg.	14	892	4,764	41%	28%	1.16	2.31	$71,354	12%
	Other Nonmetallic Mineral Product Mfg.	< 10	157	1,182	83%	120%	0.48	1.36	$80,462	41%
2.c.	***Metal Products Manufacturing:***									
	Alumina and Aluminum Production and Processing	0	473	1,281	15%	29%	2.09	2.11	$68,196	0%
	Forging and Stamping	46	307	1,620	30%	50%	0.79	1.56	$106,910	7%
	Machine Shops; Turned Product; and Screws, Nuts, and Bolts	19	1,451	4,295	69%	69%	0.94	1.04	$58,517	4%
	Coating, Engraving, Heat Treating, and Allied Activities	0	298	1,076	37%	28%	0.53	0.72	$56,383	15%
2.c.	***Machinery Manufacturing:***									
	Industrial Machinery Manufacturing	0	230	953	(21%)	43%	0.48	0.75	$60,768	20%

Other Table Ref.	Sectors	Total Jobs in 2018			Job Growth, 2010-2018		Location Quotient in 2018		Average Earnings Per Job	Projected National Growth (2018-2028)
		Beaumont	I-10 / SR 60 Corridor	Inland Empire	I-10 / SR 60 Corr.	Inland Empire	I-10 / SR 60 Corr.	Inland Empire		
	Commercial and Service Industry Machinery	0	141	1,019	31%	34%	0.38	1.02	$73,367	8%
	Other General Purpose Machinery Mfg.	0	1,036	1,825	45%	24%	0.98	0.64	$69,358	19%
2.c.	***Equipment Manufacturing:***									
	Communications Equipment Manufacturing	0	12	606	(25%)	41%	0.03	0.63	$69,510	11%
	Other Electrical Equipment Manufacturing	0	505	1,446	324%	71%	0.89	0.95	$67,421	29%
	Motor Vehicle Parts Manufacturing	< 10	1,433	2,616	28%	43%	0.62	0.42	$58,707	12%
	Aerospace Product and Parts Manufacturing	0	1,642	2,699	21%	56%	0.86	0.53	$87,184	11%
	Railroad Rolling Stock Manufacturing	0	< 10	< 10	Insf. Data	Insf. Data	0.01	0.00	Insf. Data	1%
2.c.	***Furniture Manufacturing:***									
	Household and Institutional Furniture and Cabinets	0	2,012	3,655	30%	26%	1.84	1.25	$48,972	0%
	Other Furniture Related Product Mfg.	0	489	1,112	143%	33%	3.27	2.78	$54,852	8%
1.a.	***Wholesale Trade:***									
	Motor Vehicle and Parts and Supplies	0	3,902	7,864	23%	22%	2.58	1.95	$57,223	14%
	Lumber and Other Construction Materials	0	2,214	4,064	53%	46%	2.27	1.56	$69,609	6%
	Household Appliances and Electronic Goods	0	1,696	3,831	45%	48%	1.20	1.02	$75,886	1%
	Hardware, and Plumbing and Heating	20	2,226	3,641	47%	47%	2.09	1.28	$70,648	2%
	Machinery, Equipment, and Supplies	14	2,637	5,577	29%	26%	0.94	0.74	$69,129	1%
	Paper and Paper Product Merchant Whol.	0	1,010	1,811	22%	24%	1.88	1.26	$60,378	4%
1.a,c	***Software:***									
	Software Publishers	0	398	776	147%	161%	0.23	0.17	$84,651	0%
3.a.	***Regional Healthcare:***									
	Outpatient Care Centers	84	8,723	18,494	395%	356%	2.39	1.89	$94,979	15%
	General Medical and Surgical Hospitals	0	16,170	37,667	26%	22%	0.89	0.77	$87,530	5%

Source: Emsi, TNDG

D. Real Estate Market Demand Forecast

As part of the EDSP process, The Natelson Dale Group, Inc. (TNDG) completed a real estate market demand forecast for Beaumont. The demand forecasts address the following land use categories:

- Retail (including restaurants and local commercial services typically located in retail centers);
- Industrial; and
- Office.

For all land use categories, TNDG's projections cover a 17-year forecast period (through 2035). As described further below, the "base year" for the projections varies for each land use based on the availability of reliable data.

TABLE 4. SUMMARY OF REAL ESTATE DEMAND PROJECTIONS, CITY OF BEAUMONT AND SAN GORGONIO PASS AREA REGION, THROUGH 2035

Land Use Category	Projection Period	Beaumont - Projected Demand for New Space (square feet)	Pass Area as a Whole - Projected Demand for New Space (square feet)
Retail	2017-2035	1,066,000 – 1,399,000	2,879,000 – 3,262,000
Office	2017-2035	238,000 – 317,000	2,505,000 – 3,340,000
Industrial	2017-2035	3,166,000 – 4,749,000	33,397,000 – 50,096,000

Source: The Natelson Dale Group, Inc. (TNDG).

Summary of Retail Demand Analysis

Highlights of the analysis and projections are provided in Table 5 and Table 6 below. The projections are expressed in terms of square feet of new space supportable (over and above the existing inventory).

TABLE 5. SUMMARY OF RETAIL MARKET CONDITIONS, CITY OF BEAUMONT

Metric	Value
Base year for analysis	2016
Base year inventory (square feet)	1,577,000
10-year absorption (square feet)	238,000
Base year vacancy rate	2.0%
Base year population, City of Beaumont	45,617
Added population by 2035, City of Beaumont:	
- Conservative scenario (City's forecast)	21,500
- Aggressive scenario (SCAG forecast)	33,100
Base year population, San Gorgonio Pass Area	96,328
Added population by 2035, San Gorgonio Pass Area	59,400
Estimated resident retail demand in 2016, City of Beaumont	$589.7 million
Actual retail sales in 2016, City of Beaumont	$414.8 million
Net retention of resident demand in 2016 (actual sales divided by total potential demand)	70%

Sources: CoStar; SBOE; DOF; ESRI; TNDG.

Table 6. Projected Demand for New Retail Development, City of Beaumont

Retail Sales Category	New Demand Through 2035 (square feet)	
	Conservative	Aggressive
GAFO[1]	557,779	688,401
Food and Beverage	86,137	140,281
Food Services and Drinking	83,010	115,496
Hardware and Building Materials	76,080	112,976
Auto Parts	48,652	62,369
Service Businesses in Retail Space	213,114	279,881
Total	***1,065,571***	***1,399,403***

1. GAFO = General Merchandise, Apparel, Furniture/Appliances, Other Specialty

Source: TNDG.

The above projections of city-level demand are based on an evaluated trade area that includes the City of Beaumont (primary market area) and the surrounding Pass Area communities (secondary market area). The demand calculations include assumptions regarding the City's capture rates of resident and external demand. These capture rate assumptions reflect current retail trade patterns for Beaumont and the overall Pass Area. To place the city-level projections in context, TNDG has also projected future retail demand for the Pass Area as a whole (including the City of Beaumont). The Pass Area projections are summarized on Table 7 below and represent the larger "pool" of demand that Beaumont could potentially attract. To the extent that Beaumont is successful (via a strategic marketing effort) in exceeding its historic capture rate of regional demand, future opportunities for new retail development in the City would be higher than the baseline city-level projections shown on Table 6 above.

Table 7. Projected Demand for New Retail Development, Pass Area as a Whole

Retail Sales Category	New Demand Through 2035 (square feet)	
	Conservative	Aggressive
GAFO[1]	1,087,503	1,230,307
Food and Beverage	503,071	568,847
Food Services and Drinking	355,954	400,959
Hardware and Building Materials	245,324	285,713
Auto Parts	111,623	124,086
Service Businesses in Retail Space	575,869	652,478
Total	***2,879,343***	***3,262,390***

1. GAFO = General Merchandise, Apparel, Furniture/Appliances, Other Specialty

Source: TNDG.

Summary of Industrial Demand Analysis

Highlights of the industrial demand analysis and projections are provided in Table 8 and Table 9 below. The projections are expressed in terms of square feet of new space supportable (over and above the existing inventory).

TABLE 8. SUMMARY OF INDUSTRIAL MARKET CONDITIONS, BEAUMONT AND MARKET AREA

Metric	Value
Base year for analysis	2018
Base year inventory (square feet) by area:	
City of Beaumont	3,817,000
Industrial Market Area[1]	81,310,000
Inland Empire	583,077,000
3-year absorption (square feet) by area:	
City of Beaumont	1,501,000
Industrial Market Area	17,387,000
Inland Empire	61,409,000
Base year vacancy rate by area:	
City of Beaumont	0.1%
Industrial Market Area	6.7%
Inland Empire	4.3%
Total employment in 2018 by area:	
City of Beaumont	9,600
Industrial Market Area	144,000
Inland Empire	1,532,000
Added employment[2] by 2035:	
City of Beaumont	7,500
Industrial Market Area	79,500
Inland Empire	621,500

1. Industrial market area includes the cities of Banning, Beaumont, Hemet, Loma Linda, Moreno Valley, Perris, Redland and San Jacinto.
2. Added employment is based on adopted SCAG forecasts and does not reflect the potential impacts of automation (which may significantly reduce the need for employment in key Inland Empire industries such as distribution and logistics).

Sources: Voit; SCAG; Census; EDD; TNDG.

TABLE 9. PROJECTED DEMAND FOR NEW INDUSTRIAL DEVELOPMENT

Conservative Scenario	New Demand Through 2035 (square feet)
Projected Absorption (17-year total) by area:	
City of Beaumont	3,166,000
Industrial Market Area[1]	33,397,000
Inland Empire	261,050,000
Aggressive Scenario	**New Demand Through 2035 (square feet)**
Projected Absorption (17-year total) by area:	
City of Beaumont	4,749,000
Industrial Market Area	50,096,000
Inland Empire	391,575,000

Source: TNDG.

Summary of Office Demand Analysis

Highlights of the office demand analysis and projections are provided in Table 10 and Table 11 below.

TABLE 10. SUMMARY OF OFFICE MARKET CONDITIONS, BEAUMONT AND MARKET AREA

Metric	Value
Base year for analysis	2015
Base year inventory (square feet) by area:	
City of Beaumont	152,000
Office Market Area[1]	3,871,000
Inland Empire	49,340,000
3-year absorption (square feet) by area:	
City of Beaumont	74,000
Office Market Area	Negative 44,000
Inland Empire	2,722,000
Base year vacancy rate by area:	
City of Beaumont	0.0%
Office Market Area	8.0%
Inland Empire	11.8%

1. Office market area includes the cities of Banning, Beaumont, Hemet, Loma Linda, Moreno Valley, Perris, Redland and San Jacinto.

Sources: Voit; TNDG.

TABLE 11. PROJECTED DEMAND FOR NEW OFFICE DEVELOPMENT

Conservative Scenario	New Demand Through 2035 (square feet)
Projected Absorption (17-year total) by area:	
City of Beaumont	238,000
Office Market Area	2,505,000
Inland Empire	19,579,000
Aggressive Scenario	**New Demand Through 2035 (square feet)**
Projected Absorption (17-year total) by area:	
City of Beaumont	317,000
Industrial Market Area	3,340,000
Inland Empire	26,105,000

Source: TNDG.

As noted above, the industrial and office projections for the City are based in part on employment growth as forecasted by SCAG, and as such represent the City's "fair share" of industrial and office growth within the larger regions evaluated. Given the strategic areas of focus anticipated in the EDSP, it is conceivable that Beaumont will achieve higher-than-projected shares of regional employment growth for some land uses while potentially de-emphasizing other land uses. The "Market Area" and Inland Empire projections are provided for context and represent the larger pools of demand within which Beaumont will be competing.

Comparison of Demand to Development Capacity

The projected levels of development demand (even under the more aggressive scenarios) could be readily accommodated within available land/zoning capacity in the City. Table 12 shows the remaining development capacity by land use category and compares the capacity numbers to projected demand.

TABLE 12. COMPARISON OF DEVELOPMENT DEMAND TO DEVELOPMENT CAPACITY, CITY OF BEAUMONT

	Retail/Service	Industrial	Office
Remaining Development Capacity (square feet)			
Within existing City boundaries	5,515,260	9,076,384	871,582
Within sphere of influence	2,403,556	10,258,032	931,157
Total remaining capacity	*7,918,816*	*19,334,416*	*1,802,739*
Projected 2035 Demand (aggressive scenario)	1,399,403	317,000	4,749,000
Projected 2035 Demand as % of Capacity	***18%***	***25%***	***18%***

Source: TNDG; Proposed General Plan Land Use Summary, 2040 Horizon.

4. Action Plan

The framework for implementing the EDSP is outlined in the two tables provided in this chapter:

Table 13 summarizes the overall Action Plan in terms of 13 major Strategy Groups, each detailed in terms of a series of Action Items. This table shows the priority level recommended for each action item (based on stakeholder and City input) and also identifies the lead and support entities that would be tasked with implementation of each action item.

Table 14 provides more detailed implementation steps for the subset of action items that would be pursued during Year 1, or the initial stage of work. The Year 1 work program is based on the assumption that the EDSP would be implemented by existing City staff. Table 14 shows the potential allocation of staff hours to each of the Year 1 implementation steps, based on two initial level-of-effort scenarios: 1000 hours in Year 1 and an alternative 2000-hour scenario (an "optimal implementation" column shows the level of effort the outlined action items could ultimately require). The table also estimates the additional (non-staff) budget resources that would be needed (mostly for marketing costs) during Year 1 or the initial stage.

Strategy Group Hierarchy

TABLE 13. ACTION ITEM SUMMARY AND PRIORITIZATION

Strategy Group Action Item	City lead	Partners, coord. agencies	Priority level/City role
1. EDSP ORGANIZATION AND OPERATIONS			
A. Establish overall implementation approach and milestones.	ED		High
B. Institutionalize a system of partners who will participate in EDSP implementation.	ED		High
C. Establish an Economic Development taskforce around the work program established by the EDSP.	ED		High
2. MARKETING, GENERAL			
A. Develop marketing materials that reflect the comprehensive nature of planning and economic development programs within the City; closely coordinate economic development marketing with the Strategic Communications Plan and overall branding initiative currently being implemented by the City (e.g., the recently adopted tagline "A City Elevated" should be modified for ED marketing purposes, effectively expressing both current conditions and plans for further improvements).	ED PIO	PLn	High
B. Incorporate City's mission concepts related to sustainability, quality-of-life, and citizen values into marketing materials.	ED		High
C. Within economic development marketing materials, reflect the technology-focused framework that has helped inform industry targeting, including its relevance to prospective employers (tech-related or otherwise).	ED		High
D. Coordinate messages to jointly promote real estate development / revitalization and industry targeting (for both local-serving businesses and employers). (See separate strategy groups below for Real Estate Development and Industry Targeting.)	ED	BCC EVAR	Med
E. Embed in marketing materials, as appropriate, messages that include mention of expected benefits to the local citizenry from economic development efforts.	ED		High
F. Establish an Economic Development Website dedicated to providing a platform market the City's message, engage with partners and companies, and publish data and programs to better serve customers and prospects.	ED	BCC RCEDA	Low
G. Review marketing programs and materials used by economic development partners, and key competitors, locally and regionally, for message-consistency with Beaumont programs/materials and to secure Beaumont's market positioning.	ED	BCC RCEDA	High
3. EXISTING-BUSINESS RETENTION AND EXPANSION			
A. ***Business Outreach.*** Utilize online surveys, business site visits and other typical economic development tools to expand communication with existing firms, to achieve any or all of the following purposes: • Identify any needs for business assistance.	ED	BCC IESBDC RCEDA PLn B&S	Med

Strategy Group Action Item	City lead	Partners, coord. agencies	Priority level/City role
• Connect businesses with available support resources. • Probe businesses' sense of locational advantages and disadvantages of being in Beaumont (and having regional assets such as the two nearest airports), including such issues as the desirability of and potential for bringing key suppliers or business-service firms to the City. Relate these findings to the process of refining/updating industry targets. • Identify any needs for coordinating operational or expansion requirements with local regulatory bodies.			
4. INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES			
A. Use data from research conducted for the EDSP to detail conditions related to, and define strategies for addressing, retail leakage conditions in the City, in relation to the City's competitive position with respect to commercial development characteristics (including market advantages / disadvantages) of surrounding communities.	ED	BCC	Med
B. Implement retail tenant recruitment program, in partnership with interested property owners, as part of expanded marketing efforts.	ED	BCC EVAR	Med
5. INDUSTRY TARGETING, EMPLOYERS			
A. Refine, prioritize, and update target-industry prospects, through: • Monitoring large-scale patterns of change in technology and application of technology – to manufacturing and distribution, offshoring/onshoring of production, and similar considerations. • Exploring opportunities for leveraging the presence of the two nearest airports as business attractors, by expanding awareness of the different types of companies/industries now taking advantage of each of those facilities, the airports' plans for expansion and development, and other considerations. (Business parks co-located with the airports may represent, for Beaumont, one of the nearest aspirational developments of this type.) • Incorporating consideration of how changes in technology can improve connectivity of outlying communities, for both the general development and specifically for tech-related businesses (e.g., expanded use of autonomous vehicles could enhance access to metropolitan-fringe communities such as Beaumont by facilitating lengthy commutes both in and out of the community). • Join and Attend Trade Association conferences of city's largest employers, Regional Site Selectors, and the Inland Empire Regional Broadband consortium	ED	HL RCEDA ONT PSP PW PLn SCAG RCTC	High
B. Implement target industry marketing program in partnership with industrial property owners and regional economic development organizations.	ED	RCEDA	Med

Strategy Group Action Item	City lead	Partners, coord. agencies	Priority level/City role
6. ENTREPRENEURIAL DEVELOPMENT			**Coordination Role**
A. Investigate extent to which existing entrepreneurial-development programs / facilities in the region meet the needs for the kinds of entrepreneurs present and anticipated in Beaumont, recognizing the different types of support needed by local-consumer startups and tech-oriented startups.	ED	CVEP HL IECE IESBDC SCORE	Med
B. Confirm the relevance of tying into an existing networking system / program directed towards entrepreneurs (1 Million Cups), which already has a presence in the region, as a means of expanding entrepreneurs' awareness of one another and relevant resources, etc.	ED		Med
C. Explore ways the City can maximize its coordination with the business model of the most accessible / relevant incubator operators in the region and their tenant focus.	ED	CVEP / iHUB UCR / EPIC IECE IESBDC SCORE	Med
D. Incorporate real estate development / revitalization programs into entrepreneurial development programs, as appropriate to the extent that entrepreneurs' space-using options are currently constrained.	ED	PLn	Low
E. Incorporate initiatives within the Quality of Life Enhancements strategy group (below) into strategies promoting entrepreneurial development.	ED	PLn B&S	Low
7. REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT			
A. *Continually monitor coordination efforts between the General Plan and other research work and economic development objectives and actions. For example:* • Explicitly relate planned commercial/industrial areas to industry targets and the City's overall economic development approach. • Show how areas designated for revitalization relate to economic development targets and programs. • Show how the repurposing of certain structures/areas can support startup companies. *The intent of this ongoing monitoring effort would be to ensure that the City's various development-related policies remain in sync and, when appropriate, to make future policy adjustments to maximize the alignment of these closely related programs.*	ED	PLn	High
B. Market key "development opportunity sites" in partnership with interested property owners.	ED	BIA-RC EVAR	Low
C. Create and market incentives for redevelopment / revitalization of older properties (potentially including non-financial incentives such as expedited entitlements and permit processing).	ED	PLn B&S PW	Low

Strategy Group Action Item	City lead	Partners, coord. agencies	Priority level/City role
D. Implement the economic development components of the Downtown Specific Plan (through marketing, focused incentives, etc.).	ED	PLn	Low
E. As appropriate, contact the owners of commercial properties that might benefit from revitalization efforts to assess interest and potential partnerships or other forms of public support to achieve revitalization / redevelopment goals.	ED		Low
8. DEVELOPMENT STREAMLINING			
A. Analyze current development approval processes (including Planning, Public Works and Building & Safety) and investigate options for expediting approvals (including expanded use of program-level environmental impact reports; online permitting tools, etc.).	PLn	PW B&S BIA-RC ED	High
B. Review City user and processing fees and processes; Evaluate options to create Economic Development incentive packages structured based on industry targets	ED	PLn PW	High
C. Tie whatever development streamlining procedures are put in place to a system for expediting in-City business relocations and expansions (through entitlements, permitting, etc.), as part of a Business Attraction and Business Retention and Expansion (BRE) program.	ED		High
9. CITY FISCAL AND OTHER POLICY INTERFACE			
A. Coordinate industry targeting and retention / expansion programs to align with opportunities to add to City fiscal health and resilience, and to steer development activity where and when infrastructure capacity exists to accommodate it.	ED	FD	Low
B. Coordinate with general policy positions in the City to maximize compatibility with economic development efforts.	ED	City Mgr.	Low
10. INFRASTRUCTURE DEVELOPMENT COORDINATION			
A. Coordinate with other agencies / service providers to ensure that core resources are adequate to accommodate targeted development and business growth.	PW	PLn ED	High
B. Review the existing Capital Improvements Plan (CIP) to identify planned projects particularly supportive of economic development efforts as outlined in the EDSP, and for opportunities to re-prioritize such projects, as appropriate. Include consideration of how certain improvements can also contribute to attractiveness of the community, quality-of-life, etc. (e.g. alternative transportation options).	ED	PW	High
C. Prioritize projects in future CIP updates based on the EDSP and its progress in implementation.	ED	PW PLn	Med
D. Monitor ongoing technology-driven changes in infrastructure requirements, for all user types and create "technology infrastructure" improvements plan that prioritizes critical investments.	ED	IT	Low

Strategy Group Action Item	City lead	Partners, coord. agencies	Priority level/City role
11. WORKFORCE DEVELOPMENT			**Coordination Role**
A. ***Workforce Development Coordination.*** Coordinate with local / regional educational / workforce-development organizations to ensure that available workforce training resources are in sync with the City's business development efforts (including retention / expansion and findings of employer outreach) and industry targeting.	ED	HL BUSD RCEDA WDC	Low
B. Identify workforce development programs that can be positioned as "incentives" in marketing and industry targeting efforts.	ED	WDC	Low
C. Direct marketing and planning efforts toward positioning Beaumont as an attractive place for tech-oriented workers to live. (See also Quality of Life Enhancements strategy group, below, and Placemaking.)	ED	PLn BCC	Low
12. PLACEMAKING			
A. Within the framework of activities related to real estate development / revitalization (see relevant strategy group above), identify and cultivate the potential for new and revitalizing areas to serve as a focus for the community: for welcoming visitors and providing public spaces, landmark structures, etc.	ED	PLn CS	Low
B. Identify and promote actions to encourage the placemaking potential of the Downtown area within the framework of the Downtown Specific Plan.	ED	Pln CS	Low
C. Consider expanding the range of special events in the city, focusing on events that have strong potentials to reinforce placemaking efforts.	CS	BCC	Low
13. QUALITY OF LIFE ENHANCEMENTS			
A. Activities in this category need to be closely coordinated with the Real Estate Development, Placemaking, Entrepreneurial Development and Workforce Development sections, above, prioritizing projects and initiatives that incorporate the concept of creating assets that also improve quality of life.	PLn		Low
B. Reinforce, in City policy positions related to housing, the economic development connection to the following two aspects of housing supply: 1) the need for affordable housing to assure a wide range of employers that housing would be available for their workforce; and 2) the desirability of having a full spectrum of housing price levels, to accommodate relatively affluent high-skilled workers, entrepreneurs and business owners. The City's role in this can be limited to maintaining the appropriateness of planning and zoning documents, making economic development promotional material available to homebuilders as well as other developers, and assisting homebuilders through Development Streamlining processes as outlined above.	ED	PLn B&S EVAR	High

City departments:

B&S = Building & Safety Department
CS = Community Services Department
ED = Economic Development functions within City Manager's Office
FD = Finance Department
IT = Information Technology
PIO = Public Information Officer within City Manager's Office
PLn = Planning Department
PW = Public Works Department

Potential partner entities:

BIA-RC = Building Industry Association of Southern California-Riverside County
BCC = Beaumont Chamber of Commerce
BUSD = Beaumont Unified School District
CVEP = Coachella Valley Economic Partnership
EVAR = East Valley Association of Realtors
HL = institutions of higher learning in the region, including (as relevant to any particular action item):

- Beaumont Adult School
- Crafton Hills College
- Mount San Jacinto College
- University of Redlands
- University of California, Riverside (UCR)
- California Baptist University

IECE = Inland Empire Center for Entrepreneurship
IESBDC = Inland Empire Small Business Development Center
ONT = Ontario International Airport
PSP = Palm Springs International Airport
RCEDA = Riverside County Economic Development Agency
RCTC = Riverside County Transportation Commission
SCAG = Southern California Association of governments
SCORE = Service Corps of Retired Executives
WDC = Riverside County Workforce Development Center

Table 14: New Resources Needed. In order to give a sense of the extent to which new resources may be required for implementation (in addition to staff requirements), Table 14 displays two different types of information in the "Budget Resources" column: 1) Items that are assumed to require only existing staff, in some cases re-aligned to action item content, are labeled as "Existing staff;" and 2) Action items that are likely to require new City funding resources (mostly associated with marketing activities) are notated as to the nature of the requirement and classified according to the following ranges of estimated costs:

$:	Less than $10,000 (one-time or annually, as noted for each item)
$$:	$10,000 to $25,000 (one-time or annually, as noted)
$$$:	$25,000 to $50,000 (one-time or annually, as noted)
$$$$:	More than $50,000 (one-time or annually, as noted)

TABLE 14. YEAR 1 (INITIAL EFFORT) WORK PROGRAM

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation 1000 Hours	Year 1 Recom-mendation 2000 Hours			
1. EDSP ORGANIZATION AND OPERATIONS								
A. Establish overall implementation approach and milestones.	Refine the list of near-term deliverables, consisting of meetings, working documents, and documentation of processes, using the elements in this Work Program as a point of departure, along with the Strategy Group interaction matrix, Table 15. For strategy groups with next steps that focus on "coordination frameworks," structure these frameworks recognizing that the coordination process primarily involves connecting existing activities, organizations, etc. to implementation of the EDSP.	Consolidated work program for all year 1 action items	100	100	100	Exist. staff	High	1-8
B. Institutionalize a system of partners who will participate in EDSP implementation.	Working with prospective participants, individually and/or through meetings, prepare list of confirmed partners and their commitments to various framework elements, with target dates, milestones, etc.	Partner-interaction calendar for all year 1 action items Coordination meetings with key partners (as identified for individual action items below)	80	80	80	Exist. staff	High	1-8
C. Establish the City's Economic Development taskforce around the work program established by the EDSP; as appropriate, create task-oriented	As part of "next steps" evaluation of individual action items below, identify appropriate roles for ED taskforce or subcommittees.	Study session with ED Task Force to define roles	300	300	300	Exist. staff	High	1-8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
subcommittees to support City staff in carrying out near-term priorities.								
2. MARKETING, GENERAL								
A. Develop marketing materials that reflect the comprehensive nature of planning and economic development programs within the City; closely coordinate economic development marketing with the Strategic Communications Plan and overall branding initiative currently being implemented by the City (e.g., the recently adopted tagline "A City Elevated" should be modified for ED marketing purposes, effectively expressing both current conditions and plans for further improvements).	Conduct work session(s) with City's Public Information Officer (lead staff person for implementation of the City's current branding initiative) to identify immediate opportunities to integrate economic development messages into the City's larger communications/branding strategy. As appropriate, include the City's branding consultant in these discussions to ensure effective interface between the EDSP and the City's overall marketing program. Within the framework of the City's larger communications initiative, develop and implement an "economic development focused" marketing program (and related collateral materials). This program should reflect the following factors: • Support of specific EDSP initiatives that have a marketing dimension (as identified in individual action items below) • Effective leveraging of partner/ stakeholder resources (for help	Coordinated marketing materials, individually tailored to each area of focus. Tactical plan for first year of ED-specific marketing (i.e., listing of media types and outlets; estimated budget for advertising and other marketing tactics).	400	200	200	$$-$$$$, for market-ing profes-sionals if used	High	1-4, 8
B. Incorporate City's mission concepts related to sustainability, quality-of-life, and citizen values into marketing materials.							High	1-4, 8
C. Within economic development marketing materials, reflect the technology-focused framework that has helped inform industry targeting, including its relevance to prospective employers (tech-related or otherwise).							High	1-4, 8
D. Coordinate messages to jointly promote real estate development / revitalization and industry targeting (for both local-serving businesses and employers). (See							Med	1-4, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr: Optimal Imple-men-tation	City Staff Requirement, hrs/yr: Year 1 Recom-mendation 1000 Hours	City Staff Requirement, hrs/yr: Year 1 Recom-mendation 2000 Hours	Re-sources	Priority	Goals
separate strategy groups below for Real Estate Development and Industry Targeting.)	in dissemination of marketing messages, etc.) • Consideration of the potential need for outside professional assistance in developing the initial market program							
E. Embed in marketing materials, as appropriate, messages that include mention of expected benefits to the local citizenry from economic development efforts.							High	1-4, 8
F. Establish an Economic Development Website dedicated to providing a platform market the City's message, engage with partners and companies, and publish data and programs to better serve customers and prospects.						$$-$$$$, for Website design and data sources	Low	1-8
G. Review marketing programs and materials used by economic development partners, and key competitors, locally and regionally, for message-consistency with Beaumont programs/materials and to secure Beaumont's market positioning.							High	1-4, 8
3. EXISTING-BUSINESS RETENTION AND EXPANSION (BRE)								
A. ***Business Outreach.*** Utilize online surveys, business site visits and other typical economic development tools to expand communication with existing firms, to achieve any or all of the following purposes:	Based on a review of options – including systems that might be in use within the region and those available through vendors[3] and in common use, or independently designing a system – select preferred	Delineated outreach materials / formats Prioritized business contact list	200	200	200	$$$ annually, if using outside vendors	Med	1, 2, 8

[3] E.g. Blane Canada Ltd.

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr: Optimal Imple-men-tation	City Staff Requirement, hrs/yr: Year 1 Recom-mendation: 1000 Hours	City Staff Requirement, hrs/yr: Year 1 Recom-mendation: 2000 Hours	Re-sources	Priority	Goals
• Identify any needs for business assistance. • Connect businesses with available support resources. • Probe businesses' sense of locational advantages and disadvantages of being in Beaumont (and having regional assets such as the two nearest airports), including such issues as the desirability of and potential for bringing key suppliers or business-service firms to the City. Relate these findings to the process of refining/updating industry targets. • Identify any needs for coordinating operational or expansion requirements with local regulatory bodies.	method(s) for sustaining a robust outreach process and identify the necessary resources to implement. Launch high-profile BRE program with a heavy initial focus on increasing direct communication with and outreach to the existing business community. Program should include a mix of the following outreach methods, as also reflected in the Deliverables column:					to support		
	• Create and Conduct Surveys	Online surveys and compilations	120	120	120		Med	1-3, 8
	• Quarterly meetings/mixers with the business community (potentially focused on different business/ industry types each quarter)	Quarterly meetings/mixers with the business community	80		80		Med	1, 2, 8
	• In-person visits to key businesses (potentially utilizing volunteers from the City Council to expand the reach of this effort)	In-person visits to key businesses	120		60		Med	1, 2, 8
	As part of ED-specific marketing program, design a succinct brochure (and corresponding web-based materials) highlighting available business assistance resources available through the City and partner organizations.	Internal and External Brochures and corresponding web-based materials on business assistance	200		80		High	1-4, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr: Optimal Implementation	City Staff Requirement, hrs/yr: Year 1 Recommendation: 1000 Hours	City Staff Requirement, hrs/yr: Year 1 Recommendation: 2000 Hours	Resources	Priority	Goals
4. INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES								
A. Use data from research conducted for the EDSP to detail conditions related to, and define strategies for addressing, retail leakage conditions in the City, in relation to the City's competitive position with respect to commercial development characteristics (including market advantages / disadvantages) of surrounding communities.	Identify highest-priority retail tenant targets (i.e., names of specific retail/ restaurant chains) based on a category-by-category review of retail demand projections in the real estate market study prepared for the EDSP and the relevant Deliverables shown.	Initial list of high-priority targets for retail and restaurant tenant recruitment. Meetings with management of existing major shopping centers (and, if applicable, with developers of forthcoming retail development projects) to identify opportunities to collaborate on retail tenant recruitment;	300		80	Exist. Staff + $$ for Data sources	Med	1, 2, 8
B. Implement retail tenant recruitment program, in partnership with interested property owners, as part of expanded marketing efforts.	Design retail-specific marketing materials as part of overall ED marketing program.	Collateral materials for retail tenant recruitment	40		24		Med	1, 2, 8
		Online survey and documentation of Beaumont residents (and potentially include residents of	60		60		Med	1, 2, 3, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
		Banning and Calimesa) to pinpoint consumer priorities for new retail and restaurant businesses in the region.						
	Review options for partnerships and other resources related to retail tenant recruitment (including commercial real estate brokers; developers and property managers; ICSC, etc.).						Med	1, 2, 8
5. INDUSTRY TARGETING, EMPLOYERS								
A. Refine, prioritize, and update target-industry prospects, through: • Monitoring large-scale patterns of change in technology and application of technology – to manufacturing and distribution, offshoring/onshoring of production, and similar considerations. • Exploring opportunities for leveraging the presence of the two nearest airports as business attractors, by expanding awareness of the different types of companies/industries now taking advantage of each of those facilities, the	Identify highest-priority target industries based on the processes shown in the Deliverables column.	Initial prospect list	400		80	May involve $$, annually for 1-2 years, then periodi-cally after, if using outside vendor data-bases	High	1, 2, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr: Optimal Imple-men-tation	City Staff Requirement, hrs/yr: Year 1 Recom-mendation: 1000 Hours	City Staff Requirement, hrs/yr: Year 1 Recom-mendation: 2000 Hours	Re-sources	Priority	Goals
airports' plans for expansion and development, and other considerations. (Business parks co-located with the airports may represent, for Beaumont, one of the nearest aspirational developments of this type.) • Incorporating consideration of how changes in technology can improve connectivity of outlying communities, for both the general development and specifically for tech-related businesses (e.g., expanded use of autonomous vehicles could enhance access to metropolitan-fringe communities such as Beaumont by facilitating lengthy commutes both in and out of the community). • Join and Attend Trade Association conferences of city's largest employers, Regional site selectors, and the Inland Empire Regional Broadband consortium		Workshop with ED Committee to review target industry/cluster study prepared for the EDSP process	40		20			
		Meeting with partner agencies to determine compatibility of their industry attraction efforts with Beaumont's strongest market opportunities	60		20			
		Meeting with industrial developers, property owners and brokers to identify opportunities to collaborate on industrial tenant attraction.	120		20			
B. Implement target industry marketing program in partnership with industrial property owners and regional economic development organizations.	Design industry-specific marketing materials as part of overall ED marketing program.	Collateral materials for industrial tenant recruitment	40		32		Med	1, 2, 8
	Review options for partnerships and other resources related to industrial	Response team MOU and protocols	80		20			

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
	tenant recruitment (including industrial real estate brokers; developers and property managers; site selection magazines; targeted trade shows; etc.).							
	Evaluate potential for establishing a formal regional partnership focused on "lead generation" for industry attraction efforts.							
	Determine protocols defining how relevant partners are expected to participate in how the City responds to employer prospects (e.g. having a public/private team that can be assembled quickly to answer questions, encourage prospects to feel comfortable within the community, etc.)							
6. ENTREPRENEURIAL DEVELOPMENT								
A. Investigate extent to which existing entrepreneurial-development programs / facilities in the region meet the needs for the kinds of entrepreneurs present and anticipated in Beaumont, recognizing the different types of support needed by local-consumer startups and tech-oriented startups.	Using information in the EDSP as a point of departure, identify existing providers in the region and points of contact.	Meeting with existing providers in the region Summary memo of how existing programs / facilities can serve Beaumont entrepreneurs' needs.	100		40	Exist. staff	Med	4, 5

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation 1000 Hours	2000 Hours			
		Annotated database of providers						
B. Confirm the relevance of tying into an existing networking system / program directed towards entrepreneurs (1 Million Cups), which already has a presence in the region, as a means of expanding entrepreneurs' awareness of one another and relevant resources, etc.	Prepare coordination framework showing how the city, through partners if possible, can be represented (as appropriate) within existing entrepreneur-coordination groups currently active in the region.	Participation calendar	40		40	Exist. staff	Med	5
C. Explore ways the City can maximize its coordination with the business model of the most accessible / relevant incubator operators in the region and their tenant focus.							Med	4, 5
D. Incorporate real estate development / revitalization programs into entrepreneurial development programs, as appropriate to the extent that entrepreneurs' space-using options are currently constrained.	In conjunction with entrepreneur-coordination groups and office/industrial developers, prepare initial assessment of how co-working space could be made available in Beaumont, including use of surplus City-owned building.	"Survey-level" feasibility memo	60			Exist. staff	Low	4, 5
E. Incorporate initiatives within the Quality of Life Enhancements strategy group (below) into strategies promoting entrepreneurial development.							Low	4, 5

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
7. REAL ESTATE DEVELOPMENT AND REVITALIZATION / REDEV.								
A. *Continually monitor coordination efforts between the General Plan and other research work and economic development objectives and actions. For example:*							High	1, 2, 4, 8
• Explicitly relate planned commercial/industrial areas to industry targets and the City's overall economic development approach. • Show how areas designated for revitalization relate to economic development targets and programs. • Show how the repurposing of certain structures/areas can support startup companies. *The intent of this ongoing monitoring effort would be to ensure that the City's various development-related policies remain in sync and, when appropriate, to make future policy adjustments to maximize the alignment of these closely related programs.*	Prepare coordination framework showing how the City's planning and revitalization efforts are best aligned with marketing messages and other economic development efforts, including BRE, recruitment, etc.	Inter-departmental coordination memo	200		100	Exist. staff		
B. Market key "development opportunity sites" in partnership with interested property owners.							Low	1, 2, 4, 8
C. Create and market incentives for redevelopment / revitalization of older properties (potentially including non-	Prepare initial inventory and preliminary assessment of incentive options, including those discussed in	"Survey-level" memo	100			Exist. staff	Low	1, 2, 4, 6, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr: Optimal Implementation	City Staff Requirement, hrs/yr: Year 1 Recommendation: 1000 Hours	City Staff Requirement, hrs/yr: Year 1 Recommendation: 2000 Hours	Resources	Priority	Goals
financial incentives such as expedited entitlements and permit processing).	the EDSP, such as shovel-ready sites, "program" EIRs, and allowing higher development densities on larger parcels or within designated revitalization areas.							
D. Implement the economic development components of the Downtown Specific Plan (through marketing, focused incentives, etc.).							Low	1, 2, 4, 8
E. As appropriate, contact the owners of commercial properties that might benefit from revitalization efforts to assess interest and potential partnerships or other forms of public support to achieve revitalization / redevelopment goals.							Low	1, 2, 4, 8
8. DEVELOPMENT STREAMLINING								
A. Analyze current development approval processes (including Planning, Public Works and Building & Safety) and investigate options for expediting approvals (including expanded use of program-level environmental impact reports; online permitting tools, etc.).	Prepare coordination framework for phase 1 of this strategy, which focuses on an in-house review, goal-setting process, and outline of options, including potential need for additional research via outreach to the development community, etc.	Memo for Council review; Incentive package policy proposal for Council review	120		80	Exist. staff*	High	6
B. Review City user and processing fees and processes; Evaluate options to create Economic Development incentive packages structured based on industry targets							High	6
C. Tie whatever development streamlining procedures are put in place to a system			40	40	40		High	2, 6

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
for expediting in-City business relocations and expansions (through entitlements, permitting, etc.), as part of a Business Attraction and Business Retention and Expansion (BRE) program.								
9. CITY FISCAL AND OTHER POLICY INTERFACE								
A. Coordinate industry targeting and retention / expansion programs to align with opportunities to add to City fiscal health and resilience, and to steer development activity where and when infrastructure capacity exists to accommodate it.	Prepare initial-phase coordination framework, focusing on identifying any fiscal constraints, requirements, opportunities, or other issues that could affect industry-targeting, BRE, and other economic development operational frameworks.	Memo for Council review	80			Exist. staff	Low	1, 2, 8
B. Coordinate with general policy positions in the City to maximize compatibility with economic development efforts.							Low	1, 2, 8
10. INFRASTRUCTURE DEVELOPMENT COORDINATION								
A. Coordinate with other agencies / service providers to ensure that core resources are adequate to accommodate targeted development and business growth.	Prepare initial-phase coordination framework, focusing on identifying any infrastructure capacity, location, and financing issues, current and near-term future, that could affect industry-targeting, BRE, and other economic development operational plans.	Memo for Council review	80		40	Exist. staff*	High	2, 8
B. Review the existing Capital Improvements Plan (CIP) to identify planned projects particularly supportive of economic development efforts as outlined in the EDSP, and for opportunities to re-prioritize such projects, as appropriate. Include consideration of how certain							High	2, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr: Optimal Imple-men-tation	Year 1 Recom-mendation: 1000 Hours	Year 1 Recom-mendation: 2000 Hours	Re-sources	Priority	Goals
improvements can also contribute to attractiveness of the community, quality-of-life, etc. (e.g. alternative transportation options).								
C. Prioritize projects in future CIP updates based on the EDSP and its progress in implementation.							Med	2, 8
D. Monitor ongoing technology-driven changes in infrastructure requirements, for all user types and create "technology infrastructure" improvements plan that prioritizes critical investments.	Prepare outline of "technology infrastructure improvements coordination framework" that focuses initially on how to define and identify the types and sources of information that will help prioritize critical tech-related investments.	Internal working framework document with periodic updates	60			Exist. staff	Low	1, 2, 4, 8
	Appoint subcommittee (of ED Committee) to monitor City's competitiveness with respect to technology infrastructure.		40		40		High	1, 2, 4, 8
11. WORKFORCE DEVELOPMENT								
A. ***Workforce Development Coordination.*** Coordinate with local / regional educational / workforce-development organizations to ensure that available workforce training resources are in sync with the City's business development efforts (including retention / expansion and findings of employer outreach) and industry targeting.	Prepare coordination framework defining the critical partners and partners' roles leading to establishing a system for defining the goals, methods, etc. related to, eventually, synchronizing workforce training with BRE survey results and refinement of industry targeting.	Internal working framework document with calendar.	100		60	Exist. staff	Low	1, 7

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
	Appoint ED taskforce subcommittee to support City's interface with workforce development partners							
B. Identify workforce development programs that can be positioned as "incentives" in marketing and industry targeting efforts.							Low	
C. Direct marketing and planning efforts toward positioning Beaumont as an attractive place for tech-oriented workers to live. (See also Quality of Life Enhancements strategy group, below, and Placemaking.)	As part of the coordination framework for marketing materials (Marketing strategy group, above), specifically include marketing tactics aimed at positioning Beaumont (now and in the future) as an attractive place for tech-oriented workers to live. Appoint ED taskforce subcommittee focused on Quality of Life and Placemaking as they specifically relate to increasing Beaumont's long-term attractiveness to tech workers	Memo to marketing team.	20		20	Exist. staff	Low	1, 2, 4, 8
12. PLACEMAKING								
A. Within the framework of activities related to real estate development / revitalization (see relevant strategy group above), identify and cultivate the potential for new and revitalizing areas to serve as a focus for the community: for welcoming visitors and providing public spaces, landmark structures, etc.	Design coordination framework focusing on: 1) generating near-term goals and objectives related to placemaking within the context of the EDSP, and 2) aligning work program activities related to marketing and real estate	Memo to action item team leaders	140		40	Exist. staff	Low	1, 4

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation 1000 Hours	Year 1 Recom-mendation 2000 Hours			
B. Identify and promote actions to encourage the placemaking potential of the Downtown area within the framework of the Downtown Specific Plan.	development / revitalization with placemaking goals / objectives.						Low	1, 4
C. Consider expanding the range of special events in the city, focusing on events that have strong potentials to reinforce placemaking efforts.							Low	1, 4
13. QUALITY OF LIFE ENHANCEMENTS								
A. Activities in this category need to be closely coordinated with the Real Estate Development, Placemaking, Entrepreneurial Development and Workforce Development sections, above, prioritizing projects and initiatives that incorporate the concept of creating assets that also improve quality of life.	Design coordination framework focusing on: 1) generating near-term goals and objectives related to quality-of-life enhancements within the context of the EDSP and related marketing efforts, and 2) aligning work program activities related to marketing, real estate development, placemaking, entrepreneurial development, and workforce development with quality-of-life enhancement goals / objectives.	Memo to action item team leaders	120			Exist. staff	Low	1, 4
B. Reinforce, in City policy positions related to housing, the economic development connection to the following two aspects of housing supply: 1) the need for affordable housing to assure a wide range of employers that housing would be available for their workforce; and 2) the desirability of having a full spectrum of housing price levels, to accommodate			100	60	60		High	1, 2, 4, 8

Strategy Group Action Item	Next Steps	Deliverables	City Staff Requirement, hrs/yr			Re-sources	Priority	Goals
			Optimal Imple-men-tation	Year 1 Recom-mendation				
				1000 Hours	2000 Hours			
relatively affluent high-skilled workers, entrepreneurs and business owners. The City's role in this can be limited to maintaining the appropriateness of planning and zoning documents, making economic development promotional material available to homebuilders as well as other developers, and assisting homebuilders through Development Streamlining processes as outlined above.								
		TOTAL HOURS	4140	1100	2136			

*Substantial participation by non-economic-development staff.

TABLE 15. STRATEGY GROUP INTERACTION MATRIX

Strategy Group, action summary/Strategy group	Marketing, general	Existing-business retention & expansion	Industry targeting, local-serving businesses	Industry targeting, employers	Entrepren-eurial develop-ment	Real estate dev./ revitali-zation
MARKETING, GENERAL						
Comprehensive, coordinated marketing materials			Inform prospects	City/targets both benefit		Tie in as incentive
EXISTING-BUSINESS RETENTION AND EXPANSION						
Business Outreach			Targets support exist. bus.			Incentive
INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES						
Strategy to address retail leakage				Helps attract	Adds options	Incentive
INDUSTRY TARGETING, EMPLOYERS						
Refine and implement target industry marketing program					Adds options	Incentive
ENTREPRENEURIAL DEVELOPMENT						
Leverage existing resources where possible to encourage and support entrepreneurship						Creates space for
REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT						
Align plans and policies for development and revitalization with economic development plans and practices						
DEVELOPMENT STREAMLINING						
Expedite the development approval process in recognition of other City development goals and policies						
CITY FISCAL AND OTHER POLICY INTERFACE						
Align economic development plans and practices with City fiscal practices and fiscal health and resilience						
INFRASTRUCTURE DEVELOPMENT COORDINATION						
Ensure that core infrastructure resources are available to accommodate targeted development and business growth.						
WORKFORCE DEVELOPMENT						
Ensure that available workforce training resources are in sync with the City's business development efforts						
Position Beaumont as an attractive place for tech-oriented workers						
PLACEMAKING						
Align real estate development / revitalization policies with enhancement of community focal areas.						
QUALITY OF LIFE ENHANCEMENTS						
Prioritize projects and initiatives, including housing, that include the creation of assets that also improve quality of life.						

Table 15. Strategy Group Interaction Matrix, cont'd.

Strategy Group, action summary/Strategy group	Development streamlining	City fiscal and other policy interface	Infrastructure development coordination	Workforce development	Placemaking	Quality of life enhancements
MARKETING, GENERAL						
Comprehensive, coordinated marketing materials	Tie in as incentive				Show relationship	
EXISTING-BUSINESS RETENTION AND EXPANSION						
Business Outreach	Incentive			Tie in as asset, incentive		
INDUSTRY TARGETING, LOCAL-SERVING BUSINESSES						
Strategy to address retail leakage	Incentive	Helps balance	Coord. capacity		Enhancing element	
INDUSTRY TARGETING, EMPLOYERS						
Refine and implement target industry marketing program	Incentive		Coord. capacity	Asset, incentive		Supports prosperity
ENTREPRENEURIAL DEVELOPMENT						
Leverage existing resources where possible to encourage and support entrepreneurship	Incentive				Enhancing element	Asset for entrepr.
REAL ESTATE DEVELOPMENT AND REVITALIZATION/REDEVELOPMENT						
Align plans and policies for development and revitalization with economic development plans and practices	Incentive		Coord. capacity		Coord. plans	Adds to QoL, hsg.
DEVELOPMENT STREAMLINING						
Expedite the development approval process in recognition of other City development goals and policies			Coord. policies			Housing dev. also
CITY FISCAL AND OTHER POLICY INTERFACE						
Align economic development plans and practices with City fiscal practices and fiscal health and resilience			Coord. policies			
INFRASTRUCTURE DEVELOPMENT COORDINATION						
Ensure that core infrastructure resources are available to accommodate targeted development and business growth.						
WORKFORCE DEVELOPMENT						
Ensure that available workforce training resources are in sync with the City's business development efforts						Options for res.
Position Beaumont as an attractive place for tech-oriented workers					Supportive assets	
PLACEMAKING						
Align real estate development / revitalization policies with enhancement of community focal areas.						Adds to QoL
QUALITY OF LIFE ENHANCEMENTS						
Prioritize projects and initiatives, including housing, that include the creation of assets that also improve quality of life.						

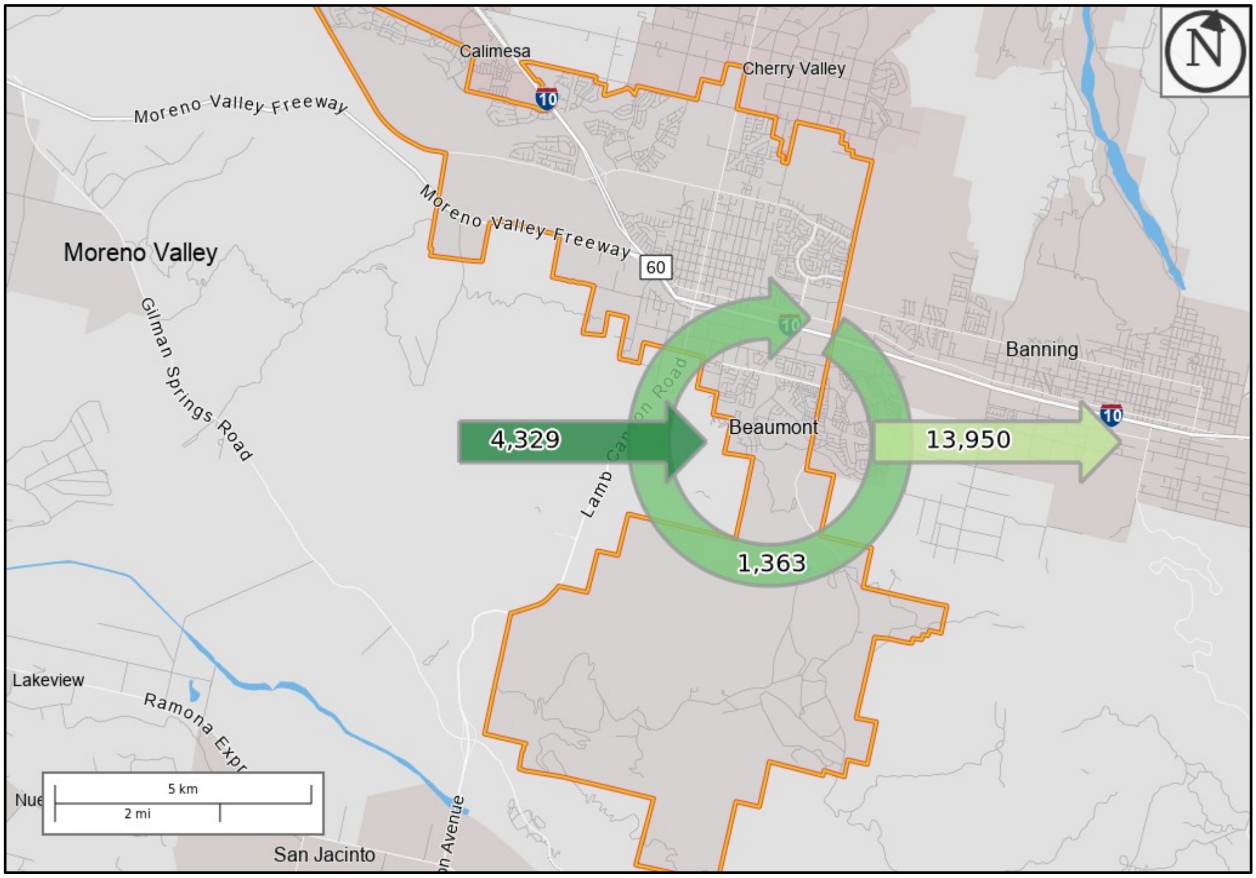
Appendix A – Commuter Flow Data Summary

Beaumont Inflow/Outflow Summary

The following figures and tables show job inflow/outflow patterns for employees and resident workers in the City of Beaumont. The inflow/outflow counts are from the U.S. Census Bureau's OnTheMap application, with underlying data from the Bureau's Longitudinal Employer–Household Dynamics (LEHD) program.

Figures A-1 and A-2 show visual representations of the job inflow/outflow counts in the City of Beaumont. Of the 5,692 total jobs in the City, 1,363 (24%) are held by City residents, while the remaining 4,329 (76%) are held by non-City residents. Additionally, of the 15,313 workforce participants living in Beaumont, 13,950 (91%) are employed outside of the City.

FIGURE A-1: INFLOW/OUTFLOW COUNTS FOR CITY OF BEAUMONT (ALL WORKERS)



Map Legend

Selection Areas

Analysis Selection

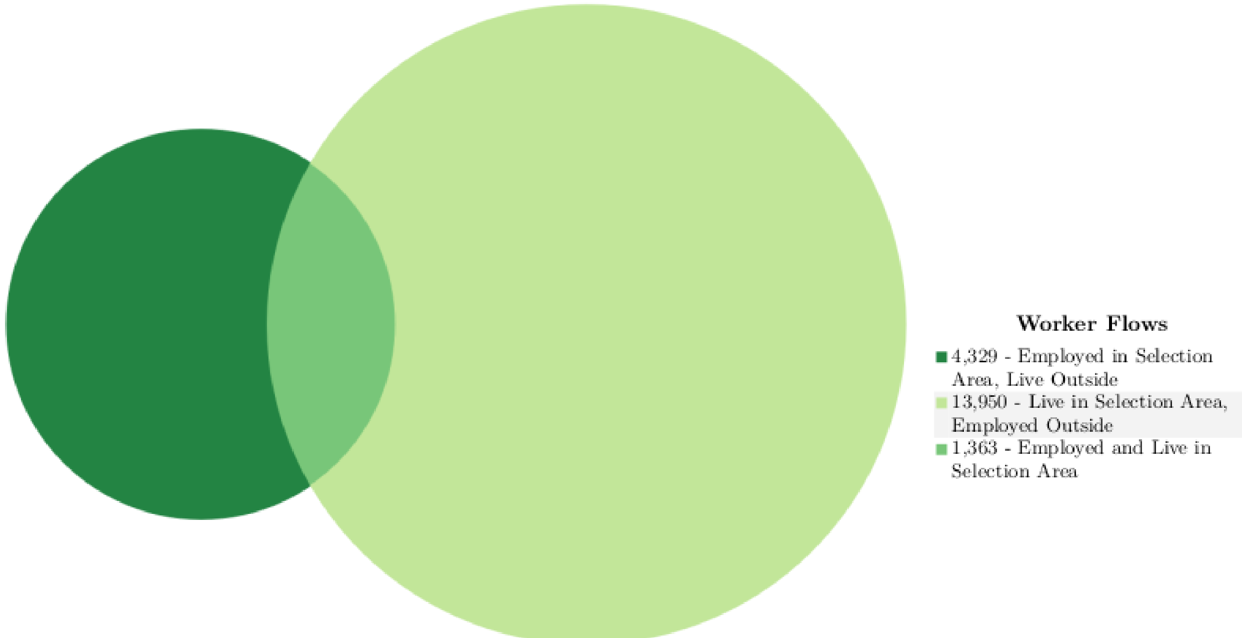
Inflow/Outflow

- Employed and Live in Selection Area
- Employed in Selection Area, Live Outside
- Live in Selection Area, Employed Outside

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

FIGURE A-2: INFLOW/OUTFLOW WORKER FLOWS FOR CITY OF BEAUMONT (ALL WORKERS)



Worker Totals and Flows	2015 Count	Share
Employed in the Selection Area	5,692	100.0
Employed in the Selection Area but Living Outside	4,329	76.1
Employed and Living in the Selection Area	1,363	23.9
Living in the Selection Area	15,313	100.0
Living in the Selection Area but Employed Outside	13,950	91.1
Living and Employed in the Selection Area	1,363	8.9

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Outflow

Figures A-3 and A-4 show visual representations of job outflow patterns for Beaumont residents. Figure A-3 shows a map based on the top 50 communities that Beaumont residents travel to for work. Figure A-4 shows the same data (top 25 communities) in bar-chart form.

Table A-1 shows the workplace destinations of workers residing in Beaumont for the top 36 places,[4] ranked by number of workers. Total jobs (first column) are also segmented into three separate Industry Sector Groups. (The Goods-Producing industry sector group includes the following industries: 1) Agriculture, Forestry, Fishing and Hunting, 2) Mining, Quarrying, and Oil and Gas Extraction,

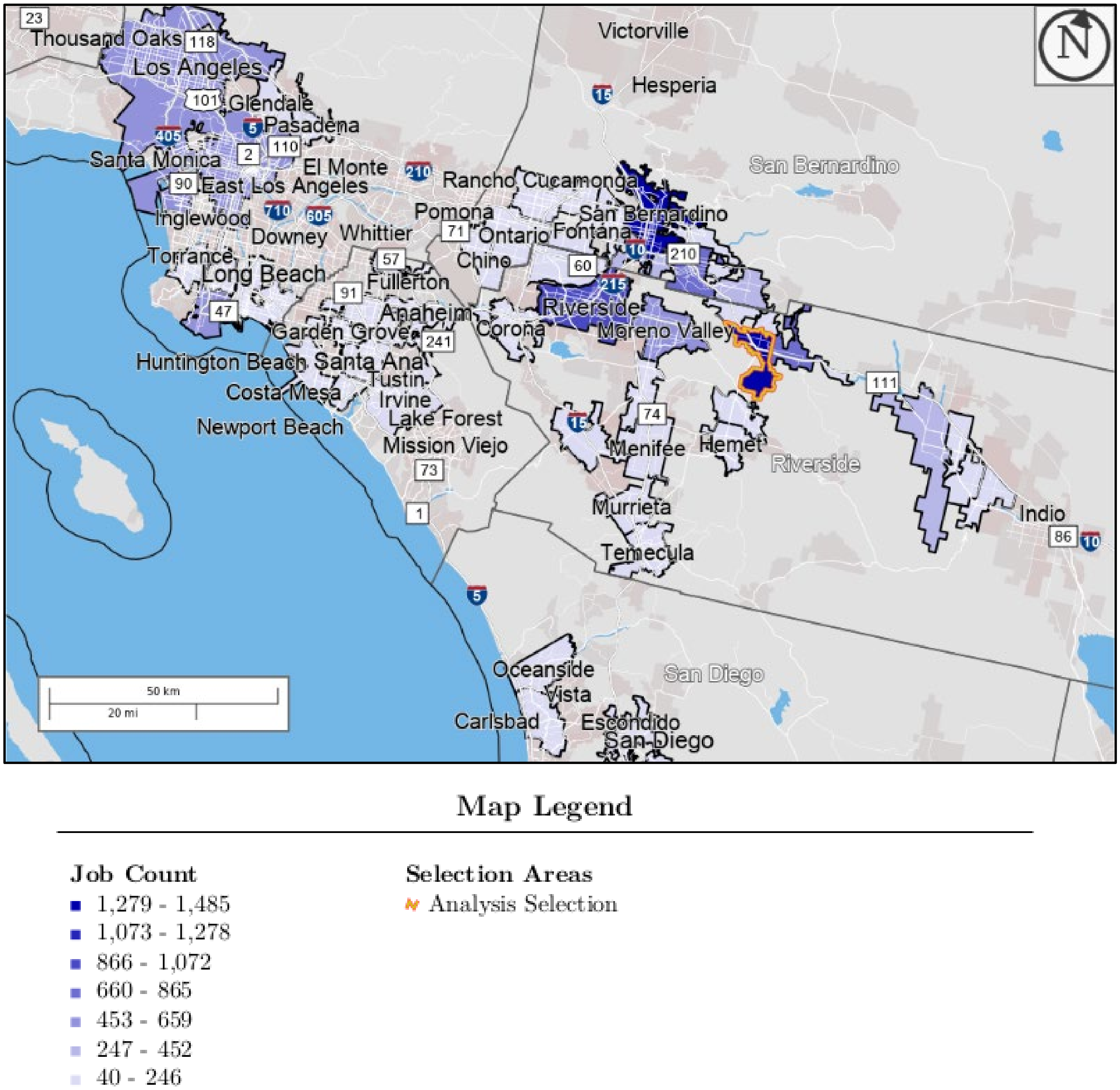
[4] The list is based on a combination of ranking by total number of workers and number of workers in each of the three industry sector groups, to be inclusive of places with relatively high numbers in at least one sector group.

3) Construction, and 4) Manufacturing.) The last three columns in the table show a "concentration index" for each of the three Industry Sector Groups, which facilitates direct comparison among the three groups of the extent to which employment in any group is disproportionately represented within the out-commuters (figures above or below the value of 1), for each of the 36 places. For example, the table shows that Corona has a relatively high proportion of Beaumont out-commuters in the Goods-Producing industry group, although the absolute number of those workers is just 57.

Table A-2 shows the same destinations as Table A-1, with Beaumont out-commuters segmented by three Earnings categories and three Age categories, expressed as percentages of the total workers (sum of all three categories), for each of the 36 places. Note, for example, that Cabazon has high proportions of Beaumont out-commuters in the youngest age category and the lowest earnings category, which might be explained by the workforce at the retail outlet center located there.

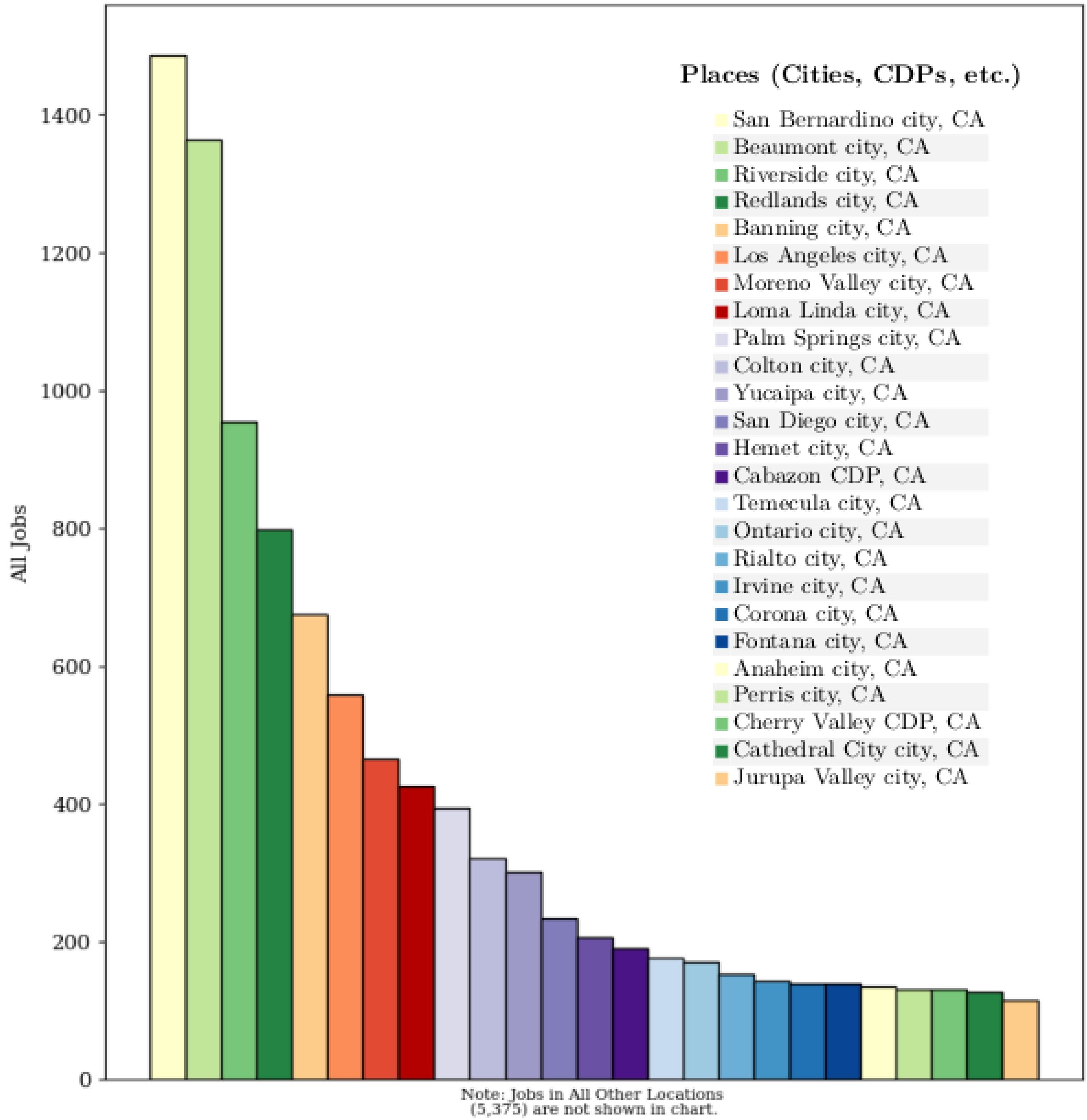
Note that data for Beaumont are included on both tables. From the numbers in these charts and tables, five cities – San Bernardino, Beaumont, Riverside, Redlands, and Banning – account for more than one-third (34.5%) of jobs for Beaumont resident workers.

FIGURE A-3: JOB LOCATIONS FOR CITY OF BEAUMONT OUT-COMMUTERS (CITIES, CDPS, ETC.)



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

FIGURE A-4: RESIDENT WORKERS FROM CITY OF BEAUMONT TO TOP 25 WORK PLACES (CITIES, CDPS, ETC.)



Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

TABLE A-1. BEAUMONT RESIDENT WORKER OUT-COMMUTERS BY INDUSTRY SECTOR GROUP

Places	Total Jobs	Jobs by Industry Sector Groups: Goods-Producing	Trade, Transportation, and Utilities	All Other Services	Concentration Index by Group: Goods-Producing	Trade, Transportation, and Utilities	All Other Services
San Bernardino	1,485	71	186	1,228	0.46	0.67	1.16
Beaumont	1,363	225	153	985	1.59	0.60	1.02
Riverside	955	92	125	738	0.93	0.70	1.09
Redlands	797	60	96	641	0.72	0.65	1.13
Banning	676	31	93	552	0.44	0.74	1.15
Los Angeles	559	47	131	381	0.81	1.26	0.96
Moreno Valley	465	16	143	306	0.33	1.65	0.93
Loma Linda	426	1	4	421	0.02	0.05	1.39
Palm Springs	394	12	60	322	0.29	0.82	1.15
Colton	322	36	64	222	1.07	1.07	0.97
Yucaipa	301	49	39	213	1.57	0.70	1.00
San Diego	235	28	61	146	1.15	1.40	0.87
Hemet	206	26	43	137	1.21	1.12	0.94
Cabazon CDP	190	2	159	29	0.10	4.50	0.21
Temecula	177	29	42	106	1.58	1.28	0.84
Ontario	171	38	59	74	2.14	1.86	0.61
Rialto	153	22	59	72	1.38	2.07	0.66
Irvine	143	22	33	88	1.48	1.24	0.87
Corona	139	57	32	50	3.94	1.24	0.51
Fontana	139	18	65	56	1.24	2.52	0.57
Anaheim	136	30	34	72	2.12	1.34	0.75
Perris	132	20	54	58	1.46	2.20	0.62
Cherry Valley CDP	131	7	11	113	0.51	0.45	1.21
Cathedral	127	7	27	93	0.53	1.14	1.03
Jurupa Valley	116	24	56	36	1.99	2.60	0.44
Rancho Cucamonga	107	21	24	62	1.89	1.21	0.82
Santa Ana	95	11	23	61	1.11	1.30	0.90
Long Beach	92	7	21	64	0.73	1.23	0.98
Highland	91	15	11	65	1.58	0.65	1.01
San Jacinto	86	9	18	59	1.01	1.13	0.97
Murrieta	83	17	12	54	1.97	0.78	0.92
Orange	79	11	17	51	1.34	1.16	0.91
Calimesa	74	10	10	54	1.30	0.73	1.03
Escondido	72	20	17	35	2.67	1.27	0.68
Mentone CDP	69	14	19	36	1.95	1.48	0.73
Chino	68	24	17	27	3.39	1.34	0.56
Total	10,854	1,129	2,018	7,707	1.00	1.00	1.00

Source: U.S. Census Bureau, OnTheMap Application 2015 and LEHD Origin-Destination Employment Statistics; TNDG

TABLE A-2. BEAUMONT RESIDENT WORKER OUT-COMMUTERS BY AGE AND EARNINGS (PERCENTS)

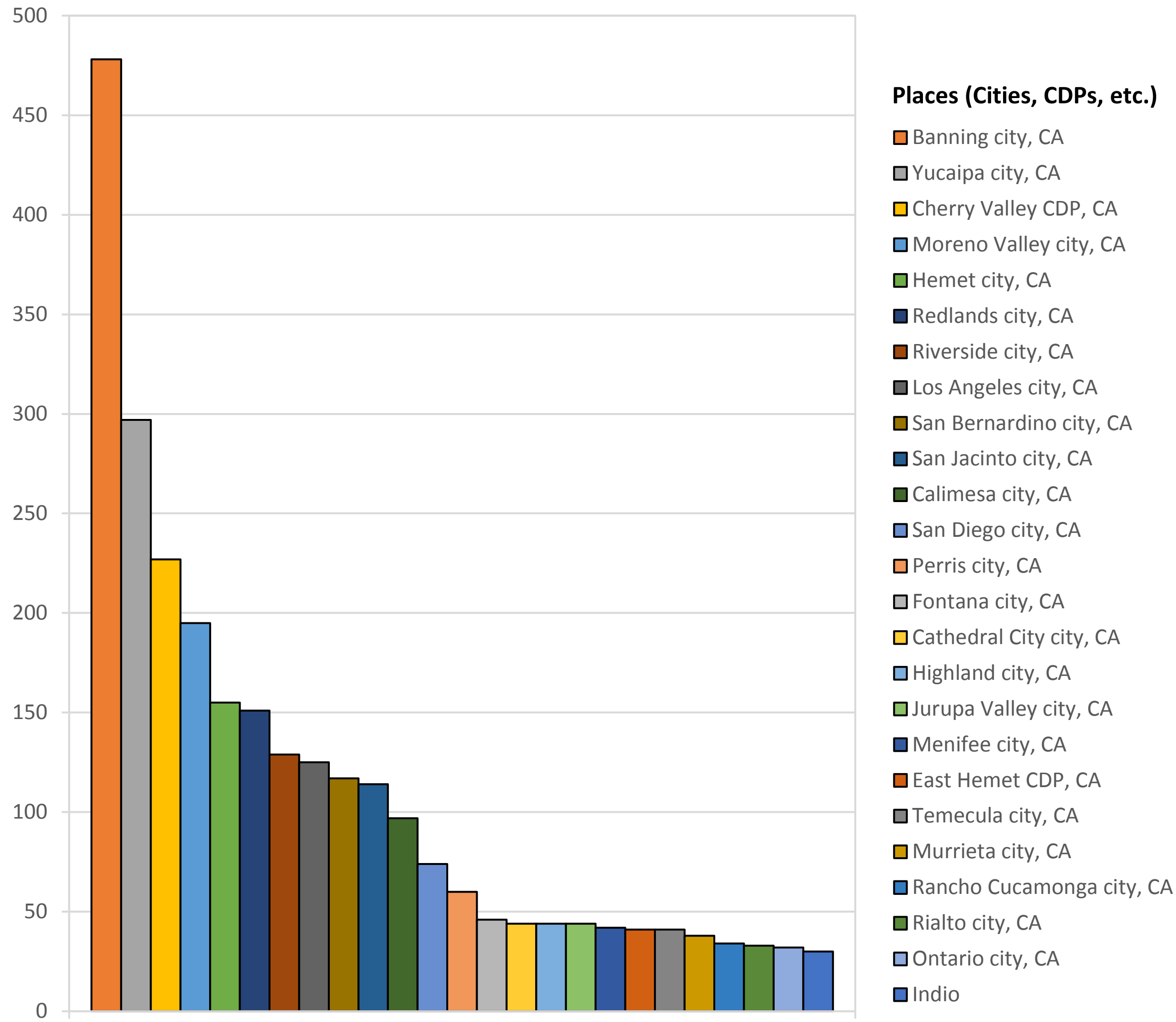
Places	Total Jobs	% of Jobs by Age of Worker:			% of Jobs by Worker Earnings:		
		29 or Younger	30 to 54	55 or Older	$1,250/Mo. or Less	$1,251/Mo. to $3,333/Mo.	Greater than $3,333/Mo.
San Bernardino	1,485	13.9%	67.9%	18.1%	9.5%	24.0%	66.5%
Beaumont	1,363	20.6%	57.7%	21.7%	34.6%	35.8%	29.6%
Riverside	955	15.1%	67.0%	17.9%	15.2%	23.8%	61.0%
Redlands	797	18.8%	61.7%	19.4%	16.7%	33.4%	49.9%
Banning	676	22.5%	58.9%	18.6%	27.4%	43.2%	29.4%
Los Angeles	559	24.0%	56.9%	19.1%	26.1%	31.3%	42.6%
Moreno Valley	465	24.3%	57.6%	18.1%	20.4%	32.9%	46.7%
Loma Linda	426	9.4%	68.5%	22.1%	5.6%	25.6%	68.8%
Palm Springs	394	11.2%	68.5%	20.3%	12.2%	29.2%	58.6%
Colton	322	15.8%	65.5%	18.6%	10.6%	27.6%	61.8%
Yucaipa	301	23.9%	57.1%	18.9%	36.9%	30.9%	32.2%
San Diego	235	27.2%	54.0%	18.7%	23.4%	36.2%	40.4%
Hemet	206	26.2%	55.3%	18.4%	28.6%	42.2%	29.1%
Cabazon CDP	190	52.1%	37.9%	10.0%	60.0%	23.2%	16.8%
Temecula	177	21.5%	61.6%	16.9%	26.0%	33.9%	40.1%
Ontario	171	22.2%	54.4%	23.4%	19.3%	39.2%	41.5%
Rialto	153	19.6%	58.8%	21.6%	19.6%	24.8%	55.6%
Irvine	143	30.1%	49.0%	21.0%	20.3%	39.2%	40.6%
Corona	139	21.6%	62.6%	15.8%	21.6%	30.2%	48.2%
Fontana	139	20.1%	48.9%	30.9%	10.8%	36.7%	52.5%
Anaheim	136	22.8%	50.7%	26.5%	22.1%	39.7%	38.2%
Perris	132	24.2%	65.9%	9.8%	21.2%	39.4%	39.4%
Cherry Valley CDP	131	22.9%	61.1%	16.0%	36.6%	48.9%	14.5%
Cathedral	127	26.8%	59.1%	14.2%	36.2%	21.3%	42.5%
Jurupa Valley	116	19.0%	69.0%	12.1%	21.6%	34.5%	44.0%
Rancho Cucamonga	107	21.5%	63.6%	15.0%	29.9%	39.3%	30.8%
Santa Ana	95	21.1%	58.9%	20.0%	28.4%	35.8%	35.8%
Long Beach	92	21.7%	57.6%	20.7%	33.7%	31.5%	34.8%
Highland	91	19.8%	61.5%	18.7%	26.4%	34.1%	39.6%
San Jacinto	86	24.4%	51.2%	24.4%	22.1%	34.9%	43.0%
Murrieta	83	22.9%	59.0%	18.1%	24.1%	27.7%	48.2%
Orange	79	30.4%	46.8%	22.8%	22.8%	35.4%	41.8%
Calimesa	74	18.9%	58.1%	23.0%	43.2%	43.2%	13.5%
Escondido	72	31.9%	55.6%	12.5%	26.4%	30.6%	43.1%
Mentone CDP	69	7.2%	76.8%	15.9%	13.0%	27.5%	59.4%
Chino	68	17.6%	63.2%	19.1%	26.5%	33.8%	39.7%
Total	10,854	19.9%	61.0%	19.1%	21.8%	31.7%	46.4%

Source: U.S. Census Bureau, OnTheMap Application 2015 and LEHD Origin-Destination Employment Statistics; TNDG

Inflow

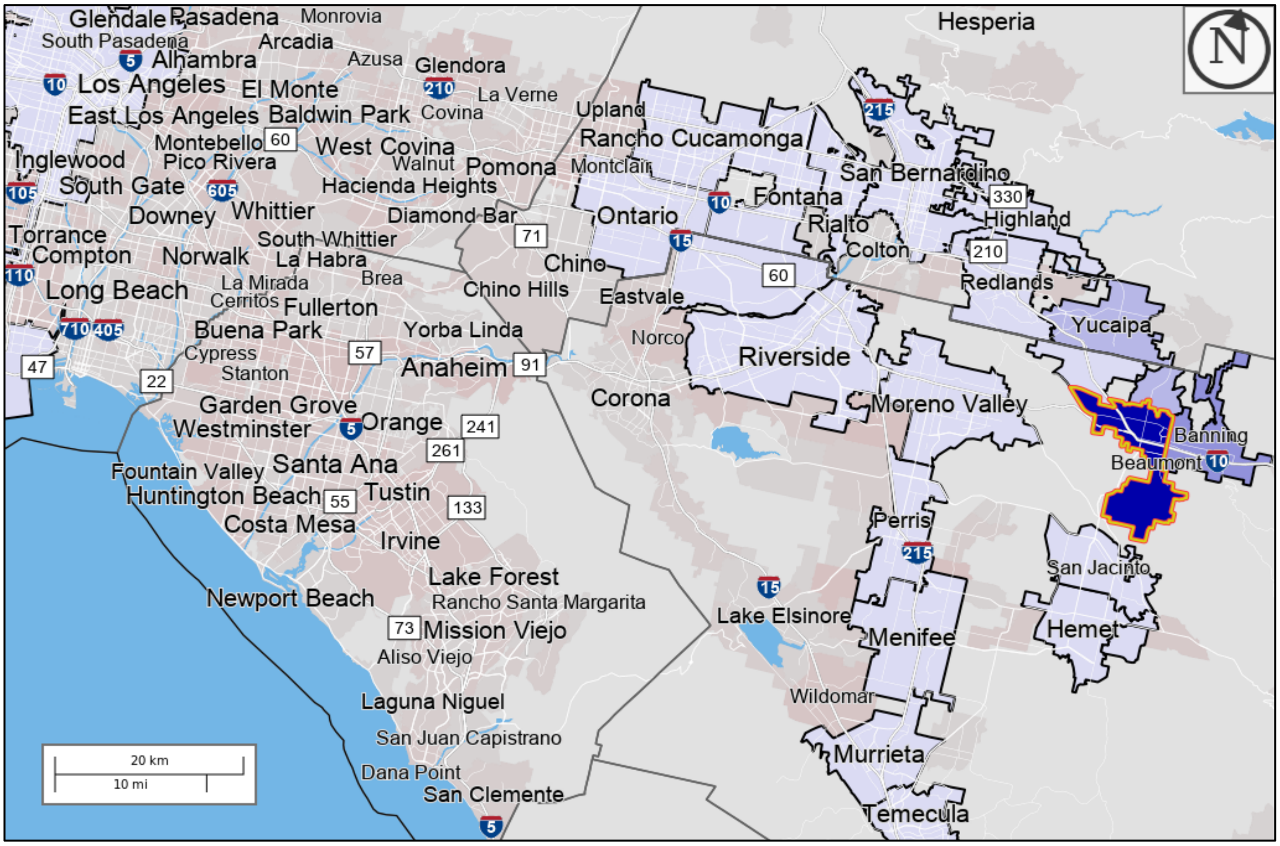
Figures A-5 and A-6 show comparable data (from the Outflow section) for job *in*flow patterns – in-commuters working at Beaumont-based jobs. Figure A-5 shows the number of workers coming from the top 25 places outside Beaumont from which in-commuters originate. Figure A-6 maps most of these locations. Table A-3 shows the in-commuting figures, and includes figures for Beaumont itself.

FIGURE A-5. WORKERS FROM OTHER PLACES WHO WORK IN THE CITY OF BEAUMONT (CITIES, CDPS, ETC.) (FOR ALL JOBS; ONLY THE FIRST 25 ENTRIES ARE SHOWN IN THE CHART)



Note: the category of Jobs in All Other Locations (1,641) is not shown on the chart.
Source: U.S. Census Bureau, OnTheMap Application 2015 and LEHD Origin-Destination Employment Statistics; TNDG

FIGURE A-6. BEAUMONT IN-COMMUTER LOCATIONS



Source: U.S. Census Bureau, OnTheMap Application 2015 and LEHD Origin-Destination Employment Statistics; TNDG

Map Legend

Job Count
- 1,173 - 1,363
- 983 - 1,172
- 793 - 982
- 603 - 792
- 413 - 602
- 223 - 412
- 32 - 222

Selection Areas
- Analysis Selection

Table A-3. Locations and Number of Workers Who Work in Beaumont (All Jobs; Cities, CDP's, etc.)

City/CDP	Count	Share
Beaumont	1,363	23.95%
Banning	478	8.40%
Yucaipa	297	5.22%
Cherry Valley CDP	227	3.99%
Moreno Valley	195	3.43%
Hemet	155	2.72%
Redlands	151	2.65%
Riverside	129	2.27%
Los Angeles	125	2.20%
San Bernardino	117	2.06%
San Jacinto	114	2.00%
Calimesa	97	1.70%
San Diego	74	1.30%
Perris	60	1.05%
Fontana	46	0.81%
Cathedral City	44	0.77%
Highland	44	0.77%
Jurupa Valley	44	0.77%
Menifee	42	0.74%
East Hemet CDP	41	0.72%
Temecula	41	0.72%
Murrieta	38	0.67%
Rancho Cucamonga	34	0.60%
Rialto	33	0.58%
Ontario	32	0.56%
Indio	30	0.53%
All Other Locations	1,641	28.83%
Total	**5,692**	**100.00%**

Source: U.S. Census Bureau, OnTheMap Application 2015 and LEHD Origin-Destination Employment Statistics; TNDG

Variations in Characteristics of Workers: Beaumont-Based, and Beaumont Out-Commuters and In-Commuters

Table A-4 provides additional detail about in-commuters and out-commuters, in relation to the jobs available in Beaumont (2015 data). The figures shown are based on data available from the common source for this information, and include number of employees by industry sector, where available, and otherwise by three industry-sector groupings of: 1) Goods-Producing, 2) Trade, Transportation, and Utilities, and 3) All Other Services. Besides highlighting the overall imbalance between available jobs and the in- and out-commuting patterns, the data show, for example, that a higher *percentage* of goods-producing jobs is available in Beaumont compared to the percentage of out-commuting workers' jobs in that same sector group, but there are more *resident workers* than *available jobs* (absolute numbers) in Beaumont for the goods-producing sector. Similar comparisons can be made throughout the two tables by comparing the figures for each of the columns within a particular industry group or worker characteristic.

Information on Table A-5 is from the same data source, and shows the percentage of workers, in the same commute status as Table A-4, in 3 Earnings groups and 3 Age groups. The data show that out-commuters tend to be in higher earnings brackets, compared to jobs available in Beaumont. In-commuters tend to be younger than out-commuters.

TABLE A-4. BEAUMONT INFLOW-OUTFLOW INDUSTRIES (2015)

Jobs by Industry and Industry Class	Home (Resident Workers, any Location)	Work (Jobs in Beaumont)	Resident Wkr per Beaumont Job	Difference, Resident Wkrs Minus Jobs in Beaumont[1]	Interior Jobs Filled by Residents	Inflow: Interior Jobs Filled From Outside City	Outflow: Exterior Jobs Filled by Residents
Goods-Producing Industry Class							
Agriculture, Forestry, Fishing and Hunting	171	4	42.8	167			
Mining, Quarrying, and Oil and Gas Extraction	13	0	n/a	13			
Construction	838	553	1.5	285	[data only available for sub-totals shown]		
Manufacturing	885	436	2.0	449			
Sub-Total, Goods-Producing	***1,907***	***993***	***1.9***	***914***	***225***	***768***	***1,682***
% of Total Jobs (by Column)	12.5%	17.4%		9.5%	16.5%	17.7%	12.1%
% of Beaumont Jobs Filled by Workers Living Outside City						77.3%	
Trade, Transportation, and Utilities Industry Class							
Utilities	130	58	2.2	72			
Wholesale Trade	591	38	15.6	553			
Retail Trade	1,672	1,200	1.4	472			
Transportation and Warehousing	658	81	8.1	577			
Sub-Total, Trade, Transportation, and Utilities	***3,051***	***1,377***	***2.2***	***1,674***	***153***	***1,224***	***2,898***
% of Total Jobs (by Column)	19.9%	24.2%		17.4%	11.2%	28.3%	20.8%
% of Beaumont Jobs Filled by Workers Living Outside City						88.9%	
All Other Services Industry Class							
Information	174	40	4.4	134			
Finance and Insurance	285	76	3.8	209			
Real Estate and Rental and Leasing	204	34	6.0	170			
Professional, Scientific, and Technical Services	582	111	5.2	471			
Management of Companies and Enterprises	128	13	9.8	115			
Administration & Support, Waste Mgmt., etc.	845	115	7.3	730			
Educational Services	1,792	1,284	1.4	508			
Health Care and Social Assistance	2,699	586	4.6	2,113			
Arts, Entertainment, and Recreation	310	39	7.9	271			

Jobs by Industry and Industry Class	Home (Resident Workers, any Location)	Work (Jobs in Beaumont)	Resident Wkr per Beaumont Job	Difference, Resident Wkrs Minus Jobs in Beaumont[1]	Interior Jobs Filled by Residents	Inflow: Interior Jobs Filled From Outside City	Outflow: Exterior Jobs Filled by Residents
Accommodation and Food Services	1,639	616	2.7	1,023			
Other Services (excluding Public Administration)	417	265	1.6	152			
Public Administration	1,280	143	9.0	1,137			
Sub-Total, All Other Services	***10,355***	***3,322***	***3.1***	***7,033***	***985***	***2,337***	***9,370***
% of Total Jobs (by Column)	67.6%	58.4%		73.1%	72.3%	54.0%	67.2%
% of Beaumont Jobs Filled by Workers Living Outside City						70.3%	
Grand Totals	**15,313**	**5,692**	**2.7**	**9,621**	**1,363**	**4,329**	**13,950**
% of Total Jobs (by Column)	**100%**	**100%**		**100%**	**100%**	**100%**	**100%**
% of Beaumont Jobs Filled by Workers Living Outside City						**76.1%**	

Source: U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, 2015 data, accessed during 05/2019 at https://onthemap.ces.census.gov.

TABLE A-5. PERCENT OF WORKERS IN COMMUTE CATEGORIES IN EARNINGS AND AGE GROUPS

Job/Worker Characteristics	Home (Resident Workers, any Location)	Work (Jobs)	Difference[1]	Interior Jobs Filled by Residents	Inflow: Interior Jobs Filled From Outside City	Outflow: Exterior Jobs Filled by Residents
Jobs by Earnings						
$1,250 per month or less	22.6%	31.2%	17.5%	34.6%	30.1%	21.4%
$1,251 to $3,333 per month	33.6%	37.4%	31.4%	35.8%	38.0%	33.4%
More than $3,333 per month	43.8%	31.4%	51.1%	29.6%	31.9%	45.2%
Jobs by Worker Age						
Age 29 or younger	21.1%	25.1%	18.8%	20.6%	26.5%	21.2%
Age 30 to 54	59.2%	54.6%	62.0%	57.7%	53.6%	59.4%
Age 55 or older	19.7%	20.4%	19.3%	21.7%	20.0%	19.5%

Notes:

1. The column heading entitled "Difference" stands for the number of Jobs within the City of Beaumont that are being filled by both resident workers living in Beaumont as well as workers commuting in from outside Beaumont to Places of Employment within the City.

Source: U.S. Census Bureau, Longitudinal-Employer Household Dynamics Program, 2015 data, accessed during 05/2019 at https://onthemap.ces.census.gov.