Chapter 4: Economic Development

RANCHO CUCAMONGA GENERAL PLAN

Introduction

A healthy local economy is one that is home to diversified businesses and industries that serve local and regional needs, and one that supports a highly trained and educated workforce. To create and sustain a healthy and diverse economy, a city must have the support systems that attract businesses: a variety of available housing and mobility options, a high level of community amenities, and adequate infrastructure to serve technologically advanced businesses. With these vital elements in place, Rancho Cucamonga can attract, retain, and facilitate growth of local businesses, which in turn will allow the City to remain fiscally sound and thus able to continue providing high levels of public services and many community programs.

In the last few decades, Rancho Cucamonga has grown from a relatively small, agricultural town into a City with a skilled workforce, a strong manufacturing sector, growing employment in service industries, and little remaining vacant land. Historic and current land use policies have shaped the City into an economically diverse, relatively affluent, and well-educated community. Moving forward, Rancho Cucamonga will need to seek out commercial and industrial infill and revitalization opportunities, and attract professional and "green" technology employers to continue its economic expansion and diversification. The City will face the additional issues of increasing transportation costs and a growing desire among local residents to continue to create a vibrant, diversified local economy.

Chapter 4: Economic Development

This Chapter includes the following sections:

- Economic Overview
- Redevelopment and Investment
- Diverse and Sustainable Economic Base
- Long-Term Fiscal Sustainability
- Quality of Life

Achieving Our Vision

Rancho Cucamonga is a premier City in the Inland Empire. The many businesses in the community provide numerous opportunities for local residents to also work here. The City's economic development strategies—in addition to creating locational advantages for employment and commerce—have provided a sound financial foundation for the provision of quality public services. Rancho Cucamonga's economy is diverse and healthy in both the industrial and commercial economic sectors, and includes an expanding number of knowledge-based businesses that take advantage of both location and an educated work force. These factors combine to create an attractive, well-planned, highly mobile, and engaged community that continues to attract new businesses.

The City of Rancho Cucamonga's vision for economic development is reflected in the following Spirit of Rancho Cucamonga Guiding Principles:

The Spirit of Family

- Our economic development priorities are to support individuals and families by providing high-quality services and facilities.

The Spirit of Innovation and Enterprise

- We are a business-friendly community. We are committed to a fair, entrepreneurial, and successful structure of fees, assessments, and community contributions which provide the funding for the City governance, public safety, and the development and maintenance of quality infrastructure, recreational programs, and open space-related facilities.

- We emphasize development of a balanced, integrated, multi-modal circulation system which includes sidewalks, bikeways, streets, equestrian and hiking trails and mass transit. The system is efficient and safe, and connects neighborhoods to jobs, shopping, services, and active and passive open space.

- We maximize the industrial economic development power of our rail and highway connections. The Foothill Boulevard, State Route 210 (SR-210), and Interstate 15 (I-15) corridors are the core of our commercial development and provide both jobs for our families and revenues for our community services. Our economic base maintains a mix of cultural, residential, industrial, and local and regional commercial uses with stable development.

- As we mature as a City, infill development will maintain our high standards and will complement existing development.

The Spirit of Leadership

- The City promotes a balanced approach towards development that pays attention to long-term economic strength and fiscal responsibility. A sustainable economy requires a diversified employment and fiscal base. We take pride in the fiscal soundness enjoyed by our City as a result of solid development decisions, prudent financial management, and a strong commitment by residents to add value through their efforts.

The Spirit of Tomorrow

- We recognize there is an interdependent relationship between an educated citizenry, economic development, and a thriving community.

Economic Overview

As one of the last cities in southwestern San Bernardino County to urbanize, Rancho Cucamonga's early landscape was dominated by citrus farms and vineyards. Although some vineyards remain today, Rancho Cucamonga's agricultural landscape was replaced largely with single-family residential neighborhoods and commercial and industrial development in the 1980s and 1990s. At that time, new residents and industries were drawn to the City by the low cost of land. Manufacturing and warehousing companies were particularly attracted by Rancho Cucamonga's easy freeway and rail access to the ports and coastal counties. These industries dominated the local economy for two decades, but beginning in the late 1990s, regional-serving retail and office-based industries have become integral to the Rancho Cucamonga economy. Major development milestones include:

- Extension of the SR-210 freeway, completed in 2002
- The success of Victoria Gardens, a regional-serving lifestyle shopping center, initiated in 2004
- Construction of the Epicenter sports complex (1992) and Central Park (first phase completed in 2005)
- Significant new housing and office construction between 2002-2006

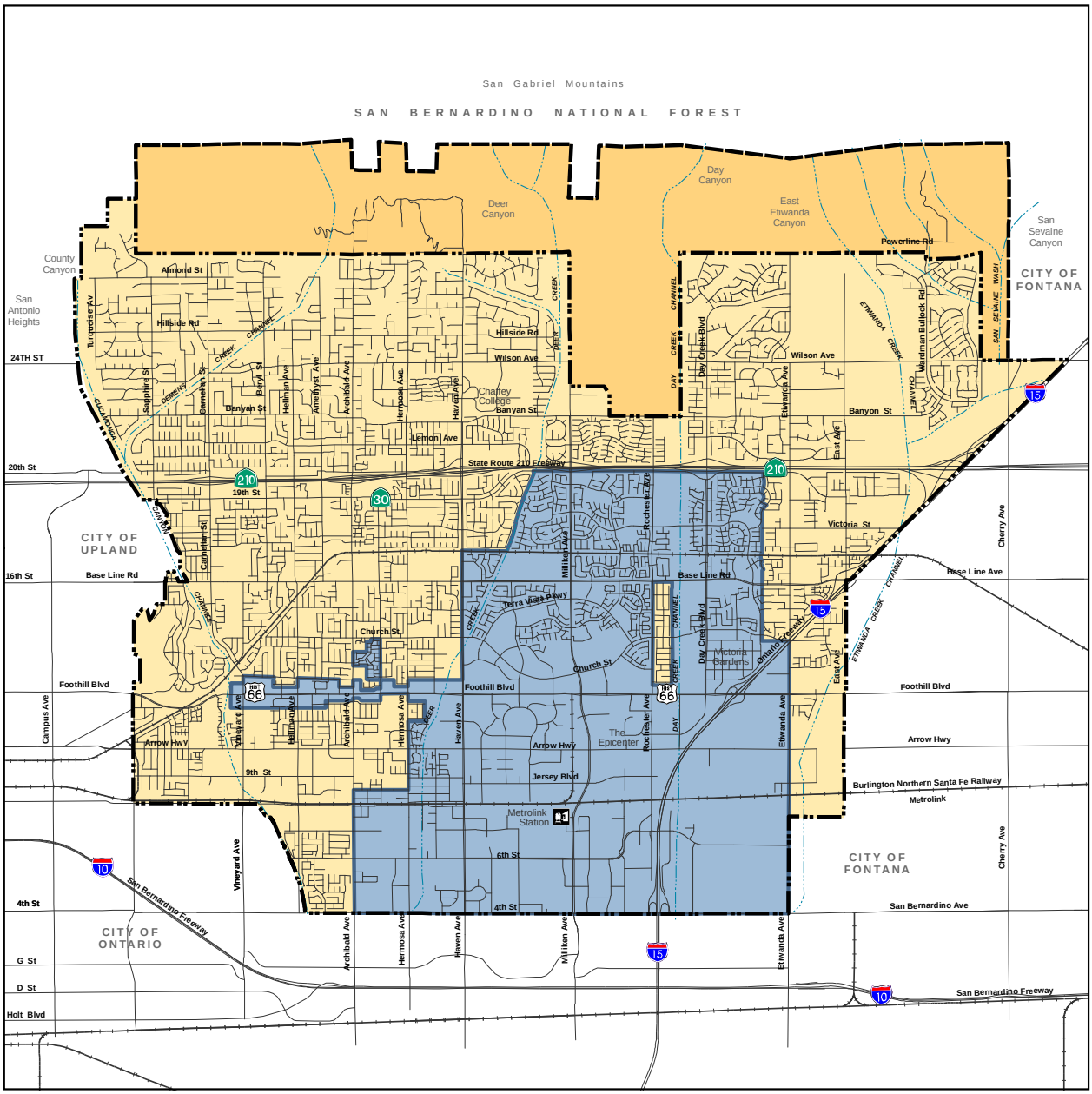
Whereas many Inland Empire communities developed in the mid-twentieth century, Rancho Cucamonga's most significant non-housing growth occurred starting in the mid-1980s, continued through the 1990s well into the early 2000s. As a result, Rancho Cucamonga's economy has diversified rapidly, and developed with less dependency on workers commuting great distances to jobs centers and better integration with the economies of surrounding cities.

Redevelopment and Investment

Redevelopment is a process created by the State of California to assist local governments in eliminating blight and revitalizing specific areas. Redevelopment provides communities with a funding mechanism to make infrastructure improvements, acquire property, and support new development and rehabilitation. A portion of redevelopment funds must also be used to promote affordable housing opportunities in the City.

Since its formation in 1981, the Rancho Cucamonga Redevelopment Agency has conducted an aggressive effort to eliminate blight in the City. Rancho Cucamonga's redevelopment plan has contributed to the City's success in attracting quality jobs and new commercial development, and creating affordable housing. The Agency proactively seeks desirable new businesses and development that will provide employment and revenue for the community.

The Redevelopment Project Area encompasses approximately 8,500 acres of land generally located in the central and eastern portion of the City, between the SR-210 Freeway and 4th Street (Figure ED-1). Through the Agency's assistance in the construction of major infrastructure improvements, the economic strength of the project area has been enhanced.



Redevelopment Project Area

Source: *City of Rancho Cucamonga Redevelopment Agency*

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Figure ED-1: Redevelopment Project Area

Diverse and Sustainable Economic Base

Since incorporation in 1977, Rancho Cucamonga has placed a high priority on ensuring that local residents have access to a diverse local job base. As a result, the City enjoys some of the healthiest manufacturing, office, and retail job concentrations in the region.

Many cities seek to achieve a healthy jobs-housing balance, which allows residents to enjoy shorter, less congested commutes by living close to their place of work. While many suburban communities are unable to achieve this balance as they lack a major concentration of jobs, Rancho Cucamonga has achieved a nearly equal balance between job growth and housing growth. The ratio of jobs to employed residents in Rancho Cucamonga has increased over the years. In 2007, there were 0.84 jobs for each employed resident which represents a 20 percent increase since 2001 when there were 0.70 jobs for each resident.

However, this does not necessarily mean that City residents are employed in businesses located in Rancho Cucamonga. To achieve a high proportion of people both living and working in the City (and the quality of life afforded by this opportunity), the City endeavors to match the types of jobs and land uses with the skill levels and career aspirations of our residents.

Between 1990 and 2000, the share of residents who worked in Rancho Cucamonga increased to 23 percent, and almost two-thirds of local residents worked someplace in San Bernardino County. Businesses in Rancho Cucamonga draw most of their employees from the counties of San Bernardino, Riverside, and eastern parts of Los Angeles, and particularly from cities just to the south and east of Rancho Cucamonga, including Ontario, Fontana, Rialto, San Bernardino, and Riverside.

Workforce Characteristics

San Bernardino County has long been one of the fastest growing counties in the nation. As one of the newest cities in the county, Rancho Cucamonga has seen its population and housing stock grow significantly faster than the county rates over the last several decades. Between 2000 and 2009, the City's population increased 40 percent (from approximately 127,700 residents to about 179,200), while the county as a whole grew 21 percent.

As Rancho Cucamonga's population has grown, it has also become increasingly diverse, with rapid growth among the Latino population. In response to the needs of the population, the housing stock has also grown increasingly diverse. While owner-occupied, single-family homes dominate the City's landscape, the number of multi-units has expanded, reflecting not only the diversifying population but also Rancho Cucamonga's policy of encouraging construction of apartments and condominiums to serve young professionals and older adults.

Rancho Cucamonga has a larger share of families and highly educated, upper-income residents than the county at large. In 2008, approximately 23 percent of Rancho Cucamonga's population over the age of 25 had attained a Bachelor's degree or higher, compared to 16 percent in the county, and the City's 2008 median income of $76,379 was 45 percent higher than county median.

Most of Rancho Cucamonga's residents are employed in office-based jobs in industries that include education, health and social services, finance, insurance, and real estate. A significant number of residents have jobs in the retail, manufacturing, and construction industries.

The high level of educational attainment among residents often makes residents more closely qualified for office-based jobs than for the core manufacturing, retail, and support jobs that dominate the City's local economy. While Rancho Cucamonga has a growing share of the regional jobs in office-based sectors that require a bachelor's degree or higher, we must take into account that many of the City's residents tend to work in more highly skilled, service-oriented positions than the local economy currently offers (Table ED-1).

Table ED-1: Top Industries in Rancho Cucamonga versus Top Industries Where Residents Work

Top 5 Industries in Rancho Cucamonga	Top 5 Industries Where Rancho Cucamonga Residents Work
1. Manufacturing (15%)	1. Educational, health, and social services (21%)
2. Retail (13%)	2. Retail (13%)
3. Administrative, support, waste management, and remediation services (11%)	3. Manufacturing (13%)
4. Accommodation, food services, art, entertainment and recreation (10%)	4. Finance, insurance, and real estate (8%)
5. Construction (8%)	5. Construction (6%)

Source: California Employment Development Department, 2007; U.S. Census, 2000; Strategic Economics, 2008.

The strong presence of manufacturing and industrial jobs in Rancho Cucamonga is nonetheless a critical and much desired component of the City's economy. Manufacturing jobs tend to offer a median wage for workers who do not have formal education beyond a high school degree, and requirements for long-term on-the-job training offer workers job stability and room for upward mobility.

Land Uses and the Economy

In 2007, Rancho Cucamonga accommodated over 63,000 jobs, or approximately five percent of the Inland Empire's[1] economy. Since 2001, the City's economy has grown by 38 percent, compared with an increase of 22 percent in the Inland Empire. Although early economic growth in the Inland Empire was fueled by the warehousing and logistics industries, Rancho Cucamonga has demonstrated an ability to attract a wider range of industry types, including heavy and light industrial, office, and retail.

Industrial

Rancho Cucamonga offers a highly competitive location for manufacturing and industrial businesses. Warehousing and manufacturing users find the City's accessibility to major population centers in the Los Angeles region to be a significant advantage; warehousing users in particular take advantage of proximity to the ports of Los Angeles and Long Beach via rail and freeways. This locational advantage may be slightly compromised by rising land costs, but increases in gas prices and other transportation costs will boost Rancho Cucamonga's competitiveness over lower-priced areas to the north and east. As a result, there may increasingly be situations where local industrial employers want to expand, but to do so could require

[1] *For the purposes of this analysis, the Inland Empire includes San Bernardino and Riverside Counties.*

modification of the City's parking regulations and a reduction of available large land parcels. Also, competition for relatively less expensive industrial properties (relative to commercial lands) by large-scale churches and similar community service uses could begin to diminish the inventory of land for industrial enterprises. In addition, non-industrial uses in industrial districts give rise to complaints (by the non-industrial users) of traffic, noise, and smells. With growing competition for large industrial parcels, the City will need to reevaluate its policies and regulations pertaining to land uses in industrial areas to avoid future land use conflicts.

Industrial use, located south of Foothill Boulevard and east of Milliken Avenue

The City has updated its industrial zoning regulations to better recognize the needs of different industries. However, brokers and businesses interviewed as part of the General Plan Update process cited regulatory requirements as a barrier to industrial development and expansion; therefore, the City will continue to pursue strategies to address this issue. Should it prove challenging in the future to encourage key manufacturing businesses to move to, expand, or stay in Rancho Cucamonga, the City may need to conduct additional reviews of its parking regulations, noise ordinances, wastewater discharge, circulatory, and mixed-use office/industrial zoning regulations.

Office

While manufacturing continues to dominate the employment base in Rancho Cucamonga, office, retail, and housing developments have established a more diverse local economy, which will create greater economic stability in the long run. Prior to the economic downturn of 2007-2010, growth among office-based industries was rapid as firms relocated to take advantage of the concentration of highly educated residents in Rancho Cucamonga.

Rancho Cucamonga anticipates significant growth among office-based industry groups as relatively new Class A office space becomes occupied. One of the key issues for the City is to ensure that this space can attract the widest range of office tenants to support continued diversification of the local economy. The City will endeavor to pursue growth in front-office operations in industries such as finance, insurance, and information, and continue to encourage growth in the healthcare industry.

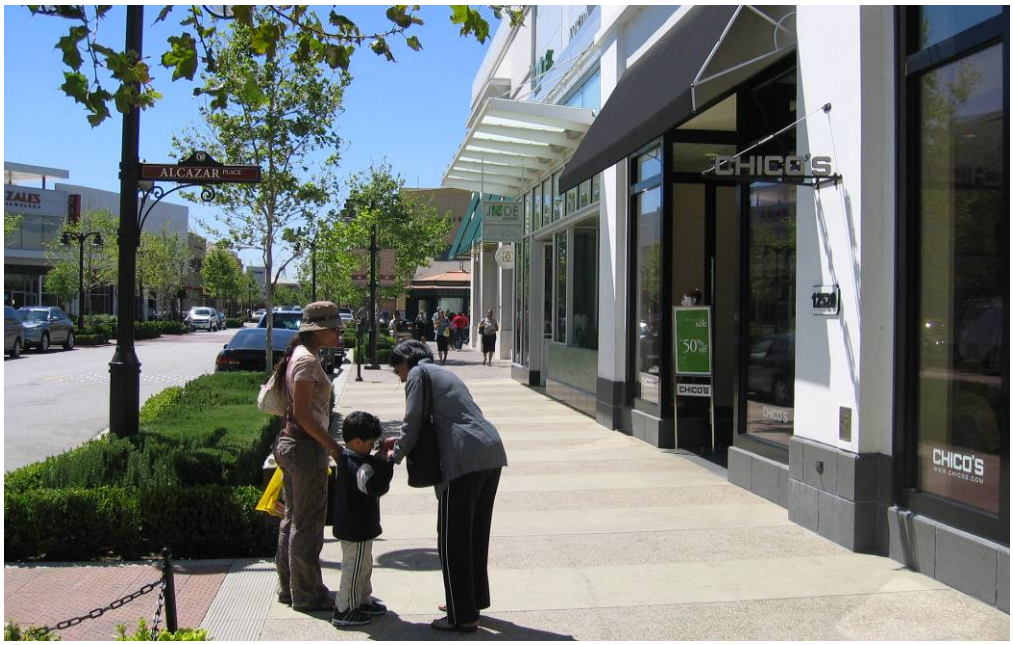
Finally, with its highly educated labor force, wonderful public amenities, shopping opportunities, and relatively low cost of living, Rancho Cucamonga has distinct advantages that will allow it to attract a greater share of the knowledge-based

industry group, or creative class,[2] to locate new businesses here. To enhance the amenities that will draw these types of jobs, City economic goals include expansion of the local retail base to include more dining and shopping options in the Haven Avenue Overlay District area. The City should also closely monitor new office space near Victoria Gardens to determine whether this area is successful in attracting knowledge-based office users who place a high priority on quality-of-life amenities such as nearby dining, shopping, and residential opportunities.

Retail

Rancho Cucamonga's retail shopping areas are organized along three main corridors: Foothill Boulevard, Base Line Road, and SR-210. Shopping centers in the southern and western parts of the City were built in the late 1970s and 1980s to serve the immediate surrounding neighborhoods that were built around the same time. Commercial development to the east, on the other hand, occurred later and has been designed to serve the region's burgeoning, increasingly upper income population. The proximity of I-15 and the large parcels available on Foothill Boulevard helped drive the construction of a number of large, regional-serving shopping centers during the 1990s and 2000s. Victoria Gardens and the surrounding centers and big-box developments represent the latest wave of this trend, targeting an increasingly affluent market sector in the Inland Empire with a variety of goods in a lifestyle setting.

Victoria Gardens offers a unique "lifestyle" shopping experience.



The dispersed nature of retail centers throughout Rancho Cucamonga offers opportunity to move toward the Healthy City objectives established by this General Plan, and to create high-quality work environments for local businesses. To achieve the vision of a City where nearly all local residents can bike, walk, or take transit for daily shopping needs, the scattered neighborhood shopping centers along Base Line

[2] *In Richard Florida's book The Rise of the Creative Class: And How It is Transforming Work, Leisure, Community and Everyday Life (2002), a particular socioeconomic class of worker, defined as the "creative class," are those who seek "active participation and experiential activities that are multidimensional" and "a teeming blend of cafes, sidewalk musicians, and small galleries and bistros, where it is hard to draw the line between participant and observer, or between creativity and its creators".*

Road and north-south corridors such as Haven Avenue will need to expand the range of goods and services desired by local neighborhood residents. A safe and well-marked street environment will be needed to encourage bicycling and walking, especially for residents who need to cross SR-210 to access the neighborhood-serving retail nodes in northern Rancho Cucamonga. One way to use targeted development as a catalyst would be the addition of more dining options near the Haven Avenue office corridor, as allowed by the Haven Avenue Overlay District. This will create a significant amenity that will draw knowledge-based industries to this new space.

Residential

Demographic projections and the labor force needs of local employers suggest a future demand for new housing for diverse household compositions: single persons, young couples with no or very small children, and older adults looking to downsize from their suburban homes. Developers can respond to demands that are different from Rancho Cucamonga's traditional single-family neighborhoods through General Plan and zoning opportunities that allow construction of condominiums, apartments, compact and clustered detached housing, and townhomes. With a greater diversity of housing options, the City will be able to accommodate a resident workforce that meets the needs of local firms. Specifically, more workforce housing located near transit stops, the Metrolink station, and the proposed Bus Rapid Transit (BRT) line will be particularly critical to attract new residents that work in the local manufacturing and warehousing companies. Young professionals in office-based industries may prefer condominiums and apartments rather than detached housing on lots that require weekend time for maintenance and care. Higher-density attached housing types and mixed-use development along corridors will help stimulate underperforming commercial nodes and corridors, west Foothill Boulevard in particular.

Long-Term Fiscal Sustainability

To maintain the high quality of life and community amenities that residents expect, Rancho Cucamonga will need to continue its good fiscal management and maintain consistent revenue sources to fund City services. The General Fund, which provides the most significant source of revenue for local services and improvements, is funded largely by the dollars generated by the City's economic base and revenue structure (sales tax and property tax). Future development creates new opportunities to enhance and diversify the City's revenue stream, and to provide resilience through future economic cycles.

Rancho Cucamonga's taxable retail sales have increased dramatically over time, growing by 117 percent between 1998 and 2007. Most of this growth took place between 2003 and 2005, driven by the development of Victoria Gardens and several other major regional retailers, and by rapid population and housing growth.

As a result of this rapid growth, Rancho Cucamonga's total taxable retail sales are the fourth highest in San Bernardino County. However, in per capita terms, the City's taxable retail sales were about average compared to other cities in the county (2006 data). This is largely because the City lacks the automobile dealerships that have historically represented the greatest sales tax contributors in other cities.[3] Instead, the City's retailers serve an increasingly high-end local and regional residential

[3] *The significant upheaval in the U.S. auto market in 2008-2009 caused many auto-sales dependent cities to experience dramatic decreases in sales tax revenues, indicating the dangers of relying heavily on a particular economy, and especially one that can be slow to recover from economic crises. Cities, like individual investors, benefit from diversification.*

market, showing competitive sales performance in apparel, general merchandise, and home furnishings compared to its neighbors. With the development and continued expansion of Victoria Gardens, Rancho Cucamonga is becoming the premier location in the Inland Empire for high-end retail, a niche that was previously unfilled.

In addition to retail sales tax, property tax provides a portion of the General Fund. A healthy housing market keeps property values high. As older homeowners who benefitted from the tax advantages of Proposition 13 move from their large homes into housing better suited for seniors, the reassessment of existing housing will help build property tax revenues. To further diversify General Fund revenues, Transient Occupancy Tax, or hotel bed tax, can also provide substantial revenue to the City.

Quality of Life

Rancho Cucamonga has always placed a priority on quality, comfortable living and working environments. By continuing to promote quality of life (defined in this document as a Healthy Mind, Body, and Earth) as a key community value, Rancho Cucamonga will see real economic benefits. The City will benefit from businesses looking to associate with a city that has admirable standards and a business-friendly attitude. It will benefit from people wanting to spend their money in Rancho Cucamonga stores and restaurants. The results of interviews with ten major companies that have located in Rancho Cucamonga in the last ten years revealed that many professional and technical office firms have located here because it provides the residence of choice in the Inland Empire for executives. Workers cite the range of housing options available for all household income ranges, which allows professionals and laborers alike to live near work places.

While low land costs might once have been a competitive advantage of doing business in San Bernardino County, that will not always be the case in the next decades. This is especially true in cities that have limited remaining vacant land. Therefore, maintaining the highest quality of life for residents, employers, and workers in Rancho Cucamonga will enable the City to attract and successfully compete for desired new businesses into the future.

Healthy RC Initiative and the Local Economy

Rancho Cucamonga is a leader in the region in facilitating the development of a Healthy City in all aspects of life. Economic components of the Healthy RC initiative include:

- Reducing commute times and shifting commute modes toward walking, biking, and transit with an eye on reducing obesity and improving air quality
- Creating local work opportunities for residents, and attracting new residents who work in existing local jobs
- Building a range of housing types within walking distance of jobs and commercial services
- Limiting non-work car trips by encouraging walking, biking, and taking transit for both recreational and shopping trips
- Diversifying the City's industry mix in order to better withstand fluctuations in the regional and national economy

- Attracting high-tech green businesses

Setting the Bar High: Development Standards

Rancho Cucamonga residents are proud of the beauty of their neighborhoods, business districts, parks, and the foothills abutting the City's northern edge. When Rancho Cucamonga incorporated, City leaders stressed the importance of quality and well-maintained places as a way to encourage investment. By establishing clear standards for quality development, the City has been able to ensure that new development produces attractive buildings and building complexes, public and private landscaping, accessible public art, supportive infrastructure, and outstanding public facilities. Rancho Cucamonga definitively expresses its expectations for any contribution to the private development realm, and the City leads by example in the design and maintenance of public places. This image is a critical component in the City's ability to continue to attract new businesses.

Regional Connectivity

Despite City efforts to match the creation of local jobs with the education levels and income requirements of local residents, many residents will continue to commute outside of Rancho Cucamonga daily. Also, many workers will come to Rancho Cucamonga from nearby cities. The San Bernardino Metrolink line provides a convenient alternative to driving for people who live and work near a Metrolink station, and serves as an option for folks who live in Rancho Cucamonga and work in San Bernardino or downtown Los Angeles. Further, enhancing transit-oriented development near the Metrolink station in Rancho Cucamonga will encourage local residents to commute via the train.

However, many Rancho Cucamonga residents work in areas that are not well connected via rail or bus transit.[4] Encouraging expanded development of alternatives to driving, such as enhanced bus access, bicycle/pedestrian trails, bicycle lanes, and light rail extension from the west will help reduce congestion, eliminate commute stress, and encourage biking and walking. The City would also benefit from an enhanced Bus Rapid Transit system (BRT) along Foothill Boulevard such as the one proposed by Omnitrans. Further study will need to be done to document the impacts that such a BRT system would have on the local circulation system and roadway infrastructure.

[4] *The San Bernardino Metrolink line provides service to San Bernardino and other stations to the east, but since this is considered the reverse commute direction, headways during the morning commuting hours are two to three hours long.*

Economic Development Issues

Key issues relative to economic development include:

- **Diverse and Multi-Focused Local Economy.** A diverse economic base is the fundamental building block for the creation of a wide range of employment opportunities, reaching a balance between housing and jobs, and achieving financial stability based on sustained revenues. The City will need to support such economic diversity through allocation of land uses, supporting diversified businesses (e.g., retail, professional, and industrial), attracting "green" businesses, and continuing to be business friendly.

- **Quality of Life.** The quality of life can be a significant factor in business decisions to locate and stay in Rancho Cucamonga. The City will need to support programs and initiatives that provide desirable services to residents, promote high-quality private and public building design, fund public realm enhancements, promote Healthy City objectives, and provide alternative transportation modes.

- **Knowledge-Based Businesses.** Given the high educational attainment of many of its residents, Rancho Cucamonga has the potential to be home to an increasing number of knowledge-based or creative class-type businesses. The City should focus a marketing effort for these types of businesses that highlights more work choices for residents and decreased commuting and related health and environmental impacts.

- **Retail Expansion.** Increasing retail opportunities allows residents to walk, bike, or take transit to meet their daily shopping needs. New mixed-use development can help meet this need. In addition, new retail will also support long-established local businesses.

- **Industrial Job Base Retention.** As the population grows, increasing pressure to convert industrial lands to non-industrial uses is likely. The City will need to carefully analyze these proposals to avoid future land use conflicts and ensure retention of properly located and sized industrial land. In addition, the City will need to analyze regulations to ensure that businesses wanting to expand and remain in Rancho Cucamonga may do so. This includes warehousing converting to higher end industrial uses.

Economic Development Goals and Policies

The following goals and policies provide guidance and policy direction for economic development strategies and decisions.

GOAL ED-1: Achieve and maintain a diverse and sustainable economic base.

Policy ED-1.1:

Support quality professional and corporate office environments in the Haven Avenue and Victoria Gardens areas.

Discussion: Rancho Cucamonga has experienced growth in highly-skilled office industries, and the demand will continue, given the highly educated nature of the local workforce and Rancho Cucamonga's locational advantages. To encourage these and other office uses, the City will continue to support established office clusters along Haven Avenue, and near the Foothill Boulevard/I-15 intersection. Such support will include maintaining consistently high design standards for new office development, encouraging supporting retail and service uses as appropriate, and continuing tenant- and business-attraction efforts through an Economic Development Strategy.

Policy ED-1.2:

Retain manufacturing industries in industrial areas.

Discussion: Rancho Cucamonga's industrial areas enjoy a strong presence of manufacturing jobs relative to other cities in Southern California. These types of jobs offer local workers livable wages, and provide job security and room for upward mobility among workers who do not have a college education. Further, manufacturing firms employ more workers per acre than other uses, such as warehousing, that also occupy the City's industrial areas. Therefore, the City will continue to support the continued presence and success of manufacturing businesses.

Policy ED-1.3:

Encourage the re-use of vacant warehousing facilities and other sites in industrial zoned areas to attract new, innovative industries, particularly green technology.

Earth

Discussion: Partnering jurisdictions in the Green Valley Initiative, which includes Rancho Cucamonga, have prioritized the attraction of green technology firms in the Inland Empire. Consistent with this initiative, the City will continue to support the development of new buildings and reuse of existing buildings to accommodate the evolving spatial needs of innovative firms, particularly those supporting green technology. The exact type of firm included in the "green tech" category may change over time, but these firms will be supported in Rancho Cucamonga's industrial area, so long as their day-to-day operation is compatible with other uses in the industrial area.

Policy ED-1.4:

Create opportunities for residents and workers to have local access to the full range of retail needs in appropriate areas throughout the City.

Discussion: A strong, diverse retail environment supports a quality local work environment and enables residents to shop within their own city. Over time, the spatial needs of retail tenants and the characteristics of successful shopping environments may evolve; the City will support the provision of retail space that meets the evolving needs of successful retail tenants. Additionally, the City will support development of retail and service space in its employment areas because providing such space directly fills the ancillary needs of nearby workers. Such ancillary uses may include, for example, office supply stores, daily services such as dry cleaning or copy service, and lunchtime dining options.

Policy ED-1.5:

Support housing opportunities for workers of all income ranges.

Discussion: The City has, and will continue to support, housing for the local workforce. Because a diverse economy requires workers of all ages, skill sets, and incomes, the City will continue to support development of housing for the widest variety of household types and needs.

GOAL ED-2: Maintain local long-term fiscal sustainability.

Policy ED-2.1:

Enhance the City's major corridors as generators of both jobs and revenue.

Discussion: As gateway arterials into the City, Foothill Boulevard and Haven Avenue offer opportunities for revitalization and development. By providing high-quality retail and mixed-use development along Foothill Boulevard, the City can also meet the full range of shopping needs among local residents and workers, and enhance the City's sales and property tax bases.

Policy ED-2.2:

Diversify the City's retail base.

Discussion: Rancho Cucamonga supports new development that attracts retail and service tenants that meet the full range of shopping needs. Diversifying the City's retail options will provide for a steady stream of sales tax revenue that is more resilient in economic downturns, compared with retail that is focused just on one sector (vehicle sales, neighborhood needs, tourism, comparison goods, etc.).

Policy ED-2.3:

Expand recreation and cultural attractions to enhance tourism/visitor potential and to boost sales and transient occupancy tax.

Body

Discussion: Rancho Cucamonga has been able to attract a number of high-profile hotel chains serving business visitors. Its proximity to the LA/Ontario International Airport and major job centers makes Rancho Cucamonga a desirable location for business travelers. By expanding its visitor potential to include cultural tourism as well, the City can enhance and diversify its local revenue base. Enhancement of cultural amenities, including regional entertainment options, recreation, and historic preservation, will help to enhance the City's reputation as a destination for a wide range of visitors.

Policy ED-2.4:

Expand lodging choices in the City through the recruitment and placement of full-service hotels that will complement the existing select-service hotel portfolio.

Discussion: Building upon the success of Victoria Gardens, the Cultural Center, the Epicenter Sports Complex, and many other developments, the City is poised to benefit from cultural tourism. A number of high-quality hotels have opened since 2000, and a clear demand exists for additional hospitality services. A full-service Class A hotel facility will remain a priority goal for the Redevelopment Agency.

GOAL ED-3: Continue to emphasize quality as a core community value as it applies to local workers and residents.

Policy ED-3.1:

Continue to make public safety a priority.

Body

Discussion: Rancho Cucamonga will continue to be a safe place to live and do business. The City has historically invested substantially in programs, facilities, and personnel that make Rancho Cucamonga one of the safest communities in the U.S.

Policy ED-3.2:

Provide community and cultural amenities.

Discussion: Rancho Cucamonga can reinforce its reputation as a great place to live, work, and play by supporting the highest quality parks and community facilities, as well as cultural arts and programs, libraries, historic landmarks, and services.

Policy ED-3.3:

Maintain a healthy fiscal balance.

Discussion: High-quality programs, facilities, and services can only be provided if the City continues to attract and maintain revenue-generating businesses.

Policy ED-3.4: **Improve internal circulation for all modes of transportation, consistent with the concept of "Complete Streets."**

Body Earth

Discussion: By minimizing congestion on the roads and enhancing opportunities to walk, bike, or take transit, the City will be able to meet the overall General Plan goal of creating a Healthy City by reducing air pollution and encouraging exercise. This Healthy RC movement is another critical component of improving upon the high quality of life in Rancho Cucamonga. Moreover, enhanced walking, biking, and transit opportunities can help reduce the future transportation costs for local residents and workers, which will create lasting economic sustainability.

Policy ED-3.5: **Facilitate development of additional local and regional entertainment venues.**

Mind

Discussion: Rancho Cucamonga is known as a good community for families with children, but has not been as successful at attracting other demographic groups such as young professionals. Rancho Cucamonga can become known as a place for young professionals to live and work as well, by continuing to expand the range of housing types offered, and by providing more entertainment options. Such diversification will ensure that employers have local access to their full workforce needs, from the entry level to the executive.

Policy ED-3.6: **Leverage the City's quality of life amenities to attract more knowledge-based workers.**

Mind

Discussion: There is a small but growing concentration of knowledge-based industries in Rancho Cucamonga. This industry group includes firms in professional and technical services, such as engineers, architects, and accountants, requiring a highly educated labor pool. These types of industries have historically not maintained a strong presence in the Inland Empire but will become a greater share of the regional economy in the future. Therefore, Rancho Cucamonga should continue to enhance its quality of life amenities with a particular focus on attracting knowledge-based workers. Among many knowledge-based workers, quality of life is a critical factor when deciding where to live and work, so much so that it trumps other location considerations such as the cost of housing. Public safety is also a major concern and the City can continue to build on that success. Rancho Cucamonga is well positioned to experience growth in its knowledge-based industries, given the existing concentration of highly educated residents, and superior parks, schools, housing stock, and community amenities.

Policy ED-3.7: **Support access to local and regional educational resources that provide educational opportunities to local residents and workers.**

Mind

Discussion: Rancho Cucamonga's residents are highly educated compared to residents of surrounding areas, and the City will continue to support higher education as a priority for all residents. Clearly, enhancing ongoing educational opportunities for local residents and workers will generate lasting economic benefits by preparing the local workforce for a wide range of employment opportunities. In addition to local higher education resources such as Chaffey Community College, the City will support improved access to regional education amenities.

GOAL ED-4: Implement consistent high-quality standards for all future development.

Policy ED-4.1:

Encourage high-quality design for infill development and continue to support new high-quality uses.

Discussion: As Rancho Cucamonga becomes built out, the majority of future development opportunities will be on infill or underutilized parcels. Building on these sites will take a greater level of patience, particularly to ensure the same high-quality design standards that the City has upheld in the past. Moreover, to achieve new types of development – such as high end, multistory office buildings or mixed-use, walkable development along western parts of Foothill Boulevard – the City will at times need to wait for the market to make such uses feasible.

Policy ED-4.2:

Make green building and green business a priority.

Earth

Discussion: Rancho Cucamonga has been an active participant in the Green Valley Initiative, a collaborative effort between local governments, businesses, and community leaders to make the Inland Empire a hub for green technology. In support of this initiative as well as the General Plan's goals to integrate and promote the three components of a healthy community (Healthy Mind, Body, and Earth), the City will continue to pursue strategies that support green building and jobs. This will include potential policies and standards that encourage LEED equivalent building standards in addition to other green building standards that exceed the minimum State thresholds, and make future buildings in Rancho Cucamonga more energy efficient and environmentally sustainable.

Policy ED-4.3: **Improve connectivity between development projects to create a more cohesive atmosphere.**

Discussion: The City will work to ensure that future development projects are not just linked to major road arterials, but also maintain internal connectivity. An increase in circulation between individual development projects will reduce congestion on the City's arterials, and create a more pleasant pedestrian environment, thus creating a healthier Rancho Cucamonga. Further, internal connectivity will remove the need for excessive trips between adjacent developments. As sites throughout the City are redeveloped, connectivity will be a priority. This internal connectivity will further support the goals of creating "Complete Streets," as referenced in other Chapters of this General Plan.

Policy ED-4.4: **Focus on enhancements to Foothill Boulevard and Haven Avenue.**

Discussion: As the City's major commercial and office corridors, Foothill Boulevard and Haven Avenue respectively offer significant potential to create high-quality commercial and civic gateways to the City. In particular, opportunities for future infill and revitalization should focus on west Foothill Boulevard. Design could include and build upon the historic architecture and other elements inherent along the corridor. Therefore, consistent and clear development standards for these arterials should be articulated and enforced.

Policy ED-4.5: **Review and understand the fiscal, job creation, and economic benefits of new proposed uses in the City's industrial-zoned areas.**

Discussion: As Rancho Cucamonga becomes increasingly built-out, redevelopment of large, industrial parcels for other types of land uses will be an attractive option for land owners and developers. A growing trend in California's other built-out cities is the conversion of industrial-zoned parcels for residential, retail, and institutional uses. These industrial parcels offer some of the best redevelopment opportunities because they are often the largest and lowest cost properties available in a given city. However, conversion of industrial lands can sometimes compromise the economic potential of surrounding industrial parcels. When such conversions are proposed for industrial areas in Rancho Cucamonga, the City will need to weigh the economic costs and benefits of allowing these conversions. Factors to consider include the possible job gain and loss, possible revenue generation and other fiscal impacts to the City, and possible compatibility issues with neighboring parcels (i.e., putting housing next to manufacturing uses that generate significant 24-hour truck traffic or emissions).

GOAL ED-5: Provide better regional connectivity to benefit local residents and workers.

Policy ED-5.1: **Engage in regional transit planning efforts.**

Earth

Discussion: Planned transit infrastructure such as Metrolink, Bus Rapid Transit along Foothill Boulevard, and the Metro Gold Line Foothill Extension are major regional assets. By participating in regional planning efforts, the City can ensure that local residents have non-driving options to get to work, and local workers have the full range of options to get to Rancho Cucamonga. Local bus connections and park-and-ride lots will also play a major role.

Policy ED-5.2: **Continue to capitalize on proximity to Interstate 10, Interstate 15, State Route 210, and the LA/Ontario International Airport.**

Discussion: Rancho Cucamonga has benefited from its proximity to major regional freeways, and will continue to capitalize on the access and visibility provided by three major interstates. For example, the Haven Avenue office corridor could benefit from better-perceived linkages to Interstate 10 and State Route 210. Easy interstate access is a major competitive advantage for many office clusters in the Inland Empire, and improved wayfinding and signage may help potential firms realize the benefits of a Haven Avenue address.

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