



# PASS ECONOMIC DEVELOPMENT AGENCY

## Strategic Plan Draft – January 2020



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## MESSAGE FROM THE PASS EDA BOARD PRESIDENT



I am honored to serve as the Pass Economic Development Agency's board president during this exciting and transformative time for the organization. This Strategic Plan is the first of its kind for the PassEDA. It is the result of more than a year's worth of meetings and focus groups with residents, business owners, and leaders from municipalities, educational institutions and other agencies who helped determine what direction the PassEDA should take to secure a bright future for the cities and unincorporated communities of this distinct region that straddles San Bernardino and Riverside counties.

The Strategic Plan is a blueprint that will guide us in making decisions that help us to secure long-term economic growth, job attraction and retention, educational attainment and workforce training, housing, and preservation of the region's assets. This plan is a fluid document that allows for adjustments that will likely be needed to accommodate changes as they occur. It is a document that will be revisited and reviewed by many voices to ensure we are inclusive and truly serving this diverse area with one voice.

I want to thank all of the partners who invested their time, input, and even facilities for meetings. Because of your participation and commitment, we have a solid plan that considers all perspectives.

I encourage you to review the updated mission, vision and values. Please read the Strategic Priorities and Goals. As a board, we will refer to this document often. It will guide us well over the next several years.

Sincerely,

Dr. Roger W. Schultz  
President, PassEDA Board  
Diverse Region | One Voice

## PASS EDA BOARD LEADERSHIP



Board President Dr. Roger Schultz



Linda Hanley – Board Member



Board Member – Robert Little



Dr. Kevin Horan – Board



Board Member – Lynn Bogh Baldi



Laure Leindecker – Board



Board Member – Robert Ybarra

## **ABOUT PASS EDA**

The Pass Economic Development Agency, Inc. is a non-profit organization (EIN # 81-3928946) dedicated to securing long-term economic growth and an exceptional quality of life for those living and doing business in the San Gorgonio Pass communities.

The region, stretching from Yucaipa to Whitewater, is diverse in population and geography, providing unique opportunities for business, residents and tourists.

Pass EDA is a private/public partnership that was established in 2017 by a group of business and civic leaders and citizens interested in ensuring a sustainable economy for our communities. PassEDA is prepared to provide vision, support and guidance as the Pass communities grow in the coming decades.

PassEDA works collaboratively with private businesses, local governments, educational institutions and other partners in eight very distinct communities. Our goal is to find solutions, establish well-defined strategic goals and implement programs that will provide long-term economic growth and a high quality of life for the region.

## **PASS EDA COMMUNITIES**

The San Gorgonio Pass is a unique region in Southern California. The area is conveniently located between Los Angeles and Palm Springs along Interstate 10, one of the nation's major freight corridors, and where State Routes 60 and 79 converge. At an elevation between 1,800 and 4,700 feet, its climate varies from the cool, snowy foothills of the San Bernardino Mountains to the edge of the hot, arid Coachella Valley. The region encompasses the communities of Yucaipa, Calimesa, Oak Glen, Cherry Valley, Beaumont, Banning, Cabazon, and Whitewater and the Morongo Indian Reservation. It is home to about 150,000 people and will be one of the fastest growing regions in Southern California over the next several decades.

## **MISSION**

Our mission is to build capacity for economic development in the San Gorgonio Pass area, bridging San Bernardino and Riverside Counties along the I-10 Corridor, by supporting a common economic development vision, promoting partnerships, and attracting and sustaining businesses that contribute to a high quality of life for those that live and work in the region.

## **VISION**

Unifying the San Gorgonio Pass area to preserve and promote quality economic development and regional prosperity

## **OUR VALUES**

### **Community**

- *We are committed to building a strong, diverse, safe and economically vibrant community*
- *We aim to balance the promotion of the community and preservation of the region's assets*
- *We are focused on a future of economic and workforce health and wellness that strives to create an exceptional place to live, work, play, shop and gather*
- *We are committed to attracting and retaining quality businesses and industries who promote our region's values and vision*

### **Collaboration**

- *We believe in developing partnerships and working together with all of our community stakeholders*
- *We recognize the value and effectiveness of cooperation*
- *We aim to promote the active involvement and engagement of community, business, local government, education, and other critical organizations and leaders to foster a common vision through innovation and teamwork*

### **Sustainability**

- *We value the promotion of long-term economic stability through quality and planned growth, investments in infrastructure, and community modernization*
- *We recognize that to ensure a sustainable regional economic development plan requires actions based on a common vision, data, and sound planning*

## STRATEGIC PRIORITIES

- *Build Capacity for Economic Development*
- *Support a Common Economic Development Vision through Leveraging of Regional Assets*
- *Promote and Cultivate Regional, Local, and Governmental Cooperation and Partnerships*
- *Enhance Regional Attraction for Businesses*

## STRATEGIC GOALS

- **Goal 1:** Promote the reduction of unemployment, achievement of economic stability to increase the quality and standard of living for all citizens
- **Goal 2:** Build a highly skilled, flexible workforce
  - a. Recruit businesses that are suited to the region, require a highly skilled workforce, willing to train an entry level workforce and have potential for growth
  - b. Retain and expand existing local businesses
  - c. Foster local entrepreneurship and increase the number of small firms within the region
- **Goal 3:** Encourage programming – including education and retraining – to meet economic needs of the unemployed in the region
  - a. Increase the number of seminars, workshops, and training opportunities focused on employment
  - b. Create partnerships with local educational agencies to enhance workforce training and retraining programs and services
- **Goal 4:** Promote and encourage preservation of the region’s assets and quality of life
- **Goal 5:** Support housing, transportation (logistics), communication, and utility systems which foster quality development