



RANCHO  
CUCAMONGA



# CITY OF RANCHO CUCAMONGA ECONOMIC DEVELOPMENT STRATEGY ANNUAL PROGRESS REPORT 2023

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# CHAPTER 1

## Introduction

In the last decade, the Inland Empire has experienced remarkable growth, with increases in population, employment opportunities, and investment in multiple industries. The region's strategic location, between major metro areas and connections to the rest of the country and the world, has been a key driver of this growth. Rancho Cucamonga, with its skilled workforce, high-quality-built environment, and expanding economy, is a key player. The Economic Development Strategy (EDS) is a five-year work plan that will guide and support the City in establishing and sustaining Rancho Cucamonga as the cultural and economic hub of the Inland Empire. This strategy is not just a plan, but a call to action for all who contribute to the City's future success.

## About the Economic Development Strategy

The EDS was developed to guide the City's economic development activities over a five-year period. The document identifies goals and strategies that will serve as a road map for City Staff and civic leaders. The EDS primarily provides direction to the City's Economic Development Division, but the success of the EDS depends on the coordination and communication with other City departments, public agencies, and partner organizations.

The EDS was informed by a review of regional, state, and global trends, as well as a detailed analysis of the City's demographic, economic, and market conditions. Although the nature and extent of future market conditions is unknown, the EDS provides foundational approaches to economic development in Rancho Cucamonga that will serve the City during the life of the document.

Sections in the EDS describe the strengths, challenges, and opportunities to grow the City's economy; key industries to expand in the City; and the goals, strategies, and actions of the EDS. The final section of the EDS includes a five-year work plan that organizes tasks according to a timeline, assigns the City department that will lead the activity, and identifies assisting potential partner departments, agencies, or organizations.

## Heart of the Matter

The EDS builds on PlanRC, the City's General Plan, that was adopted on December 15, 2021. The General Plan lays out a series of strategies to chart a path towards building a 21st century world-class community that is grounded in the foundational core values of Health, Equity, and Stewardship. The vision of PlanRC is to create a city for people—a city of great neighborhoods, natural open spaces and parks, thriving commercial and industrial areas, and walkable and active centers and districts, all connected by safe and comfortable streets. Through the implementation of PlanRC, the City will develop to be more welcoming and accessible to both residents and visitors.

To meet the vision and core values of PlanRC, five Big Ideas were identified:

- 1. Design for People First:** Focus should be on people and development must be human scale and inviting;
- 2. Provide Connectivity and Accessibility:** Provide a range of travel options including new opportunities for walking, bicycling and transit;
- 3. Create Destinations:** places to congregate, gather, and socialize;
- 4. Establish Rancho Cucamonga as the Cultural and Economic Hub of the Inland Empire:** A downtown area, or several major activity centers, with varied cultural opportunities and public art; and
- 5. Address Environmental Justice:** Everyone in the city has a fair and just opportunity to thrive and no one, especially those with the least means, shoulders the additional health burdens of environmental degradation and pollution.

The EDS is intended to fortify linkages with PlanRC and its Big Ideas, to emphasize that economic development activities are shared across all departments in the City. The goals and strategies identified were designed to address specific economic development objectives: improve health outcomes through economic attainment, grow and diversify the local economy, build economic health and long-term fiscal resiliency, and ensure community vitality so that it can continue to provide high-quality public services and amenities.

Within each of the strategies, achievable and measurable action items were designed to serve as a guide for the City over the life of the Plan. The City will continue working towards its long-range goals and planning efforts that are the framework of the City's vision of being a world-class community, making it a special place to live, work, and thrive. Meanwhile, the EDS is meant to be fluid in that it will be reviewed annually to determine if there is a change in priorities or if resources need to be shifted.





# CHAPTER 2

## Economic Development Strategy Implementation

The strategies and action items in the EDS can be implemented in a variety of ways and in a series of actions over the five-year life of the plan. Each action item was assigned a timeline for implementation, and the following highlights provide a summary of wide-ranging measures undertaken in 2023 that moved the needle in implementing the EDS. Implementation highlights for each of the EDS goals are identified followed by the action items they support. Action items were assigned a timeline for implementation and can be referenced in the EDS or in the Appendix. This progress report will focus on those action items with a one-year timeline.

### Implementation Highlights

#### GOAL 1: GROW AND DIVERSIFY THE CITY'S ECONOMY

**San Bernardino County Economic Development Department:** Bi-monthly meetings were established with the San Bernardino County Economic Development Department. This collaboration enhanced communication, keeping the City at the forefront of emerging opportunities within the County. Key accomplishments include an editorial in Globe Street highlighting new infrastructure and retail projects in the City. Additionally, the City was represented at the County's exhibitor booth at ICSC Las Vegas, an annual conference for commercial real estate professionals.

**Programa Emprendedor@s:** The City launched its first cohort of Programa Emprendedor@s in partnership with the County of San Bernardino Economic Development Department, an eight-week entrepreneurship academy that educates, motivates, empowers, and develops the leadership skills and business acumen of Spanish-speaking entrepreneurs (Emprendedor@s). All services were provided at no cost and are available to program participants. The county-wide program accepted 32 applicants, including 7 from Rancho Cucamonga. 30 students graduated the program, achieving a 93.7% graduation rate, significantly higher than the 46.4% graduation rate of similar programs in other jurisdictions. Among the graduates, one business has joined the Rancho Cucamonga Chamber of Commerce and is a member of the Inland Empire Hispanic Business Alliance.





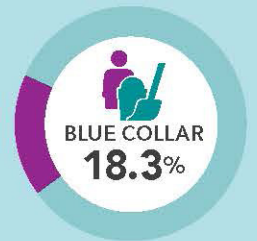
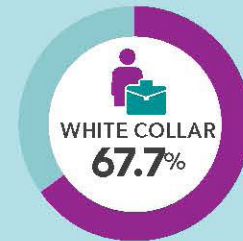


## KEY FACTS

SOURCES: ESRI, CA EDD



## EMPLOYMENT



**47.3%** BACHELOR'S/GRAD/PROF/  
ASSOCIATES DEGREE

**25.2%** SOME COLLEGE

**17.2%** HIGH SCHOOL GRADUATE

## 2023 HOUSEHOLD INCOME

\$200,000+	<b>9,382</b>	<b>15.9%</b>
\$150,000 - \$199,999	<b>7,372</b>	<b>12.5%</b>
\$100,000 - \$149,999	<b>14,445</b>	<b>24.5%</b>
\$75,000 - \$99,999	<b>8,452</b>	<b>14.3%</b>
\$50,000 - \$74,999	<b>8,089</b>	<b>13.7%</b>
\$35,000 - \$49,999	<b>3,711</b>	<b>6.3%</b>
\$25,000 - \$34,999	<b>2,277</b>	<b>3.9%</b>
\$15,000 - \$24,999	<b>2,193</b>	<b>3.7%</b>
<\$15,000	<b>3,118</b>	<b>5.3%</b>



**\$103,674**  
MEDIAN HOUSEHOLD  
INCOME



**\$45,721**  
PER CAPITA INCOME



**\$1,400,616**  
AVERAGE NET WORTH

Last Update February 2024



**Governor’s Office of Business and Economic Development (GO-Biz):** Economic Development Team established a connection with the Inland Empire Regional Business Development Specialist for (GO-Biz). As a result, Staff received and evaluated Request for Information (RFI) opportunities from companies looking to locate or expand in California. Staff will continue to evaluate and respond to these opportunities when appropriate.

**State and County Resources:** A one (1) page information sheet with local, state and federal resources was created to distribute to new businesses. Information on State resources was distributed to all new businesses through a welcome email and a welcome packet in partnership with the Rancho Cucamonga Chamber of Commerce. Additionally, information was made available at business engagement events, on the Economic Development webpage, the monthly Economic & Community Development e-newsletter, the City’s LinkedIn and Economic Development’s Facebook and X accounts.

**New and Updated Marketing Collateral:** The World Class Community brochure is a new marketing collateral piece developed to market the advantages of locating in the City. It features the City’s cultural and entertainment amenities as well as the desired industries such as retail, dining, lodging, breweries, wineries and tasting rooms. Moreover, the opportunity sites booklet and information card, both existing collateral materials, were also updated.

**World Class Community Brochure:** A World Class Community brochure was developed to highlight the quality of life amenities offered in the City. Recreational opportunities and cultural experiences are featured in the brochure to compliment demographic data provided in other promotional materials. Hard copies of the brochure are included in information packets distributed at various business and community engagement events. The brochure enhances the vision of the General Plan and is a useful tool in attracting businesses and families. The digital version of this brochure can be found on the Economic Development webpage.



**At-A-Glance and Retail Opportunity Marketing Collateral:** The At-A-Glance and Retail Opportunity

marketing materials were updated to reflect the most up to date demographic information available. These are updated at minimum once a year or as needed, and are available on the Economic Development webpage.

**Marketing and Communications Plan:** Economic Development marketing was enhanced through story generation and placement in publications that reach target audiences at the local, regional, and national level including Site Selection magazine, Connect CRE, and Route Fifty. Efforts were further enhanced with increased advertising through strategic ad placements in Inland Empire magazine, Urban Land magazine, and

Site Selection magazine.

**Site Selection Assistance:** A site selection form was created and is available on the Economic Development webpage for site selection assistance requests. A site selection activity log to track requests was established and has been utilized since the beginning of 2024. Software tools, such as, CoStar, PlacerAi, Urban3, Retail Lease Trac, and GIS Zoning maps, are used to provide the most accurate response to site selection requests. Staff responded to site selection requests within two business days. To date, 12 formal requests have been made in 2024 (7 in review by requester, 4 are shortlisted, and 1 request is closed).

**Customer Service:** The Planning & Economic Development Department established expectations for professional practice that included “The ASAP Approach - Dealing with Difficult Situations” and “The 5 W’s Rule - Delivering World Class Service.” They provide Staff guidelines for delivering effective customer service.

**Development Review Process:** Planning & Economic Development Staff regularly evaluate the alignment between the General Plan, Economic Development Strategy and Development Code in an effort to address development process discrepancies. Recently, the Planning team took the lead on revisiting and revising pieces of the City’s development review process. Previously, the process was front-loaded, meaning Staff reviewing applications were doing so for both completeness and to identify technical issues or discrepancies. At the same time, Staff was also developing draft conditions of approval. Generally, each review must be completed within 30 days under the Permit Streamlining Act. Often, because so much was expected of Staff over a 30-day period, it was challenging to finish reviewing an application in a timely manner. Since the different components of reviewing an application were bundled together, multiple rounds of review were conducted, which led to lengthier project application reviews. This led to external complaints from applicants and internal complaints from Staff.

In response, the Planning team led an effort to update the approach to reviewing entitlement applications. Tweaks were made to the process, including separating initial review for application completeness from the review for technical compliance and the development of conditions. A completeness review includes Staff comparing the submittal package to an application checklist to ensure each document requested by the City is included. This is different from having to review a submittal package for completeness and for any technical issues (deviations from the development code, for example), while also developing draft conditions of approval. Staff can now provide feedback on the completeness of applications within 15-30 days (per submittal). The technical portion of the review then follows. These changes are relatively new, but the Planning team has already received positive feedback from applicants. Over time, Staff anticipates being able to quantify the difference these changes have made to application processing times. Flowcharts/handouts are also under development to outline the review process for the public. It is important to note that these changes may not apply to all projects, as some are required to be processed under different sets of rules, such as the Housing Accountability Act.

**Quarterly Commercial Real Estate Brokers Roundtable:** A quarterly commercial real estate brokers roundtable was established to enhance the City’s collaboration and information sharing with local real estate professionals. A total of four (4) roundtables were held featuring various guest speakers and a range of topics including the City’s vision for future growth. The roundtables provided a forum where real estate brokers could connect with City Staff and provide insights to the real estate market.









## **Economic Development Strategy Action Items Supported:**

### **1.1 Grow the City's Target Industry Sectors**

- 1.1A Coordinate with San Bernardino County's Economic Development Department to recruit new companies.
- 1.1B Coordinate with GO-Biz to recruit new companies.
- 1.1C Connect new businesses with resources from the State.

### **1.2 Market to Businesses the Advantages of Locating in the City**

- 1.2A Develop materials that market advantages for locating in Rancho Cucamonga.
- 1.2B Continue to regularly update "Rancho Cucamonga At-A-Glance" and "Retail Opportunity" marketing materials.
- 1.2C Develop promotional materials on the Economic Development webpage that profiles the City's access to nature and community parks.
- 1.2D Implement the Marketing and Communication Plan.

### **1.3 Recruit and Retain International Companies**

- 1.3A Connect businesses with resources through the San Bernardino County Economic Development Department.
- 1.3B Connect businesses with resources from State, and International & Trade Programs.

### **1.4 Connect Businesses with Commercial Space Opportunities in the City**

- 1.4A Continue support for the "Site Selection Assistance" service in the City and enhance the promotion of the service.
- 1.4B Maintain customer service orientation in the "Site Selection Assistance" service.

### **1.5 Support the Construction and Redevelopment of Commercial Properties**

- 1.5A Continue to address small discrepancies in the development process as they occur and review the current development approval process to remove barriers and improve efficiency.
- 1.5D Solicit feedback from real estate professionals.



## GOAL 2: ENHANCE THE QUALITY OF LIFE

**City's Downtown Location:** An internal memo was distributed to Staff establishing an understanding of the City's downtown location.

**Epicenter Master Plan:** The City adopted the Epicenter Masterplan (EMP) in December 2023, establishing a vision for the area as a fun, active district which will serve as a destination for recreation, entertainment, and gathering. The EMP encourages pedestrian building frontages and other improvements that enhance the public realm as described in the General Plan and its Big Ideas, including designing for people first, providing connectivity and accessibility, creating destinations and establishing Rancho Cucamonga as the Cultural and Economic Hub of the Inland Empire.



Conceptual rendering of Stadium Way



Conceptual rendering of promenade

**World Class Community Brochure:** A World Class Community brochure was developed to highlight the quality of life amenities offered in the City including marketing various points of interests and historic resources. The General Plan acknowledges and respects the City's history serving as a foundation for future growth. The World Class Community brochure pays homage to the City's identity as a wine valley both from the past to present moment.

**Enhancing the Public Realm:** To successfully achieve the City's vision and uphold the core values identified by the community, the General Plan was designed around strengthening Rancho Cucamonga's sense of identity and character by creating places where people want to be and improving their ability to move around. The overarching strategy is one of human-scaled design, with buildings and outdoor spaces oriented towards people connected by safe and comfortable streets, pathways, and trails that provide equitable access. To encourage pedestrian, building frontage, and other improvements that enhance the public realm, the General Plan includes Five Big Ideas as mentioned earlier in this report.

1. Design for People First
2. Provide Connectivity and Accessibility
3. Create Destinations
4. Establish Rancho Cucamonga as the Cultural and Economic Hub of the Inland Empire
5. Address Environmental Justice

Staff ensures these Big Ideas, and corresponding General Plan polices and form-based code regulations, are considered and implemented as part of the design process in the following ways:

- **Meetings with Property Owners, Builders, & Developers:** Conversations start by telling the story of the Big Ideas, why they were developed, what they mean, and how they help to set the tone for the development of the built environment.
- **General Plan Goals & Policies:** The General Plan is full of goals and polices crafted to help improve and enhance the public realm. For example, Goal MA-2 is Access for All—a safe, efficient, accessible, and equitable transportation system that serves the mobility needs of all users. Related policies include requiring connectivity and accessibility to a mix of land uses that meets residents’ daily needs within walking distance and enhancing sidewalks to create a high-quality pedestrian environment.
- **General Plan Placemaking Toolkit:** This is a set of implementation tools intended as a guide for the City, property owners, and developers, to help ensure that each new increment of private and public investment in Rancho Cucamonga contributes to the making of great places of strong and enduring value. It clearly describes, diagrams, and illustrates the types of development patterns, forms, and strategies that will result in human-scale, pedestrian oriented places that achieve the community’s vision as presented in the General Plan.
- **Form-Based Code (FBC):** The General Plan is the document that provides an overall vision, policy direction, and implementation strategy to support future development in Rancho Cucamonga. It organizes the City into districts, centers, corridors, and neighborhoods, with an overall vision for greater walkability centered around nodes of activity. The FBC implements the General Plan’s vision and policy direction for key areas of the city. It establishes place-based regulations for certain areas of Rancho Cucamonga. Projects subject to the FBC are required to design project(s) consistent with its regulations. FBCs utilize the intended form and character of a neighborhood rather than use the organizing framework of the code. FBCs address the relationship between building facades and the public realm (i.e., sidewalk, street), the form and mass of buildings in relation to one another, and the scale and types of buildings and blocks. While FBCs focus on an intended physical form, they also regulate use by allowing a mix of appropriate land uses chosen to ensure compatibility among different contexts and the intended physical form of the area. FBCs transform commercial corridors and centers into vibrant, mixed-use areas where residents can live, work, and play within close walking distance.

## **Economic Development Strategy Action Items Supported:**

### **2.1 Establish and Promote the City’s Downtown Location**

2.1A Create an internal understanding of the City’s Downtown location.

2.1B Promote placemaking and walkability.

### **2.5 Promote the City’s Historic Cultural Resources**

2.5A Market historic resources in the City.





BARBER LOUNGE



### GOAL 3: EXPAND RETAIL, ENTERTAINMENT, AND HOSPITALITY

The implementation plan in the EDS identifies action items to be completed in years 2-3 and years 4-5 of the 5-year plan. This report focuses on progress made for year 1. Updates for Goal 3 will be provided in subsequent annual reports.

### GOAL 4: FOSTER GROWTH OF LOCAL BUSINESSES AND WORKFORCE

**Partnerships with Local Higher Education Institutions:** The Economic Development Team established a relationship with the Workforce and Economic Development Department at Chaffey College resulting in various accomplishments including:

- A partnership to market Startitup, a mobile platform to cultivate business startups and upskill solo entrepreneurs;
- An introduction to LAUNCH Apprenticeship Network, an intermediary and education provider for businesses adopting the apprenticeship model;
- Consideration of Chaffey College's partnership in the City's 2nd cohort of the Emprendedor@s program;
- Attendance at the Chaffey College InTech Center's employer open house where attendees learned how the InTech Center could provide businesses with a reliable employee pipeline and tailored training solutions.

**Access to Telecommunications:** Information on Rancho Broadband was marketed to businesses and site selectors through direct mail pieces, the monthly Economic & Community Development e-newsletter, and the City's welcome packet.

**Hiring Fair:** Over the last three years Economic Development Team has hosted a hiring fair to enhance the economic vitality and resiliency of the community. The event serves as a dynamic platform where employers and job seekers can connect directly, facilitating immediate engagement and potential job placement. Moreover, the hiring fair contributes to reducing unemployment rates, addressing workforce shortages, and supporting local businesses by ensuring they have the human resources needed to thrive. Hiring Fair accomplishments this past year include:

- Participation of 200+ job seekers and 24 businesses;
- Participation from the Employment Development Department (EDD) and America's Job Center of California (AJCC);
- Access to a computer lab for on-site application online submission;
- Access to private areas for on-site interviews;
- Secured future collaboration of the Rancho Cucamonga Chamber of Commerce to augment program offerings;
- Future expansion of the program to include the trade professions including but not limited to auto mechanics, roofers, electricians, HVAC, hairstylists and barbers;
- Inclusion of high school aged job seekers;



**San Bernardino County Workforce Development Department:** The City's Economic Development Division and the County's Workforce Development Department have partnered to address large-scale workforce reductions. This involves bringing in other partners, such as the State and non-profit organizations, and meeting with businesses to develop a plan to assist the affected employees. In addition, the County's Workforce Development Department was invited to participate in Business Appreciation Month events to educate businesses on the availability of workforce resources.

**Local Employers, Service Providers and Residents:** The Economic Development Team meets with the San Bernardino County Workforce Development Department, Employment Development Department (EDD), America's Job Center of California (AJCC), LAUNCH Apprenticeship Network, Rancho Cucamonga Chamber of Commerce, local businesses, and educational institutions in the region on a regular basis to gather resources and information on hiring needs and opportunities.

### **Economic Development Strategy Action Items Supported:**

#### **4.1 Expand Higher Education Institutions in the City**

4.1A Strengthen partnerships with local higher education institutions.

#### **4.4 Enhance Data Collection to Track Business Activity in the City**

4.4A Ensure access to state-of-the-art telecommunications.

#### **4.5 Connect students, job seekers, and employers with workforce development opportunities**

4.5A Explore hosting or connecting students and job seekers with industry-specific events.

4.5B Connect employers with the San Bernardino County Workforce Development Department.

4.5C Create stronger links between local employers, education and service providers, and residents.









# CHAPTER 3

## Looking Ahead

The aspirational goals of the EDS position the City for long-term success. It fortifies the linkages between PlanRC and the Big Ideas. Year 1 accomplishments further support the implementation of the General Plan's Land Use & Community Character specifically:

### **Goal LC-3 Fiscally Sustainable. A fiscally sound and sustainable City.**

**LC-3.7 Developing our Economy.** *Actively promote and encourage opportunities for local economic development, education, housing, locally hiring, internships and employment from cradle to career so as to increase resident retention, improve and grow a strong local economy, achieve a positive jobs-housing match; retain critical educational resources and human capital, reduce regional commuting, gas consumption and greenhouse gas emissions and ensure equitable opportunities for all residents of the City and region to thrive.*

To that end, the Economic Development Team will continue to implement Year 2-3 actions identified in the EDS implementation plan. The City will continue to be forward thinking in its programs, services and long-range planning with the goal of developing a fiscally sound and sustainable economy for years to come.





# APPENDIX

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Inland Empire Magazine June 2023 Ad

Site Selection Magazine September 2023 Article

Connect CRE TOD October 2023 Article

Site Selection Magazine March 2024 Advertorial

Route Fifty April 2024 Article



# ECONOMIC DEVELOPMENT STRATEGY







# CITY OF RANCHO CUCAMONGA

## Economic Development Strategy | 2023





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# Introduction

In the last decade, the Inland Empire has experienced remarkable growth, experiencing increases in population, employment opportunities, and investment in manufacturing, logistics, and other industries. The region is strategically located between major metro areas and connected to the rest of the country and the world by several highways, railways, Ontario International Airport and the nearby Ports of Los Angeles and Long Beach. Rancho Cucamonga is well-positioned to further leverage the advantages of the region via its skilled workforce, high-quality-built environment, and expanding economy. The Economic Development Strategy (EDS) is a five-year work plan that will guide and support the City in establishing and sustaining Rancho Cucamonga as the cultural and economic hub of the Inland Empire.

## About the Economic Development Strategy

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To meet the vision and core values of PlanRC, five Big Ideas were identified:

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Within each of the strategies are achievable and measurable action items designed to serve as a guide for the City over the next five years. The EDS is meant to be fluid in that it will be reviewed annually to determine if there is a change in priorities or if resources need to be shifted. During this time, the City of Rancho Cucamonga will continue working towards its long-range goals and planning efforts that are the framework of the City's vision of being a world-class community, making Rancho Cucamonga a special place to live, work, and thrive.

## Strengths, Opportunities, Challenges

This section identifies the City's strengths, challenges, and opportunities to strengthen the City's economy.

### Strengths

**High-quality transportation access.** Rancho Cucamonga is located next to major highways, rail transit, and air transport options. Interstate 10 and Interstate 15 are located along the borders of the City, and State Highway 210 and Foothill Boulevard (Historic Route 66) run through the center of Rancho Cucamonga. These highways provide access to shipping routes to the north and east of the County and access to the Ports of Los Angeles and Long Beach. The nearby Ontario International Airport (ONT) is a growing passenger and logistics hub. In recent years, Ontario International Airport has been one of the fastest-growing airports in the country. The San Bernardino International Airport is also expanding its services and now has regular passenger service for the first time, and Los Angeles International Airport (LAX) and John Wayne Airport (SNA) are a reasonable distance from the city to be a potential option for travelers to the area. The City also has a Metrolink rail station that runs directly to Downtown Los Angeles, and there are plans to build a high-speed rail line that will connect Rancho Cucamonga to Las Vegas. Additionally, the City has access to two Class I railroads, Union Pacific and BNSF, which have continued to improve this level of service for freight shipping across the country.

**Located near major population and employment centers.** The City of Rancho Cucamonga is an hour's drive from Los Angeles and Orange County, and an hour and a half from San Diego. Proximity to these areas allows for access to major consumer markets, workforce talent, and complimentary businesses across industry sectors.

**Proximity to complementary manufacturing businesses and skilled talent in the local region.** San Bernardino County has a concentration of workers with specialized talents and a one-of-a-kind training facility, the InTech Center, located in the neighboring City of Fontana that specializes in building skills that are desirable to manufacturing companies in various sectors. The County contains many complimentary businesses to manufacturing. Warehousing and distribution centers are an example of complementary businesses that have grown significantly in the local region. Manufacturers in Rancho Cucamonga benefit from the City's proximity to customer distribution centers.

**Well-educated residents.** In addition to workers with specialized, manufacturing-related skills, companies in Rancho Cucamonga have access to highly educated workers. Residents in Rancho Cucamonga are particularly well-educated compared to the rest of the local region. In 2021, 37 percent of Rancho Cucamonga residents held a bachelor's degree or higher compared to 22 percent of residents in San Bernardino County overall. Educated residents and workers are attractive to companies with skilled worker needs and retail businesses looking for high-income customer bases.

**High resident incomes.** Incomes in Rancho Cucamonga are high compared to the region. The median income in Rancho Cucamonga is approximately \$95,000, compared to approximately \$70,300 for San Bernardino County.



**Access to education opportunities that complement key industries in Rancho Cucamonga.** Rancho Cucamonga is home to Chaffey College and a satellite campus of the University of Redlands. These schools have been valuable for Rancho Cucamonga employers to gain access to interns and apprentices. Companies in Rancho Cucamonga can also draw talent from other nearby higher education institutions such as UC Riverside, Cal Poly Pomona, California State University San Bernardino, California Baptist University, University of La Verne, Claremont Colleges, San Bernardino Valley College, and other technical schools in the area. Many of these schools offer vocational training and industry-specific programs that complement the expanding sectors in the area such as advanced manufacturing and aerospace. For example, Cal Poly Pomona's Department of Aerospace Engineering provides a hands-on engineering program to ready students for working in the aerospace industry.

**Quality amenities and built environment.** The City has a high-quality built environment. The City's roads are well maintained and are well landscaped on major corridors. The City's de facto core, Victoria Gardens, provides a pedestrian-friendly, and urban design-rich experience for local and regional shoppers. The City is growing and attracting quality talent because of the high quality of life in the City.

**Quality master planned neighborhoods.** Rancho Cucamonga has several comprehensively designed communities that feature quality housing stock and amenities.

**Attractive and productive weather.** The warm climate and mild winters in Rancho Cucamonga are attractive to residents but also benefit manufacturers due to the relatively few weather-related closure days for companies. Additionally, the mild weather on the Southern California coast makes the nearby Ports of Los Angeles and Long Beach more efficient relative to ports along the northern and eastern U.S. coasts.

**Affordable real estate.** Land costs in Rancho Cucamonga are relatively affordable compared to the Los Angeles Metro region and coastal communities in Southern California. Low land costs are attractive to companies for reducing costs, and attainably priced housing allows companies to recruit workers that can live in or near the City.

**Strong performing commercial real estate.** Rancho Cucamonga's commercial land uses are performing better than in the County overall. The City's office, retail, and industrial rents are higher than the County's, and vacancies are on par or lower than in the County.

**World class public safety improves trust, desirability and attractiveness of the Community or City.** Public safety plays a critical role in supporting economic growth and vitality by enhancing the desirability of the City as a place to live and locate a business. It also has a direct impact on the levels of community trust and creating safe places to gather and socialize. The Rancho Cucamonga Police Department, Rancho Cucamonga Fire District, Animal Services Department and Community Improvement Division provide critical services to the public including law enforcement, fire and emergency services, animal control, care, and adoption services along with community and property maintenance and improvement. The Public Safety Workgroup works to maintain a safe, enjoyable and prosperous community making the city a top choice for residents, visitors and businesses.

## Challenges

**Lack of downtown/city core identity.** The City currently lacks a strong identity for its downtown. The City's General Plan explores "the potential of the area around Victoria Gardens and the Epicenter to become the 'real downtown' of Rancho Cucamonga."

**Potential retail spending leakage.** According to data from the California Department of Tax and Fee Administration, Rancho Cucamonga lags behind San Bernardino County on taxable sales per household for certain retail categories such as clothing apparel, automotive-related products and services, health and personal care stores, and other miscellaneous retail. This suggests that residents in Rancho Cucamonga may be traveling outside the City to make certain purchases.

**Shifting trend in retail due to online shopping.** Rancho Cucamonga's local retail market is influenced by larger-scale national trends. Over the last decade, retail markets have been shifting and reorganizing in large part due to the growth of e-commerce. However, while increased online sales have reduced the



demand for in-store sales, there has been an increased demand for experiential retail such as restaurants, bars, and gyms. Over the last two years, the COVID-19 pandemic disrupted brick and mortar retail stores of all types and accelerated the shift in demand for online sales of physical goods. While the details of the long-term impacts from COVID-19 for the retail market are uncertain, the market will likely rebound while perhaps also changing to accommodate new trends enabled by new technologies and consumer expectations regarding convenience such as contactless shopping.

**Lack of population densities to attract higher-end retailers.** Rancho Cucamonga is a strong fit for many retailers due in part to the City's high incomes. However, certain retailers are partial to areas with higher concentrated population densities. High-end coffee businesses, grocers, and full-service restaurants often seek to locate in areas with high population densities with access to at least 200,000 people within a one to three-mile radius, which is typically achieved in highly populated city downtowns.

**Mismatch between resident worker talent and city employment opportunities.** Rancho Cucamonga has a skilled workforce, most of which commute outside the city for work. An estimated 85 percent of resident workers commute to nearby communities or Downtown Los Angeles, San Bernardino, or Orange County (PlanRC Existing Conditions Report, 2020).

**Diminishing supply of vacant land.** Beginning in the 1990s and continuing through the 2010s, Rancho Cucamonga experienced strong demand for new development on vacant or sparsely utilized sites. The availability of large tracts of land spurred the development of master planned residential communities, which characterized much of the community's growth. This has led to diminishing opportunities for new large-scale projects. A similar dynamic has occurred with commercial and industrial land as many of the most attractive sites with access to rail and highway infrastructure have been developed.

**Pressure for less employment-dense uses like logistics.** The logistics boom in the Inland Empire also created demand for warehouse and distribution space in Rancho Cucamonga. Businesses in this industry have been able to pay higher land costs for desirable sites. While this type of investment may be attractive to individual landowners, it generates less employment and synergy with other businesses compared to other industrial activities.

**Older parts of the city have limited access to amenities.** Like many communities, Rancho Cucamonga has experienced uneven development and investment across the city. Older neighborhoods within Rancho Cucamonga, including those in the south and southeast portions of the city, have seen less recent investment in amenities by the private sector.

## Opportunities

**Leverage transportation infrastructure projects to build a thriving HART District.** The City's General Plan envisions the HART District as an intense, mixed-use area. Within the District, the Cucamonga Station is positioned to be a major transit hub connecting regional and high-speed rail lines. The HART District has strong potential to become a thriving new district in the city that attracts new talent and employers to the City.

**Attract high-wage and high-skill jobs that match City resident population.** Many Rancho Cucamonga residents commute outside the city for work. As Rancho Cucamonga grows as an employment center, the City may be able to retain more residents to work at companies in the City.

**Complimenting entertainment and hospitality options along Fourth Street and the I-10 Freeway.** At the southern border of the city limits, there is a cluster of entertainment facilities including the Ontario Mills Mall, the Toyota Arena, Dave & Buster's, and Topgolf. Additionally, there are several hotels concentrated along the I-10 and adjacent to the Ontario International Airport.

**Expand entertainment options unique to Rancho Cucamonga.** The City's General Plan stresses the desire of the community for "more fun places to go, more things to do, and more ways to get there." Residents and visitors want places to congregate, gather, and socialize in lively centers, shopping areas, and arts, culture, and entertainment venues.

**Build a vibrant downtown.** Through the City’s community engagement process for the City’s recently updated General Plan, the community expressed a desire for creating vibrant activity nodes and a “real downtown.”

**Capture more resident retail spending.** Rancho Cucamonga is currently a regional retail destination, but residents may be traveling outside the city for certain purchases. The City could capture more of its residents’ purchases by attracting more retail businesses that match residents’ needs.

**Leverage and grow international food manufacturing.** Rancho Cucamonga’s specialization in food manufacturing and access to the Ports of Los Angeles and Long Beach and Ontario International Airport could position the city to attract additional international food manufacturing companies. Two of Rancho Cucamonga’s largest food manufacturing firms, Mizkan America and Nongshim USA are international companies based in Asia. The City is also home to a Mission Foods facility, a subsidiary of Mexico-based, global food company, Gruma.

**Leverage and grow the aerospace industry.** Southern California has a large concentration of aerospace businesses, which is particularly concentrated in Orange County and Los Angeles County. San Bernardino County also has a fast-growing aerospace sector with nearly 300 aerospace-related manufacturers and several aerospace international companies based in Korea, China, Japan, Britain, France, and Switzerland. Rancho Cucamonga is home to several aerospace-related companies including Air Components Inc, Hartwell Corporation, Gentex, General Micro Systems, and Pneudraulics Inc.

**Attract businesses in emerging green technology sectors such as electric vehicle-related manufacturing.** California is striving toward increasing the number of electric vehicles in the State. By 2035, most new cars and light trucks sold in California will be zero-emission vehicles, including plug-in hybrid electric vehicles.<sup>1</sup> As the most populous and wealthy U.S. state, California’s push toward electric vehicles will likely spur significant growth in this sector. Rancho Cucamonga is well positioned to leverage its location and concentrated advanced manufacturing sector to take advantage of the growth in electric vehicle-related manufacturing. Rancho Cucamonga is located near complimentary electric vehicle businesses in Los Angeles, Irvine, and San Diego, and companies in Rancho Cucamonga have access to electric vehicle talent from companies like Tesla and Ford. Additionally, Rancho Cucamonga is near areas such as Mountain Pass, CA, which are rich with rare earth minerals that are necessary for electric vehicle production. Water supply technology is another emerging sector that Rancho Cucamonga could leverage. Water security has been a growing concern in California for decades, and the State has moved towards measures and major investments to increase water supply security. The development and manufacturing of water supply technologies is an emerging sector with immediate relevance in Southern California. Rancho Cucamonga is already home to a leading company developing technology equipment for water treatment plants, Biwater, an international company based in the UK that moved operations from Los Angeles County to Rancho Cucamonga because of proximity to their vendors and to industries that support their operations.<sup>2</sup> There are several water supply technology programs offered at local colleges including San Bernardino Valley College, and Los Angeles Trade-Technical College.

**Grow an expanding healthcare sector.** Health care and social assistance currently account for a significant portion of the City’s employment at approximately 10 percent of the City’s total jobs. While the concentration of health care and social assistance jobs is somewhat lower compared to San Bernardino County and the overall State of California, the sector is growing faster in Rancho Cucamonga than in the County or the State.

**Leverage strong sector in local and regional household serving office-based industries.** The City’s concentrated professional services industry contains many offices that provide legal, tax, and design services to the local and regional community. Many of these types of services require a physical presence to serve customers and are more likely to be resilient to shifts to online platforms and telecommuting. Rancho Cucamonga is well-positioned to grow as a hub for these types of office-based services based on the presence of high quality attainably priced residential options.

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<sup>1</sup> <https://ww2.arb.ca.gov/news/california-moves-accelerate-100-new-zero-emission-vehicle-sales-2035>

<sup>2</sup> <https://siterelection.com/issues/2022/sep/the-world-finds-a-home-in-san-bernardino-county.cfm>



**Expand professional and technical services that complement the City's manufacturing sectors.** Professional service companies with offices in Rancho Cucamonga such as CDM Smith and Atlas Testing Laboratories complement the advanced manufacturing sector in the City. Rancho Cucamonga could attract more companies that offer engineering, marketing, and other complementary services to the City's manufacturing businesses.

## Target Industries

The City is committed to attracting and retaining high quality jobs to grow and diversify Rancho Cucamonga’s economy and to reduce residents commuting outside the City. This is best accomplished by targeting industries in the City that have a unique advantage to growing. Target industries that are well-positioned to grow and diversify Rancho Cucamonga’s economy include:

- Advanced Manufacturing
- Medical Manufacturing
- Food and Beverage Manufacturing
- Finance, Insurance and Real Estate
- Professional and Medical Services

These target industries were identified based on their employment size, growth, and concentration in the City and on the size and performance of the sectors in the larger region. The target industries are sectors that are not only strong in Rancho Cucamonga but are also strong industries in the Inland Empire that the City can leverage and build on. The EDS provides a special focus on growing and supporting the target industries sectors. Tailored strategies are included to leverage the City’s unique strengths in these industries.

The following is a table summarizing the target industry sectors based on the location quotient.

Industry	Rancho Cucamonga Jobs	Share of Rancho Cucamonga Jobs	Rancho Cucamonga/San Bernardino County LQ <sup>1</sup>
<b>Manufacturing Industries</b>			
Advanced Manufacturing	1,974	3.2%	2.7
Medical Manufacturing	1,955	3.2%	5.8
Food and Beverage Manufacturing	1,398	2.3%	1.3
<b>Office Industries</b>			
Finance, Insurance, and Real Estate	5,789	9.4%	3.3
Professional Services <sup>2</sup>	2,707	4.4%	2.7
<p>Source: Data Axel, 2022; QCEW, 2021.</p> <p>Note:</p> <p><sup>1</sup> Location Quotient (LQ) is a measure of how concentrated an industry is relative to a larger geography. The LQ shown here represents the concentration of jobs in the City compared to San Bernardino County. A location quotient of greater than 1.0 means an industry is concentrated in an area while a location quotient of less than 1.0 means an industry is not concentrated in an area.</p> <p><sup>2</sup> Health services jobs are not included in the data shown here. Medical service jobs are somewhat less concentrated in the City compared to San Bernardino County, but the sector is growing in Rancho Cucamonga and the City is committed to expanding this growth.</p>			



## Advanced Manufacturing

Advanced manufacturing is characterized by manufacturing activity involving innovative technologies and requiring skilled workers with technical knowledge and training. Advanced manufacturers span industries that include the production of aerospace equipment, medical devices, and computer components.

In Rancho Cucamonga, there are approximately 2,000 advanced manufacturing jobs in the City (excluding medical manufacturing jobs, which is included as its own target industry sector in the EDS).

Aerospace and electric vehicles are among the advanced manufacturing industries with opportunities to grow in the City. The manufacturing of electric vehicles could be well suited to Rancho Cucamonga due to the City's location near complimentary electric vehicle businesses in Los Angeles, Irvine, and San Diego, and the City's proximity to areas that are rich with rare earth minerals. Rancho Cucamonga is already home to several aerospace manufacturing companies, the largest of which include Air Components Inc, Hartwell Corporation, and Pneudraulics Inc. Among electronic manufacturers, the City's largest employers include Arlon Electronic Materials, Celco-Pacific Division, and VPG Transducers.

### Top Advanced Manufacturers in Rancho Cucamonga<sup>3</sup>

- Consolidated Precision Products
- Pneudraulics Inc.
- Arlon Electronic Materials

## Medical Manufacturing

In Southern California, pharmaceutical manufacturing forms a significant share of the region's economy with the largest concentrations of employment in Orange County and Los Angeles County. Medical manufacturing can generally be considered advanced manufacturing, but on its own, it represents a significant number of jobs (approximately 2,000 jobs) in the City of Rancho Cucamonga and is highly concentrated in the City relative to San Bernardino County. The industry involves the production of medical equipment and medicine. Amphastar Pharmaceuticals is the City's largest medical manufacturer and one of the City's largest employers. Other significant employers include medical device and surgical instrument manufacturers such as Comar, Eagle Labs, and Mediflex Inc. The concentrated presence of medical manufacturing in the City indicates the likelihood of a local business ecosystem involving complementary businesses and educated talent that could be leveraged for future growth in this sector.

### Aerospace in the Region

Southern California is home to most of the State's advanced manufacturing companies. Los Angeles County accounts for half of California's aircraft, engine, and parts manufacturing industry establishments, and Orange County follows with nearly a quarter of total establishments. San Bernardino County accounts for the third largest concentration of firms in the State, containing approximately seven percent of firms.

In San Bernardino County several aerospace companies have found success, attributing their companies' achievements to the County's business friendliness, competitive cost structure and logistics network, and presence of skilled engineers from nearby universities. Favorable year-round weather for flying and access to a workforce specialized in aerospace also makes Southern California and San Bernardino County attractive to aerospace companies.

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<sup>3</sup> Based on employment size provided by Data Axel (2022).

### **Top Medical Manufacturers in Rancho Cucamonga**

- Amphastar Pharmaceuticals Inc
- Comar
- Eagle Labs

## **Food and Beverage Manufacturing**

Los Angeles and Orange County are major centers for food and beverage manufacturing in California, and in San Bernardino County there are over 300 food and beverage manufacturing companies. Food and beverage manufacturing is a unique segment of Rancho Cucamonga's manufacturing sector that contains about 1,400 jobs and is concentrated in the City relative to San Bernardino County, which itself contains a large amount of activity in the sector.

Frito Lay Inc., Coca-Cola Bottling Co, Cerenzia Foods Inc, and Evolution Fresh are among the City's largest food and beverage manufacturers. Mizkan America and Nongshim USA are examples of international manufacturers that employ a significant number of workers in the city. This sector also includes several breweries that provide the added benefit for creating a sense of place in the community and potential regional destination in Rancho Cucamonga. While there is currently some wine-related production in the City, Rancho Cucamonga has a history of winemaking, and the growth of wineries in the City could complement the City's growth of breweries.

### **Top Food and Beverage Manufacturers in Rancho Cucamonga**

- Frito Lay Inc.
- Coca-Cola Bottling Co
- Nongshim USA

## **Finance, Insurance, and Real Estate**

Rancho Cucamonga has a high concentration of the region's finance, insurance, and real estate industry (sometimes referred to as FIRE industries) employment. There are approximately 5,800 FIRE jobs in the City that account for 9.4 percent of total employment. Insurance-related activity accounts for about half of the FIRE jobs in Rancho Cucamonga, of which are employed at offices of national insurance providers such as First American Title and CorVel Corporation, and in small to medium-sized insurance broker firms. In addition to several national banking branches, a large portion of the finance-related companies in Rancho Cucamonga are small mortgage lenders, portfolio management, and investment firms. Among real estate-related firms, most in the city are medium to small offices of real estate agents and brokers.

### **Top Finance, Insurance, and Real Estate Companies in Rancho Cucamonga**

- Inland Empire Health Plan
- First American Title
- CorVel Corporation



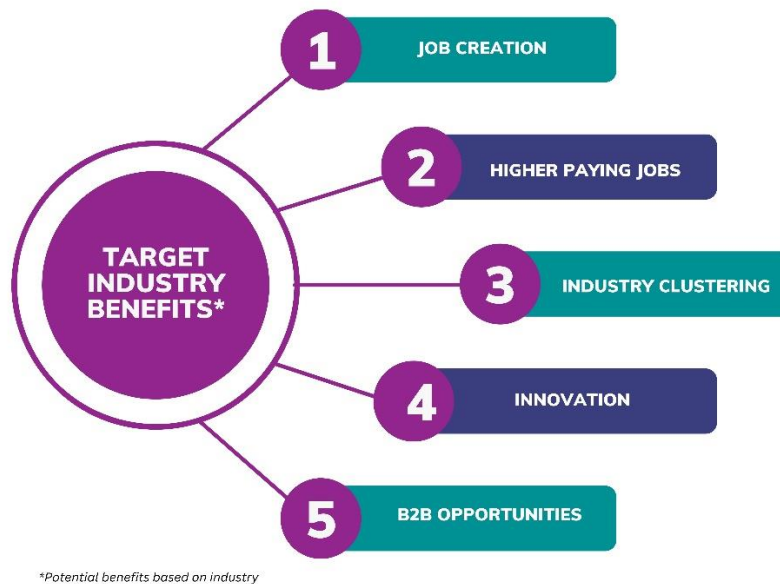
## Professional and Medical Services

Professional service firms range from engineering and design companies to legal and accounting firms. Rancho Cucamonga has approximately 2,700 professional service jobs, which accounts for five percent of total employment. Rancho Cucamonga represents a hub for professional services in the region. The professional service industry complements other target industries such as advanced manufacturing through related research and administrative activity. Large professional service employers in the City include aerospace and engineering companies such as CDM Smith and Atlas Testing Laboratories. Rancho Cucamonga's professional services industry also consists of several small, local offices that provide legal, tax, and design services that serve the local and regional community. Medical service jobs are part of a significant and expanding healthcare and social assistance sector in the City and include offices of physicians, dentists, and other healthcare professionals.<sup>4</sup>

### Top companies in Rancho Cucamonga

- CDM Smith
- Atlas Testing Laboratories
- Advanced Office

Attracting and retaining the target industries will have many benefits to the City and the region. These benefits are identified in the figure below.



<sup>4</sup> Health services jobs are somewhat less concentrated in the City compared to San Bernardino County, but the sector is growing in Rancho Cucamonga and the City is committed to expanding this growth.

# Goals and Strategies

The ultimate goal of the EDS is to help establish Rancho Cucamonga as the cultural and economic hub of the Inland Empire. To accomplish this, the EDS establishes four guiding goals, which include:

1. Grow and Diversify the City's Economy
2. Enhance the Quality of Life
3. Expand Retail, Entertainment, and Hospitality
4. Foster Growth of Local Businesses and Workforce

The ultimate goal of the EDS is to help establish Rancho Cucamonga as the cultural and economic hub of the Inland Empire.



These goals organize the EDS's strategies, which provide more specific guidance to the City through a series of actions.



# 1. Grow and Diversify the City's Economy

## 1.1 Grow the City's target industry sectors

The target industry sectors in Rancho Cucamonga include those that employ a significant number of workers, are highly concentrated in the City, and are well-positioned to grow and increase the value of sectors that lead the City's economy. The target industry sectors include advanced manufacturing; medical manufacturing; food and beverage manufacturing; finance, insurance, and real estate; and professional services.

**Action 1.1A**      **Coordinate with San Bernardino County's Economic Development Agency to recruit new companies.** San Bernardino County's Economic Development Agency assists companies with locating within the County. Coordinate with the County to help match employers with strategic locations in Rancho Cucamonga.

**Action 1.1B**      **Coordinate with the Governor's Office of Business and Economic Development (GO-Biz) to recruit new companies.** GO-Biz provides consultation services to business owners including site selection at no cost. Coordinate with GO-Biz to help match employers with strategic locations in Rancho Cucamonga.

**Action 1.1C**      **Connect new businesses with resources from the State.** The State of California offers resources such as tax credits to businesses that want to locate in California or stay and grow in California. Promote available resources to businesses as part of efforts to recruit businesses to the City.

**Action 1.1D**      **Recruit new businesses in the City's target industry sectors.** Work internally and with partners to identify companies in the target industries that are well-matched for Rancho Cucamonga and engage in outreach to these businesses.

**Action 1.1E**      **Convene working meetings with local business representatives from industries in the City's target industries.** Use meetings to foster relationships between the Economic Development Division and peer companies to learn about challenges and opportunities to support target industry businesses in the City.

**Action 1.1F**      **Complete a comprehensive review of the fee structure and cost of doing business in Rancho Cucamonga.** Compare Rancho Cucamonga's fees and development process to peer and competitor cities to ensure the City's competitive position is maintained.

## 1.2 Market to businesses the advantages of locating in the City

Rancho Cucamonga is an ideal location for many businesses. The advantages of locating in the City should be clearly defined and available to employers looking to start or relocate their business.

**Action 1.2A**      **Develop materials that market advantages for locating in Rancho Cucamonga.** Rancho Cucamonga has many attractive qualities for businesses such as access to high-quality transportation, skilled and educated talent, and educational opportunities. The City also features a high quality built environment, attractive master planned neighborhoods, and a diverse housing stock. Making materials will provide a special focus on the City's target industry sectors when crafting promotional materials to aid in business recruitment.

**Action 1.2B**      **Continue to regularly update "Rancho Cucamonga at a Glance" and "Retail Opportunity" marketing materials.** The City currently publishes documents that promote the City's demographics as they related to economic vibrancy. Continue to update these materials regularly and make them available on the Economic Development Division's webpage.

**Action 1.2C**      **Develop promotional materials on the Economic Development Division webpage that profiles the City’s access to recreational and community parks and cultural amenities.** Rancho Cucamonga has access to scenic nature and outdoor recreational spaces such as the North Etiwanda Preserve, Etiwanda Falls Trail, San Bernardino National Forest, hillside open spaces, multipurpose trails, and equestrian trails in addition to cultural landmarks such as the Sam and Alfreda Maloof Foundation for Arts and Crafts, Cucamonga Service Station, and the Chaffey-Garcia House. Develop marketing materials that promote the City’s access to nature and outdoor recreation and cultural amenities. Also include information that informs businesses and residents about environmental policies and initiatives, future new green space, and outdoor recreational infrastructure.

**Action 1.2D**      **Implement the Marketing and Communications Plan.** The Economic Development Division has completed a Strategic Marketing and Communications Plan that complements the Economic Development Strategy. The Marketing and Communications Plan further strengthens the economic development function for the City of Rancho Cucamonga.

### 1.3 **Recruit and retain international companies**

Rancho Cucamonga is an attractive location for international manufacturing companies for many reasons including the City’s proximity to the Ports of Los Angeles and Long Beach and the City’s access to highways that allows convenient shipping around the U.S. and to Canada and Mexico. Two of Rancho Cucamonga’s largest food manufacturing firms, Mizkan America and Nongshim USA are international companies based in Asia. The City is also home to a Mission Foods facility, a subsidiary of Mexico-based, global food company, Gruma. Additionally, several international aerospace companies are based in San Bernardino County.

**Action 1.3A**      **Connect businesses with resources through the San Bernardino County Economic Development Agency.** The County offers services to inform businesses about opportunities to expand markets on a global scale and attract investment from abroad.

**Action 1.3B**      **Connect businesses with resources from State, and International & Trade programs.** GO-Biz manages international business programs such as the California STEP program, which offers financial assistance to eligible California small businesses pursuing export sales in foreign markets.

**Action 1.3C**      **Develop an international marketing program to attract foreign businesses.** Create an international marketing program that includes training events for local businesses, City staff, and other stakeholders to engage with foreign companies. The marketing program will provide a special focus on the City’s target industries.

### 1.4 **Connect businesses with commercial space opportunities in the City**

Rancho Cucamonga’s Economic Development staff currently assists businesses with the process of finding a suitable location in the City. Additional efforts to attract and assist companies considering relocating to Rancho Cucamonga may increase the number of businesses locating in the City.

**Action 1.4A**      **Continue support for the “Site Selection Assistance” service in the City and enhance the promotion of the service.** Assign site selection assistance to specific staff members and include brief bios of the staff that are involved with site selection to foster the feeling of a personal experience.

**Action 1.4B**      **Maintain customer service orientation in the “Site Selection Assistance” service.** The City will allocate resources to provide customized and attentive services to requests for location assistance in the City.



- Action 1.4C**      **Prepare a “viewbook” promoting a range of commercial space examples available in the City.** Create a viewbook that highlights a selection of high quality available commercial space in the City and how the City’s quality of life can contribute to opportunities and benefits for business owners and employees in terms of the local business environment and lifestyle. Ensure the viewbook is provided online and as a printout.
- Action 1.4D**      **Market vacant office, retail, and industrial spaces on the City’s website.** Provide a comprehensive inventory of vacant commercial spaces on the City’s Economic Development Division webpage. City staff will benchmark efforts against competitor cities.
- Action 1.4E**      **Build relationships with Real Estate Brokers and Site Selection Companies.** Continue to work with the commercial brokerage community and site selection companies to identify trends, conflicts, and development opportunities. Work with the local brokerage community to actively market and identify users for infill redevelopment sites and development projects throughout the City.
- 1.5 Support the construction and redevelopment of commercial properties**  
Office, retail, and industrial real estate markets in Rancho Cucamonga have performed well in recent years and are competitive compared to the local region. Help facilitate building and redevelopment in the City to ensure it does not impede attracting and retaining businesses.
- Action 1.5A**      **Continue to address small discrepancies in the development process as they occur and review the current development approval process to remove barriers and improve efficiency.** Designate specific duties to department staff to coordinate with other city departments to resolve challenges as they occur and develop an internal report recommending systemic changes.
- Action 1.5B**      **Explore opportunities for the redevelopment of sites.** Identify vacant and underused properties for potential redevelopment and conduct outreach to property owners to explore conversion and redevelopment opportunities. Coordinate with action items focused on key sectors. These efforts will support the City’s ongoing General Plan and Zoning Code updates as needed.
- Action 1.5C**      **Solicit feedback from commercial developers.** Convene a group of local commercial real estate developers to promote the City’s goals for real estate development and to learn more about challenges and opportunities for developing properties in the City.
- Action 1.5D**      **Solicit feedback from real estate professionals.** Convene a group of local real estate professionals to educate the broker community on the City’s vision, and enhance collaboration and information sharing.
- Action 1.5E**      **Explore potential incentives for encouraging redevelopment.** Explore financial incentives such as tax abatement programs and nonfinancial incentives such as permit streamlining to encourage property owners to redevelop vacant and underused properties.

## 2. Enhance the Quality of Life

### 2.1 Establish and promote the City's Downtown location

The City's General Plan explores "the potential of the area around Victoria Gardens and the Epicenter to become the 'real downtown' of Rancho Cucamonga." While the General Plan focuses on physical changes and infrastructure, other efforts can help establish the City's Downtown identity such as branding and coordinating community events in the Downtown.

**Action 2.1A Create an internal understanding of the City's Downtown location.** Develop and circulate an internal memo describing the approximate location of the City's Downtown.

**Action 2.1B Promote placemaking and walkability.** Encourage pedestrian, building frontage, and other improvements that enhance the public realm as described in the City's General Plan.

**Action 2.1C Locate community events and public art in the Downtown area.** Explore locations for community events to occur in the City's Downtown. Consider relocating existing events to a location in the City's Downtown. Work with RC Public Art to explore options for adding public art to the Downtown area. The RC Public Art Plan calls for prioritizing key areas in the City, such as the Downtown, to locate murals and mosaics. The RC Public Art Plan also includes strategies for creating an art walk program and commissioning public works of art, which could be located in the Downtown.

**Action 2.1D Update signage promoting the location of the City's Downtown.** Commission the creation of signage that communicates the location of the City's Downtown.

### 2.2 Promote and grow the HART District

The City's General Plan envisions the HART District as an intense, mixed-use regional transit hub with a dynamic mix of housing, employment, and supporting commercial development. Within the District, Cucamonga Station will connect travelers with Brightline West's high-speed rail line, an underground loop to the Ontario International Airport, bus rapid transit, expanded Metrolink connections, and other transit options.

#### Cucamonga Station

The planned Cucamonga Station will be located in the City's HART District and serve as a regional transit hub. The Station will connect several transit systems including:

- Brightline West high-speed rail
- Bus Rapid Transit (BRT) and local bus service provided by Omnitrans
- A tunnel to Ontario International Airport
- Taxis and Ride-Share services
- 6th Street bicycle track

#### High-Speed Rail (Brightline West)

Brightline West, a 218-mile privately funded high-speed rail system, will connect Las Vegas and Rancho Cucamonga with the Cucamonga Station serving as the Greater Los Angeles terminal. From the terminal in Rancho Cucamonga, passengers will be able to transfer from Brightline West to the Rancho Cucamonga Metrolink Station. Trains will travel at an expected 186 miles per hour and feature amenities such as Wi-Fi, food and beverages, checked luggage, and hotel check-in services.

#### Connection to Ontario International Airport

In 2022, service commenced on a shuttle service, ONT Connect, which takes passengers from the Rancho Cucamonga Metrolink Station to the Ontario International Airport. In the future, a 2.8-mile tunnel is planned to connect from Cucamonga Station to Terminal 2 and Terminal 4 at Ontario International Airport.



- Action 2.2A**      **Establish and promote the identity of the HART District.** Create messaging to include in promotional materials and business recruitment efforts that describe the future improvements in the HART District and the advantages of living and working in the District such as its proximity to Cucamonga Station, which connects Rancho Cucamonga to the surrounding region through Metrolink and the forthcoming high-speed rail line and to the world via its connection to the Ontario International Airport. Conduct outreach to property owners within the HART District informing them of the HART District's boundaries and future improvements in the area.
- Action 2.2B**      **Convene transportation agencies and providers.** Organize meetings with transportation agencies and providers to discuss future transportation improvements and future development in the HART District.
- Action 2.2C**      **Develop a specific plan for the HART District.** Coordinate the process for creating a specific plan that will guide the growth of the HART District.

### 2.3 Host and sponsor community and special events

Community events can contribute to the vibrancy and sense of place in a community. They can also attract visitors and serve as a low barrier to entry for new retailers and food vendors. Strengthen and expand events and opportunities for community members, businesses, and visitors to engage with local businesses.

- Action 2.3A**      **Explore opportunities to host or sponsor community events.** Explore opportunities to host or organize events that highlight the history and culture of Rancho Cucamonga, and that have the potential to become iconic representations of the City. Examples include outdoor recreational activities such as community bike events and running events (5Ks, 10Ks, and marathons), in addition to family-fun and entertainment events that feature or combine live music, food trucks, mobile vendors, classic cars, theatre, and art.
- Action 2.3B**      **Continue to review permitting, fees, and insurance requirements for community event hosts and vendors.** Review City requirements to ensure they are not a barrier for hosts and vendors.

### 2.4 Explore potential locations in the City that may benefit from enhanced revenues and services

Evaluate sections in the City that can benefit from investments and improvements made that will generate a greater economic benefit for the community, develop new employment opportunities, and contribute to the City's quality of life.

- Action 2.4A**      **Identify current and future locations that may benefit from enhanced services.** Explore locations that could benefit from enhanced services and future areas of growth in the City.
- Action 2.4B**      **Explore the potential for existing revenue sources and service districts.** Analyze revenue sources and identify new funding opportunities.
- Action 2.4C**      **Engage local businesses about the need for public-private collaboration for business community improvements.** Collaborate with local businesses and property owners to encourage renewed investment, where it makes the most sense, with consideration for the environment and quality of life of surrounding neighborhoods.

### 2.5 Promote the City's historic cultural resources

The City's General Plan expresses a commitment to recognizing, protecting, and maintaining Rancho Cucamonga's past. Historical monuments can serve as a visitor attraction and contribute to the sense of place, authenticity, and culture in a community.

**Action 2.5A Market historic resources in the City.** Integrate historical monuments and cultural resources in marketing materials and explore collaborations with community events.

**Action 2.5B Secure historical status for qualifying sites.** As part of the City's recent General Plan update, the City identified several historical sites across the City. Secure National Register of Historic Places and California Register of Historical Resources status for historical sites and monuments identified by the City that qualify for these historical designations.

### 3. Expand Retail, Entertainment, and Hospitality

#### 3.1 Explore opportunities for retail business recruitment

Rancho Cucamonga has a strong retail sector. Restaurant and food and beverage sales perform particularly well in Rancho Cucamonga compared to San Bernardino County overall. However, Rancho Cucamonga is less competitive relative to the County in certain retail categories such as clothing apparel, automotive-related products and services, health and personal care stores, and other miscellaneous retail.

**Action 3.1A Compare the City's existing retail inventory to the retail businesses the City aims to attract.** Individual retailers have specific site location requirements such as the size and quality of spaces for lease. Review existing retail inventory to determine the ability of existing spaces to satisfy size and quality requirements for retailers.

**Action 3.1B Commission a retail leakage study.** Residents in Rancho Cucamonga are traveling outside the City to make certain purchases. Commission a retail leakage study to determine which types of retail Rancho Cucamonga residents typically purchase outside the City and should be targeted for recruitment.

#### 3.2 Cultivate a cluster of breweries, wineries, and tasting rooms in the City

Clusters of breweries, wineries, and tasting rooms can serve as a regional destination that brings visitors to a City. Rancho Cucamonga currently has several breweries concentrated in the center of the City, south of Foothill Blvd and northwest of the HART District. These breweries form a part of the City's concentration of food and beverage manufacturers and benefit from the City's specialization in this sector.

**Action 3.2A Promote and support the City's cluster of breweries.** Create an identity for the area where the City's breweries are clustered. Engage local breweries and connect them with events to vendor and sponsor in Rancho Cucamonga.

**Action 3.2B Recruit and support breweries, wineries, and tasting rooms.** Identify breweries, wineries, and tasting rooms, and perform outreach to recruit new businesses to Rancho Cucamonga.

#### 3.3 Attract restaurants to the City that are destination driven

Rancho Cucamonga's restaurant base serves our residents, the local workforce and visitors to the City. Identify entrepreneurs elsewhere in Southern California that already operate restaurants, and successful local restaurant owners looking to reposition or expand upon their existing operations.

**Action 3.3A Retain and recruit a healthy and diverse mix of restaurants throughout the City.** Work with restaurant owners and operators to identify and develop sites for new sit-down restaurants that create a sense of place.

**Action 3.3B Explore options that might be available for restaurants in retail centers.** Identify existing commercial property centers to create more attainable restaurant opportunities.



### 3.4 Explore opportunities to expand hospitality in the City

The City continues to leverage the hospitality demand for business and leisure travelers. The nearby Ontario International Airport has been expanding flight services, and the City is located along several freeways and local and regional attractions.

**Action 3.4A Explore future hospitality opportunities in the HART District.** The HART District is positioned to be a major regional transportation hub, including a high-speed rail line to Las Vegas, the tunnel to Ontario International Airport, and bus rapid transit. The HART District is also located near freeway access and entertainment options to the north in the City's Downtown and south along Fourth Street.

**Action 3.4B Identify future hospitality opportunities around Victoria Gardens and Civic Center.** The City will identify sites that may be suitable for the development of a new hotel property around Victoria Gardens and Civic Center.

**Action 3.4C Attract boutique, high-end and luxury hotels.** Review the development code and identify updates that can facilitate boutique, high-end and luxury hotel developments in the City.

## 4. Foster Growth of Local Businesses and Workforce

### 4.1 Expand higher education institutions in the City

Rancho Cucamonga is home to Chaffey College and a satellite campus of the University of Redlands. Residents and employers in the City also have access to several other colleges and universities such as UC Riverside, Cal Poly Pomona, California State University San Bernardino, California Baptist University, University of La Verne, Claremont Colleges, San Bernardino Valley College, and other technical schools in the area.

**Action 4.1A Strengthen partnerships with local higher education institutions.** Establish regular meetings with workforce development staff at Chaffey College, The University of Redlands Rancho Cucamonga Campus, and other educational organizations to explore opportunities to collaborate on workforce development. Use meetings to explore opportunities to connect students with learning and employment opportunities in the City with a particular focus on the City's target industries sectors.

**Action 4.1B Foster relationships with nearby colleges and universities.** Build a working relationship with other colleges and universities such as Cal Poly Pomona and UC Riverside to explore opportunities to collaborate on workforce development and potential satellite expansions in Rancho Cucamonga.

### 4.2 Cultivate local innovation

Startups and innovative local companies can create new ideas and spur economic growth in a community. Young and bootstrapped companies can benefit from Rancho Cucamonga's lower land and living costs compared to more costly nearby metro areas and coastal cities. The relatively smaller population and employment base size in Rancho Cucamonga also offers more visibility in the community for growing companies than in large metro areas.

**Action 4.2A Explore partnerships with universities and organizations to support the creation of incubators and business accelerator programs.** Identify partners in the region interested in establishing incubators and business accelerators in Rancho Cucamonga.

**Action 4.2B Host networking events for local businesses and entrepreneurs.** Assist in creating a vibrant entrepreneurial ecosystem by connecting entrepreneurs with each other. Explore opportunities to host or co-host existing events with partners. Consider resources that the City can leverage such as facilities to host events.

### 4.3 Provide support for small businesses

Most businesses in Rancho Cucamonga are small businesses with 10 or fewer employees. The City can foster local culture and economic growth by supporting locally grown businesses that are unique to Rancho Cucamonga.

**Action 4.3A Establish a small business outreach program.** Continue to partner with the Rancho Cucamonga Chamber of Commerce and the Orange County Inland Empire Small Business Development Center to conduct regular outreach to small businesses.

**Action 4.3B Connect small businesses with resources and technical assistance.** Provide resources on the Economic Development Division webpage for small businesses such as a guide to opening a business in Rancho Cucamonga and contact information for Economic Development staff who can provide individual support. Provide links to external resources such as USA.gov and the Orange County Inland Empire Small Business Development Center for tools for starting a business, and include information about available federal, state, and private loans and grants for small businesses.

**Action 4.3C Establish a small business loan program.** Establish a loan fund for existing and new small businesses that do not have access to other loan and grant programs. Explore opportunities to collaborate with organizations interested in funding small local businesses.

### 4.4 Enhance data collection to track business activity in the City

Data on local business activity is helpful for understanding trends and challenges and opportunities for business growth in the City.

**Action 4.4A Ensure access to state-of-the-art telecommunications.** Establish regular monitoring of access to telecommunications, such as internet quality, in the City and emerging technologies available in comparable communities to ensure the City stays competitive regarding access to quality telecommunication services.

**Action 4.4B Use the business licensing program to facilitate the collection of employment and other data about local companies.** This data will be used to improve understanding of the number of businesses relocating and expanding within City limits.

**Action 4.4C Develop an annual or biannual local business survey.** Develop a short survey that will solicit information about challenges and opportunities from local businesses operating in the City.

### 4.5 Connect students, job seekers, and employers with workforce development opportunities

The City can help facilitate employment pipelines by connecting students, workers, and employers with resources and events that provide networking and training opportunities. These initiatives support the business attraction efforts and create a future workforce pipeline.

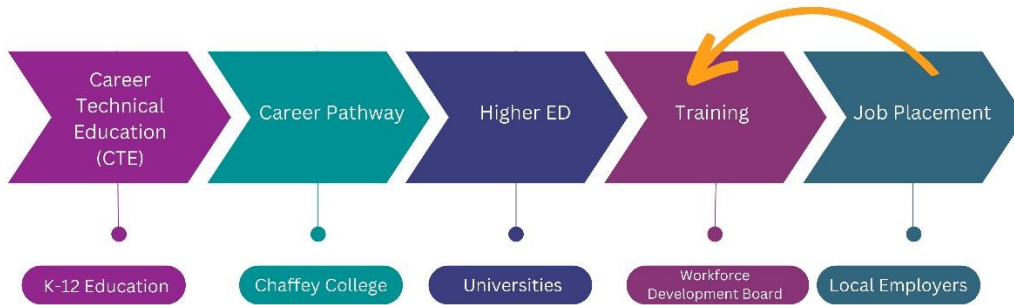
**Action 4.5A Explore hosting or connecting students and job seekers with industry-specific events.** Explore opportunities to host or connect workers with events related to the City's target industries. Some examples may include events regularly organized by the Manufacturers' Council of the Inland Empire (MCIE) or Manufacturing Day by the Manufacturing Institute, which aims to introduce students to learning opportunities and to connect job seekers with manufacturing employers.



**Action 4.5B** **Connect employers with the San Bernardino County Workforce Development Board.** The County offers support to employers for hiring new employees and training, including on-the-job training, which the County may cover a portion of the funding. Market the available support from the County to existing and potential new businesses.

**Action 4.5C** **Create stronger links between local employers, education and service providers, and residents.** Develop partnerships to facilitate increased communication and collaboration between service providers and employers.

## WORKFORCE DEVELOPMENT PIPELINE



## Looking Ahead

Over the past 40 years, the City of Rancho Cucamonga has grown into the premier city in the Inland Empire, featuring a skilled workforce, strong manufacturing sector, high quality housing stock and growing office-based sectors. The City's success is in large part due to its adherence to high standards regarding the quality of new development and public spaces, and reinforcing a strong sense of place.

Serving as a blueprint for the future and complementing the General Plan, the EDS will advance the long-term vision of making Rancho Cucamonga the cultural and economic hub of the Inland Empire.

The aspirational goals set in this EDS position the City for long-term success. Achieving these results requires an ongoing commitment from all levels of City government and community members. Building upon that foundation, longer-range goals include:

- Strengthen the City's sense of identity and character by creating places where people want to be and improving their ability to move around;
- Develop a civic and economic culture that provides entrepreneurs and business owners access to resources needed to start up and stay in business;
- Create an urban fabric of accessible community gathering spaces and active building fronts;
- Grow the arts, cultural, and creative industries cluster to provide social value to residents, while helping with job creation and prosperity in our local economy;
- Create a cluster of eatertainment (eateries and entertainment) opportunities that connect the HART District, Epicenter and Victoria Gardens;
- Establish the City as a place of opportunity with a vibrant base of creative businesses, cultural institutions, entertainment venues, and homegrown talent;
- Build a strong economy that maximizes opportunities for business and employment growth, innovation and partnership; and
- Grow new businesses that provide an increasing number and diversity of employment opportunities compatible within a mixed-use, transit-oriented employment district environment.

Rancho Cucamonga is suited for economic growth and investment. As the City moves forward in its innovative programs, services and long-range goals, the city will continue to be equally forward thinking in a strategic approach to all future development and investment.



# Implementation Plan

This section describes the 5-year work plan for implementing the EDS. Actions are divided into three time periods: 1 year, 2-3 years, and 4-5 years. The work plan also identifies the lead department and assisting partners.

Action	Lead Department	Partners	Timeline
<b>1. Grow and Diversify the City’s Economy</b>			
<b>1.1 Grow the City’s target industry sectors</b>			
<b>1.1A</b> Coordinate with San Bernardino County’s Economic Development Agency to recruit new companies.	Economic Development Division	San Bernardino County Economic Development Agency	1 Year
<b>1.1B</b> Coordinate with the Governor’s Office of Business and Economic Development (GO-Biz) to recruit new companies.	Economic Development Division	GO-Biz	1 Year
<b>1.1C</b> Connect new businesses with resources from the State.	Economic Development Division	GO-Biz	1 Year
<b>1.1D</b> Recruit new businesses in the City’s target industry sectors.	Economic Development Division	Rancho Cucamonga Chamber of Commerce	2-3 Years
<b>1.1E</b> Convene working meetings with local business representatives from industries in the City’s target industries.	Economic Development Division	Rancho Cucamonga Chamber of Commerce	2-3 Years
<b>1.1F</b> Complete a comprehensive review of the fee structure and cost of doing business in Rancho Cucamonga.	Economic Development Division	Rancho Cucamonga Chamber of Commerce	2-3 Years
<b>1.2 Market to businesses the advantages of locating in the City</b>			
<b>1.2A</b> Develop materials that market advantages for locating in Rancho Cucamonga.	Economic Development Division		1 Year
<b>1.2B</b> Continue to regularly update “Rancho Cucamonga at a Glance” and “Retail Opportunity” marketing materials.	Economic Development Division		1 Year

Action	Lead Department	Partners	Timeline
<b>1.2C</b> Develop promotional materials on the Economic Development Division webpage that profiles the City’s access to nature and community parks.	Economic Development Division	Community Services Department	1 Year
<b>1.2D</b> Implement the Marketing and Communications Plan.	Economic Development Division	Community Services Department	1 Year
<b>1.3 Recruit and retain international companies</b>			
<b>1.3A</b> Connect businesses with resources through the San Bernardino County Economic Development Agency.	Economic Development Division	San Bernardino County Economic Development Agency	1 Year
<b>1.3B</b> Connect businesses with resources from State, and International & Trade Programs.	Economic Development Division	GO-Biz	1 Year
<b>1.3C</b> Develop an international marketing program to attract foreign businesses.	Economic Development Division	Rancho Cucamonga Chamber of Commerce	4-5 Years
<b>1.4 Connect businesses with commercial space opportunities in the City</b>			
<b>1.4A</b> Continue support for the “Site Selection Assistance” service in the City and enhance the promotion of the service.	Economic Development Division		1 Year
<b>1.4B</b> Maintain customer service orientation in the “Site Selection Assistance” service.	Economic Development Division		1 Year
<b>1.4C</b> Prepare a “viewbook” promoting a range of commercial space examples available in the City.	Economic Development Division		2-3 Years
<b>1.4D</b> Market vacant office, retail, and industrial spaces on the City’s website.	Economic Development Division	Planning Division	2-3 Years
<b>1.4E</b> Build relationships with Real Estate Brokers and Site Selection Companies.	Economic Development Division	Planning Division	2-3 Years
<b>1.5 Support the construction and redevelopment of commercial properties</b>			



Action	Lead Department	Partners	Timeline
<b>1.5A</b> Continue to address small discrepancies in the development process as they occur and review the current development approval process to remove barriers and improve efficiency.	Economic Development Division	Planning Division	1 Year
<b>1.5B</b> Explore opportunities for the redevelopment of sites.	Economic Development Division	Planning Division	2-3 Years
<b>1.5C</b> Solicit feedback from commercial developers.	Economic Development Division	Planning Division	2-3 Years
<b>1.5D</b> Solicit feedback from real estate professionals.	Economic Development Division	Planning Division	2-3 Years
<b>1.5E</b> Explore potential incentives for encouraging redevelopment.	Economic Development Division		4-5 Years
<b>2. Enhance the Quality of Life</b>			
<b>2.1 Establish and promote the City's Downtown location</b>			
<b>2.1A</b> Create an internal understanding of the City's Downtown location.	Planning Division	Economic Development Division	1 Year
<b>2.1B</b> Promote placemaking and walkability.	Planning Division	Economic Development Division	1 Year
<b>2.1C</b> Locate community events and public art in the Downtown area.	Economic Development Division	Community Services Department, RC Public Art	2-3 Years
<b>2.1D</b> Update signage promoting the location of the City's Downtown.	Economic Development Division	Planning Division, RC Public Art	4-5 Years
<b>2.2 Promote and grow the HART District</b>			
<b>2.2A</b> Establish and promote the identity of the HART District.	Planning Division	Economic Development Division	2-3 Years

Action	Lead Department	Partners	Timeline
<b>2.2B</b> Convene transportation agencies and providers.	Planning Division	Economic Development Division, SBCTA, Metrolink, Brightline West	2-3 Years
<b>2.2C</b> Develop a specific plan for the HART District.	Planning Division		4-5 Years
<b>2.3 Host and sponsor community and special events</b>			
<b>2.3A</b> Explore opportunities to host or sponsor community events.	Economic Development Division	Community Services Department	2-3 Years
<b>2.3B</b> Continue to review permitting, fees, and insurance requirements for community event hosts and vendors.	Economic Development Division	Community Services Department, RC Public Art	2-3 Years
<b>2.4 Explore potential locations in the City that may benefit from enhanced revenues and services</b>			
<b>2.4A</b> Identify current and future locations that may benefit from enhanced services.	Economic Development Division	Planning Division	2-3 Years
<b>2.4B</b> Explore the potential for existing revenue sources and service districts.	Economic Development Division	Planning Division	4-5 Years
<b>2.4C</b> Engage local businesses about the need for public-private collaboration for business community improvements.	Economic Development Division	Planning Division	4-5 Years
<b>2.5 Promote the City's historic cultural resources</b>			
<b>2.5A</b> Market historic resources in the City.	Economic Development Division	Planning Division	1 Year
<b>2.5B</b> Secure historical status for qualifying sites.	Planning Division	Etiwanda Historical Society	4-5 Years
<b>3. Expand Retail, Entertainment, and Hospitality</b>			
<b>3.1 Explore opportunities for retail business recruitment</b>			



Action	Lead Department	Partners	Timeline
<b>3.1A</b> Compare the City's existing retail inventory to the retail businesses the city aims to attract.	Economic Development Division		2-3 Years
<b>3.1B</b> Commission a retail leakage study.	Economic Development Division		4-5 Years
<b>3.2 Cultivate a cluster of breweries, wineries, and tasting rooms in the City</b>			
<b>3.2A</b> Promote and support the City's cluster of breweries.	Economic Development Division		2-3 Years
<b>3.2B</b> Recruit and support breweries, wineries, and tasting rooms.	Economic Development Division		2-3 Years
<b>3.3 Attract restaurants to the City that are destination driven</b>			
<b>3.3A</b> Retain and recruit a healthy and diverse mix of restaurants throughout the city.	Economic Development Division		2-3 Years
<b>3.3B</b> Explore options that might be available for restaurants in retail centers.	Economic Development Division		2-3 Years
<b>3.4 Explore opportunities to expand hospitality in the City</b>			
<b>3.4A</b> Explore future hospitality opportunities in the HART District.	Economic Development Division		4-5 Years
<b>3.4B</b> Identify future hospitality opportunities around Victoria Gardens and Civic Center.	Economic Development Division		4-5 Years
<b>3.4C</b> Attract boutique, high-end and luxury hotels.	Economic Development Division		4-5 Years
<b>4. Foster Growth of Local Businesses and Workforce</b>			
<b>4.1 Expand higher education institutions in the City</b>			

Action	Lead Department	Partners	Timeline
<b>4.1A</b> Strengthen partnerships with local higher education institutions.	Economic Development Division	Partners: Chaffey College, University of Redlands Rancho Cucamonga Campus	1 Year
<b>4.1B</b> Foster relationships with nearby colleges and universities.	Economic Development Division	Partners: Cal Poly Pomona, UC Riverside, and other colleges and universities	2-3 Years
<b>4.2 Cultivate local innovation</b>			
<b>4.2A</b> Explore partnerships with universities and organizations to support the creation of incubators and business accelerator programs.	Economic Development Division	Inland Empire Center for Entrepreneurship	2-3 Years
<b>4.2B</b> Host networking events for local businesses and entrepreneurs.	Economic Development Division	Rancho Cucamonga Chamber of Commerce, Inland Empire Center for Entrepreneurship	2-3 Years
<b>4.3 Provide support for small businesses</b>			
<b>4.3A</b> Establish a small business outreach program.	Economic Development Division	Rancho Cucamonga Chamber of Commerce, Orange County Inland Empire Small Business Development Center (OCIE SBDC)	2-3 Years
<b>4.3B</b> Connect small businesses with resources and technical assistance.	Economic Development Division	Rancho Cucamonga Chamber of Commerce	2-3 Years
<b>4.3C</b> Establish a small business loan program.	Economic Development Division	Rancho Cucamonga Chamber of Commerce, Orange County Inland Empire Small Business Development Center (OCIE SBDC)	4-5 Years
<b>4.4 Enhance data collection to track business activity in the City</b>			
<b>4.4A</b> Ensure access to state-of-the-art telecommunications.	Economic Development Division	Public Works Department	1 Year

Action	Lead Department	Partners	Timeline
<b>4.4B</b> Use the business licensing program to facilitate the collection of employment and other data about local companies.	Economic Development Division		2-3 Years
<b>4.4C</b> Develop an annual or biannual local business survey.	Economic Development Division		2-3 Years
<b>4.5 Connect students, job seekers, and employers with workforce development opportunities</b>			
<b>4.5A</b> Explore hosting or connecting students and job seekers with industry-specific events.	Economic Development Division	Rancho Cucamonga Chamber of Commerce, Manufacturers' Council of the Inland Empire (MCIE)	1 Year
<b>4.5B</b> Connect employers with the San Bernardino County Workforce Development Board.	Economic Development Division	San Bernardino County Workforce Development Board	1 Year
<b>4.5C</b> Create stronger links between local employers, education and service providers, and residents.	Economic Development Division	San Bernardino County Workforce Development Board	1 Year



APPENDIX

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# CITY OF RANCHO CUCAMONGA

## Economic Development Strategic Plan

### Background Report | 2023







## Introduction

This report describes the findings and analysis of the City of Rancho Cucamonga's economic and market conditions. The findings inform the Economic Development Strategic Plan (EDSP) and will provide relevant insights on economic development and marketing opportunities in the City.

## Key Findings

- Rancho Cucamonga's population grew by 8.2 percent from 2010 to 2021, which is similar to the rate of growth in San Bernardino County.
- Residents of Rancho Cucamonga are more educated compared to the local region. 37 percent of residents hold a bachelor's degree or higher compared to 22 percent of residents in San Bernardino County overall.
- The population in Rancho Cucamonga is generally older compared to nearby cities. The median age is 36.9 in Rancho Cucamonga and 33.8 in San Bernardino County.
- Incomes in Rancho Cucamonga are among the highest in the region. The median income in Rancho Cucamonga is approximately \$95,000 compared to approximately \$70,300 for San Bernardino County.
- Rancho Cucamonga has a moderately large employment base with 71,845 total jobs.
- Employment in Rancho Cucamonga has grown slower compared to nearby cities and San Bernardino County. Between 2011 and 2019, employment in Rancho Cucamonga grew by 15 percent compared to 22 percent in the County.
- Most businesses in Rancho Cucamonga are small firms with 10 or fewer employees. There are an estimated 2,387 businesses with 1 to 4 employees, and 1,156 businesses with 5 to 10 employees.
- Rancho Cucamonga's largest industry is manufacturing. There are approximately 8,900 manufacturing jobs in Rancho Cucamonga, which account for 12.4 percent of the City's total jobs.
- The fastest-growing industry in Rancho Cucamonga is finance and insurance, which grew by 150 percent from 2011 to 2019. This industry accounts for 7.7 percent of the City's total employment.
- Finance and insurance, manufacturing, professional and technical services, real estate, accommodation and food services are growing sectors in the County that are concentrated in Rancho Cucamonga. Rancho Cucamonga may be well positioned to attract and grow these industries that are expanding in the local region.
- Specialized industries that are well-positioned to grow and diversify Rancho Cucamonga's economy include advanced manufacturing; medical manufacturing; food and beverage manufacturing; finance, insurance and real estate, and professional services.
- Rancho Cucamonga's home prices are relatively high compared to prices in the local region but are more attainable priced compared to the Los Angeles Metro Area and the State of California overall.
- Rancho Cucamonga's commercial land uses are performing better than in the County overall. The City's office, retail, and industrial rents are higher than the County's, and vacancies are on par or lower than in the County.
- Restaurant and food and beverage sales are stronger in Rancho Cucamonga compared to the County.

- Rancho Cucamonga is a highly attractive and competitive City compared to its neighbors. Key indicators show Rancho Cucamonga is balanced well by a relatively large employment base, highly educated residents, and residents with high incomes. From a regional perspective, Riverside and Fontana may be the most competitive with Rancho Cucamonga for attracting residents and employers. Redlands and Eastvale may also be competitive with Rancho Cucamonga for attracting highly skilled workers.

## Demographic and Household Conditions

This section describes the characteristics of Rancho Cucamonga's population using data from the most recent American Community Survey (ACS 2021, 5-year Estimate) and HUD's Comprehensive Housing Affordability Strategy (CHAS, 2019). The analysis compares Rancho Cucamonga with neighboring cities<sup>1</sup> and San Bernardino County, as well as comparable Southern California jurisdictions,<sup>2</sup> to provide a relative measure of conditions in Rancho Cucamonga.

### Population and Households

Rancho Cucamonga has a population of 173,946 residents and 56,380 households. The City's population is slightly smaller than nearby Ontario (175,223) but has 5,000 more households. Table 1 shows how the number of residents and households in Rancho Cucamonga's population compares relative to neighboring cities and Table 2 shows how the City compares to other comparable Southern California jurisdictions. Figures 1 and 2 display population growth in Rancho Cucamonga and the neighboring cities and other Southern California jurisdictions. Since 2010 Rancho Cucamonga's population has grown by 8.2 percent, which is similar to the San Bernardino County growth rate of 8.3 percent. Eastvale, which was incorporated in 2010, has grown in population by nearly 40 percent since 2010. Irvine, which was identified in 2020 by the U.S. Census as the 10<sup>th</sup> fastest-growing city in the country, experienced a major population increase of nearly 50 percent since 2010.

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<sup>1</sup> Neighboring cities include the cities of Eastvale, Fontana, Ontario, Riverside, Redlands, and San Bernardino.

<sup>2</sup> Comparable Southern California jurisdictions includes the cities of Irvine and Pasadena, and Los Angeles County.

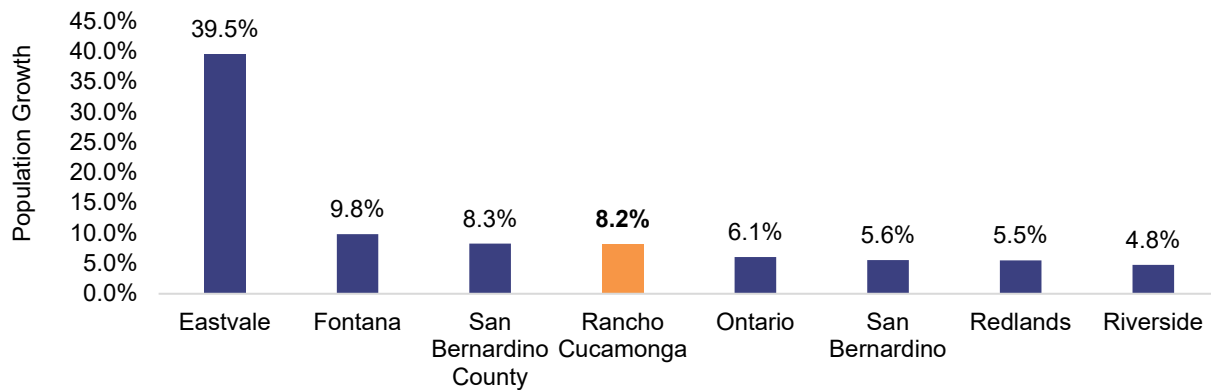
**Table 1: Total Population and Households, Neighboring Cities and San Bernardino County, 2021.**

	Population	Households
Riverside	314,858	88,340
San Bernardino	220,821	61,680
Fontana	208,087	55,307
Ontario	175,223	51,068
<b>Rancho Cucamonga</b>	<b>173,946</b>	<b>56,380</b>
Redlands	72,649	25,273
Eastvale	68,539	16,713
San Bernardino County	2,171,071	651,743
<i>Source: ACS, 5-Year Est, 2021.</i>		

**Table 2: Total Population and Households, Comparable Southern California Jurisdictions, 2021.**

	Population	Households
Irvine	297,868	107,166
<b>Rancho Cucamonga</b>	<b>173,946</b>	<b>56,380</b>
Pasadena	138,771	55,191
Los Angeles County	10,019,635	3,342,811
<i>Source: ACS, 5-Year Est, 2021.</i>		

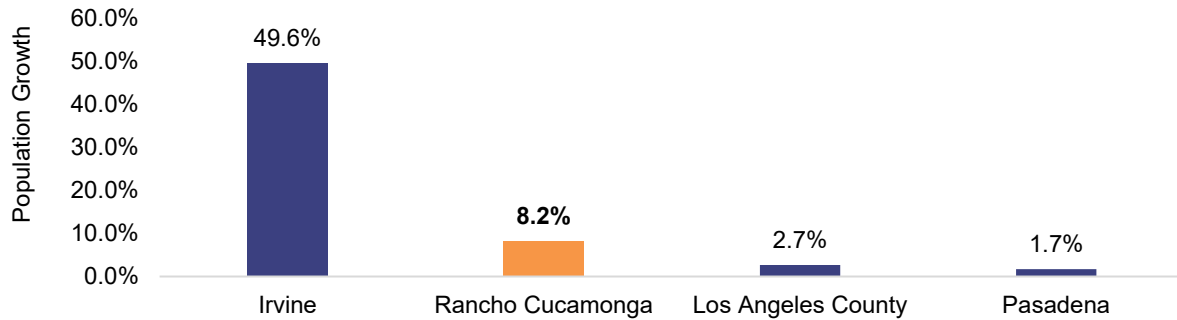
**Figure 1: Population Growth, Neighboring Cities and San Bernardino County, 2010 to 2021**



*Source: ACS, 5-Year Est. 2010, 2021.*



**Figure 2: Population Growth, Comparable Southern California Jurisdictions, 2010 to 2021**



Source: ACS, 5-Year Est. 2010, 2021

## Race and Ethnicity

Tables 3 and 4 show the share of racial and ethnic groups in Rancho Cucamonga compared to neighboring cities and comparable Southern California jurisdictions. The City’s racial and ethnic composition is fairly similar to its neighboring communities. However, Rancho Cucamonga has a relatively higher percent non-Hispanic White and non-Hispanic Asian populations and a lower Hispanic population than most neighboring cities. Compared to other Southern California jurisdictions, Rancho Cucamonga has a somewhat lower percentage of Non-Hispanic Asian population.

**Table 3: Percentages of Race and Ethnicity, Neighboring Cities and San Bernardino County, 2021**

	Non-Hispanic White	Hispanic/Latino	Non-Hispanic Black/African American	Non-Hispanic Asian	Other Race/Ethnicity
<b>Rancho Cucamonga</b>	<b>34%</b>	<b>38%</b>	<b>9%</b>	<b>14%</b>	<b>5%</b>
Eastvale	22%	39%	7%	28%	4%
Fontana	13%	68%	8%	7%	3%
Ontario	15%	70%	5%	7%	3%
Redlands	44%	37%	6%	8%	5%
Riverside	28%	55%	5%	8%	4%
San Bernardino	14%	68%	12%	4%	3%
San Bernardino County	27%	55%	8%	7%	4%

Source: ACS, 5-Year Est. 2021.

**Table 4: Percentages of Race and Ethnicity, Comparable Southern California Jurisdictions, 2021**

	Non-Hispanic White	Hispanic/Latino	Non-Hispanic Black/African American	Non-Hispanic Asian	Other Race/Ethnicity
<b>Rancho Cucamonga</b>	<b>34%</b>	<b>38%</b>	<b>9%</b>	<b>14%</b>	<b>5%</b>
Irvine	37%	12%	2%	43%	6%
Pasadena	34%	36%	8%	18%	5%
Los Angeles County	25%	49%	8%	15%	4%
<i>Source: ACS, 5-Year Est. 2021.</i>					

## Educational Attainment

Tables 5 and 6 show the educational attainment in Rancho Cucamonga compared to neighboring cities and other Southern California jurisdictions. Figures 3 and 4 display the percentage of the population with a bachelor’s degree or higher. Rancho Cucamonga residents are well-educated. 37 percent of residents have a bachelor’s degree or higher, which is a higher share than most neighboring communities and lower than Redlands and Eastvale. When compared to other jurisdictions in Southern California, Rancho Cucamonga’s educational attainment is higher than Los Angeles County and less than the rates of a bachelor’s degree or higher in Irvine and Pasadena.

**Table 5: Percentages of Educational Attainment, Neighboring Cities and San Bernardino County, 2021**

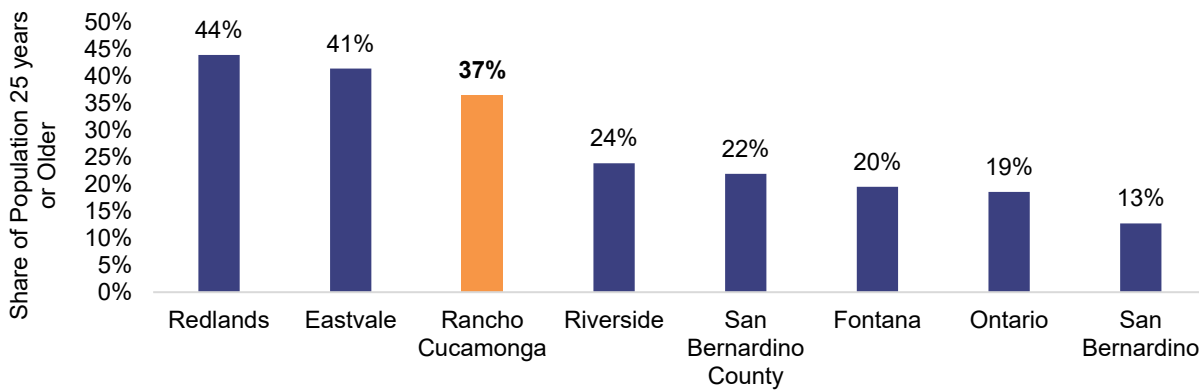
	High School Degree or Less	Some College	Bachelor's Degree	Advanced Degree
<b>Rancho Cucamonga</b>	<b>27%</b>	<b>36%</b>	<b>23%</b>	<b>14%</b>
Eastvale	29%	30%	29%	12%
Fontana	51%	30%	15%	5%
Redlands	29%	27%	22%	21%
Riverside	45%	31%	14%	10%
Ontario	51%	31%	14%	5%
San Bernardino	61%	27%	9%	4%
San Bernardino County	46%	32%	14%	8%
<i>Note: Data universe includes the total population of 25 years or older. Source: ACS, 5-Year Est. 2021.</i>				

**Table 6: Percentages of Educational Attainment, Comparable Southern California Jurisdictions, 2021**

	High School Degree or Less	Some College	Bachelor's Degree	Advanced Degree
<b>Rancho Cucamonga</b>	<b>27%</b>	<b>36%</b>	<b>23%</b>	<b>14%</b>
Irvine	11%	20%	38%	31%
Pasadena	25%	22%	28%	25%
Los Angeles County	40%	26%	22%	12%

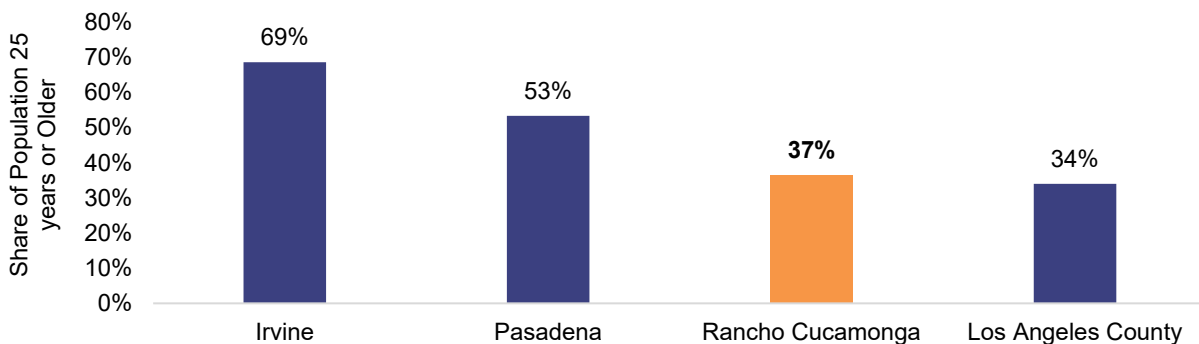
*Note: Data universe includes the total population of 25 years or older.  
Source: ACS, 5-Year Est. 2021.*

**Figure 3: Percentages of Bachelor's Degree or Higher, Neighboring Cities and San Bernardino County, 2021**



*Note: Data universe includes the total population of 25 years or older. Data represents those who have earned a bachelor's or an advanced degree such as a master's or a PhD.  
Source: ACS, 5-Year Est. 2021.*

**Figure 4: Percentages of Bachelor's Degree or Higher, Comparable Southern California Jurisdictions, 2021**



*Note: Data universe includes the total population of 25 years or older. Data represents those who have earned a bachelor's or an advanced degree such as a master's or a PhD.  
Source: ACS, 5-Year Est. 2021.*

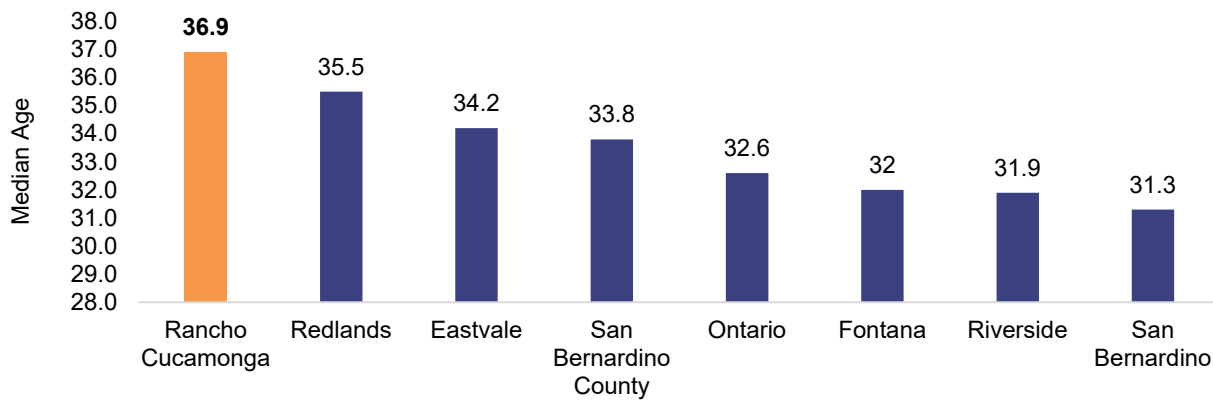


## Age

Figures 5 and 6 show the median age in Rancho Cucamonga compared to the neighboring cities and other Southern California jurisdictions. Figures 7 and 8 display the age distribution for each jurisdiction. Compared to nearby communities, Rancho Cucamonga has the highest median age at 36.9 years. When compared to other jurisdictions in Southern California, the City's median age is similar to Los Angeles County but less than Pasadena.

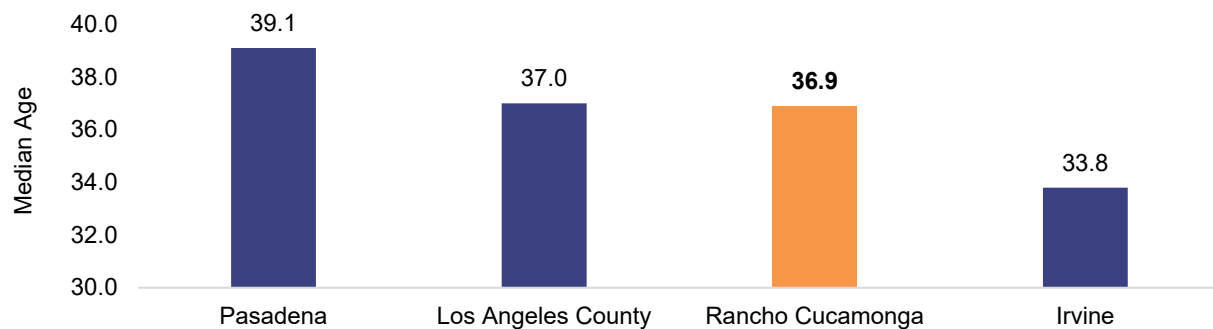
Compared to neighboring communities, Rancho Cucamonga has an older distribution of ages, with 40 percent of the population above the age of 45. When compared to comparable Southern California communities, Los Angeles County and Pasadena have a similar share of residents over the age of 45 as Rancho Cucamonga.

**Figure 5: Median Age, Neighboring Cities and San Bernardino County, 2021**



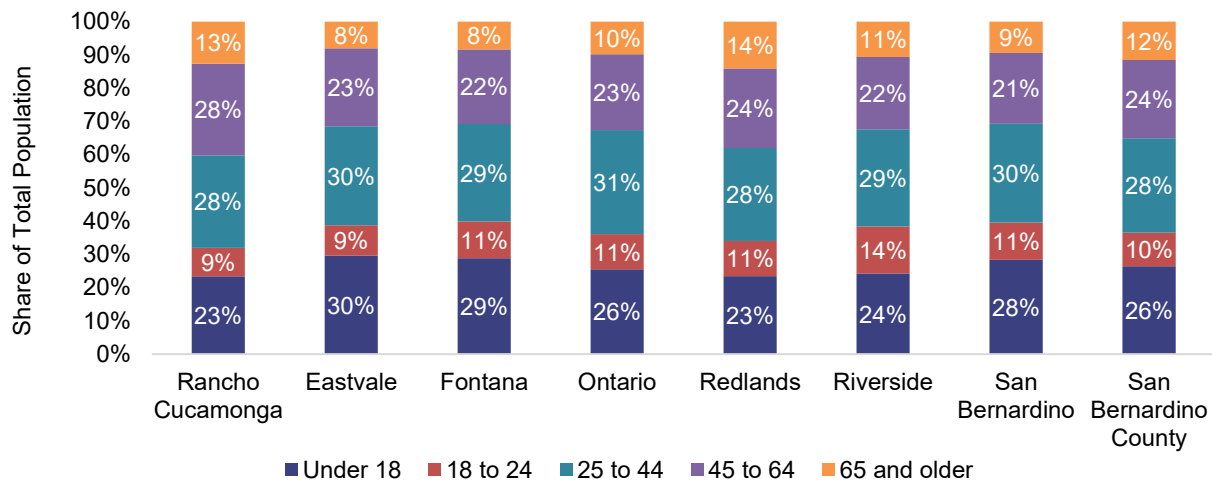
Source: ACS, 5-Year Est. 2021.

**Figure 6: Median Age, Comparable Southern California Jurisdictions, 2021**



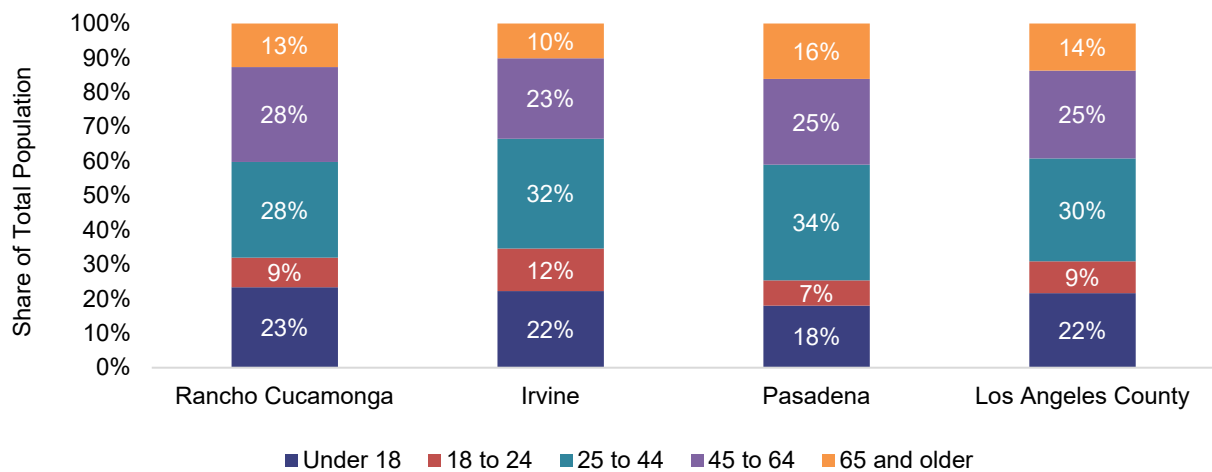
Source: ACS, 5-Year Est. 2021.

**Figure 7: Percentages of Age Distribution, Neighboring Cities and San Bernardino County, 2021**



Source: ACS, 5-Year Est. 2021.

**Figure 8: Percentages of Age Distribution, Comparable Southern California Jurisdictions, 2021**



Source: ACS, 5-Year Est. 2021.

## Income

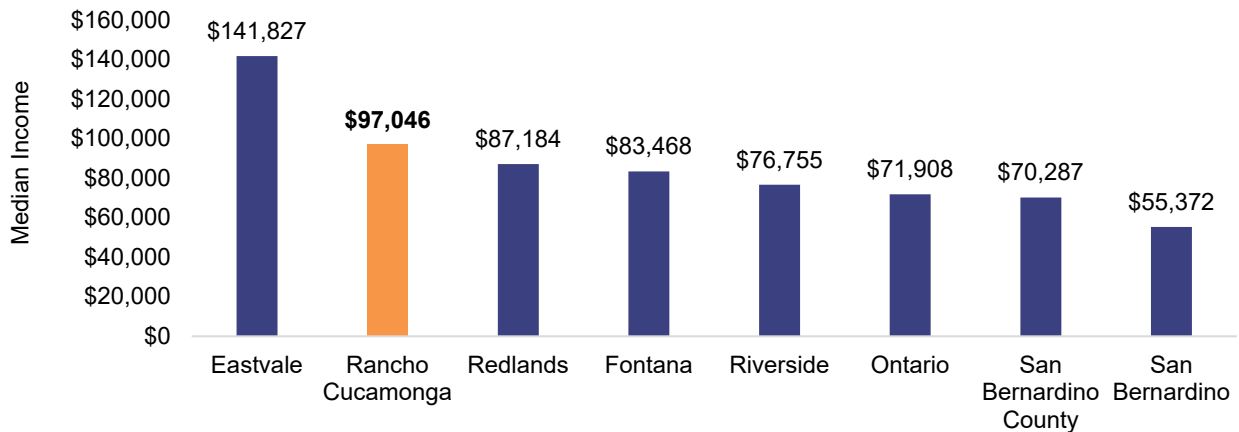
Figures 9 and 10 show the median income in Rancho Cucamonga compared to the neighboring cities and other comparable Southern California jurisdictions. Figures 11 and 12 break down the percentages of households by income in each jurisdiction. Figures 13 and 14 further organize the households into income categories as defined by the HUD Area Median Family Income (HAMFI).

At \$97,046, Rancho Cucamonga's median household income is higher compared to neighboring cities and San Bernardino County. Only Eastvale has a higher median income of \$141,827. When compared to other comparable jurisdictions in Southern California, Rancho Cucamonga's median income is higher than Los Angeles County's median income of \$76,367 but lower than Irvine's median income of \$114,027. The

percentages of households by income generally corroborate the median income findings. 36 percent of households in the City earn over \$125,000 annually and 62 percent earn over \$75,000. 12 percent of Rancho Cucamonga’s households earn less than \$30,000 annually. Eastvale and Irvine have the higher percentage of households earning over \$125,000. However, while Eastvale has the smallest percentage of households earning less than \$30,000 (5 percent), Irvine’s is higher than several jurisdictions, including Rancho Cucamonga, at 16 percent of households earning less than \$30,000 annually.

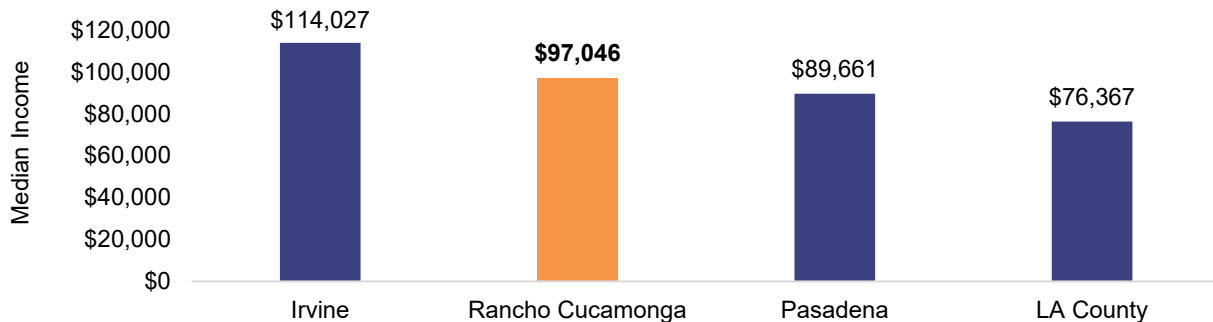
When using the HAMFI-defined income categories, Rancho Cucamonga has 63 percent of households in the above moderate-income category and 16 percent of households in the very low-income category. Compared to surrounding communities and San Bernardino County, only Eastvale has a higher percentage of households in the above moderate-income category. When compared to other comparable jurisdictions in Southern California however, Rancho Cucamonga has the highest percentage of households in the above moderate-income category. All other jurisdictions have fewer than 50 percent of households in the above moderate-income category.

**Figure 9: Median Household Income, Neighboring Cities and San Bernardino County, 2021**



Source: ACS, 5-Year Est. 2021.

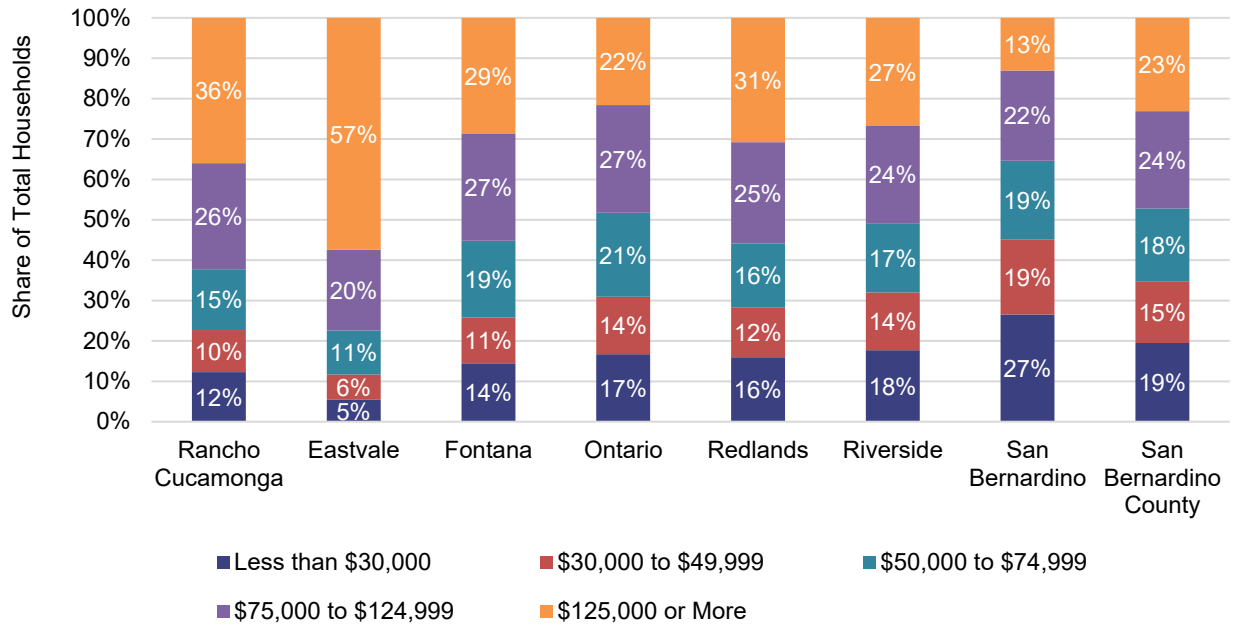
**Figure 10: Median Income, Comparable Southern California Jurisdictions, 2021**



Source: ACS, 5-Year Est. 2021.

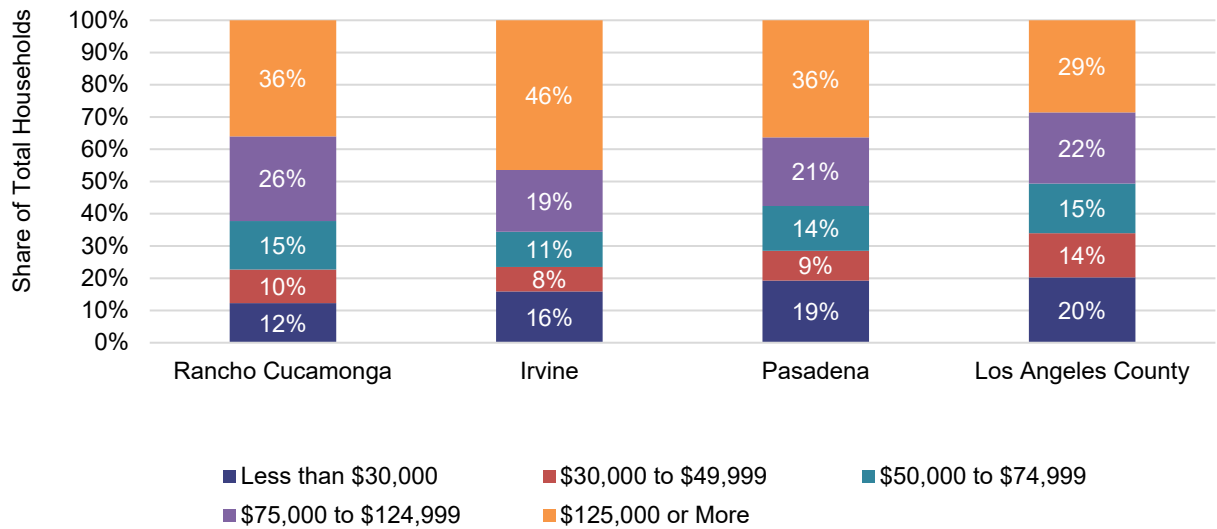


**Figure 11: Percentages of Households by Income, Neighboring Cities and San Bernardino County, 2021**



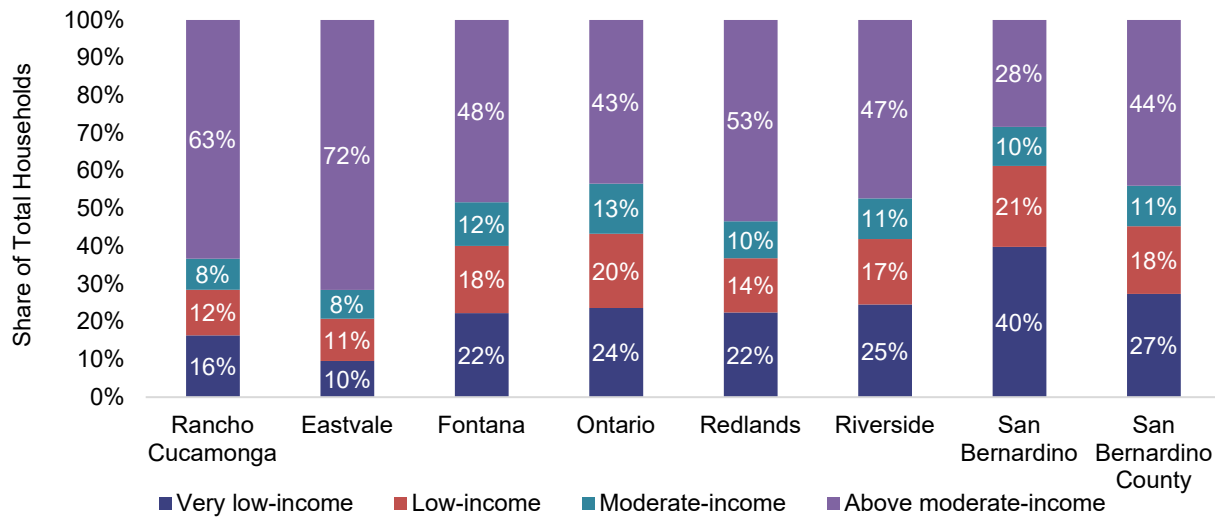
Source: ACS, 5-Year Est. 2021.

**Figure 12: Percentages of Households by Income, Comparable Southern California Jurisdictions, 2021**



Source: ACS, 5-Year Est. 2021.

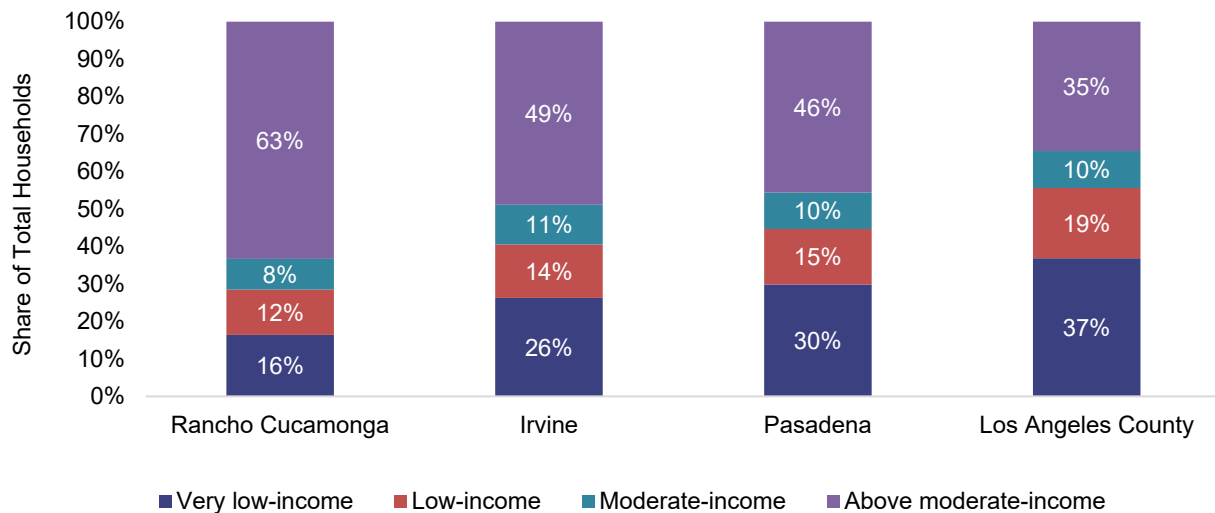
**Figure 13: Percentages of Households by Income Category, Neighboring Cities and San Bernardino County, 2019**



Source: HUD, Comprehensive Housing Affordability Strategy, 5-Year Est. 2019.

Notes: Very low-income is defined as  $\leq 50\%$  HAMFI, low-income is  $> 50\%$  to  $\leq 80\%$  HAMFI, moderate-income is  $> 80\%$  to  $\leq 100\%$  HAMFI, above moderate-income is  $> 100\%$  HAMFI

**Figure 14: Percentages of Households by Income Category, Comparable Southern California Jurisdictions, 2019**



Source: HUD, Comprehensive Housing Affordability Strategy, 5-Year Est. 2019.

Notes: Very low-income is defined as  $\leq 50\%$  HAMFI, low-income is  $> 50\%$  to  $\leq 80\%$  HAMFI, moderate-income is  $> 80\%$  to  $\leq 100\%$  HAMFI, above moderate-income is  $> 100\%$  HAMFI

## Household Characteristics

Figures 15 and 16 show the average household size in Rancho Cucamonga compared to the neighboring cities and other comparable Southern California jurisdictions. Tables 7 and 8 break down the households

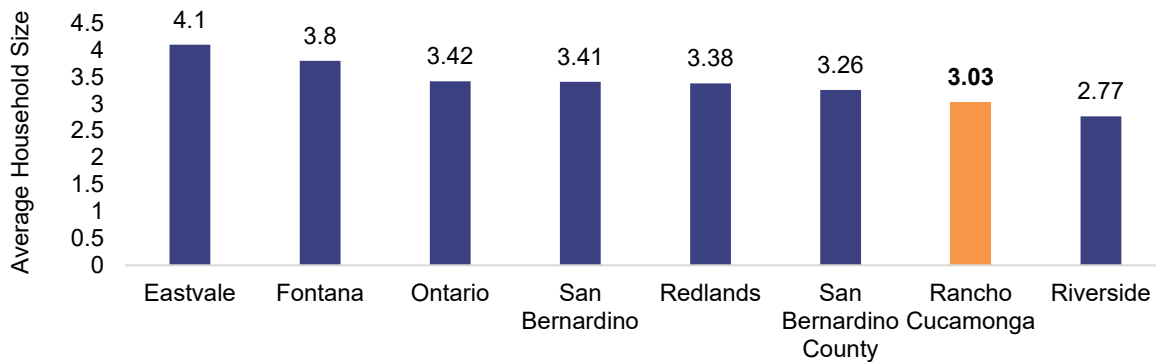
in the jurisdictions by type of living arrangement. Figures 17 and 18 display the percentages of households by tenure in all jurisdictions.

Rancho Cucamonga has a relatively small household size when compared to the neighboring cities, with only Riverside having a smaller average household size. However, when compared with other comparable Southern California jurisdictions, Rancho Cucamonga's average household size is larger than in Los Angeles County, Pasadena, and Irvine.

Rancho Cucamonga's largest category of household type is families without children at 41 percent, followed by families with children at 36 percent. This differs from most of the neighboring cities and San Bernardino County where families with children comprise a larger percentage of households than families without children. The only other outlier is Redlands, which has 1 percentage point more families without children, notably Redlands also has a significantly higher percentage of single-person households. Compared to other comparable jurisdictions in Southern California, Rancho Cucamonga has a similar percentage of families with children as Irvine.

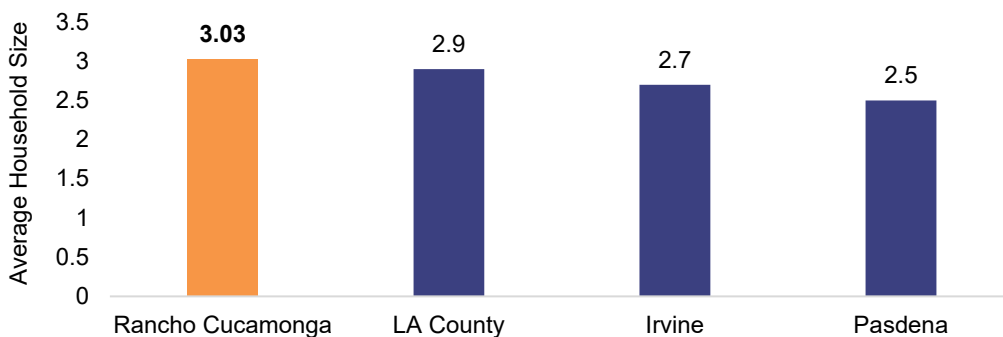
Most households in Rancho Cucamonga own their home, which is the case for San Bernardino County and nearly all of the neighboring cities, except for San Bernardino. Compared to other comparable Southern California communities, most households rent their home in Los Angeles County, Irvine, and Pasadena.

**Figure 15: Average Household Size, Neighboring Cities and San Bernardino County, 2021**



Source: ACS, 5-Year Est. 2021.

**Figure 16: Average Household Size, Comparable Southern California Jurisdictions, 2021**



Source: ACS, 5-Year Est. 2021.



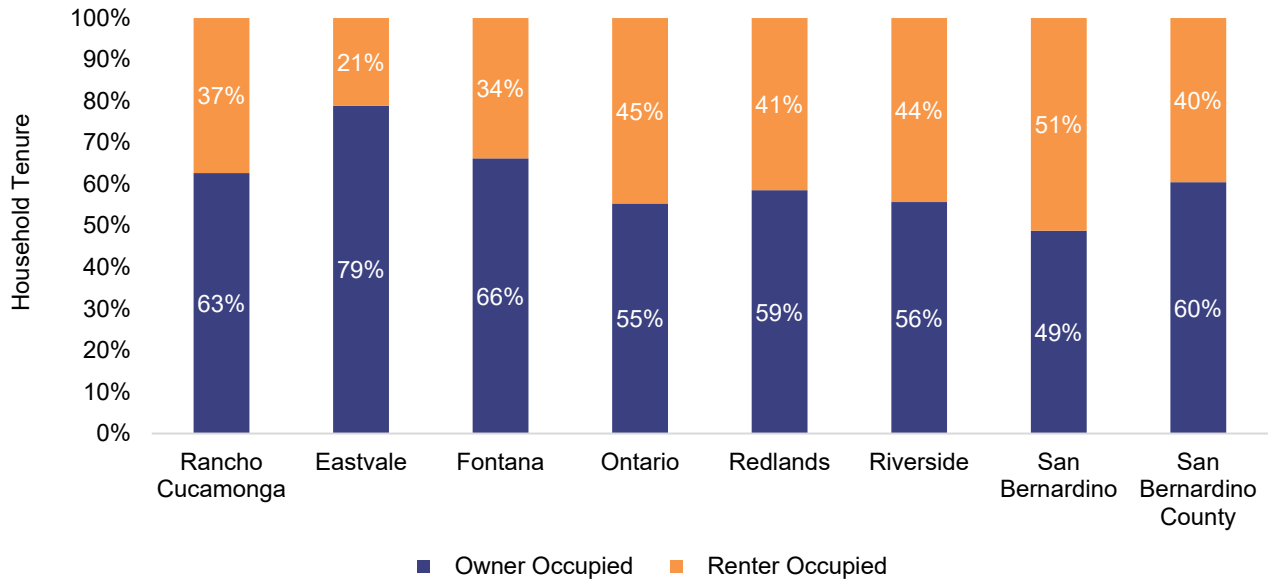
**Table 7: Percentage of Households by Type, Neighboring Cities and San Bernardino County, 2021**

	Families with Children	Families without Children	Single-Person Household	Other Non-Family Household
<b>Rancho Cucamonga</b>	<b>36%</b>	<b>41%</b>	<b>19%</b>	<b>4%</b>
Eastvale	58%	33%	7%	3%
Fontana	52%	34%	11%	3%
Ontario	43%	36%	16%	5%
Redlands	33%	34%	25%	8%
Riverside	40%	33%	19%	8%
San Bernardino	45%	30%	19%	6%
San Bernardino County	41%	36%	18%	5%
<i>Source: ACS, 5-Year Est. 2021.</i>				

**Table 8: Percentage of Households by Type, Comparable Southern California Jurisdictions, 2021**

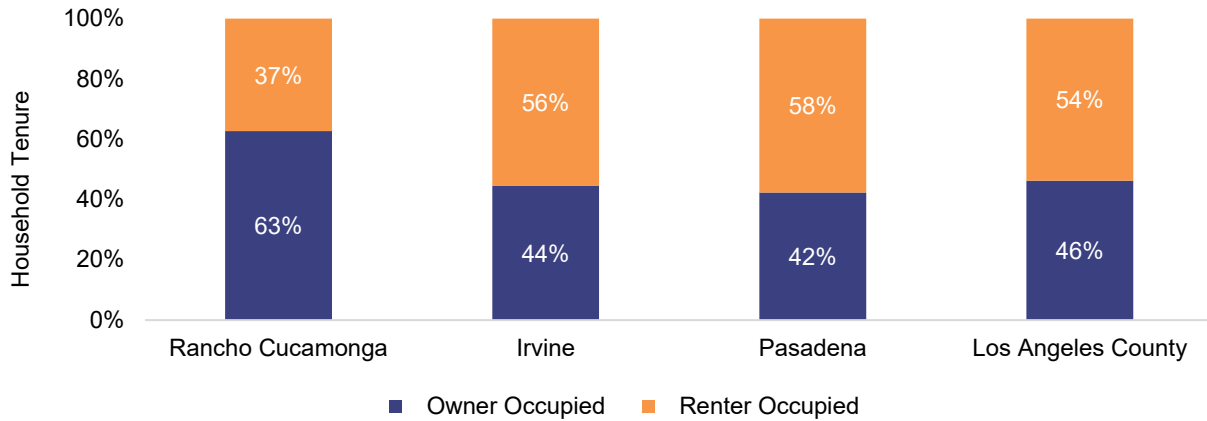
	Families with Children	Families without Children	Single-Person Household	Other Non-Family Household
<b>Rancho Cucamonga</b>	<b>36%</b>	<b>41%</b>	<b>19%</b>	<b>4%</b>
Irvine	34%	31%	23%	12%
Pasadena	24%	33%	34%	10%
Los Angeles County	32%	34%	26%	8%
<i>Source: ACS, 5-Year Est. 2021.</i>				

**Figure 17: Percentage of Households by Tenure, Neighboring Cities and San Bernardino County, 2021**



Source: ACS, 5-Year Est. 2021.

**Figure 18: Percentage of Households by Tenure, Comparable Southern California Jurisdictions, 2021**



Source: ACS, 5-Year Est. 2021.

## Employment and Firms

This section describes total employment in Rancho Cucamonga relative to neighboring cities, San Bernardino County, and comparable Southern California jurisdictions using data from the U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) program. The section also describes the total number of firms, the size of firms, and the largest private employers in Rancho Cucamonga using data from Data Axel.

Rancho Cucamonga has approximately 71,845 jobs, and the City’s employment base is smaller than the neighboring cities of Riverside, Ontario, and San Bernardino (Table 9), and when compared to other comparable Southern California jurisdictions, Rancho Cucamonga’s employment is also less than in Irvine and Pasadena (Table 10).

Table 11 shows that between 2011 to 2019, Rancho Cucamonga experienced a 15% increase in total jobs. Rancho Cucamonga’s job growth outpaced Riverside and San Bernardino, but Eastvale, Ontario, Redlands, and Fontana experienced a higher rate of growth during this period. From 2011 to 2019, Rancho Cucamonga grew much faster than Pasadena but less than Irvine.

**Table 9: Total Employment, Neighboring Cities and San Bernardino County 2011 and 2019**

	2011	2019
Riverside	128,236	146,033
Ontario	87,077	117,080
San Bernardino	94,509	103,888
<b>Rancho Cucamonga</b>	<b>62,463</b>	<b>71,845</b>
Fontana	42,898	53,640
Redlands	26,025	33,696
Eastvale	4,874	14,486
San Bernardino County	570,622	703,024
<i>Source: U.S. Census Bureau, LEHD, 2011, 2019.</i>		

**Table 10: Total Employment, Southern California Comparable Jurisdictions, 2011 to 2019**

	2011	2019
Irvine	206,493	257,836
Pasadena	94,001	98,366
<b>Rancho Cucamonga</b>	<b>62,463</b>	<b>71,845</b>
<i>Source: U.S. Census Bureau, LEHD, 2011, 2019.</i>		



**Table 11: Employment Growth, Neighboring Cities and San Bernardino County 2011 to 2019**

	Change 2011 to 2019	
	Net New Jobs	% Change
Eastvale	9,612	197%
Ontario	30,003	34%
Redlands	7,671	29%
Fontana	10,742	25%
<b>Rancho Cucamonga</b>	<b>9,382</b>	<b>15%</b>
Riverside	17,797	14%
San Bernardino	9,379	10%
San Bernardino County	132,402	23%
<i>Source: U.S. Census Bureau, LEHD, 2011, 2019.</i>		

**Table 12: Employment Growth, Southern California Comparable Jurisdictions**

	Change 2011 to 2019	
	Net New Jobs	% Change
Irvine	51,343	25%
<b>Rancho Cucamonga</b>	<b>9,382</b>	<b>15%</b>
Pasadena	4,365	5%

Table 13 shows the number of firms by industry in Rancho Cucamonga. The largest number of firms in Rancho Cucamonga are in the health care and social assistance, retail trade, and professional and technical services industries. The health care and social assistance industry has the most firms with 760. Many of these firms are small offices of physicians, dentists, mental health professionals, and nursing care facilities.

Figure 19 displays the range of firm sizes in Rancho Cucamonga. Most businesses in Rancho Cucamonga are small businesses with fewer than 10 employees. There are an estimated 2,387 businesses with 1 to 4 employees, and 1,156 businesses with 5 to 10 employees.

The number of firms with one to four employees (2,387) is significantly higher than all other firm categories. As the number of employees increase per firm in Rancho Cucamonga, the number of firms with employees decreases. Rancho Cucamonga has three firms with 1,000 to 4,999 employees, which include Inland Empire Health Plan, Amphastar Pharmaceuticals, and Chaffey College.

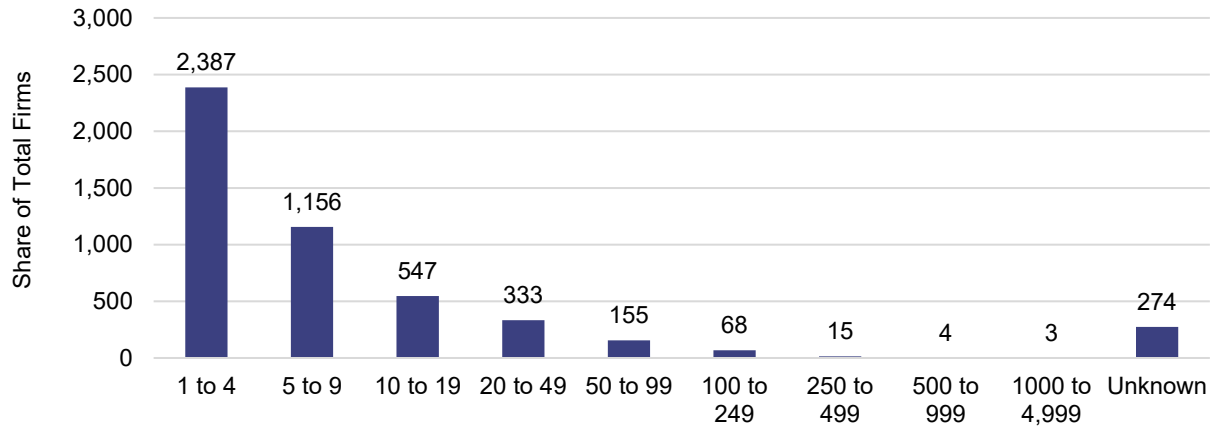
Table 14 shows Rancho Cucamonga's largest private employers. Inland Empire Health Plan is the City's largest employer with an estimated 2,005 employees. Amphastar Pharmaceuticals follows as the second largest employer with an estimated 1,761 employees. Frito Lay, Bass Pro Shops, and Walmart are the next largest private employers in Rancho Cucamonga.

**Table 13: Rancho Cucamonga Firms by Industry, 2022**

NAICS	Industry Category	Firms	Percent
62	Health Care and Social Assistance	760	15.4%
44-45	Retail Trade	587	11.9%
54	Professional and Technical Services	511	10.3%
81	Other Services (except Public Administration)	469	9.5%
23	Construction	400	8.1%
72	Accommodation and Food Services	385	7.8%
52	Finance and Insurance	278	5.6%
31-33	Manufacturing	267	5.4%
42	Wholesale Trade	225	4.6%
53	Real Estate and Rental and Leasing	213	4.3%
56	Administration and Waste Management	194	3.9%
61	Educational Services	128	2.6%
48-49	Transportation and Warehousing	89	1.8%
71	Arts, Entertainment, and Recreation	83	1.7%
51	Information	74	1.5%
92	Public Administration	57	1.2%
11	Agriculture and Forestry	8	0.2%
55	Management of Companies	5	0.1%
22	Utilities	3	0.1%
	N/A	206	4.2%
	<u>Total</u>	<u>4,942</u>	

*Source: Data Axle, 2022.*

**Figure 19: Rancho Cucamonga Firms by Size, 2022**



Source: Data Axle, 2022.

**Table 14: Rancho Cucamonga Largest Private Employers, 2022**

Firm	Number of Employees	Percent
Inland Empire Health Plan	2,005	3.3%
Amphastar Pharmaceuticals	1,761	2.9%
Frito Lay	600	1.0%
Bass Pro Shops	500	0.8%
Walmart	435	0.7%
C & C Organization <sup>1</sup>	400	0.6%
Coca-Cola Bottling Co	400	0.6%
Arctic Mechanical	390	0.6%
Macy's	380	0.6%
Adecco	360	0.6%
Bradshaw Home Inc	350	0.6%
Superior Electric	350	0.6%
<sup>1</sup> Parent company to Cask 'n Cleaver Steakhouse		
Source: Data Axle, 2022.		



## Industry Sectors

This section describes the relative size, rate of growth, and concentration of employment in industry sectors in Rancho Cucamonga compared to San Bernardino County and the State of California.

Table 15 and Figure 20 show that Rancho Cucamonga's greatest share of employment is in manufacturing. There are approximately 8,900 manufacturing jobs in Rancho Cucamonga, which account for 12.4 percent of the City's total jobs. Rancho Cucamonga's next largest industry is accommodation and food services (7,801 jobs), followed by retail trade (7,562 jobs) and health care and social assistance (6,974 jobs).

Table 16 shows that the fastest-growing industry in Rancho Cucamonga is finance and insurance, which grew by 150 percent from 2011 to 2019. Construction also grew significantly, increasing by more than double (108 percent). Figure 21 shows that Rancho Cucamonga's finance and insurance industry and the construction industry grew outpaced San Bernardino County and the State. The City also marginally outpaced the County and the State in growth in the health care and social assistance industry.

Table 17 and Figure 22 show the 2019 location quotient of Rancho Cucamonga relative to San Bernardino County and the location quotient of San Bernardino County to the State of California. A location quotient is a metric that provides a measure of how concentrated an industry is in an area.<sup>1</sup> A location quotient of greater than 1.0 means an industry is concentrated in an area while a location quotient of less than 1.0 means an industry is not concentrated in an area. The highest location quotient for Rancho Cucamonga to San Bernardino County is for finance and insurance (3.4), which means that finance and insurance jobs are much more concentrated in Rancho Cucamonga than in the County overall. Additional concentrated industries in Rancho Cucamonga include manufacturing, construction, utilities, real estate, professional and technical services, and accommodation and food services.

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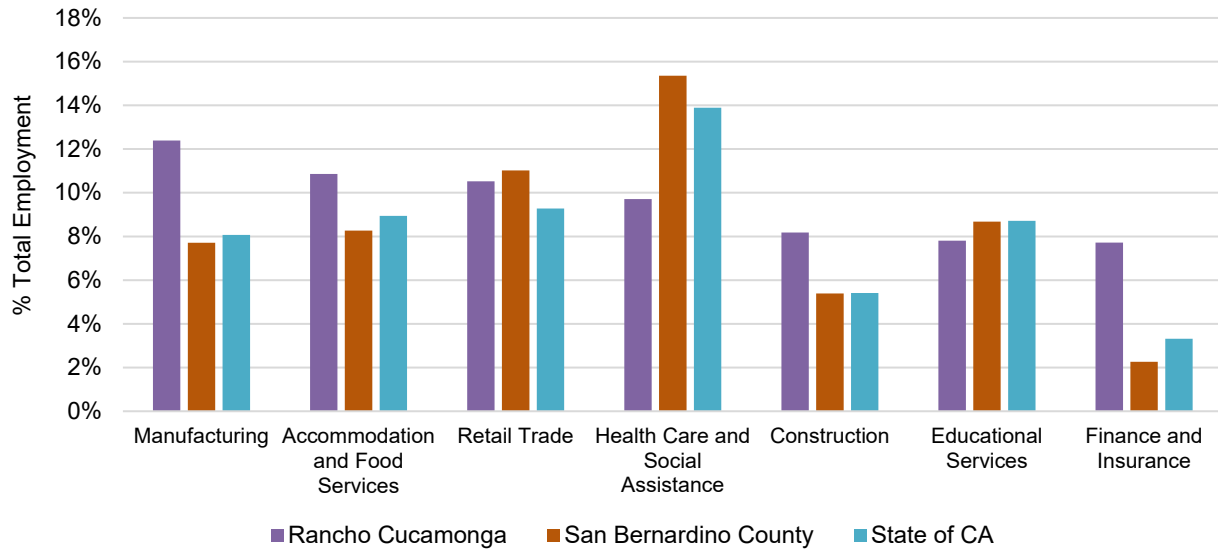
<sup>1</sup> The location quotient is the ratio of an area's distribution of employment by industry in comparison to the distribution of the reference area.

**Table 15: Employment by Industry, 2019**

NAICS	Industry Category	Rancho Cucamonga		San Bernardino County		State of CA	
		Jobs	Share	Jobs	Share	Jobs	Share
31-33	Manufacturing	8,901	12.4%	54,233	7.7%	1,262,092	8.1%
72	Accommodation and Food Services	7,801	10.9%	58,147	8.3%	1,398,882	8.9%
44-45	Retail Trade	7,562	10.5%	77,499	11.0%	1,450,919	9.3%
62	Health Care and Social Assistance	6,974	9.7%	107,941	15.4%	2,173,287	13.9%
23	Construction	5,875	8.2%	37,870	5.4%	846,103	5.4%
61	Educational Services	5,610	7.8%	61,005	8.7%	1,362,968	8.7%
52	Finance and Insurance	5,545	7.7%	15,920	2.3%	518,531	3.3%
56	Administrative and Waste Management	5,474	7.6%	52,091	7.4%	988,261	6.3%
42	Wholesale Trade	4,550	6.3%	42,779	6.1%	661,106	4.2%
54	Professional and Technical Services	3,364	4.7%	22,935	3.3%	1,266,358	8.1%
48-49	Transportation and Warehousing	2,873	4.0%	82,856	11.8%	624,664	4.0%
81	Other Services (except Public Admin)	1,958	2.7%	18,365	2.6%	491,737	3.1%
92	Public Administration	1,600	2.2%	33,688	4.8%	716,257	4.6%
53	Real Estate and Rental and Leasing	1,373	1.9%	8,923	1.3%	273,969	1.8%
55	Management of Companies	702	1.0%	6,635	0.9%	263,485	1.7%
22	Utilities	695	1.0%	4,493	0.6%	106,183	0.7%
71	Arts, Entertainment, and Recreation	497	0.7%	10,141	1.4%	318,793	2.0%
51	Information	278	0.4%	4,652	0.7%	596,798	3.8%
11	Agriculture and Forestry	213	0.3%	2,050	0.3%	304,112	1.9%
99	N/A	0	0.0%	801	0.1%	18,786	0.1%
	<b>Total Employment</b>	<b>71,845</b>		<b>703,024</b>		<b>15,643,291</b>	

Source: U.S. Census Bureau, LEHD, 2019.

**Figure 20: Top Rancho Cucamonga Industry Sectors by Employment, 2019**



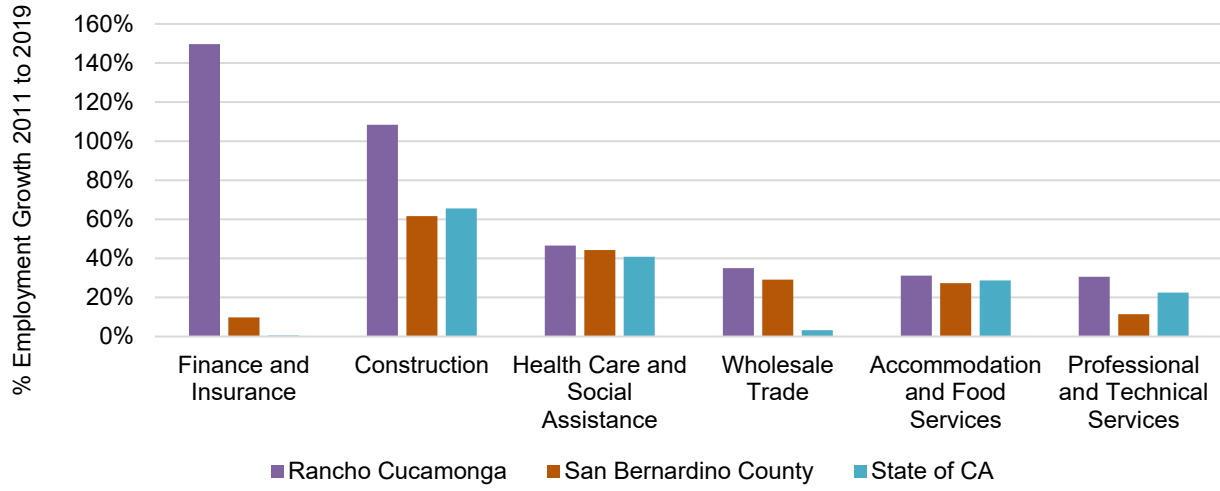
Source: U.S. Census Bureau, LEHD, 2019.



**Table 16: Percent Employment Growth by Industry, 2011 to 2019**

NAICS	Industry Category	Rancho Cucamonga	San Bernardino County	State of CA
52	Finance and Insurance	150%	10%	1%
23	Construction	108%	62%	66%
92	Public Administration	49%	-1%	-3%
62	Health Care and Social Assistance	47%	44%	41%
11	Agriculture and Forestry	43%	-8%	5%
71	Arts, Entertainment, and Recreation	38%	8%	17%
42	Wholesale Trade	35%	29%	3%
72	Accommodation and Food Services	31%	27%	29%
54	Professional and Technical Services	31%	11%	23%
53	Real Estate and Rental and Leasing	23%	27%	17%
61	Educational Services	16%	9%	7%
31-33	Manufacturing	10%	18%	4%
55	Management of Companies	4%	-1%	24%
81	Other Services (except Public Admin)	1%	-28%	-26%
48-49	Transportation and Warehousing	-5%	94%	46%
44-45	Retail Trade	-12%	2%	4%
22	Utilities	-40%	-18%	1%
56	Administrative and Waste Management	-41%	27%	27%
51	Information	-46%	-17%	44%
99	N/A	-100%	30%	-28%
<i>Source: U.S. Census Bureau, LEHD, 2011, 2019.</i>				

**Figure 21: Select Fastest Growing Large Industry Sectors, 2019**

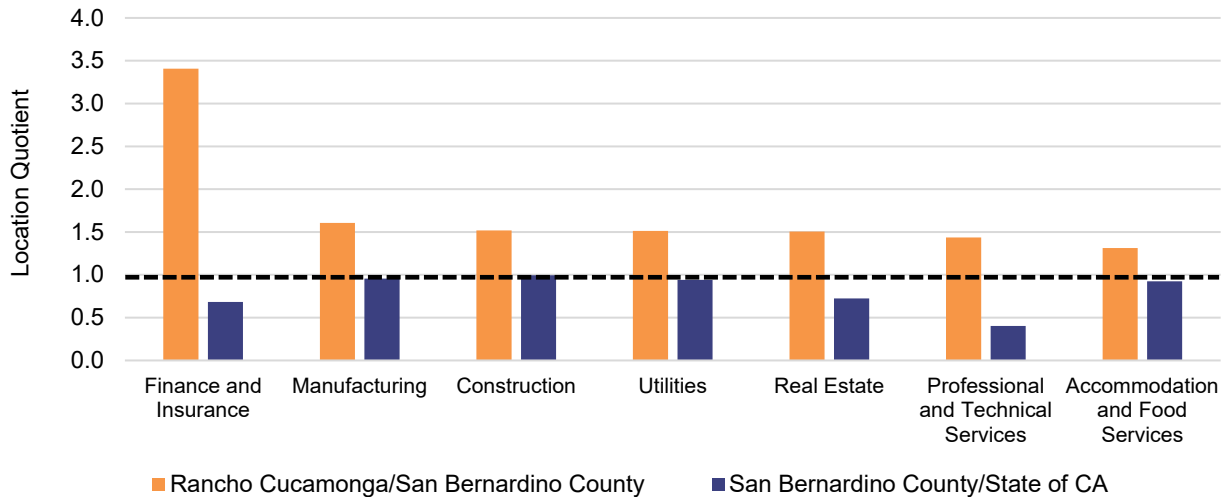


Source: U.S. Census Bureau, LEHD, 2011, 2019.

**Table 17: Location Quotient, 2019**

NAICS	Industry Category	Rancho Cucamonga/San Bernardino County	San Bernardino County/State of CA
52	Finance and Insurance	3.4	0.7
31-33	Manufacturing	1.6	1.0
23	Construction	1.5	1.0
22	Utilities	1.5	0.9
53	Real Estate and Rental and Leasing	1.5	0.7
54	Professional and Technical Services	1.4	0.4
72	Accommodation and Food Services	1.3	0.9
81	Other Services (except Public Admin)	1.0	0.8
42	Wholesale Trade	1.0	1.4
55	Management of Companies	1.0	0.6
56	Administration and Waste Management	1.0	1.2
11	Agriculture and Forestry	1.0	0.1
44-45	Retail Trade	1.0	1.2
61	Educational Services	0.9	1.0
62	Health Care and Social Assistance	0.6	1.1
51	Information	0.6	0.2
71	Arts, Entertainment, and Recreation	0.5	0.7
92	Public Administration	0.5	1.0
48-49	Transportation and Warehousing	0.3	3.0
<i>Source: U.S. Census Bureau, LEHD, 2019.</i>			

**Figure 22: Most Concentrated Industries, 2019**



Source: U.S. Census Bureau, LEHD, 2019.

## Industry Sectors Summary

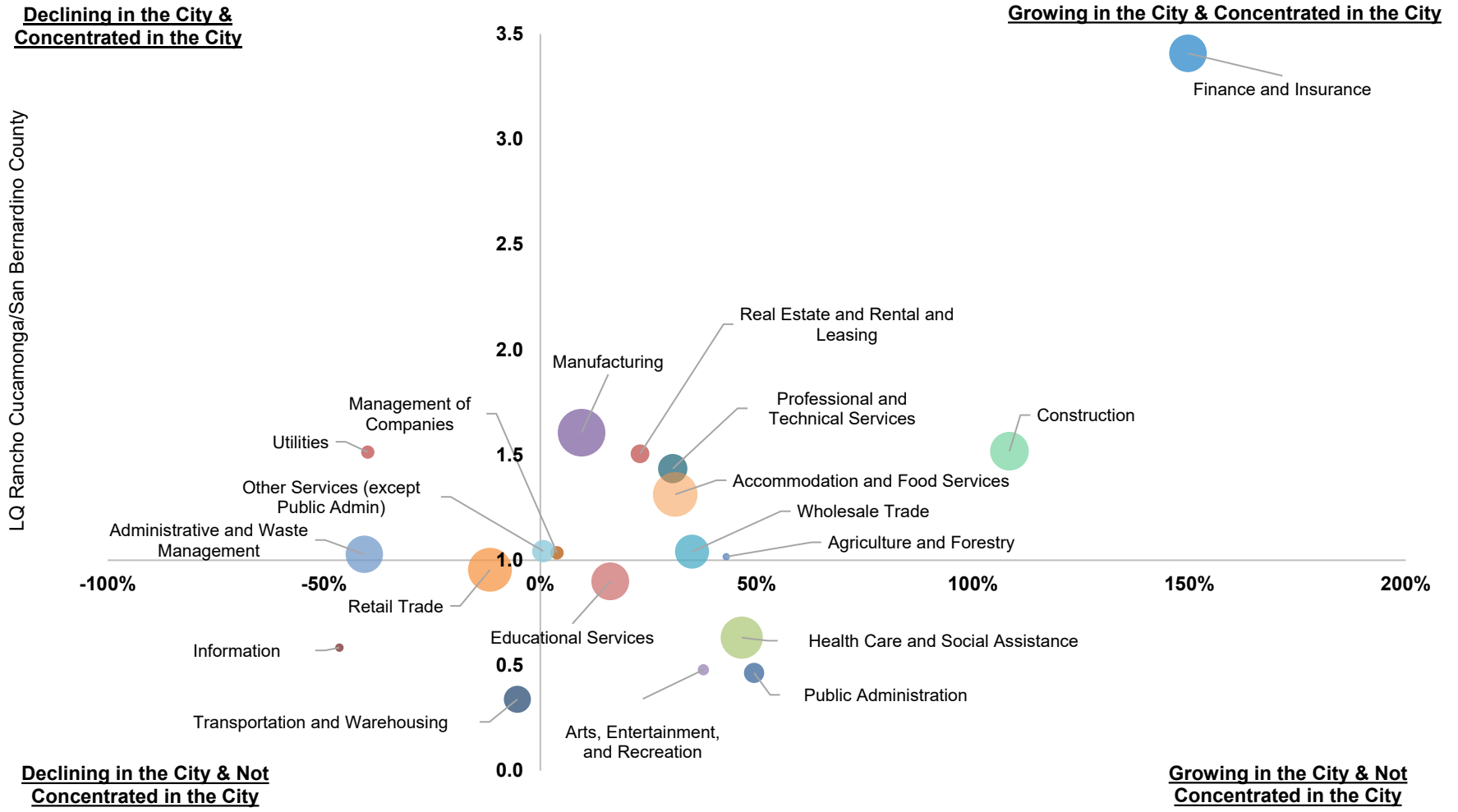
Figures 23 to 25 combine location quotient, employment growth, and employment size by industry sector into one display. Figure 23 shows the size of industry sectors in the City and whether they are growing and concentrated in Rancho Cucamonga. In the figure, the finance and insurance sector stands out from the other industries. Finance and insurance is a moderately sized sector in terms of employment and is highly concentrated and growing quickly in the City. Other concentrated and growing industries in Rancho Cucamonga include manufacturing, real estate, professional and technical services, accommodations and food services, and construction.

Figure 24 shows the size of industry sectors in San Bernardino County and whether they are growing and concentrated in the County. Transportation and warehousing is highly concentrated and growing rapidly in the County. This contrasts significantly with Rancho Cucamonga, as Figure 23 shows, transportation and warehousing is not concentrated in the City and employment has shrunk somewhat since 2011. Health care and social assistance, which is a relatively large and fast-growing industry in Rancho Cucamonga and the County, is somewhat concentrated in the County but not very concentrated in the City.

Figure 25 shows the size of industry sectors in San Bernardino County and whether they are growing in the County and how concentrated they are in Rancho Cucamonga. This figure demonstrates which industries may represent opportunities for growth in Rancho Cucamonga. Finance and insurance, manufacturing, professional and technical services, real estate, accommodation and food services are all growing sectors in the County that are also concentrated in Rancho Cucamonga. Construction jobs, which are growing particularly fast in the County are also notably concentrated in Rancho Cucamonga. Rancho Cucamonga may be well positioned to attract and grow these industries that are expanding in the local region.



Figure 23: Industries by Concentration in Rancho Cucamonga and Growth in Rancho Cucamonga, 2011-2019

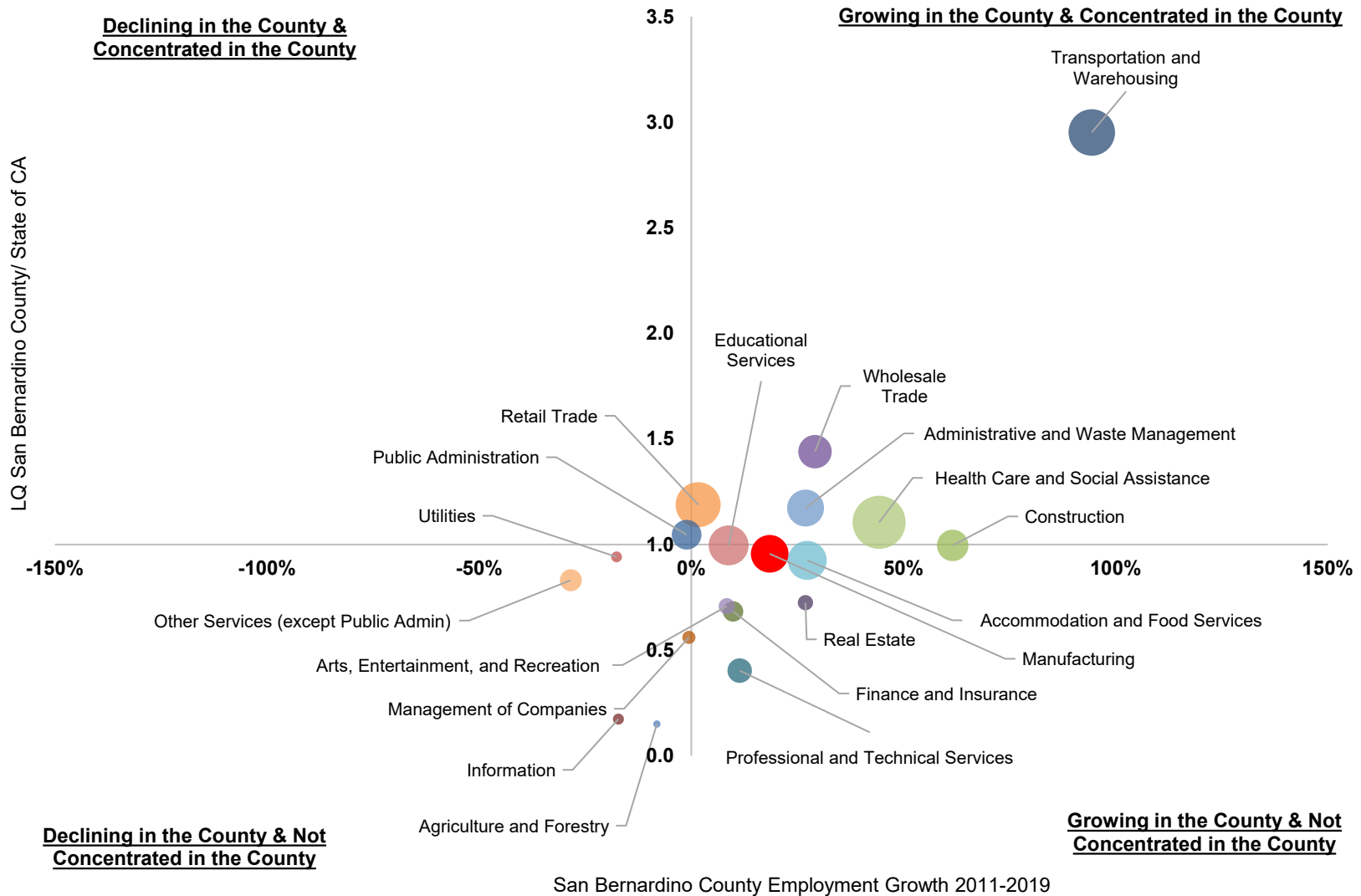


Rancho Cucamonga Employment Growth 2011-2019

Note: The size of the dot reflects the number of jobs per industry sector.

Source: U.S. Census Bureau, LEHD, 2011, 2019.

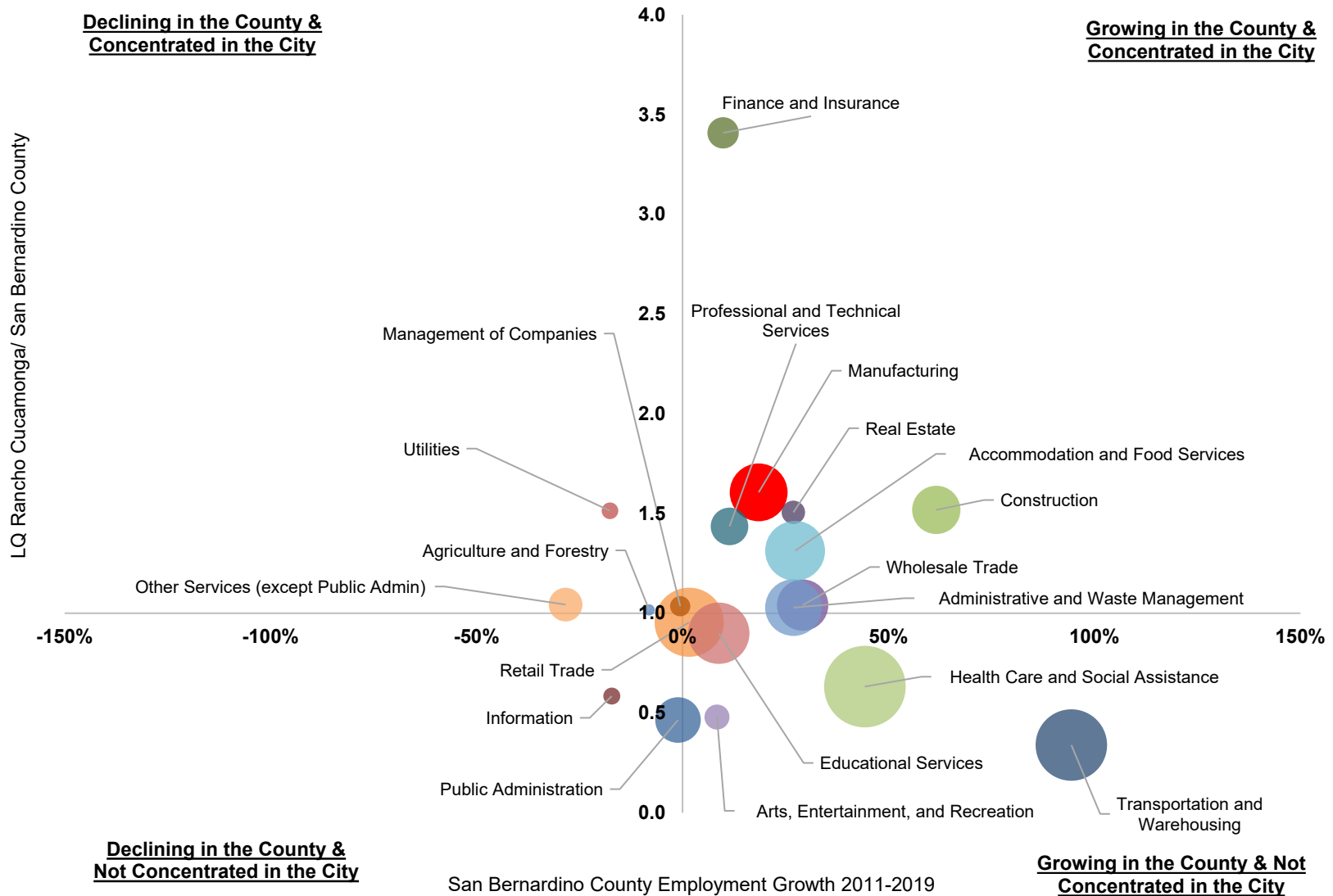
Figure 24: Industries by Concentration in San Bernardino County and Growth in San Bernardino County, 2011-2019



Note: The size of the dot reflects the number of jobs per industry sector.

Source: U.S. Census Bureau, LEHD, 2011, 2019.

Figure 25: Industries by Concentration in Rancho Cucamonga and Growth in San Bernardino County, 2011-2019



Note: The size of the dot reflects the number of jobs per industry sector.

Source: U.S. Census Bureau, LEHD, 2011, 2019.

# Market Analysis

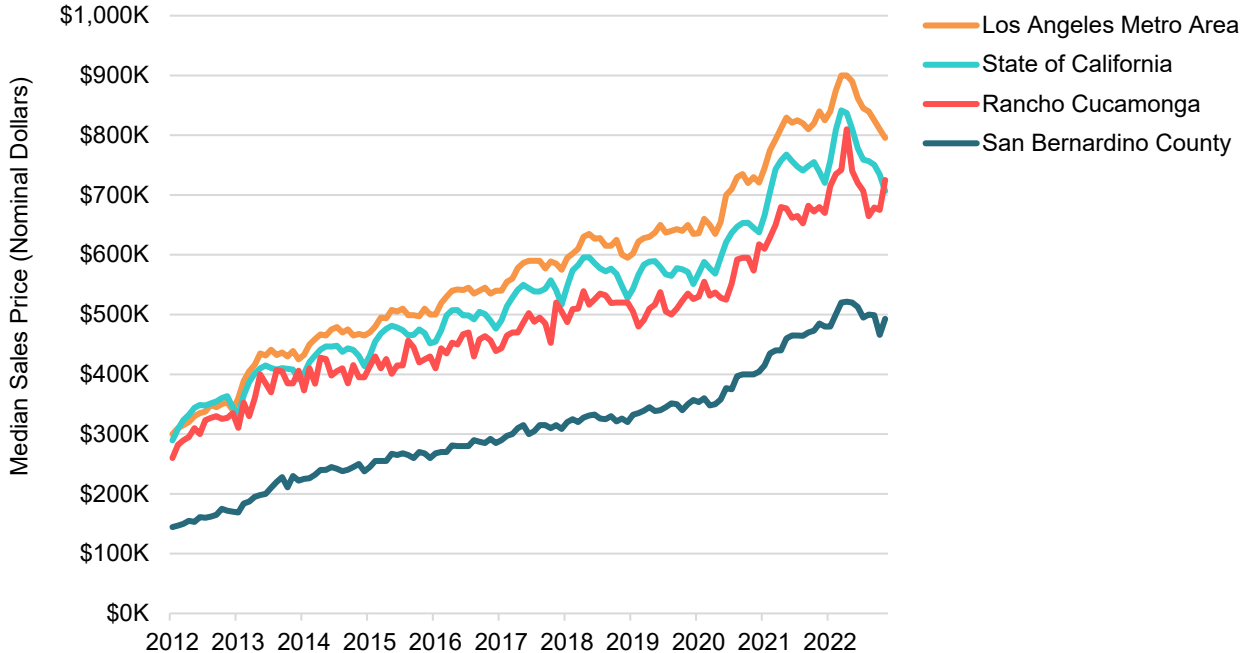
This section describes the current and historic performance of residential and commercial land uses in Rancho Cucamonga. The analysis relies on data from online real estate platforms Redfin and Zillow and data from the private real estate data source CoStar.

## Residential Market

Rancho Cucamonga’s home prices are relatively high compared to prices in the local region but are more moderately priced compared to Greater Los Angeles and the State of California overall. Figure 26 shows that home prices are much higher in Rancho Cucamonga compared to San Bernardino County and less than the neighboring Los Angeles Metro Area and the State. Among nearby cities, Rancho Cucamonga has the second highest home prices following Eastvale and higher home prices than Ontario, Fontana, Redlands, Riverside, and San Bernardino (Figure 27). Compared to other comparable Southern California jurisdictions, Rancho Cucamonga’s home prices are much less than in Irvine and Pasadena (Figure 28).

Monthly rents are higher in Rancho Cucamonga compared to San Bernardino County, but somewhat on par with the Greater Los Angeles Area (Figure 29). Among neighboring cities, rents in Rancho Cucamonga are higher than in Redlands, Ontario, Riverside, and San Bernardino, but Rancho Cucamonga rents are lower than in Eastvale and Fontana (Figure 30). The City of Irvine has much higher rents than Rancho Cucamonga, but rents in Rancho Cucamonga are similar to those in Pasadena (Figure 31).

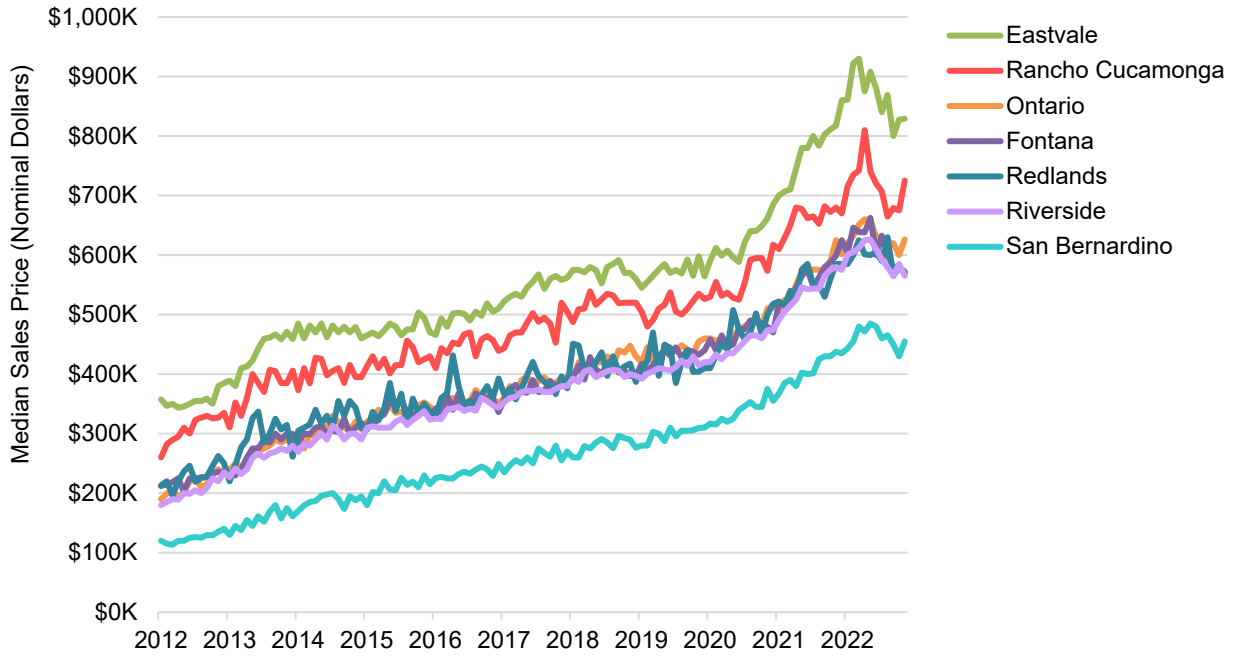
**Figure 26: Median Home Sales Price, 2012 to 2022**



Source: Redfin, December 2022.

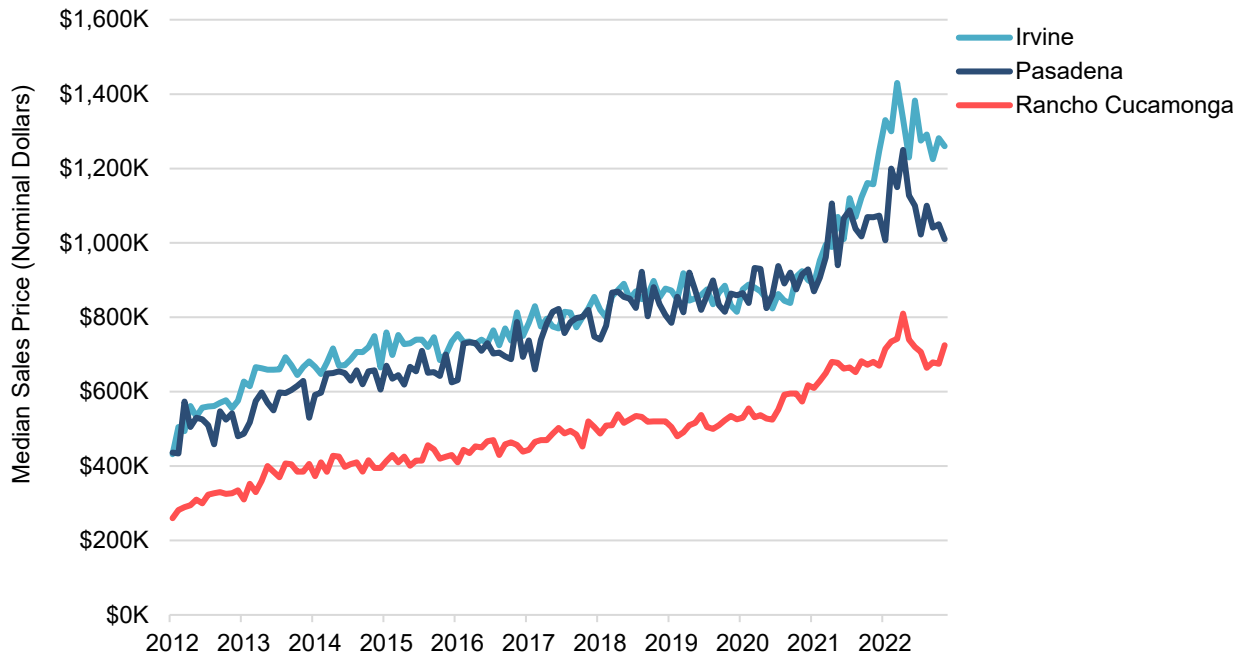


**Figure 27: Median Home Sales Price, Neighboring Cities, 2012 to 2022**



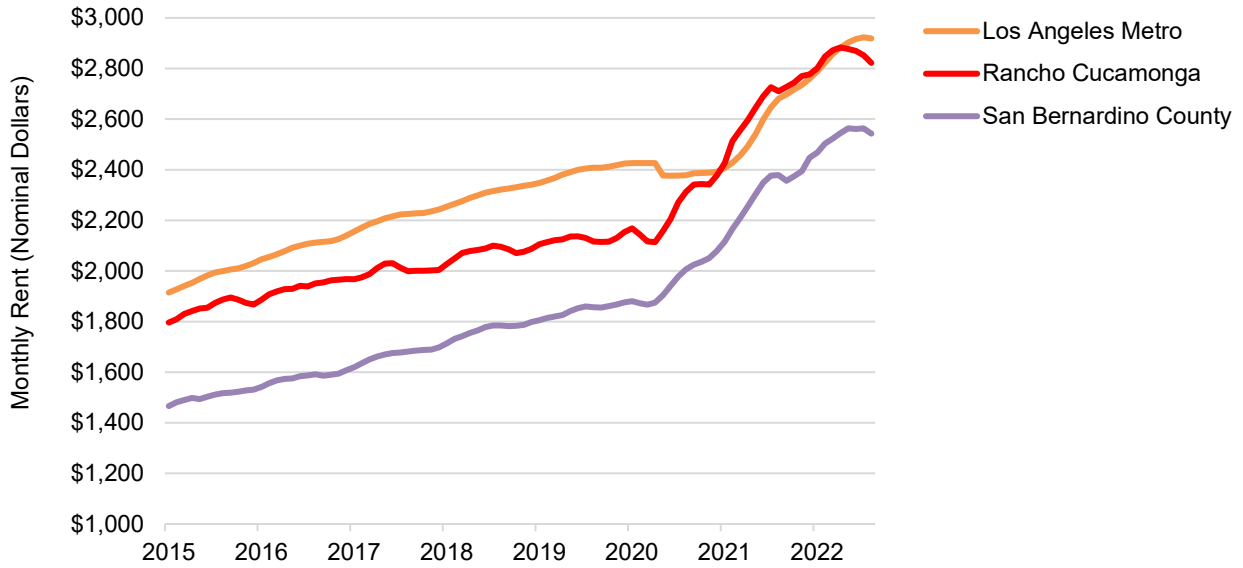
Source: Redfin, December 2022.

**Figure 28: Median Home Sales Price, Comparable Southern California Jurisdictions, 2012 to 2022**



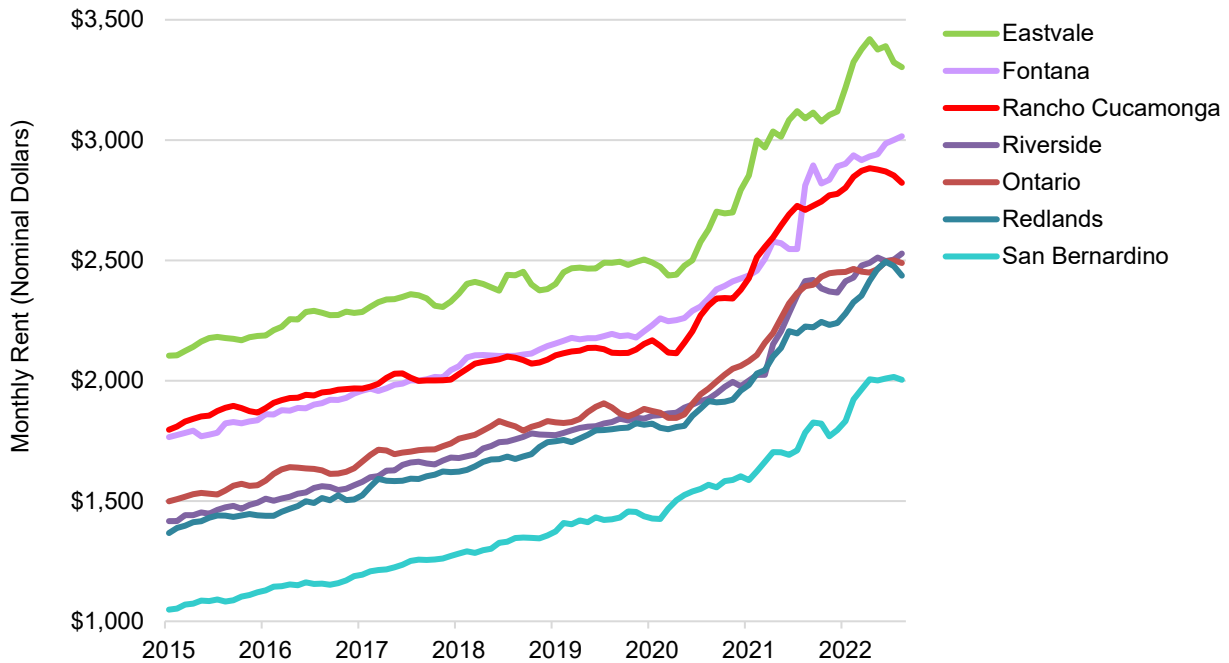
Source: Redfin, December 2022.

**Figure 29: Average Monthly Rent, 2015 to 2022**



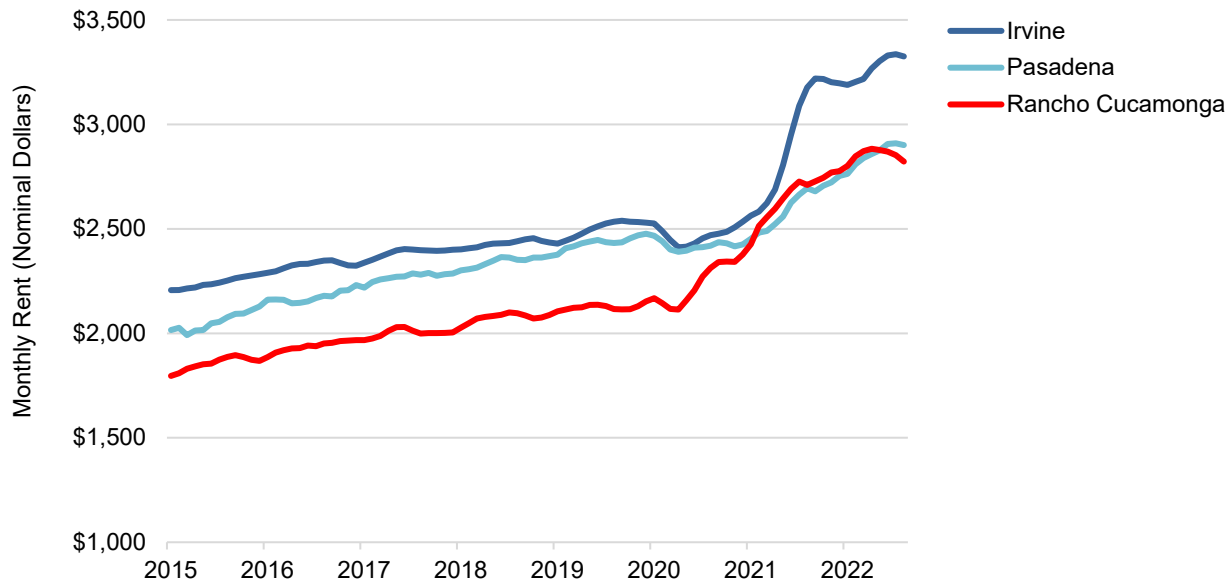
Source: Zillow, November 2022.

**Figure 30: Average Monthly Rent, Neighboring Cities, 2015 to 2022**



Source: Zillow, November 2022.

**Figure 31: Average Monthly Rent, Comparable Southern California Jurisdictions, 2015 to 2022**



Source: Zillow, November 2022.

## Commercial Land Use Market

### National Trends Retail and COVID-19

Rancho Cucamonga's local retail market is influenced by larger-scale national trends. Over the last decade, retail markets have been shifting and reorganizing in large part due to the growth of e-commerce. However, while increased online sales have reduced the demand for in-store sales, there has been an increased demand for experiential retail such as restaurants, bars, and gyms.

Over the last two years, the COVID-19 pandemic disrupted brick and mortar retail stores of all types and accelerated the shift in demand for online sales of physical goods. While the details of the long-term recovery from COVID-19 for the retail market are uncertain, the market will likely rebound while perhaps also changing to accommodate new trends enabled by new technologies and consumer expectations regarding convenience such as contactless shopping.<sup>1</sup>

### Commercial Land Use Trends

Rancho Cucamonga has approximately 5.2 million square feet of office space, 8.5 million square feet of retail space, and 40.9 million square feet of industrial space. The City's office, retail, and industrial space account for a significant proportion of total space in San Bernardino County. Of the County's total commercial space, Rancho Cucamonga accounts for 13 percent of total office space, 9 percent of total retail space, and 9 percent of total industrial space.

Rancho Cucamonga's commercial land uses are performing better than in the County overall. The City's office, retail, and industrial rents are higher compared to the County, and vacancies are on par or lower

<sup>1</sup><https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/us-cb-covid-recession-2020.pdf>

than in the County. Figures 32 and 33 also demonstrate the strong performance of Rancho Cucamonga’s commercial land uses. Since 2010, rents for all commercial land uses have increased and vacancies have decreased. However, during this period, only industrial space has increased by a notable amount in the City. From 2010 to 2022, office space increased by one percent and retail space increased by 4 percent, while industrial space increased by 16 percent (Table 19).

**Table 18: Commercial Land Use Summary, 2022**

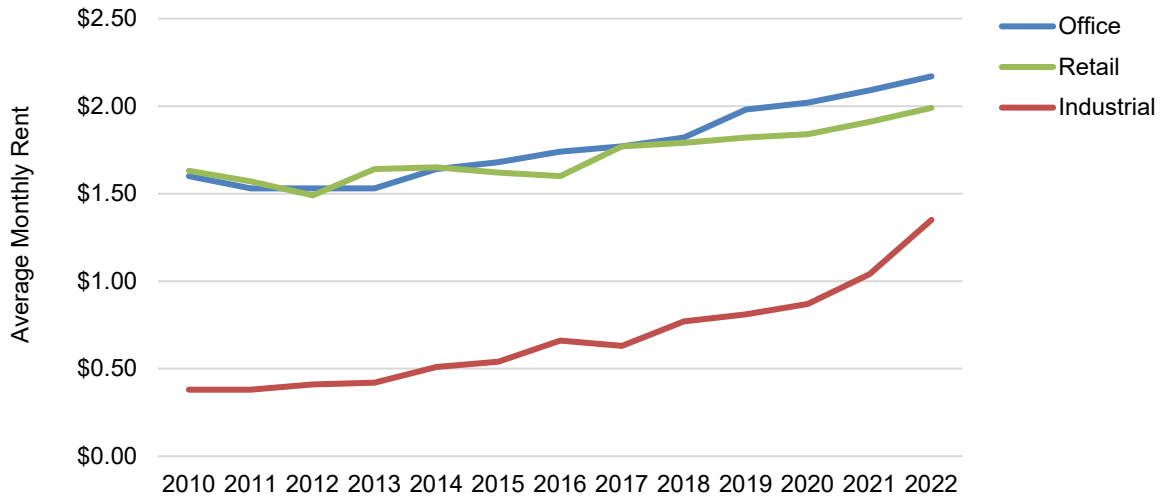
	Building Sf.	Building Sf. % of County	Average Monthly Rent	Vacancy %
<b>Office</b>				
Rancho Cucamonga	5,263,228	13%	\$2.17	5.4%
San Bernardino County	40,114,155	100%	\$1.93	5.5%
<b>Retail</b>				
Rancho Cucamonga	8,492,590	9%	\$1.99	4.4%
San Bernardino County	95,932,505	100%	\$1.68	6.5%
<b>Industrial</b>				
Rancho Cucamonga	40,896,511	9%	\$1.35	1.6%
San Bernardino County	449,628,749	100%	\$1.30	1.7%
<i>Source: CoStar, 2022.</i>				

**Table 19: Commercial Land Use Net Increase, 2010 to 2022**

	Rancho Cucamonga		San Bernardino County	
	Number	Percent	Number	Percent
<b>Building Sf.</b>				
Office	28,022	1%	990,728	3%
Retail	293,676	4%	6,129,416	7%
Industrial	5,744,197	16%	127,330,102	40%
<b>Average Monthly Rent</b>				
Office	\$0.57	36%	\$0.39	25%
Retail	\$0.36	22%	\$0.36	27%
Industrial	\$0.97	255%	\$0.94	261%
<b>Vacancy</b>				
Office	-16.9%	-76%	-9.1%	-62%
Retail	-3.4%	-44%	-2.6%	-29%
Industrial	-5.1%	-76%	-7.7%	-82%
<i>CoStar, 2022.</i>				

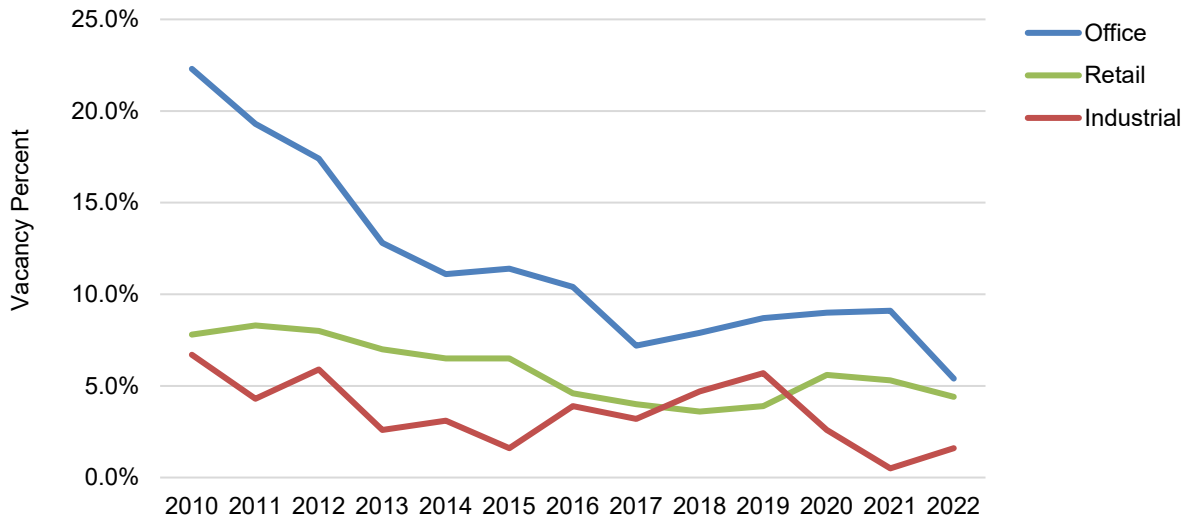


**Figure 32: Rancho Cucamonga Commercial Land Use Rents, 2010 to 2022**



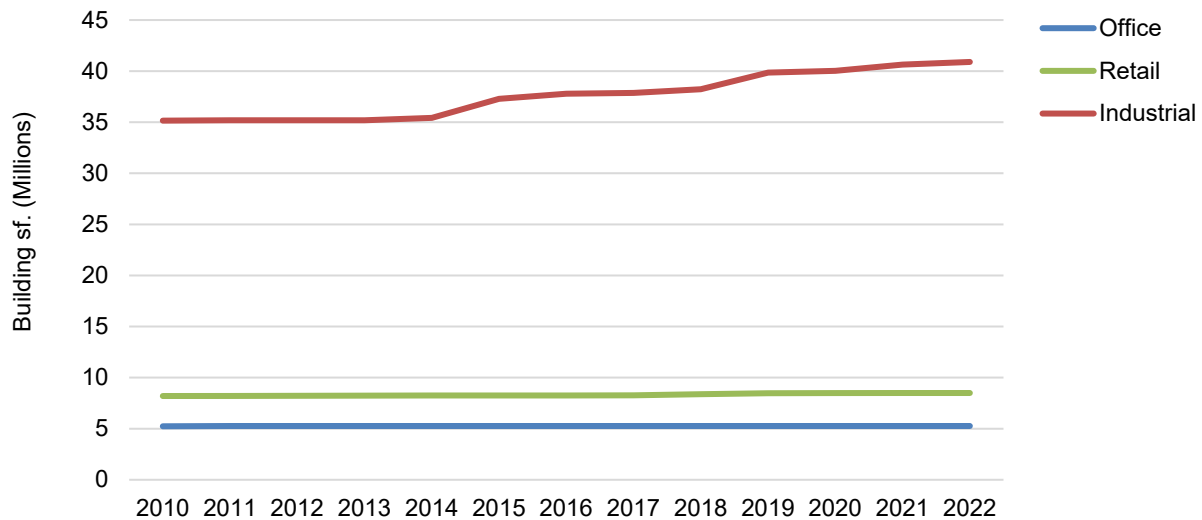
Source: CoStar, 2022.

**Figure 33: Rancho Cucamonga Commercial Land Use Vacancy, 2010 to 2022**



Source: CoStar, 2022.

**Figure 34: Rancho Cucamonga Commercial Land Use Building Sf., 2010 to 2022**



Source: CoStar, 2022.

## Target Industry Sectors

The previous sections in this memo describe employment trends in Rancho Cucamonga using broadly defined categories, such as manufacturing and retail trade. This section examines subsets of those categories that more specifically define the type of employment in Rancho Cucamonga. More detailed categories were examined to identify specialized industries that are well-positioned to grow and diversify the City’s economy. This section also describes leading private sector employers for these target industries in the City.

The specialized industry sectors in Rancho Cucamonga were defined as those that employ a significant number of workers and are highly concentrated in the City. The specialized industries identified in this analysis include advanced manufacturing; medical manufacturing; food and beverage manufacturing; finance, insurance and real estate, and professional services.

### Advanced Manufacturing

Advanced manufacturing is characterized by manufacturing activity involving technology innovation and requiring skilled workers with technical knowledge and training. Advanced manufacturers span industries that include the production of aerospace equipment, medical devices, and computer components. In Rancho Cucamonga, there are approximately 2,000 advanced manufacturing jobs in the city (excluding medical manufacturing jobs). Among the largest aerospace manufacturing companies in the City include Air Components Inc, Hartwell Corporation, and Pneudraulics Inc. Among electronic manufacturers, the City’s largest employers include Arlon Electronic Materials, Celco-Pacific Division, Mercury United Electronics Inc, and VPG Transducers.

### Medical Manufacturing

Medical manufacturing could be considered part of the advanced manufacturing industry category, but on its own, it represents a sizeable portion of jobs (approximately 2,000 jobs) in the City of Rancho Cucamonga.

Medical Manufacturing is also highly concentrated in the City relative to San Bernardino County. The industry involves the production of medical equipment and medicine. Most of the medical manufacturing jobs in Rancho Cucamonga are with the firm Amphastar Pharmaceuticals, which is one of the City's largest employers (Table 14). Other significant employers include medical device and surgical instrument manufacturers such as Comar, Mediflex Inc, and Eagle Labs.

## **Food and Beverage Manufacturing**

Food and beverage manufacturing is a unique segment of Rancho Cucamonga's overall manufacturing sector that contains about 1,400 jobs and is somewhat concentrated relative to San Bernardino County. Frito Lays, Coca-Cola, Cerenzia Foods Inc, and Evolution Fresh are among the City's largest food and beverage manufacturers. Mizkan America and Nongshim USA are examples of international manufacturers that also employ a significant number of workers in the City. This sector also includes several breweries that provide the added benefit of being an attractive amenity and potential regional destination in Rancho Cucamonga.

## **Finance, Insurance, and Real Estate**

Rancho Cucamonga contains a high concentration of the local region's finance, insurance and real estate industry (sometimes referred to as FIRE industries) employment. There are approximately 5,800 FIRE jobs in the City that account for 9.4 percent of total employment. Insurance-related activity accounts for about half of the FIRE jobs in Rancho Cucamonga, of which are employed at offices of national insurance providers such as First American Title and CorVel Corporation, and in small to medium-sized insurance broker firms. In addition to several national banking branches, a large portion of the finance-related companies in Rancho Cucamonga are small mortgage lenders, portfolio management and investment firms. Among real estate-related firms, most in the City are medium to small offices of real estate agents and brokers.

## **Professional Services**

Professional service firms range from engineering and design companies to legal and accounting firms. The professional service industry complements other target industries such as advanced manufacturing through related research and administrative activity. Large professional service employers in the City include aerospace and engineering companies such as CDM Smith and Atlas Testing Laboratories. Rancho Cucamonga's professional services industry also consists of several small, local offices that provide legal, tax, and design services that serve the local and regional community.

**Table 20: Target Industry Sectors Summary, 2021**

Industry	Rancho Cucamonga Jobs	Share of Rancho Cucamonga Jobs	Rancho Cucamonga/San Bernardino County LQ
<b>Manufacturing Industries</b>			
Advanced Manufacturing	1,974	3.2%	2.7
Medical Manufacturing	1,955	3.2%	5.8
Food and Beverage Manufacturing	1,398	2.3%	1.3
<b>Office Industries</b>			
Finance, Insurance, and Real Estate	5,789	9.4%	3.3
Professional Services	2,707	4.4%	2.7
<i>Source: Data Axle, 2022; QCEW, 2021.</i>			

## Comparable Market Areas

This section summarizes the analysis of neighboring communities and comparable Southern California jurisdictions to determine how Rancho Cucamonga might compete for retention and attraction of employers and service providers across land uses and industry sectors.

Table 21 summarizes key demographic and employment characteristics for Rancho Cucamonga and neighboring cities discussed in previous sections of the memo, and Table 22 shows these key characteristics indexed to Rancho Cucamonga’s characteristics.

Table 22 shows that Riverside, San Bernardino, and Ontario are larger than Rancho Cucamonga in population and total employment but have less educated residents with lower incomes. Fontana while having a larger resident population than Rancho Cucamonga has a smaller employment base. Fontana like Riverside, San Bernardino, and Ontario also has less educated residents and with lower incomes than Rancho Cucamonga. Redlands and Eastvale have smaller populations and employment bases than Rancho Cucamonga, but their residents are generally more educated and Eastvale’s residents have higher incomes. Redland and Eastvale have also experienced faster job growth from 2011 to 2019 than Rancho Cucamonga.

Tables 21 and 22 show that Rancho Cucamonga is highly competitive compared to its neighboring cities. Rancho Cucamonga is balanced well by a relatively large employment base, highly educated residents, and residents with high incomes. Among the neighboring cities, Riverside and Fontana may be generally the most competitive with Rancho Cucamonga for attracting residents and employers. Riverside has a larger employment base and somewhat lower incomes of residents. While the share of residents with a bachelor’s degree or higher is relatively low in Redlands, it is the highest among the neighboring cities with a larger employment base than Rancho Cucamonga. Fontana’s employment base is somewhat smaller than Rancho Cucamonga’s, but Fontana is adding jobs at a more significant rate. Fontana’s resident incomes are also only somewhat lower, but the concentration of highly educated residents is much lower than in Rancho Cucamonga. The cities of Redlands and Eastvale may be competitive with Rancho Cucamonga for attracting highly skilled workers, although the small employment base in both cities may disadvantage them.

Tables 23 and 24 show Rancho Cucamonga compared to Irvine and Pasadena. Rancho Cucamonga is currently less comparable to these cities than to its neighboring cities but still shares some notable characteristics. Irvine has a larger and faster growing resident population and employment base than



Rancho Cucamonga, and Irvine has a higher concentration of highly educated residents and higher incomes. Irvine’s employment base is also currently structured somewhat differently compared to Rancho Cucamonga. While Irvine also has a sizable manufacturing sector (13 percent of total jobs),<sup>1</sup> the city’s largest sector is in professional, scientific and technical services, which accounts for 17 percent of total jobs compared to approximately 5 percent of jobs in Rancho Cucamonga (Table 15). However, Rancho Cucamonga has an expanding professional, scientific and technical services industry, and like Irvine has high access to education and an airport.<sup>2</sup>

Compared to Irvine, Rancho Cucamonga currently shares more in common with Pasadena. Incomes are slightly higher in Rancho Cucamonga than in Pasadena, and while Pasadena has a larger employment base, it is not growing as fast as Rancho Cucamonga. However, there is a larger share of higher-educated residents in Pasadena relative to Rancho Cucamonga. Like Irvine and Rancho Cucamonga, Pasadena has high access to higher education institutions and is relatively close to an airport (Burbank Airport).

**Table 21: Neighboring Cities Attributes Summary**

	Total Population (2021)	Population Growth (2010-2021)	Bachelor's Degree or Higher (2021)	Median Income (2021)	Total Employment (2019)	Job Growth (2011-2019)
<b>Rancho Cucamonga</b>	<b>173,946</b>	<b>8.2%</b>	<b>37%</b>	<b>\$97,046</b>	<b>62,463</b>	<b>15%</b>
Riverside	314,858	4.8%	24%	\$76,755	128,236	14%
San Bernardino	220,821	5.6%	22%	\$55,372	94,509	10%
Fontana	208,087	9.8%	20%	\$83,468	53,640	25%
Ontario	175,223	6.1%	19%	\$71,908	87,077	34%
Redlands	72,649	5.5%	44%	\$87,184	26,025	29%
Eastvale	68,539	39.5%	41%	\$141,827	14,486	197%

<sup>1</sup> U.S. Census Bureau, LEHD 2019.

<sup>2</sup> The City of Irvine is home to the University of California Irvine and is located near John Wayne Airport.

**Table 22: Neighboring Cities Indexed to Rancho Cucamonga**

	Total Population (2021)	Population Growth (2010-2021)	Bachelor's Degree or Higher (2021)	Median Income (2021)	Total Employment (2019)	Job Growth (2011-2019)
<b>Rancho Cucamonga</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Riverside	181%	58%	65%	79%	205%	92%
San Bernardino	127%	68%	60%	57%	151%	66%
Fontana	120%	120%	53%	86%	86%	167%
Ontario	101%	74%	51%	74%	139%	229%
Redlands	42%	67%	120%	90%	42%	196%
Eastvale	39%	482%	113%	146%	23%	1313%

**Table 23: Southern California Comparable Cities Attributes Summary**

	Total Population (2021)	Population Growth (2010-2021)	Bachelor's Degree or Higher (2021)	Median Income (2021)	Total Employment (2019)	Job Growth (2011-2019)
<b>Rancho Cucamonga</b>	<b>173,946</b>	<b>8.2%</b>	<b>37%</b>	<b>\$97,046</b>	<b>62,463</b>	<b>15%</b>
Irvine	297,868	49.6%	69%	\$114,027	257,836	25%
Pasadena	138,771	1.7%	53%	\$89,661	98,366	5%

**Table 24: Southern California Comparable Cities Indexed to Rancho Cucamonga**

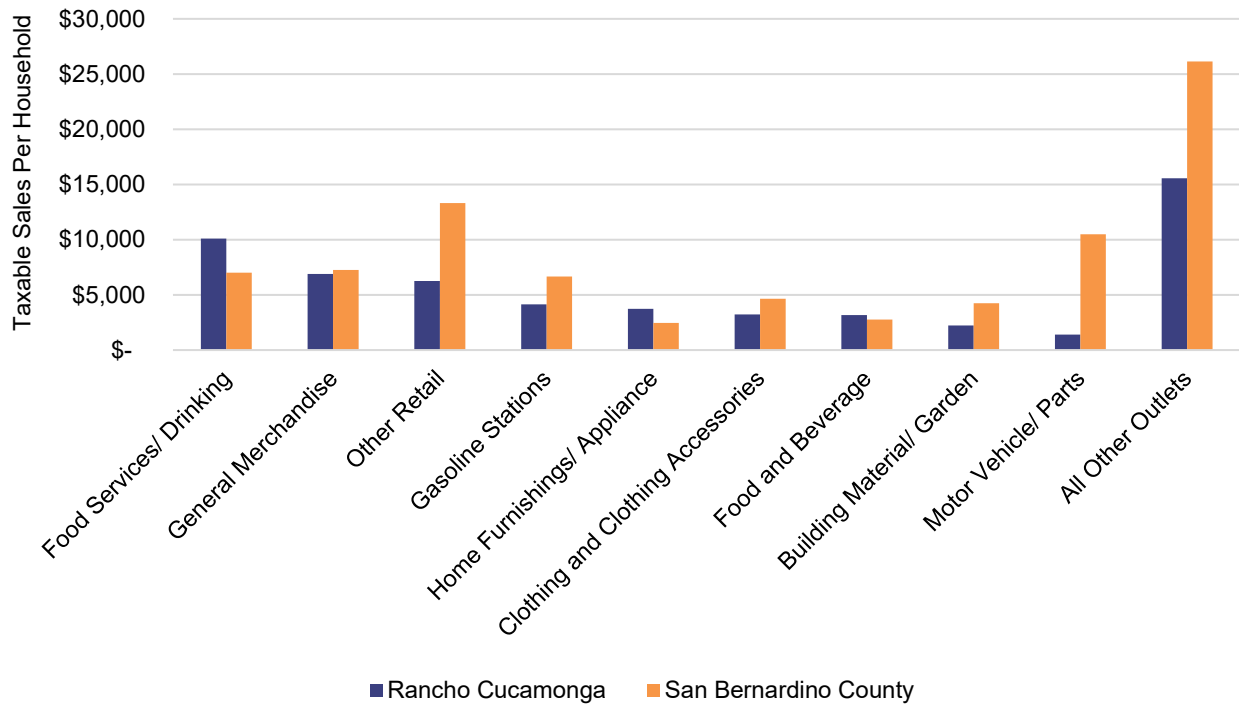
	Total Population (2021)	Population Growth (2010-2021)	Bachelor's Degree or Higher (2021)	Median Income (2021)	Total Employment (2019)	Employment Growth (2011-2019)
<b>Rancho Cucamonga</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Irvine	171%	606%	188%	117%	413%	166%
Pasadena	80%	21%	146%	92%	157%	31%

## Retail Analysis

This section describes retail spending trends in Rancho Cucamonga and reviews categories of retail businesses and their potential “fit” for Rancho Cucamonga.

Restaurant and food and beverage sales are stronger in Rancho Cucamonga compared to the County overall. In 2021, estimated taxable sales per household for food services and driving and food and beverage services were higher in Rancho Cucamonga than in San Bernardino County. The City also had stronger sales in home furnishing and appliances and about the same performance of sales for general merchandise. Sales were stronger in several categories in the County compared to Rancho Cucamonga including apparel, automotive-related parts and services, and other retail.

**Figure 35: Taxable Sales per Household, 2021**



Source: ACS, 5-Year Est, 2021; California Department of Tax and Fee Administration, 2021.

## Retail Fit Analysis

This section reviews a select group of retail categories and the likelihood of businesses locating in Rancho Cucamonga based on the location preferences of the businesses.

- Grocery Stores.** Rancho Cucamonga is currently a strong fit for grocery stores specializing in products from Central and South America (Table 25). Northgate Market and Cardenas Market both target areas to locate with highly concentrated Hispanic and Latino populations. A large share of Rancho Cucamonga’s population identifies as Hispanic or Latino (Tables 3 and 4). The City is only a moderate fit for higher-end grocery stores such as Gelson’s and Whole Foods. These businesses typically prefer locations with higher population densities.

- **Restaurants.** Rancho Cucamonga is currently a strong fit for fast casual and mid-tier full-service restaurants but may have trouble attracting high-end full-service restaurants (Table 26). The relatively high incomes in Rancho Cucamonga are an attractive quality for restaurant businesses, and the City's concentration of college-educated residents is particularly preferable to fast casual restaurants. High-end full-service restaurants generally prefer to locate near areas with strong office and hotel activity, and in areas with higher population density than currently in Rancho Cucamonga.
- **Coffee Shops.** Coffee shops in general prefer to locate in areas with high morning and daytime populations and areas with college-educated residents (Table 27). Rancho has a well-educated, relatively wealthy population, which is attractive for coffee businesses. Among the types of coffee shops, Rancho Cucamonga is a fit for mid-tier coffee shops (Table 25). Examples of these types of coffee shops include Dutch Bros. Coffee and Peet's Coffee & Tea. Higher-tier coffee businesses such as Blue Bottle Coffee, Philz, and Verve, prefer to locate in areas with higher population densities than found in Rancho Cucamonga such as Downtown Santa Monica and Downtown Pasadena, where some of these businesses are currently located.
- **Breweries.** High to mid-tier breweries are likely to locate in Rancho Cucamonga (Table 28). The City's demographics are generally a good fit, including the preferred age range for some breweries, which is between 34 to 54 years. However, some breweries may prefer locations with higher population densities than currently in Rancho Cucamonga.

**Table 25: Retail Fit Grocery Stores Summary**

Category	Rancho Cucamonga Existing Fit	Example Businesses	Sf. Size Requirements	Min. Population Within 1-3 Miles	Avg. Household Income
High-End	Moderate	Gelson's Markets, Bristol Farms, Whole Foods Market	20,000 - 60,000	200,000	\$75,000
Targeted	Strong	Northgate Market, Cardenas Market		-	-
<i>Retail Lease Trac, 2022.</i>					



**Table 26: Retail Fit Restaurants Summary**

Category	Rancho Cucamonga Existing Fit	Example Businesses	Sf. Size Requirements	Min. Population Within 1-3 Miles	Avg. Household Income
High-End Full-Service	Moderate	Morton's Steakhouse, Il Fornaio, Ocean Prime Seafood Steaks & Cocktails, Truluck's, Nick's Restaurants, Meat On Ocean, Mastro's Steakhouse	3,000 - 11,000	200,000	\$75,000
Mid-Tier Full-Service	Strong	Mixt, Breakfast Republic, The Boiling Crab, Bonefish Grill, Eureka!, Wood Ranch BBQ & Grill, Sage Plant Based Bistro & Brewery	2,000 - 6,500	35,000	\$75,000
Fast Casual	Strong	Cava Grill, Einstein Bros., Noah's Bagels, Le Pain de Quotidien, Lemonade, Mendocino Farms, Salt and Straw, Tender Greens, Umami Burger	1,000 - 4,500	-	\$60,000
<i>Retail Lease Trac, 2022.</i>					

**Table 27: Retail Fit Coffee Shops Summary**

Category	Rancho Cucamonga Existing Fit	Example Businesses	Sf. Size Requirements	Min. Population Within 1-3 Miles	Avg. Household Income
Top-Tier	Moderate	Blue Bottle Coffee, Philz Coffee, Verve Coffee Roasters, Intelligentsia	1,500 - 2,500	200,000	\$60,000
Mid-Tier	Strong	Dutch Bros. Coffee, Peet's Coffee & Tea, Better Buzz Coffee, Urth Caffe	800 - 2,500	20,000 - 100,000	\$50,000
<i>Retail Lease Trac, 2022.</i>					

**Table 28: Retail Fit Breweries Summary**

Category	Rancho Cucamonga Existing Fit	Example Businesses	Sf. Size Requirements	Min. Population Within 1-3 Miles	Avg. Household Income
Mid-Tier	Strong	Voodoo Brewing Co., Granite City Food & Brewery, Board & Brew, BJ's Restaurant & Brewhouse	5,000 - 8,000	150,000	\$60,000
<i>Retail Lease Trac, 2022.</i>					

# Appendix

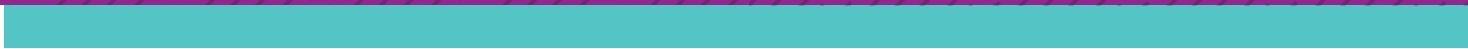
**Table A-1: Target Industry Definitions**

NAICS	Industry	Rancho Cucamonga Employment (2021)
<b>Food and Beverage Manufacturing</b>		<b>1,398</b>
3118	Bakeries and Tortilla Manufacturing	82
3119	Other Food Manufacturing	145
3121	Beverage Manufacturing	458
4244	Grocery and Related Product Merchant Wholesalers	713
<b>Medical Manufacturing</b>		<b>1,955</b>
3254	Pharmaceutical and Medicine Manufacturing	1,771
3391	Medical Equipment and Supplies Manufacturing	91
4242	Drugs and Druggists' Sundries Merchant Wholesalers	25
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	68
<b>Advanced Manufacturing</b>		<b>1,974</b>
3241	Petroleum and Coal Products Manufacturing	13
3252	Resin, Synthetic Rubber, and Artificial and Synthetic Fibers/Filaments Manufacturing	62
3259	Other Chemical Product and Preparation Manufacturing	29
3271	Clay Product and Refractory Manufacturing	4
3311	Iron and Steel Mills and Ferroalloy Manufacturing	120
3313	Alumina and Aluminum Production and Processing	34
3315	Foundries	180
3331	Agriculture, Construction, and Mining Machinery Manufacturing	21
3332	Industrial Machinery Manufacturing	119
3333	Commercial and Service Industry Machinery Manufacturing	438
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	8
3339	Other General Purpose Machinery Manufacturing	23
3344	Semiconductor and Other Electronic Component Manufacturing	228
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	48
3363	Motor Vehicle Parts Manufacturing	46
3364	Aerospace Product and Parts Manufacturing	227
3369	Other Transportation Equipment Manufacturing	10
3399	Other Miscellaneous Manufacturing	364

NAICS	Industry	Rancho Cucamonga Employment (2021)
<b>Finance, Insurance, and Real Estate</b>		<b>6,389</b>
5241	Insurance Carriers	2,110
5242	Agencies, Brokerages, and Other Insurance Related Activities	776
5221	Depository Credit Intermediation	448
5222	Nondepository Credit Intermediation	516
5223	Activities Related to Credit Intermediation	29
5231	Securities and Commodity Contracts Intermediation and Brokerage	4
5239	Other Financial Investment Activities	244
5259	Other Investment Pools and Funds	10
5311	Lessors of Real Estate	199
5312	Offices of Real Estate Agents and Brokers	1,392
5313	Activities Related to Real Estate	61
<b>Professional Services</b>		<b>2,707</b>
5411	Legal Services	683
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	533
5413	Architectural, Engineering, and Related Services	937
5414	Specialized Design Services	103
5418	Advertising, Public Relations, and Related Services	451
Source: Data Axel, 2022.		



# INLAND EMPIRE MAGAZINE JUNE 2023



# WOMEN WHO LEAD IN RC



## Janette Love **FRESH PEACHES BIKINIS**

*I started my business out of my home in 1979 by accident. After sewing matching swimsuit outfits for my daughter and I with no intentions of starting a business, the neighborhood orders started to come in. I received community support and today we are one of the largest swimwear stores in the country with handmade bikinis designed by a woman for all women.*

## Denise Perez-McCain **CALLE OCHO CUBAN CAFECITO**

*Calle Ocho is the extension of my family. I wanted to bring culture and diversity to Rancho Cucamonga and create an environment where people could connect through food and coffee. We pride ourselves in making coffee from cafeteras just like we do at home.*

## Jill Klee **HAMMER AND STAIN-SOCAL**

*RC is where I call home and I love being able to provide a fun, entertaining experience for my community. Our goal is for our customers to have a place to unwind, relax and enjoy some quality time with friends.*

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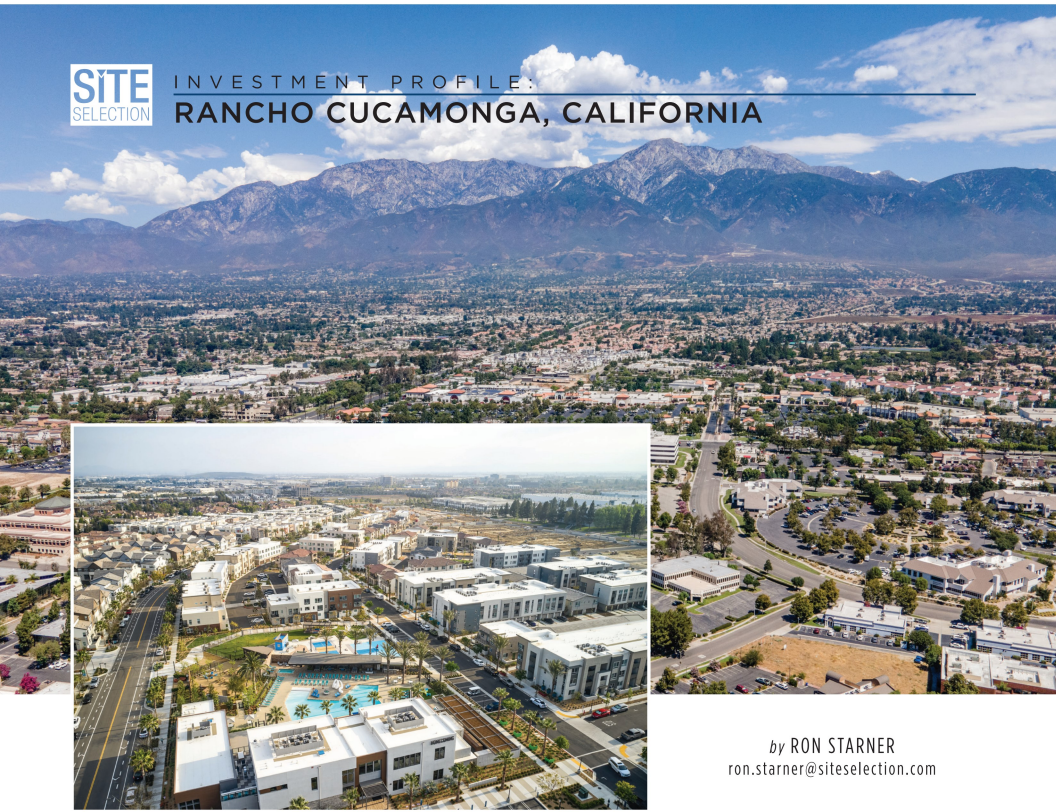
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CUCAMONGA**

*"Our vision is to create an equitable, sustainable, and vibrant city, rich in opportunity for all to thrive by building on our foundation and success as a world class community."*

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# **SITE SELECTION MAGAZINE SEPTEMBER 2023 ARTICLE**





# The New Industry Hub of Southern California

45 minutes east of LA, a 46-year-old city rises with transit-oriented development.

by **RON STARNER**  
ron.starner@siteselection.com

**L**ocated in southwest San Bernardino County 37 miles east of downtown Los Angeles, the City of Rancho Cucamonga is making a name for itself in transit-oriented development and the businesses that follow it.

Once referenced in a Jack Benny monologue and popularized in Looney Tunes cartoons between the 1930s and 1960s, Rancho Cucamonga today is a serious contender for manufacturing heavyweights seeking a more business friendly destination in Southern California with easy access to international and interstate commerce hubs. Increasingly, these companies are finding that mix of location factors in this 177,000-resident city at the heart of the white-hot Inland Empire.

Looking for validation that Rancho Cucamonga's moment has arrived?



**We are beginning to see a new generation of businesses looking at Rancho Cucamonga.”**

— L. Dennis Michael, Mayor of Rancho Cucamonga

Consider this roster of advanced manufacturers that now call this city home: Perimeter Solutions, a producer of fire retardants; Amphastar, a biopharmaceutical firm; General Micro Systems, a tech manufacturer; Kumho Tire; and Evolution Fresh, a Starbucks company. Add to that lineup Coca-Cola and Frito Lay, and you realize that no one's underestimating Rancho Cucamonga anymore.

Far from it, corporate executives are flocking to this 46-year-old city in droves. Many are drawn by a rapidly expanding array of transportation options and how they connect to each other. Four-time-elected Mayor L. Dennis Michael perhaps said it best when he noted that “new transit options greatly facilitate this shift (of businesses choosing to locate in the city) and make it easier to get in and out of Rancho, travel locally and nationally or internationally. And it lessens the number of people who have to be dependent on cars.”

The city's new transit options will soon include high-speed rail, a tunnel to Ontario International Airport (ONT), bus rapid transit, and the new Cucamonga Station.

#### Multimodal Transit Options Abound

Atif Elkadi, CEO of ONT, says the airport's partnership with Rancho Cucamonga is important because “it creates better access to the airport for their city. We consider ourselves partners with the entire region. That is why we wanted to facilitate the connection of the new Cucamonga Station to the airport. We are motivated by a desire to avoid the congestion we see happening at other airports around the country. We know

that the passengers' journeys begin when they leave home, not just when they board an airplane.”

Part of the city's vision for decreasing congestion and improving livability is to increase the density and the various types of development in certain parts of town. “The city's new General Plan in 2021 prioritized increased housing density and increased job density through mixed-use corridors,” says Mayor Michael. “Most of our main north-south and east-west arterials are now zoned for greater intensity.”

The mayor adds that “mixed-use development enables higher densities of people in a more compact footprint. This is attractive to retailers who look at rooftops and residential areas to determine if demand exists for new locations. Typical urban downtown development often helps attract a higher-end business, including office and service uses, which depend on the density of people in a compact location to support their use.”

At the center of the new General Plan is the HART District, a transit-oriented, mixed-use area that is bordered by Haven Avenue, Arrow Route and Rochester Avenue. The city's goal is to enhance walkability by tying in connections to Metrolink, Omnitrans and ONT.

#### Live-Work-Play Comes to Life

Another leader who's working to bring more density to this community is Jeff Bischofberger, office broker with Lee & Associates. “JRC Real Estate Investments is developing 248 apartments with 25,000 square feet of supporting commercial space in the city,” he says. “They broke ground a month ago. This project will deliver in the middle of 2025. After

COVID-19, the city put together a new General Plan. They created a mixed-use district (MUD) of 9.37 acres. It is a transit-oriented development.”

Bischofberger says the city “is trying hard to get all sites being developed to work together. Employees will work in these new office buildings, live in the development, go to lunch there, use a gym facility there, and otherwise enjoy the amenities and shopping that will be available to them in one central location.”

He adds that one goal of the HART District is to draw people back into the office. “The way that companies are going to do that will be to draw workers back in through amenities,” he says. “I know this market very well. I have been working here for 20 years. The mayor and others have a great vision for the city; and they have kept true to that vision.”

Mayor Michael himself says the ultimate validation occurs when companies vote with their feet and move to the city – something he openly welcomes. “We are beginning to see a new generation of businesses looking at Rancho Cucamonga,” he says. “This includes office uses in the medical, high-tech and advanced manufacturing areas that previously would not have considered locating in a suburban community like Rancho Cucamonga.”

They are doing that now, and the council and leadership's vision is quickly becoming a reality. ▼

This Investment Profile was prepared under the auspices of the City of Rancho Cucamonga. For more information, email [ChooseRC@CityofRC.us](mailto:ChooseRC@CityofRC.us). On the web, go to [www.cityofrc.us/economicdevelopment](http://www.cityofrc.us/economicdevelopment)



**CONNECT CRE TOD  
OCTOBER 2023 ARTICLE**

BY: MATT MARQUEZ    OCTOBER 27, 2023



## Five Tips to Ensure TODs Spark Economic Development

The dramatic rise in hybrid and work-from-home employment driven by new communications technologies, low unemployment rates, and the after-effects of the pandemic have redistributed many in America's workforce across the nation. Forward-looking cities and counties, especially ones on a growth trajectory, see this shifting labor pool as an economic development opportunity to attract and retain business in their municipality and are making investments to embrace inbound workers and companies.

Because of the vital importance of ensuring smooth movement of people and goods, an increasing number of cities and counties are prioritizing their transportation infrastructure through investments in and support of transit-oriented developments (TODs) that create vibrant, livable communities that are safe and walkable, and located near high-quality bus and/or passenger train

systems. This proximity to mass transit reduces the dependency on automobiles for mobility, lowers carbon emissions, and increases convenience for residents and workers.

TODs offer effective value-capture strategies that generate sustainable, long-term revenue streams that can help repay debt used to finance the upfront costs of building a transit center and surrounding infrastructure. According to the Federal Transit Administration (part of the U.S. Department of Transportation), studies show that transit projects increase nearby property values by 30 to 40 percent.

As cities and counties contemplate the pursuit of TODs as part of their revitalization or renewal planning, here are five tips to maximize its economic development impact:

### **1. Ensure True Multi-Modal Capabilities**

Transit centers are most effective when they act as a hub for multiple modes of transportation that include bus, light and regular passenger rail service for short- and long-distance travel, access to the nearest airport, cab or on-demand car service (Lyft, Uber), shuttles for nearby employers or business districts, eco-friendly bikes or EV scooters, and walkability to nearby places of employment and/or attractions. Being close to arterial highway corridors is a major plus.

### **2. Locate Near Office and/or Industrial Districts**

While this tip may seem obvious, the bigger point is – if a city or county does not have a branded or easily identifiable office or industrial district near a proposed transit center – it will need to develop one as part of its TOD plans. This effort can be as simple as a branding and marketing exercise for a preexisting area or as involved as going through the entitlement process followed by development and construction. Whether attracting or retaining business, corporate site selectors need a clear picture of a transit-oriented, mixed-use district that will promote growth and profitability, mobility for workers, and easy access to nearby amenities.

### **3. Provide Easy Access to Retail and Entertainment**

Residents and visitors want fun places to go, more to do, and more ways to get there. They want to gather and socialize in lively centers; shopping areas; arts, culture, and entertainment venues; and sports arenas. A transit center should ideally provide walkable or shuttle access options to these attractions.

Proximity to retail destinations also will help cities and counties capture more of their residents and visitors' purchases, thereby promoting local businesses.

### **4. Offer Plenty of Nearby, Affordable Housing Stock**

Nearby access to diverse housing options at affordable prices is key to a TOD's long-range prospects to culti-

vate walkable/bikeable neighborhoods. Many cities strategically master plan the communities around a transit center for residential and multi-use housing developments, then incentivize developers to create housing stock.

Also worth noting, many states have TOD housing programs that fund affordable housing developments within a close range (e.g., quarter mile) of transit stations and other such infrastructure improvements.

### **5. Commit to Sustainability**

The environmental benefits of a proposed TOD should be researched and documented, including the anticipated removal of CO<sub>2</sub> emissions, elimination of vehicle miles traveled, use of electrification, etc.

Also important, a city or county should articulate a sustainable, healthy approach to business and the community at large, including its master-planned neighborhoods, well-maintained roads, well-landscaped major corridors, natural open spaces, and other “people-first” design elements that offer an exceptional place for people to live, work, and play.

### **Conclusion**

Properly visioned and implemented transit-oriented developments can have a transformational impact on a city or county's economic development and long-term fiscal resiliency. By creating a transportation infrastructure that supports large population growth, promotes sustainability, and enables convenient mobility to and from the home, workplace, and local attractions, cities and counties will differentiate themselves over other locations with corporate site selectors and increase their business attraction and retention rates.

*Matt Marquez is the Planning and Economic Development Director for the City of Rancho Cucamonga, a Southern California city with a population over 176,000. Currently developing “Cucamonga Station,” a multi-modal transportation hub with connectivity to Ontario International Airport, the Los Angeles region and San Bernardino/Inland Empire via Metrolink commuter rail, and the HART District, a transit-oriented, mixed-use district. Cucamonga Station is the Southern California landing for the future Brightline West project, a privately funded, high-speed rail from Las Vegas to Southern California.*

**SITE SELECTION MAGAZINE  
MARCH 2024 ADVERTORIAL**



# Rancho Cucamonga's Transit-Oriented Development Opens Next Frontier for Southern California Business

The Inland Empire is the nation's 12th largest metropolitan area and is expected to continue to grow twice as fast as the rest of Southern California over the next 25 years. Since 2019, the Inland Empire has contributed 20% of California's job growth, adding more jobs than any other region. According to California Department of Finance projections, the region will grow by more than 20 percent, increasing in population by almost 970,000. This translates to San Bernardino and Riverside counties adding roughly the equivalent of the population of Austin, Texas, the 10th-largest metropolitan area in the U.S., to the region's current 4.73 million base.

"The HART District and the adjacent Arena District in Ontario will make this area a 'hot spot' destination for business, entertainment, and living," said City of Rancho Cucamonga Mayor L. Dennis Michael. "With more than 2,500 units of housing, and an additional several million square feet of non-residential retail, office, hospitality and manufacturing space being developed, the HART District area will be the largest transit-oriented city center and urban neighborhood in the entire Inland Empire."

As a true transit-oriented development, HART District includes Cucamonga Station, a multi-modal transportation hub that will connect the first high-speed rail station in the U.S. directly to air, bus, and local passenger rail service.

Cucamonga Station currently provides service through Metrolink rail that connects San Bernardino County to downtown Los Angeles, Omnitrans buses, and ONT Connect, which provides shuttle service seven days a week

to Ontario International Airport. New services will include Brightline West, a 218-mile, fully electric high-speed passenger rail system connecting Las Vegas and Southern California; Omnitrans' West Valley Connector Bus Rapid Transit that will serve some of the most densely populated surrounding communities; and an underground tunnel to the airport — all coming online ahead of the Los Angeles 2028 Summer Olympics.

"Cucamonga Station and the HART District are key drivers in a bigger vision, creating a positive economic development ripple effect for the Southern California region," added Mayor Michael. "As a result of our long-term investments, we are seeing more companies choose to locate their business in Rancho Cucamonga, including new industry sectors such as medical, high-tech, and advanced manufacturing, which are very exciting."



**"We are seeing more companies choose to locate their business in Rancho Cucamonga."**

— L. Dennis Michael, Mayor of Rancho Cucamonga

Given this influx of residents and accompanying businesses, having a transportation infrastructure to support local, national, and global mobility is critical to ensuring smooth movement of people and goods throughout the Inland Empire. With a long history of planning for the future, the City of Rancho Cucamonga recognized the expansive population growth on the horizon and began planning multiple transformative developments in housing, retail, transportation, and office to optimally support current and prospective business growth in the region.

A cornerstone of the City's recent General Plan is the HART District, a new transit-oriented, mixed-use housing, retail, and commercial district designed to be a key economic catalyst in the region, creating a lifestyle and commerce hub unlike any other in the Inland Empire.

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# ROUTE FIFTY APRIL 2024 ARTICLE





## 3 tips for short-term land-use planning



Sunset aerial view of the urban core of downtown Rancho Cucamonga, California. MATTGUSH/GETTYIMAGES

By [John R. Gillison](#) | APRIL 19, 2024

**COMMENTARY | As populations grow and real estate requirements change, cities or counties should regularly evaluate their mix of land use designations so they get the kind of development they can live with long term.**

Like most cities, Rancho Cucamonga, California, has a detailed, 20-year general plan that establishes a common ground for making decisions about the future. But because of the community's evolving needs, values or long-term issues, such as climate change, health and wellness or land use, that plan is regularly reviewed.

One of the most important elements in the general plan is land use designation, which specifies the type, intensity and distribution of land used for a variety of public and private purposes, such as housing, business, industry, open space, education, public buildings and waste disposal facilities. Proper land use is critical because it shapes other significant planning decisions involving transportation, electricity, water demand and more.

As populations grow and real estate development requirements change, cities or counties must regularly evaluate their mix of land use designations to properly classify and distinguish the various land uses needed within their jurisdiction and allowable by code. This evaluation and its impact on land use planning directs how, where and what kind of development may occur. Plotting the distribution of these designations is referred to a land use map, controls or table.

Based on my experience with the decades-long evolution of the land use table for Rancho Cucamonga, there are three principles that jurisdictions should consider as they make their short-term development decisions.

### 1. Avoid Pursuing “Hot Markets”

This consideration may be the toughest to follow because cities and counties are constantly presented with opportunities to entertain new commercial real estate, or CRE, developments in emerging property types.

For example, in the last 20 years, the digital economy has spurred a huge new sector that features cell phone towers, data centers and server farms. On the surface, given the increasing connectivity in the world, growing 5G communication infrastructure and rapid proliferation of artificial intelligence, the temptation to “jump on the bandwagon” and rezone portions of a jurisdiction to accommodate development in this space may seem like a great idea. However, there are other considerations, such as a lack of suitable land and labor as well as high energy costs driven by the massive amounts of electricity required to power and climate-control equipment that may tilt the scales against this sector being a good fit.



## Connecting state and local government leaders

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Another example can be resurgent traditional CRE sectors, such as industrial, which experienced a strong rebound in 2023 after considerable slowing during COVID lockdowns. Strong consumer spending and increasing nearshoring (i.e., placing manufacturing or operations close to or in the U.S.) drove construction of logistics facilities and warehouses and led to high occupancy and rent rates.

On the surface, logistics may seem a good opportunity. However, a recent Los Angeles Times article paints a different picture of this sector with data indicating some shrinkage for the first time in years. Ultimately, all of these data points must be considered, and, in the case of Rancho Cucamonga, city leadership held the course outlined in the city's general plan and adhered to its current levels of land use for logistics.

Given that different uses of land should be strategically assessed and prioritized based on their capability to generate sales tax revenue to pay for city services, jurisdictions must carefully evaluate new opportunities of this kind and use the research and due diligence conducted in writing their current general plan to provide guidance on whether to act on them.

### 2. Look Forward, Not Back

It can be easy for agencies to look at past general plans and economic development approaches as a baseline or touchstone for how to proceed with future land use planning. If a city or county has a lot of industrial, office, hospitality or other CRE sector, the temptation may be to rely on their “bread and butter” and not take advantage of other opportunities that present themselves.

Here, cities and counties must perform deep analysis on their community needs and market conditions to make decisions on, for example, the need for more senior living housing to address an aging population or flex industrial space to balance long-term warehousing. Analysis will also show whether their jurisdiction can invest the necessary capital to build the tech infrastructure required for advanced manufacturing or digital sectors or if they should repurpose office space that has been impacted by telecommuting. The list goes on.

Over three decades spanning numerous city councils, the leadership of Rancho Cucamonga created a vision for and eventually developed of a large retail complex, a multimodal transit-oriented facility and multifamily housing to accommodate the expanding regional population. Along the way, certain areas of the city's land use table had to be rezoned so the city could move on from its industrial heritage to more office, retail and mixed-use development.

### 3. Balance Property Types

While it may seem straightforward to point out the need to diversify an agency's land use table to mitigate risk if a particular property type underperforms due to market conditions, many cities and counties tend to devote too much land to certain types of development based on perceived opportunities, running the risk of neglecting their own general plan in doing so.

Because the real estate market is cyclical by nature, cities and counties are best served by balancing all the property types in their land use table. Each jurisdiction is unique, so there's no general rule of thumb for what percentages to assign to different property types.

### Conclusion

As cities evolve their land use table, leaders must remain in close communication with members of the local commercial and residential real estate community, including developers, construction companies, brokers and industry influencers. With quarterly or semi-annual meetings with local CRE brokers, for example, agency leaders can get essential feedback in understanding market trends and other impacts that will affect city planning and rezoning.

From an economic development standpoint, it's important that the real estate community knows the city's long-range plans so that its members can adjust for opportunities or changes, as necessary. Ideally, city leadership will act in collaboration with the real estate decision-makers to drive development and leasing that serves the mutual interests of both business and government.

Land-use planning and sticking to a long-range vision will have its challenges. However, by moderating which property types are permitted, keeping a future-looking eye to the community's needs and balancing property types, cities and counties can optimally position themselves for growth in whatever forms it takes.

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*John R. Gillison has been the city manager of Rancho Cucamonga, California, for more than 10 years. He has more than 30 years in the public sector in five different agencies, two different counties, full service and contract cities, charter and general law, with populations ranging in size from 15,000 to nearly 185,000 in population*

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