



RANCHO  
CUCAMONGA



# CITY OF RANCHO CUCAMONGA ECONOMIC DEVELOPMENT STRATEGY ANNUAL PROGRESS REPORT 2024-2025







# TABLE OF CONTENTS

## Chapter 1

Introduction.....	5
About the Economic Development Strategy.....	5
Heart of the Matter.....	5

## Chapter 2

Economic Development Strategy Implementation.....	7
Implementation Highlights.....	7

## Chapter 3

Looking Ahead.....	17
--------------------	----

Appendix.....	20
---------------	----







# 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. The following report outlines the progress made in Year 2 of its implementation.

## About the Economic Development Strategy

The EDS, adopted in October 2023, 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 Department, 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 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.

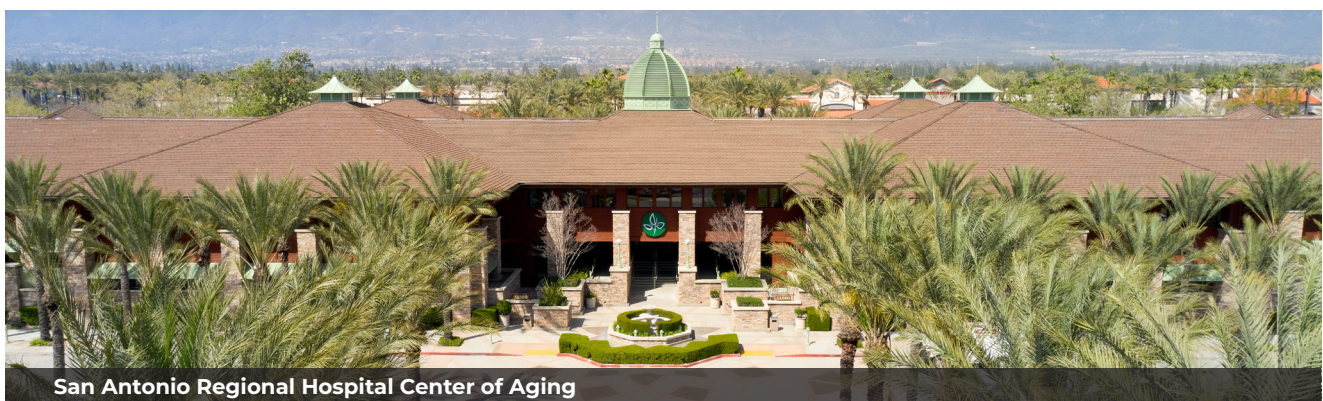


To meet the vision and core values of PlanRC, five Big Ideas were identified:

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 start date for implementation, with the understanding that efforts would be continuous throughout the five-year Plan. The following highlights of the strategies summarize various measures taken in 2024-2025 that significantly advanced the ongoing implementation of the EDS and the action items they support.

### Implementation Highlights

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

**San Bernardino County Economic Development Department:** Bi-monthly meetings are held with the San Bernardino County Economic Development Department, serving as an opportunity to enhance communication and keep the City at the forefront of emerging opportunities within the County. Additionally, the City was represented at the County's exhibitor booth at ICSC Las Vegas, an annual conference for dealmakers and industry experts, who are driving innovation and evolution in commercial real estate.

**Programa Emprendedor@s:** The City hosted the second cohort of Programa Emprendedor@s in partnership with the County of San Bernardino Economic Development Department, and expanded its collaboration by adding Chaffey College as a new partner for this cohort. All services were provided at no cost to program participants. This cohort graduated 32 entrepreneurs.



Emprendedor@s Program 2nd Cohort Graduates



# COMMERCIAL OPPORTUNITY



## DEMOGRAPHICS

SOURCES: ESRI, COSTAR, PLACER.AI

**46.5**  
SQ. MILES

**174,695**  
POPULATION  
COUNT

**7M**  
VISITORS  
IN 2024

**39.1**  
YEARS OLD  
MEDIAN AGE

**905**  
UNITS ENTITLED  
IN 2024

**61,806**  
TOTAL HOUSING  
UNITS

**\$108,164**  
MEDIAN  
HOUSEHOLD INCOME

**\$100,585**  
AVERAGE DISPOSABLE  
INCOME

**3.3%**  
VACANCY  
RATE

## HOTEL INDUSTRY

**1,326**  
ROOM KEYS  
12 HOTELS

**75%**  
OCCUPANCY  
RATE IN  
2024

**\$151**  
ADR

**\$114**  
RevPAR

**400+**  
OVERNIGHT TRIPS

**1.2M**  
VISIT NIGHTS

## STRONG RETAIL GROWTH

**\$3.24B**  
TAXABLE SALES

**\$47,751**  
PER CAPITA INCOME

**102,100**  
LABOR FORCE (16+)

**8.7M**  
EXISTING RETAIL SF

**506**  
EXISTING BUILDINGS



**Updated Marketing Collateral:** The World Class Community brochure that highlights the quality of life amenities, points of interest, and historic resources throughout the City was updated, and the Opportunity Sites booklet was updated to include information on new development opportunities and updated project information. The At-A-Glance and Commercial Opportunity marketing materials were updated to reflect the most up-to-date demographic information available. All materials are posted to the Economic Development webpage.

**Presentations to Real Estate Professionals:** The Economic Development Team works with the City Manager Team on scheduling presentations to various groups including the West End Real Estate Professional, Realty World ALL STARS, AREAA Inland Empire/SoCal Chapter, to name a few, presenting information on various quality of life amenities and projects, development projects, and hospitality and commercial updates. The Economic Development Team has piloted the “ED on the Move” Broker Roadshow, presenting to different brokerage companies in the City.



**Staff presentation at Inland Action's Monthly Meeting**

**Commercial Real Estate Brokers Roundtable:** To achieve a greater outcome and participation in the Commercial Real Estate Brokers Roundtables, a survey was sent out to all brokers on the Economic Development's broker distribution list to identify enhanced collaboration and information sharing, topics of interest, and which day and time works best for participants. As a response to the survey results, the Roundtables are held quarterly on Wednesday mornings at City Hall, and the program includes more time for networking with other attendees as well as periodic presentations from developers of key projects throughout the City.

**Recruiting New Businesses in Targeted Industry Sectors:** The EDS describes industries that are well-positioned to grow and diversify Rancho Cucamonga's economy. These include: Advanced Manufacturing, Medical Manufacturing, Food & Beverage Manufacturing, Finance/Insurance/Real Estate, and Professional and Medical Services. During year 2 of EDS implementation, new uses within certain target industry sectors opened for business in the City. To name a few: WestLAND Group Inc.; Aaren Scientific Inc.; TurboTech Machining; Keller Williams Empire Estates (Mortgage Broker); and Sanctity Hotel Rancho Cucamonga, Tapestry Collection by Hilton.



Additionally, staff attended conferences focused on target industry sectors, such as The Battery Show North America. This provided an opportunity for a team member to have access to the latest technologies from battery manufacturers, explore market innovations, watch live product demos and join thousands of professionals at networking receptions. Staff also attended other conferences including MD&M West, one of the largest international marketplaces for medical technology design and manufacturing.



**Opportunity Sites:** Exploring opportunities for the redevelopment of sites in the City is ongoing, and takes place in different ways. Staff continues to host Commercial Real Estate Broker Roundtable discussions; Staff has updated the City's Opportunity Sites booklet which is posted on the Department's webpage; team members regularly meet with developers interested in doing work in the City; and Staff continues to correspond with other interested parties to keep them up to date on City news and new development opportunities. Additionally, Staff continues to attend multiple conferences where they have the opportunity to share information on available sites. These conferences include, but are not limited to, ICSC Las Vegas, ICSC Western, the Entertainment Experience Evolution, and more.

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

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

1.1D Recruit new businesses in the City's target industry sectors.

1.1E Convene working meetings with local business representatives from industries in the City's target industries.

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

1.4C Prepare a "viewbook" promoting a range of commercial space examples available in the City.

1.4D Market vacant office, retail, and industrial spaces on the City's website.

1.4E Build relationships with Real Estate Brokers and Site Selection Companies.

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

1.5B Explore opportunities for the redevelopment of sites.

1.5C Solicit feedback from commercial developers.

1.5D Solicit feedback from real estate professionals.









## GOAL 2: ENHANCE THE QUALITY OF LIFE

**Epicenter Master Plan:** The City adopted the Epicenter Master Plan (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. Lively retail, food and beverage, entertainment, hotels, and office uses will work together to bring new activity to the area surrounding the LoanMart Field and the Rancho Cucamonga Sports Center. The EMP encourages pedestrian building frontages and other improvements that enhance the public realm as described in the General Plan and its Big Ideas.

**Ongoing Marketing Efforts:** Economic Development marketing was enhanced through story generation and strategic ad placements with a focus on transit-oriented developments and infrastructure. Selected publications reached target audiences at the local, regional, and national level including *Site Selection* magazine, *Business View* magazine, and *Inland Empire* magazine.

**Cucamonga Station and the HART District Marketing, Outreach, and Engagement Efforts:** Working in collaboration with the Cucamonga Station Stakeholder Partnership group, marketing, communications, community outreach and engagement are ongoing for the promotion of regional transportation and tourism. Additionally, quarterly meetings are held with the Stakeholder Partners and bi-annual presentations are hosted for community leaders and stakeholders.

**Historic Resources:** Marketing materials, like the City's World Class Community brochure, feature historic resources in Rancho Cucamonga. These resources are also highlighted in discussions regarding tourism or when promoting the quality of life and unique offerings the City has to offer residents, visitors, and businesses.

### Economic Development Strategy Action Items Supported:

#### 2.2 Promote and grow the HART District

2.2A Establish and promote the identity of the HART District.

2.2B Convene transportation agencies and providers.

#### 2.3 Host and sponsor community and special events

2.3A Explore opportunities to host or sponsor community events.

2.3B Continue to review permitting, fees, and insurance requirements for community event hosts and vendors.

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

2.4A Identify current and future locations that may benefit from enhanced services.

#### 2.5 Promote the City's Historic Cultural Resources

2.5A Market historic resources in the City.



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

**Restaurant and Retail Attraction:** The Economic Development Team has worked with various brokers and company representatives to facilitate the many local gems who chose Rancho Cucamonga as their first location in the Inland Empire market including: Season's 52; Moe's Southwest Grill; Mendocino Farms; Fogo de Chão; Bacio di Latte; Sourdough & Co.; Philz Coffee; and Durango Cocina & Rooftop. Hospitality, commercial and retail establishments include: Sanctity Hotel Rancho Cucamonga, Tapestry Collection by Hilton; Woof Gang Bakery & Grooming; Ben Bridge Flagship Store; Gorjana Jewelry; Chanel Fragrance and Beauty; New Balance; and Free People.

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

##### **3.1 Explore opportunities for retail business recruitment**

3.1A Compare the City's existing retail inventory to the retail businesses the City aims to attract.

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

3.3A Retain and recruit a healthy and diverse mix of restaurants throughout the City.

3.3B Explore options that might be available for restaurants in retail centers.



Durango Cocina & Rooftop



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

**Partnerships with Colleges and Universities:** The Economic Development Team continues to work with Chaffey College's Workforce & Economic Development Department. This partnership resulted in the College hosting the second cohort of the Emprendedor@s Program. Additionally, the Team facilitated introductions between the College and stakeholders including the City's Community Services Department to explore future community programming, and PneuDraulics, Inc. and other local manufacturers resulting in visits to the InTech Center.

**Partnerships with Statewide and Regional Organizations:** The Economic Development Team collaborates with the San Bernardino County Workforce Development Department on business visits, information sharing, and hiring fairs. The team continues to participate in workforce development committees through LAUNCH Apprenticeship Network, the Manufacturing Institute, and TeamCalifornia.

**Manufacturing Month:** Manufacturing Month recognizes the contributions manufacturers make in our local economy. Economic Development staff hosted a Manufacturing Month Networking & Tour event at BlueScope Coated Products that brought together local manufacturers and resource partners. The Team promoted MFG Day to help address the skills and applicant gaps due to the lack of awareness of career pathways in manufacturing. The Team also assisted with the promotion of the various workshops and webinars hosted by the Manufacturing Council of the Inland Empire (MCIE) and the Manufacturing Institute.

**Annual Hiring Fair:** 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 reduce unemployment rates, addressing workforce shortages, and supporting local businesses by ensuring they have the human resources needed to thrive.

In conjunction with this year's hiring fair, the Economic Development Department launched RC Works—a community-focused job board designed to connect local businesses and organizations with talented job seekers in the City. RC Works supports the growth of our local economy by making it easier to hire and get hired.

**Business Appreciation Month:** Every May, the City celebrates Business Appreciation Month to honor and support the many businesses that call the city home. Throughout the month, the City and Chamber host a series of weekly events, including a golf tournament, educational forums, networking opportunities, meet-and-greet sessions, a night of baseball at a Rancho Cucamonga Quakes game, and a business mixer to conclude the celebrations.

**Business Consulting and Educational Workshops:** In collaboration with the Small Business Development Center (SBDC OCIE) and the Rancho Cucamonga Chamber of Commerce, the SBDC OCIE provides job training and professional consulting services to Rancho Cucamonga businesses. In addition, SBDC OCIE also conducts educational business workshops and seminars focused on entrepreneurship, leadership, and other topics to the business community.



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

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

4.1A Strengthen partnerships with local higher education institutions.

### **4.2 Cultivate local innovation**

4.2A Explore partnerships with universities and organizations to support the creation of incubators and business accelerator programs.

4.2B Host networking events for local businesses and entrepreneurs.

### **4.3 Provide support for small businesses**

4.3A Establish a small business outreach program.

4.3B Connect small businesses with resources and technical assistance.







Conceptual rendering of promenade along the Epicenter Green; subject to change



# CHAPTER 3

## Epicenter Master Plan

**Epicenter Green:** A recurring monthly Market Night series is anticipated to begin late 2026. These vibrant evening gatherings are designed to bring the community together in a relaxed, welcoming atmosphere—featuring local farmers, a diverse array of food trucks, live entertainment, and a dog-friendly environment. The goal is to create a fun, family-friendly space where neighbors, visitors, and small businesses can connect, unwind, and celebrate the spirit of community under the summer sky.

**Other Open Space Events/Programs:** Currently offering the community a variety of annual events that thoughtfully activate parking lots and green spaces, transforming them into vibrant hubs of celebration and connection. Among these signature experiences is a two-day cultural event honoring the Lunar New Year, bringing rich traditions and joyful festivities to life. Looking ahead, there is an opportunity to enhance the lineup of beloved family-friendly events, including community favorites like Spooktacular, Egg Shellebration, and our 4th of July Spectacular, creating meaningful memories for all ages throughout the year.

In addition, the City actively supports local nonprofit organizations by providing access to these shared spaces for events focused on community outreach, fundraising, and promoting health and wellness initiatives. These partnerships help strengthen collective impact and foster a sense of unity.

The City plans to invest in a new LED digital display board at the intersection of Jack Benny Drive and Rochester Avenue. This upgraded signage will significantly enhance visibility, offering improved readability and a more dynamic platform for sharing community messaging. Positioned in a high-traffic area, the new display will serve as a vibrant communication tool—highlighting upcoming events, activities, and important updates—while strengthening community engagement and awareness in the surrounding area.

**Stadium Programming/Concerts:** Explore a potential partnership with GOCAL for an annual signature event. This collaboration envisions a vibrant, multi-day celebration featuring dynamic headliner concerts, engaging community gatherings, a curated selection of food vendors, an artisan marketplace showcasing local talent, and the lively energy of classic carnival rides. The goal is to create an unforgettable experience that celebrates culture, creativity, and community spirit.

**The Quakes:** The City is making a significant multi-million dollar investment into the stadium to align with Major League Baseball (MLB) standards, ensuring it meets the highest level of readiness for future opportunities. These improvements further position the stadium as a premier venue while reinforcing the City's dedication to enriching local engagement through high-quality, professional-grade facilities.





Conceptual rendering of promenade along Stadium Way; subject to change

As we continue to cultivate meaningful partnerships, these enhancements highlight our shared commitment to excellence, and serve as a testament to the elevated experience we aim to provide for the community. A new 15-year lease agreement was signed, securing the long-term future of the Rancho Cucamonga Quakes at LoanMart Field.

**Sofive Soccer Center:** Sofive Soccer Center is excited to share development plans to expand their recreational offerings on two vacant parcels. In addition to their existing 5-on-5 soccer facilities, they are actively working to introduce complementary pickleball and paddleball courts. This addition aims to enhance the overall community experience by providing inclusive, accessible, and engaging recreational options for individuals and families alike.

**Lot Line Adjustment and Surplus Land Act:** A lot line adjustment was recorded to change parcel boundaries for certain properties adjacent to LoanMart Field. Staff has initiated the Surplus Land Act process for three parcels affected by the lot line adjustment.

## **Epicenter Master Plan Implementation Playbook: Improvement Concepts**

### **Open Spaces**

2J Epicenter Green

## **Epicenter Master Plan Implementation Playbook: Programming & Operations**

### **Programming**

3E Other Open Space Events/Programs

3F Stadium Programming/Concerts

## **Epicenter Master Plan Implementation Playbook: Existing Uses**

### **Baseball and Softball Fields**

4A The Quakes

### **Sofive Soccer Center**

4I 5-on-5 Soccer



# CHAPTER 4

## Looking Ahead

The Economic Development Department is a driving force behind the economic vitality of Rancho Cucamonga. Working with other City departments and community partners, the Economic Development Department is responsible for enabling programs, initiatives, and partnerships that support and attract businesses, welcome entrepreneurship, encourage job and workforce expansion, and facilitate investment throughout the city.

The Economic Development Team will continue to implement Year 2-3 actions identified in the EDS Implementation Plan, and build relationships with the community, businesses, developers, and potential investors. 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.



Metrolink Rancho Cucamonga Train Station







# APPENDIX

## Table of Contents

EDS Implementation Plan

Epicenter Master Plan



# EDS IMPLEMENTATION PLAN





# 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



# EPICENTER MASTER PLAN





# Epicenter Master Plan

City of Rancho Cucamonga  
Adopted | December 2023



## Contents

1   The Vision in Context.....	2
2   Focus Area Concepts.....	20
3   Development Regulations.....	46
4   Implementation Playbook.....	62





# Acknowledgements

---

## A Special Thanks:

This Epicenter Master Plan and the vision, strategies, development standards, and implementation playbook herein, are a result of a collaborative effort between the City of Rancho Cucamonga's professional staff, City Council, Planning Commission, and team of professional consultants.

*Specific acknowledgment is given to the following individuals:*

### City of Rancho Cucamonga

#### City Council

L. Dennis Michael, Mayor  
Lynne B. Kennedy, Mayor Pro Tem  
Ryan A. Hutchinson, Council Member  
Kristine D. Scott, Council Member  
Ashley N. Stickler, Council Member

#### Planning Commission

Bryan Dopp, Chair  
Tony Morales, Vice Chair  
Diane Williams, Commissioner  
Al Boling, Commissioner  
James Daniels, Commissioner

#### City Staff

John Gillison, City Manager  
Elisa Cox, Assistant City Manager  
Matt Burris, Deputy City Manager  
Julie Sowles, Deputy City Manager  
Jennifer Hunt-Gracia, Director of Community Services  
Jason Welday, Director of Engineering  
Bill Wittkopf, Director of Public Works  
Matt Marquez, Director of Planning and Economic Development  
Jennifer Nakamura, Deputy Planning Director  
Katie Distelrath, Deputy Director of Community Services  
Jean Ward, Civic Solutions, Contract Project Manager

### Consultant Team

#### Sargent Town Planning | Urban Planning and Design Lead, Master Plan Preparation

David Sargent, Senior Principal  
Peter VanderWal, Principal, Project Director  
Andrew Krizman, Senior Urban Planner & Designer  
Michael Mabaquiao, Senior Urban Designer  
Javier Ballesteros, Associate, Urban Designer

#### Studio One Eleven | Urban and Architectural Design

Michael Bohn, Partner  
David Sabunas, Senior Design Director  
Matthew Wister, Studio Director

#### The Lab | Feasibility Analysis

Shaheen Sadeghi, Principal  
Roman Ciuni, Project Manager  
Chris Bennett, Operations

#### Fehr & Peers | Traffic & Mobility

Jason Pack, Principal  
Delia Votsch, Project Manager

#### Keyser Marston Associates | Economics

Kevin Engstrom, Senior Principal

# The Vision in Context

## Introduction

The General Plan envisions the Epicenter Master Plan Area as a fun, active district which serves as a destination for recreation, entertainment, and gathering. The General Plan states:

"Opportunities for intensification around the Cucamonga Station and Epicenter Sports Complex present the high potential for Central South (Community Planning Area) to evolve into a significant, transit-oriented, mixed-use urban center and regional employment hub" (*General Plan*, page 25).

This Plan is intended to implement that vision, ensuring that each new development, whether in the near term or further in the future, contributes to that long-term goal. While the Plan Area takes its name and much of its identity from the Epicenter Sports Complex—see the following pages on Plan Background & Context—the Epicenter Master Plan Area (or Plan Area) includes all the City-owned land within the 56-acre Plan Area boundary included on maps throughout this document (see page 6). This first Chapter covers the following topics:

- + Plan Background & Context
- + Leveraging & Connecting to the Context
- + An Active, Connected Public Realm
- + Phased & Shared Parking Strategy

# 01







Victoria Gardens



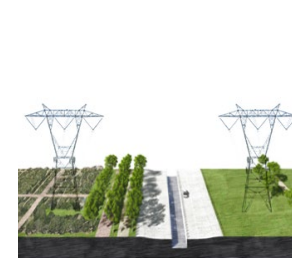
Stadium facade



Promenade connecting baseball, softball, and soccer fields (circa 1991)



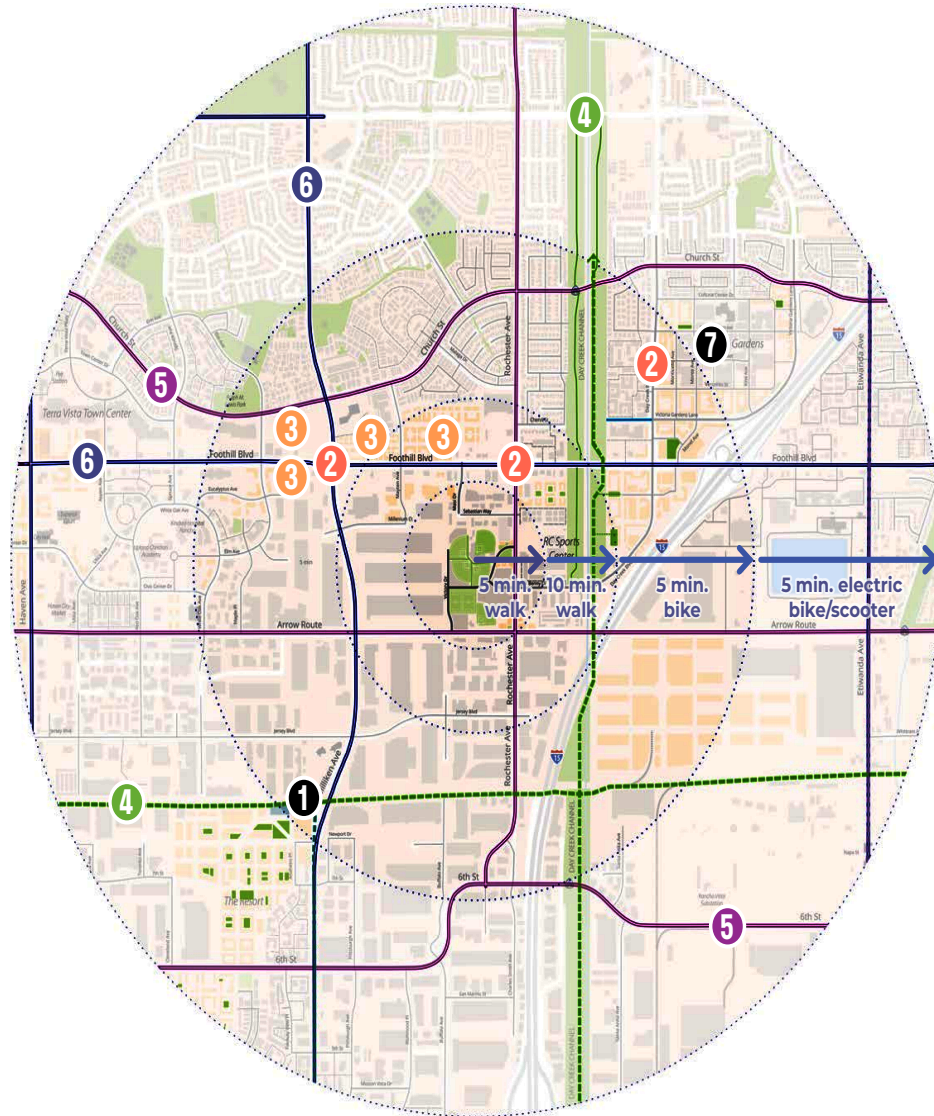
Planned High Speed Rail Station



Day Creek Channel Park vision



Sports Center



## Plan Background & Context

Following its incorporation as a City in 1977, Rancho Cucamonga grew explosively in population. As part of the City's strategy for generating civic activity and a growing sense of community pride, the City constructed the Epicenter Sports Complex to attract a minor league ball club. Opened in 1993, it became the home of the co-branded Rancho Cucamonga Quakes ball club, attracting large crowds from throughout the Inland Empire.

Located on Rochester Avenue, in a commercial and light industrial area south of Foothill Boulevard, the Epicenter Sports Complex now includes Quakes Stadium (referred to throughout this Plan as the Stadium), three softball fields available for community leagues and tournaments, one little league baseball field, and a new Sports Center east of Rochester Ave. These athletic facilities are surrounded by surface parking lots that are rarely utilized to capacity, even when the Quakes are playing. The Epicenter Master Plan Area takes its name from the Epicenter Sports Complex, but it now hosts a variety of other uses as well. South of the softball fields are the Sofive Soccer Center

fields, hosting 5-on-5 and 7-on-7 soccer. On Arrow Route, the City's Animal Center cares for and finds new homes for abandoned pets and other animals. The City recently acquired a vacant parcel on the corner of Rochester Ave and Arrow Rte for a future, larger, more public-facing Animal Center expansion facility.

From 2019 to 2021, the City comprehensively updated its General Plan, through a process of extensive community engagement and consultation. Through that process, creating a complete downtown for this former bedroom suburb of Los Angeles emerged as a top-level community priority. A Downtown Focus Area Plan was included in the new General Plan (page 102), envisioning and illustrating how the Epicenter Master Plan Area would become part of the expanded Downtown Rancho Cucamonga. Strategies for achieving this included street and trail improvements to bring the Plan Area within a pleasant walk, bike ride or short transit ride of Foothill Boulevard, Victoria Gardens, and Cucamonga Station just a mile away to the southwest.

In 2022, the City undertook preparation of this Master Plan to accelerate the vision for Downtown Rancho Cucamonga and to address two important challenges of the Plan Area: 1) there is not enough community activity throughout each day and each season of the year, and 2) there is not nearly enough revenue to cover what the City spends maintaining its 56-acre holdings in the Plan Area. Therefore, this Master Plan is intended to guide new public and private investment and development in the Plan Area to ensure that they enhance and expand the range of community-serving activities and amenities and that they generate enough revenue to support those resources—rather than “privatizing” important public amenities.

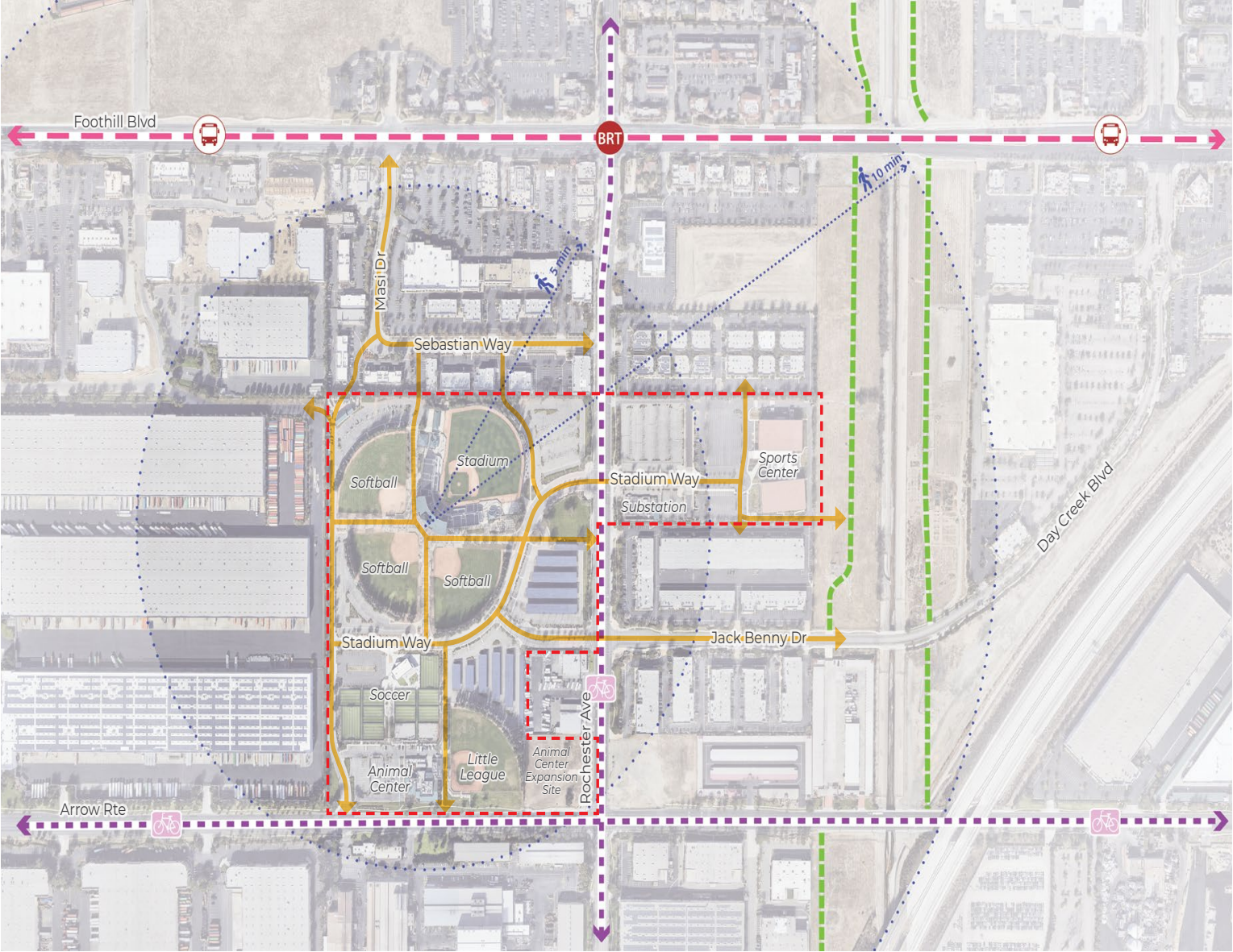
### Legend

- 1** Existing Cucamonga Station (Metrolink) with planned high-speed rail and bus rapid transit
- 2** Planned BRT Stations
- 3** Significant expected housing and mixed-use development
- 4** Planned Multi-Use Paths
- 5** Bike Priority Street, per General Plan
- 6** Transit Priority Street, per General Plan
- 7** Victoria Gardens

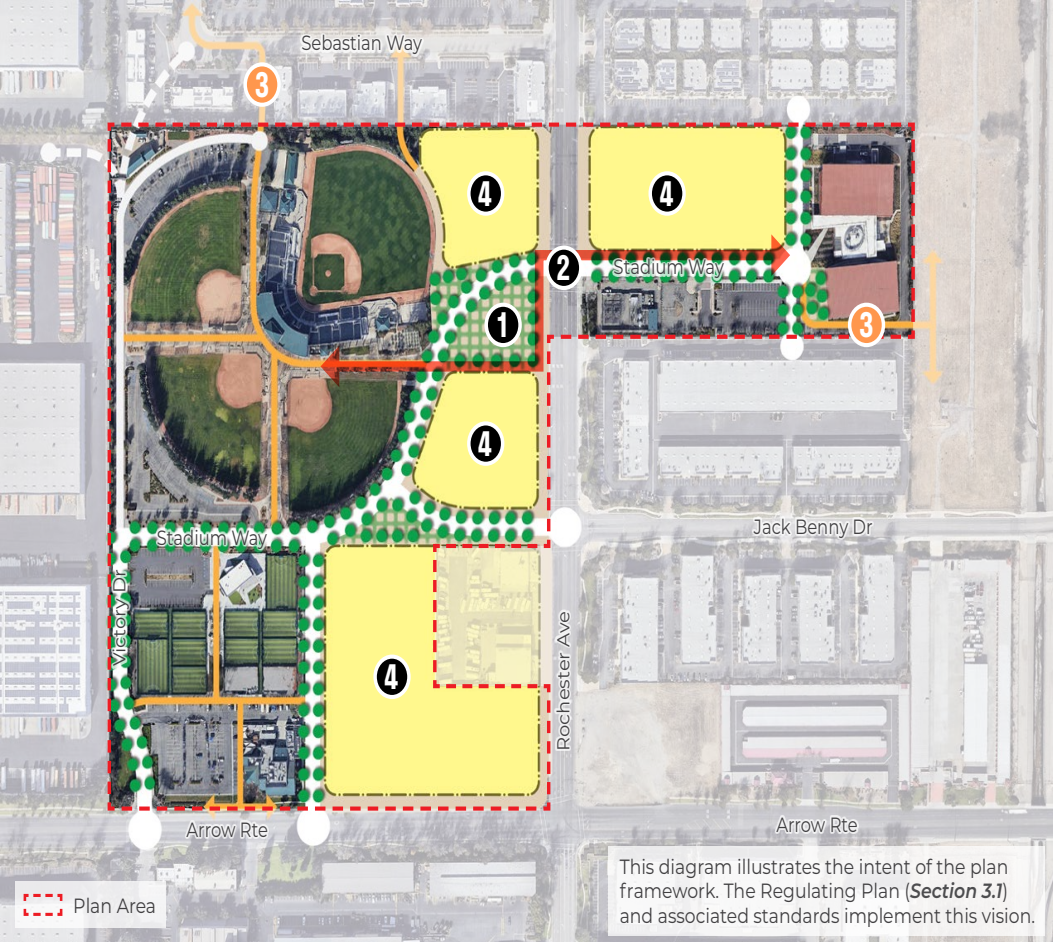


# Leveraging & Connecting to the Context

The Epicenter Master Plan Area (see map to the right) has the potential to capitalize on its proximity to nearby amenities, synergistic uses, and multiple major transportation routes and destinations. The major transportation routes and destinations were identified on the previous spread (pages 4 and 5), but the area immediately surrounding the Plan Area also presents an interesting mix of constraints and opportunities for the planned mixed-use sports and entertainment district. The surrounding properties are all privately owned and mostly commercial and industrial in use, suburban in character, and separated from one another and from the Plan Area by security fences and walls. On the surface, that would appear mainly to present constraints. However, there are clear opportunities for the owners of those properties and businesses to derive new customers and new value from an increasingly popular district centered on the Epicenter Sports Complex, and there are relatively straightforward opportunities to create new connections between several of those properties and the Plan Area that might benefit all parties. The Framework, concepts, and regulations of this Master Plan aim to create and strengthen ties to these nearby opportunities as well as more distant ones via transit and bicycle routes.







## The Vision

### A Walkable Framework

The expanded activity and mix of uses envisioned for the Plan Area must be linked to each other and to the context with a clear, walkable urban framework. Therefore, this Master Plan organizes the area into a number of walkable blocks, defined and interconnected by a network of streets oriented to pedestrians and bicyclists, and also accommodating significant amounts of vehicular traffic and parking. This framework, shown in the diagram above, will systematically evolve the Plan Area from its current condition as isolated sports facilities surrounded by surface parking lots to its envisioned future as a lively sports and entertainment district. The existing public green—referred to as Epicenter Green in this Plan—at Rochester Ave and Stadium Way is to be enhanced as the central public space and activity hub of the new district.

For more on the walkable framework, see an **An Active, Connected Public Realm** on page 12.



An active district can be initiated in the near-term.



Mixed-use places attract a wide range of visitors.

### Existing Anchors

This district is unique because of its proximity to Foothill Boulevard and because of its three major City assets: the Stadium, Sports Center, and Animal Center. All three of these anchors will continue to evolve throughout the lifetime of this Plan. The Sports Center continually tailors its programming to the community, the Animal Center aims to expand to better serve its mission, and the City is seeking to take better advantage of the Stadium as a year-round multi-use venue (see page 37). The uses and amenities described throughout this Master Plan are intended to complement and leverage these existing, district-defining anchors.

### New, Lively Uses

Within each block, opportunity sites for new commercial and mixed-use developments are defined in this Master Plan (see **Chapter 2**). High-priority opportunity sites include those facing the Epicenter Green, facing Stadium Way as it connects the Stadium to the Sports Center, and facing Rochester Ave and Jack Benny Drive. Attractive new buildings or similar facilities and a growing array of lively new uses and activities along these streets that connect the Plan Area to the rest of the Downtown are critical to realizing the community's dream.

### Near-Term Activation

Initial possibilities for activation include simply leasing some of the parking spaces along key street frontages to vendors who operate outdoor food, beverage, and retail establishments out of temporary or low-cost structures and shipping containers. Such interventions are referred to as "tactical" because they can be established relatively quickly, have a relatively low cost, and need not displace many parking spaces. Near-Term Action Items are identified in the beginning of **Chapter 2**.

For more on Development Concepts, see **Chapter 2: Focus Area Concepts** on page 20.

### A Feasible Mix of Uses

Despite the near-term activation possibilities mentioned above, there is a limit to how many new food, beverage, and retail establishments can thrive in the Plan Area without other new uses and attractions. The Stadium, Sports Center, and other athletic fields do not routinely attract enough visitors to support a large number of restaurants or shops, who must have customers all day every day to stay in business. Through economic feasibility study and in consultation with food, beverage and family entertainment businesses, the City's design and economic consultants confirmed that such businesses are attracted to mixed-use districts where a significant concentration of residents and jobs are already present or nearby, to provide them with a steady supply of "built-in" local customers—in addition to the visitors attracted by anchors.

While the Plan Area is currently located in an employment district, the district is of quite low intensity in terms of employees per acre and per day in the vicinity. Significant amounts of new housing and office space are planned along Foothill Boulevard less than a half-mile to the north—many of which are anticipated to be occupied within the next few years. Therefore, it is a priority of this Master Plan to provide multimodal connections to this new housing and to nearby businesses, and to provide a home for new jobs and businesses within the Plan Area. This priority to both host new development and connect to nearby uses is reflected in the network described on pages 12–16, the development concepts illustrated in **Chapter 2**, and the standards of **Chapter 3**.



# Design Approach

With feasibility in mind, the planning team studied a series of development scenarios for the Plan Area, with lively retail, food and beverage and entertainment uses on the ground floors and new hotels, offices, and other supportive uses on upper floors of mixed-use buildings. These uses can be supported by structured parking for visitors, tenants, customers, and for the ballpark and Sports Center. Potential strengths of this approach to building new activity and value in the Plan Area—particularly in the context that the new General Plan provides for the future of this area—include:



Hotels over active uses leverage value



Shared parking



Pedestrian-oriented environment

## Mixed-Use Leverages Value

Much of the ground floor area of mixed-use buildings—and often upper floor areas as well—is devoted to parking, with the street-facing ground floor spaces reserved for the retail, food and beverage, and entertainment uses prioritized for the Plan Area. Mixed-use buildings with offices or hotel rooms above those lively uses tap the “air rights” of the City’s property to generate more value and revenue for the City, much of which can be used to construct new public space and recreational amenities for the district, and for the community.

## Shared Parking is Efficient

In downtowns and other mixed-use districts, parking supplies can be flexibly shared among various users, reducing the total number of spaces and associated costs and acreages, freeing up capital and land for the lively fun uses the community wants. Given the anticipated mix of uses in the Plan Area, it is anticipated that the busiest time for restaurants and entertainment uses would be when there is a game or event at the stadium, such that a single parking space would accommodate several stadium visitors who would also be patrons of one or more of the surrounding businesses during their visit. The same is expected to be true of families attending community sporting events. And when large events are not in session, there will be more than enough parking for all the businesses.

## Supporting the Foothill Blvd Downtown Environment (see Focus Area 1 on GPU page 102)

As Victoria Gardens has demonstrated over the past 20 years, a lively, pedestrian-oriented environment with a mix of fun and useful businesses is a fine amenity and center of community activity, and also brings in visitors and their spending money from the surrounding region. It is worth noting that Victoria Gardens was originally planned as a mixed-use development, with the large parking blocks surrounding the retail center laid out for future housing infill. Several of those housing projects are just now in the planning stages and are anticipated to be constructed in the next few years. The Plan Area likewise has the potential to capitalize on nearby residents, as several housing and mixed-use projects along Foothill Boulevard to the north of the Plan Area are planned. The Plan Area can complement and synergize with Victoria Gardens and the rest of Focus Area 1 (**General Plan**, page 102) to deliver much of the envisioned “real downtown Rancho Cucamonga” within years, rather than decades.

# Implementation Strategy

In order to jump-start the evolution of the Plan Area from its current condition to a lively mixed-use district, a strategy of phased improvement and activation is recommended. The City of Rancho Cucamonga is well known for acting purposefully, rather than waiting for something good to happen.

## 1. Recruit Investment and Development

Beginning prior to Master Plan adoption, and continuing indefinitely, the City should actively recruit businesses to provide new food and beverage, retail, recreational and entertainment uses within the District. Initial recruitments will likely be “tactical” vendors, as described in item 3, below; in later phases of development, this will also include tenants within ground floor spaces of new mixed-use buildings.

## 2. Adopt this Master Plan

This Plan is a flexible framework for organizing the land within the Plan Area into urban blocks, with a network of beautiful, comfortable, human-scale public spaces connecting them and providing valuable new addresses for new uses and development.

## 3. Near-Term Action Items

### Build and Activate the Hub (see pages 24-33)

As a catalytic public improvement to increase the pace and quality of business recruitment, the City should improve the existing park at the main entry to the Stadium and softball fields, and also Stadium Way as it enters from Rochester. In this Master Plan, this park is referred to as the “Epicenter Green.” New branded streetscape, signage and landmarks will signal that this is the hub of an important place and regional destination. New branding and signage should provide a unified identity for the Stadium, ballfields, Sports Center, and future mixed-use district. Improvements to the pedestrian promenade coming in from the park are also recommended. These public improvements will provide the area with an impressive new “front door,” and a new address for the early phases of new businesses and amenities. Concurrently with the park and Stadium Way improvements, food trucks and similar “tactical” (temporary or mobile) food and beverage amenities can be invited to set up along the edges of existing parking lots that face into the upgraded park. The City should also increase the programming of the park, with activities that might include outdoor movies on a large screen many evenings, a weekly farmers market or other public market event, periodic or seasonal street fairs, and other community events. All such events should be promoted via district signage, online, and print media.

## 4. Longer-Term Vision

### Build Around the Hub (see pages 36-45)

Through on-going recruitment and requests for development proposals, the City should actively seek to sell or ground lease opportunity parcels as defined in the Master Plan. After the improvement of the Epicenter Green, next phases of catalytic development could occur on either side of the Green and to the northeast of Rochester Ave and Stadium Way, as depicted in **Chapter 2**.



Recruit tactical vendors



A Master Plan organizes the effort

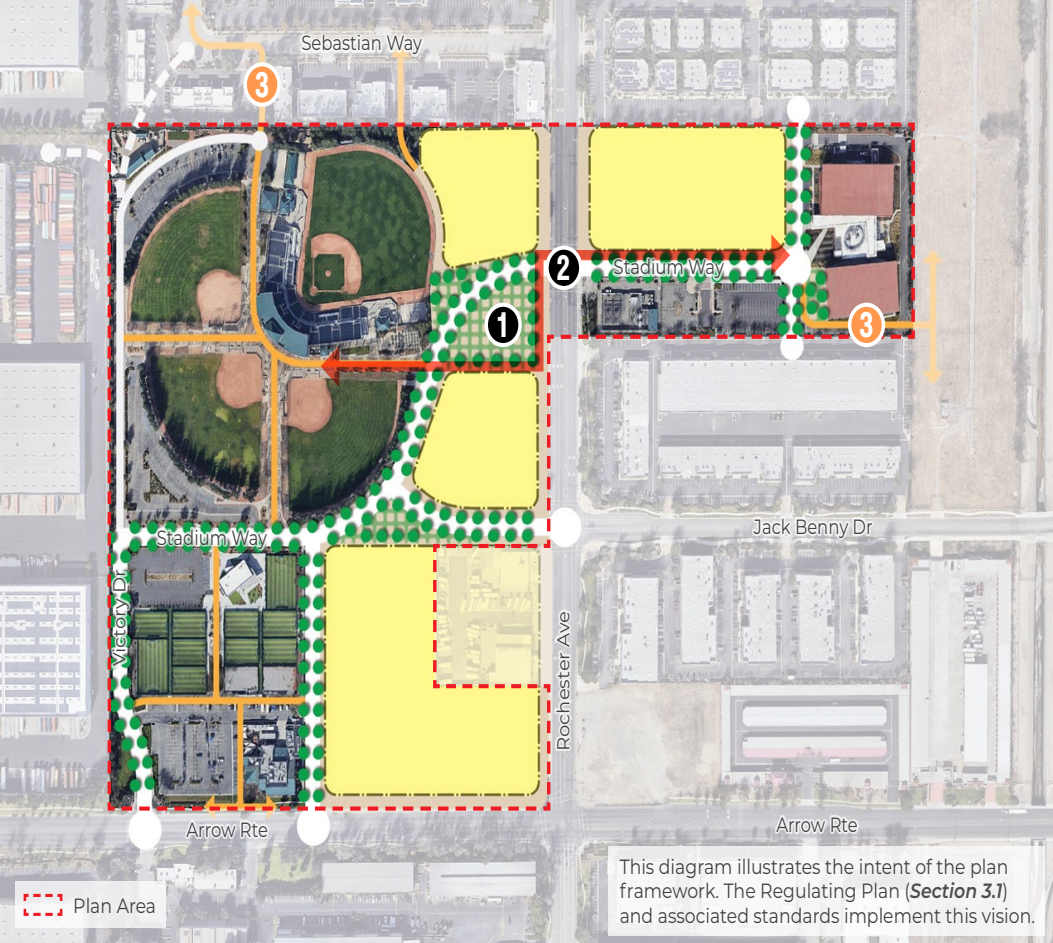


The hub to serve as gateway, or “front door”



Build around the hub








## An Active, Connected Public Realm

### A Multi-Modal Network

Per the **General Plan Toolkit Part 3**, it is imperative that, with new development, a human scale network of multi-modal streets and public spaces with active frontages be systematically extended into large vacant or underutilized sites (**General Plan**, page 308). Multiple drives already exist within the Plan Area, offering access to parking lots and existing uses, but they should be improved and fronted to create a vibrant, walkable environment. New connections and spaces should be introduced as diagrammed above and described in this section. The **Chapter 3** standards of this Master Plan ensure that this multi-modal network is implemented over time with any new development.

#### Legend

-  Multi-Modal Internal Streets
-  Open Spaces
-  The Fault Line Promenade linking the Epicenter and Sports Center
- 1** Epicenter Green (see page 26 and **Standard EG-1** in **Section 3.2**)
- 2** Gateway Intersection (see page 16)
- 3** Potential Pedestrian-Priority Routes (also accommodating bikes where possible)

## Multi-Modal Streets

In coordination with wider bike network improvements, Rochester Ave and Arrow Rte are envisioned to feature more comfortable and safe bike lanes over time. Also, just to the east of the Plan Area, Southern California Edison land is planned to feature a multi-purpose trail, and the General Plan (**Figure M-4**, page 157) identifies Jack Benny Dr (and its continuation to Day Creek Blvd) as a Community Trail. These routes link to Foothill Blvd, Victoria Gardens, and beyond. In order to leverage this multi-modal context, streets within the Plan Area should be made safe for both cars and cyclists, with wide sidewalks for pedestrians, shaded by trees. Some portions of streets, such as the portion of Stadium Way which curves around the Epicenter Green, can further prioritize pedestrians and cyclists. Potentially, that curve could be designed as a shared curbside street which can be closed to traffic for big events.



A safe, comfortable multi-modal street network



Bike lanes could be raised—whether up on the sidewalk or between sidewalk and street level—for greater safety.



Bike lanes could be protected by parked cars.



A multi-modal network offers connections to nearby bus lines on Milliken Ave and Foothill Blvd.



Medians make streets crossable and beautiful.

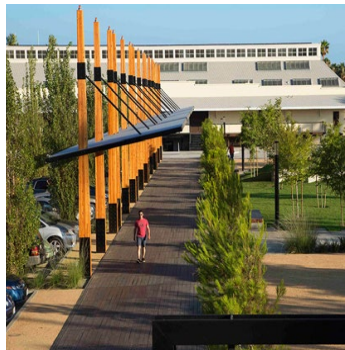


Internal streets in the Plan Area need to prioritize the pedestrian experience. In priority locations, such as Stadium Way west of Rochester Ave, a curbside design could allow for the street segment to be temporarily closed to vehicular traffic for special events or game days.





Along the Epicenter Green, the Fault Line promenade should be lined with tactical uses (see page 30), gathering, and outdoor dining and be highly connected to the open space.



An elegant promenade shade structure

## The Fault Line Promenade

Various existing and potential pedestrian routes, as diagrammed on page 12, have the opportunity to stitch the area together and lessen the need to drive between destinations. Particularly important is the route from the Sports Center to the Stadium entrance, which could be branded The Fault Line to complement Epicenter branding and improve wayfinding. This should become a beautiful, comfortable promenade forming an east-west spine through Focus Area North. Its edges should feature . The first phase of The Fault Line (west of Rochester Ave) is a key Action Item (see page 29) intended to bring life to the gateway to the Epicenter.



The promenade along Stadium Way, east of Rochester Ave, can provide extra space to accommodate bikes and other active means of transportation.



Flexibly-programmable open space

## Open Spaces

Open spaces serve as outdoor rooms for the community and give an area a sense of place. The Epicenter already has a great amount of open space, considering the size and number of ball fields as well as the Epicenter Green. Key to the success of the area will be leveraging these existing spaces with robust, creative programming and strategic improvements to make the spaces more attractive and more flexibly usable.



Gateway hub: Epicenter Green



Actively utilized open space



Sports Center: underutilized landscaped area\*



Tactical hub of activity, featuring food trucks



Frame outdoor rooms with new development



Flexible-use edges of streets and open spaces

\*Alterations to this area would need to accommodate the needs of the Sports Center Water Quality Management Plan



# Creating a Gateway

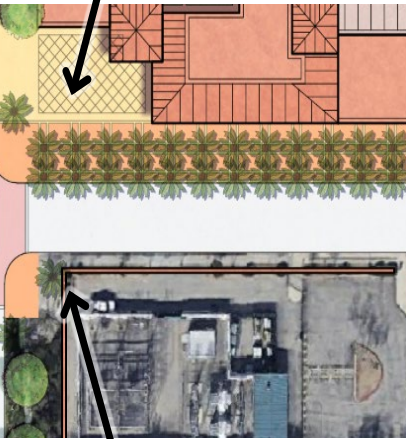
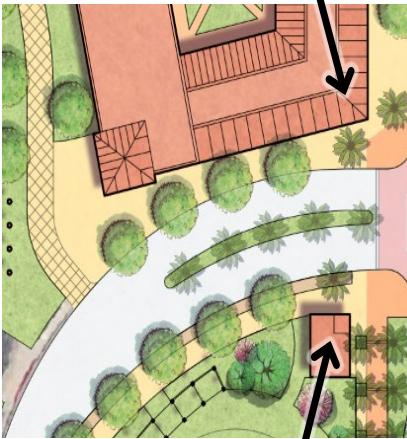
The intersection of Rochester Ave and Stadium Way is intended to serve as an impressive new “front door” to the area. This intersection should visually celebrate one’s arrival at the Epicenter. To announce the gateway, vertical, tower-like elements could flank the street, or a structure could even span the street. Paving materials, with distinct colors and patterns, can also draw attention and slow drivers, making the intersection safer for pedestrians and cyclists. Pedestrian and cyclist crossing should be facilitated, in order to strengthen the connection between the Sports Center and new development on the east side of Rochester Ave with the rest of the Plan Area to the west of Rochester Ave. Furthermore, new development and improvements should enhance all 4 corners of this gateway, as illustrated to the right.



Corner Entry to Active Use



Corner Plaza



Vertical Monument or Structure

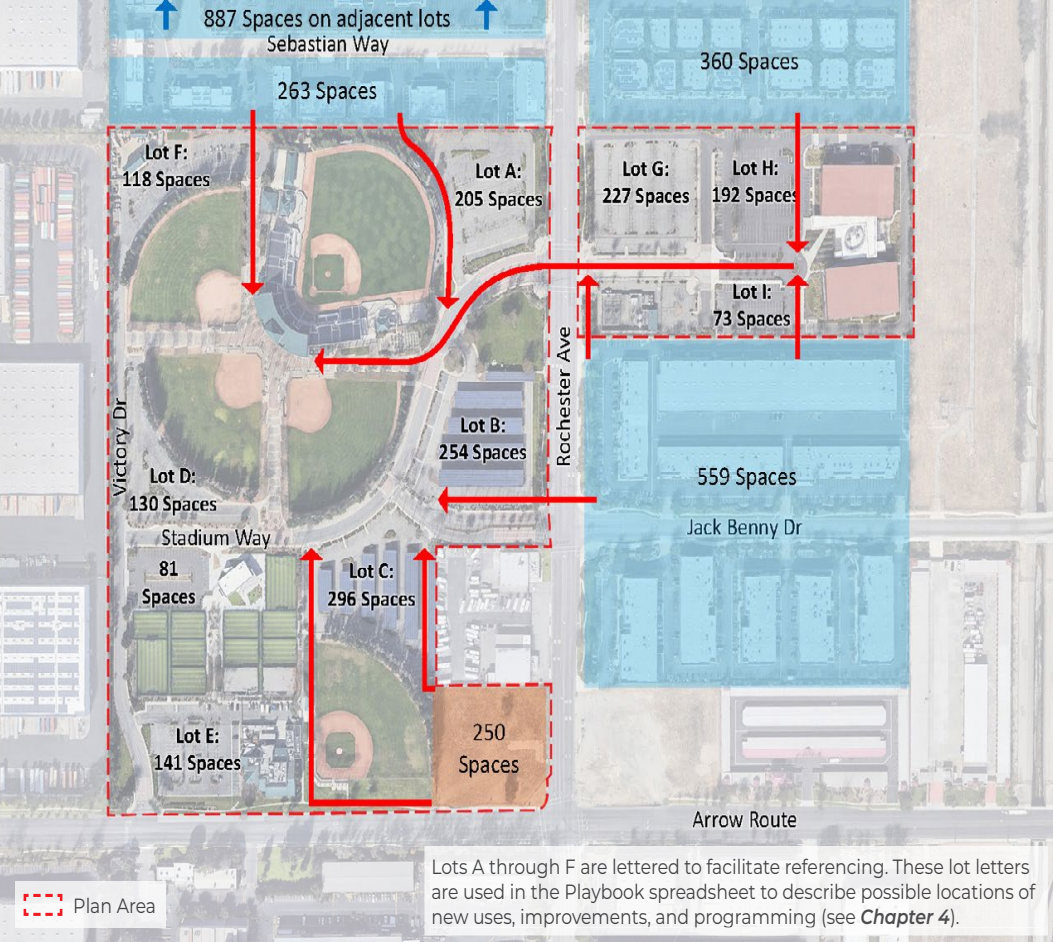


Gateway structure could include bike storage.

Attractive Wall/Screen for Substation







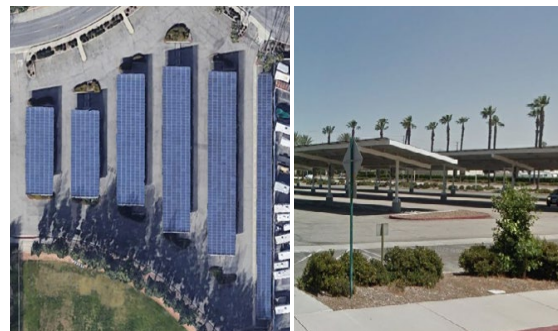
## Phased & Shared Parking Strategy

### Making Way for New, Fun Uses

The above inventory demonstrates how robust the supply of parking is in and around the Epicenter. The existing supply, even with only minimal sharing of parking between uses, easily accommodates the busiest days of the year—including sold-out baseball games. In order to accommodate new development as envisioned by this Master Plan, some lots will need to be displaced, and the necessary parking demands will need to be met through more efficient, creative means than a sea of surface parking. Strategies for phasing and sharing parking should be formally spelled out through a Parking Management Plan (see Concept **3C** on page 72). Example strategies are described on the following page.

#### Legend

- Adjacent privately-owned parking: potential sharing opportunities
- Near-term parking opportunity on empty lot (before the Animal Center expands to this location)
- ➔ Walkable routes to Epicenter from parking



### Remaining Lots

At each phase of development, and especially in the foreseeable future, many existing surface parking spaces will remain, along with their solar collectors. In places where surface parking is relocated, the solar collectors can move along with them—whether to other surface lots or on top of parking structures. In all cases, parking should be well screened by liner uses or landscaping.



### Empty Lot Opportunities

Overflow surface parking supporting the first phases of development could be provided on vacant or under-utilized land, such as the northwest corner of Rochester Ave and Arrow Rte (which will be home to the Animal Center in the longer term). This is an affordable and convenient near-term solution.



### Shared Structures

A shared parking structure, ideally located within Focus Area North (see **Chapter 2**), would free up a lot of valuable land around the hub of the Plan Area. Parking arrangements could allow some spaces to be dedicated to certain users, while other spaces are available for public use.



### Park Once Strategy

There is currently an over-supply of parking in the wider context. This Master Plan strongly supports the strategy of coordinating and negotiating with neighbor properties to share parking, to the benefit of all property owners and visitors. A walkable network connecting all parking and uses allow visitors to park once while visiting multiple destinations in the area.



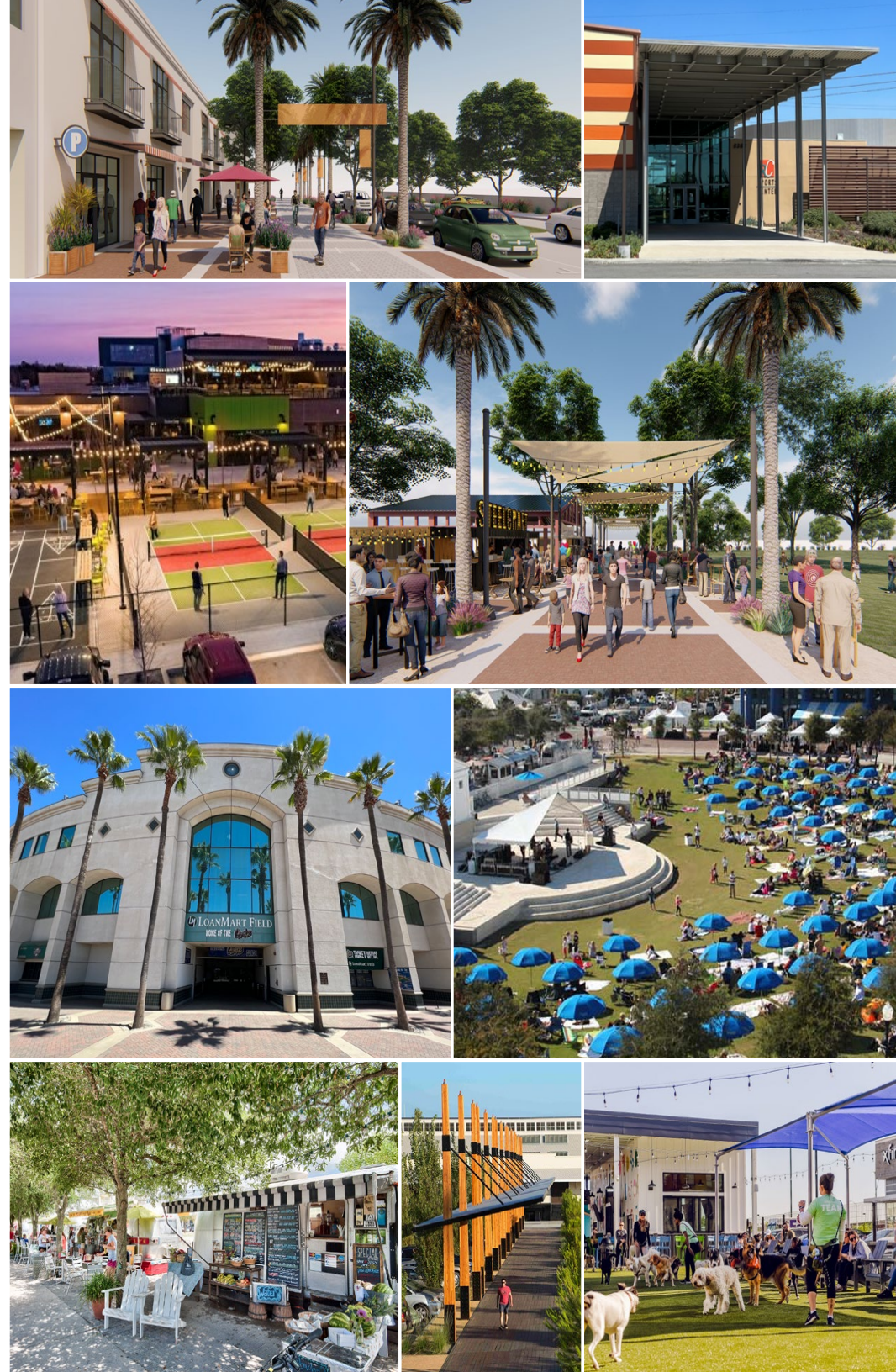
# Focus Area Concepts

## Introduction

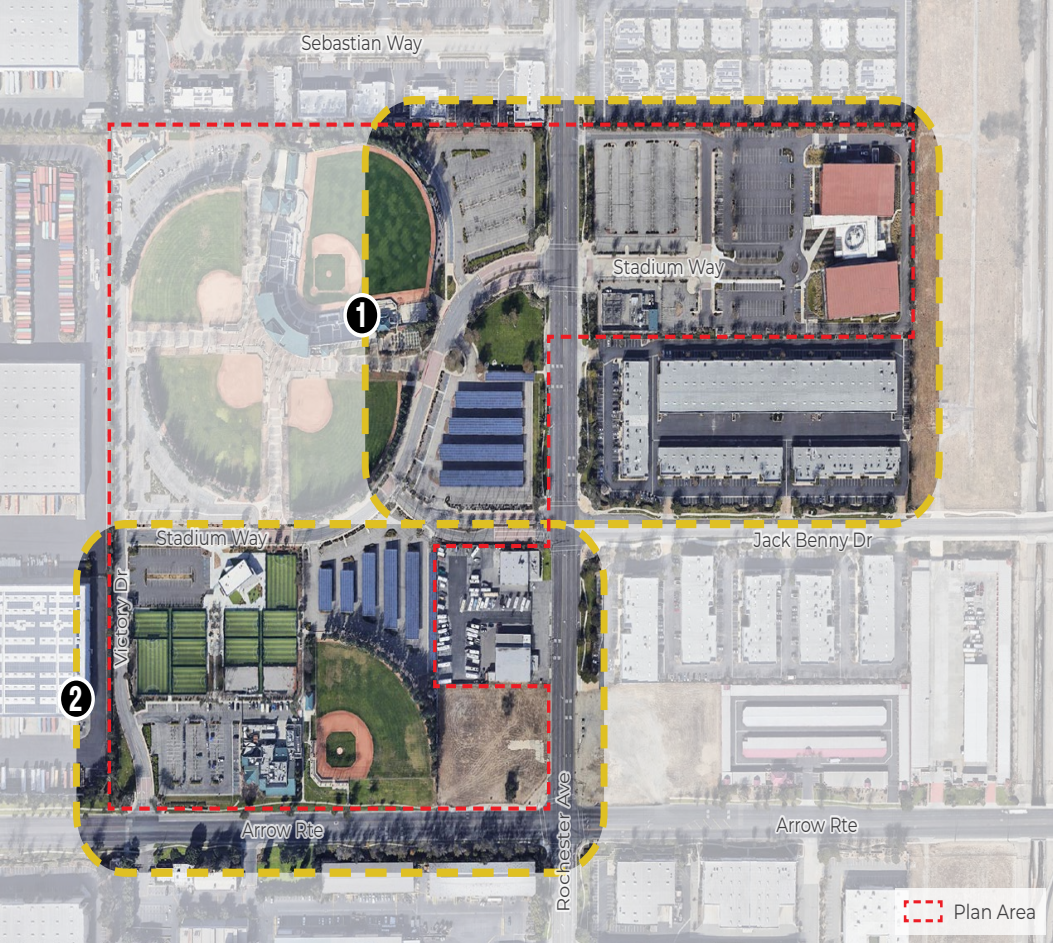
A wide variety of development possibilities could accomplish the vision for the Epicenter Master Plan Area. The range of preferred possibilities, however, varies by both location and by point in time. For that reason, this Chapter explores development and improvement concepts through the lens of Focus Areas in both the near- and long-term. Concepts and priorities are included to describe and illustrate how each new development, whether in the near term or further in the future, contributes to the longer-term goal. While this Master Plan applies to the entire Plan Area, the specific concepts explored here focus on land currently owned by the City, as it is not known if or when privately held land may be redeveloped. This Chapter includes the following sections:

- + Focus Areas Introduction
- + Near-Term Action Items: Focus Area North
- + Near-Term Action Items: Focus Area South
- + Longer-Term Vision: Focus Area North
- + Longer-Term Vision: Focus Area South

# 02







## Focus Areas

### Introduction

This Master Plan identifies and studies two focus areas: Focus Area North and Focus Area South, labeled above as 1 and 2, respectively. The following pages identify the unique existing conditions and possibilities associated with each of these focus areas in both the near- and longer-term. They are envisioned to play slightly different roles, especially in the near-term.

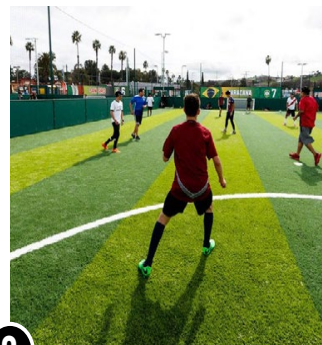


1



### Focus Area North

Focus Area North features the gateway to both the Stadium, softball fields, and the Sports Center, at the intersection of Rochester Ave and Stadium Way. As described in Chapter 1, this area is intended to serve as a hub, and the existing green—referred to here as Epicenter Green—can be improved and utilized as a significant destination. The open parking lots which fill most of this focus area offer a relatively blank slate, which can accommodate new, exciting activity and development.



2

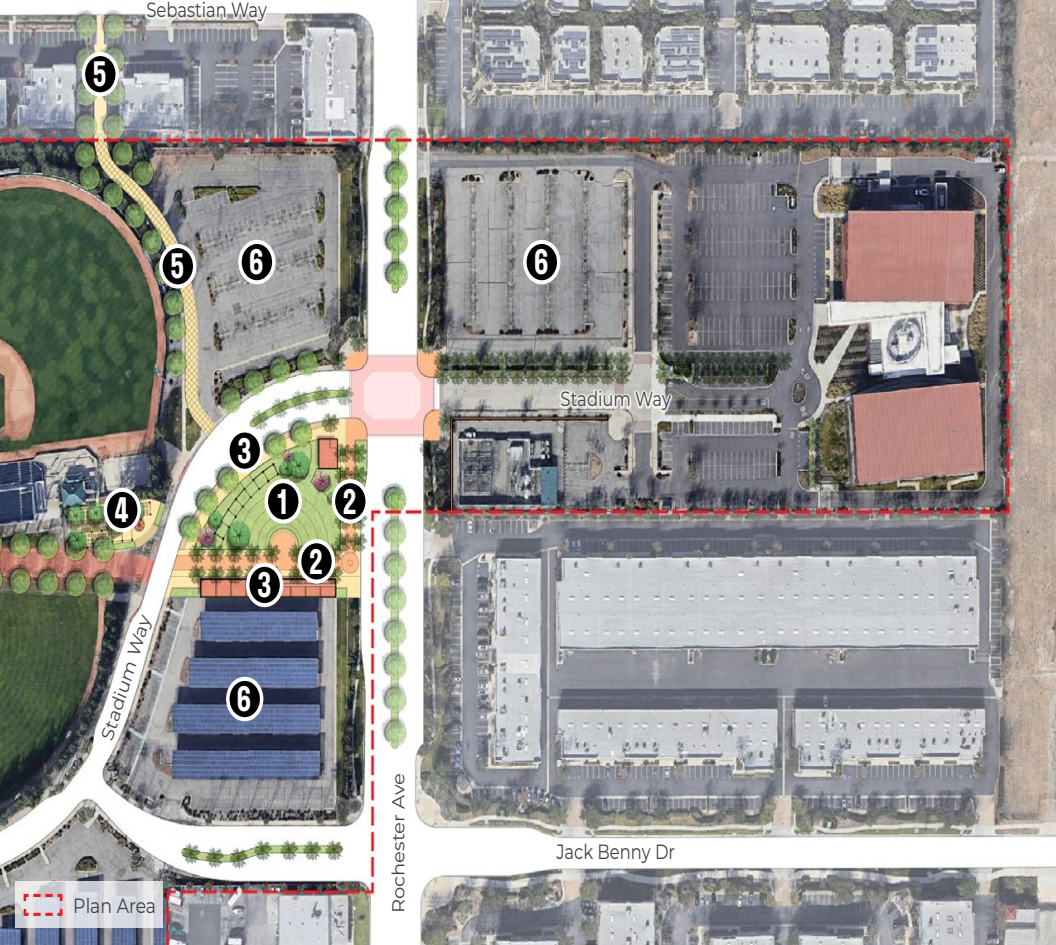


### Focus Area South

The southern portion of the plan area features more existing uses than Focus Area North, including the Animal Center and Sofive Soccer Center. Therefore, minimal change is anticipated in the near term. Eventually, the Animal Center is expected to grow—with a new building at Rochester Ave and Arrow Rte—and other uses could expand the active environment envisioned for Focus Area North.







## Near-Term Action Items

### Focus Area North

#### Build and Activate the Hub

As discussed in Chapter 1, the Epicenter Green and its context can serve as a hub for the area. In the near term, it can become a fun and active gateway to both the Stadium, softball fields, and the Sports Center. Strategic enhancements to the Epicenter Green and its context, along with tactical structures or vehicles hosting food, beverage, and other commercial uses, can bring life to the area soon. This spread identifies **six Action Items** which are intended to create and improve this hub; these Action Items are described on the following pages.

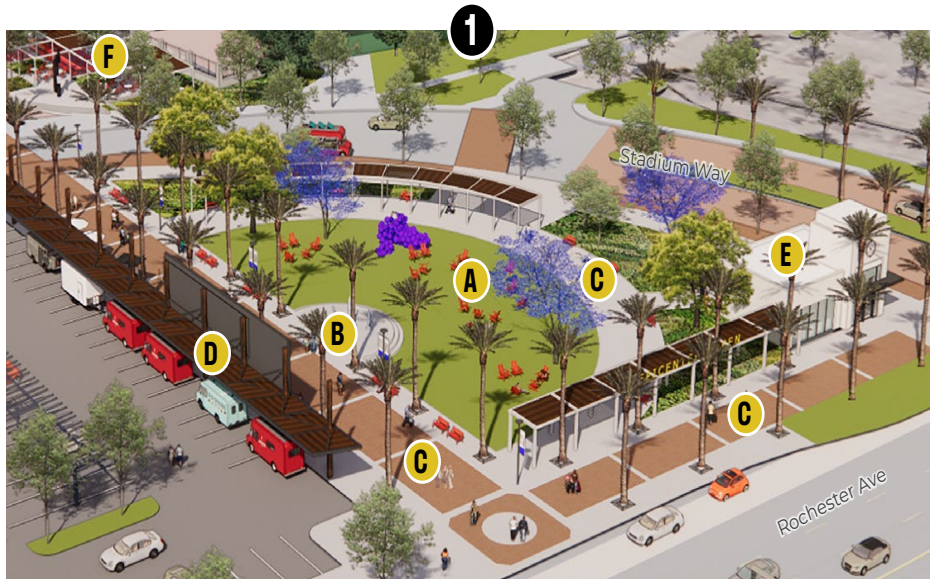
Alongside these action items, the stadium should feature increased programming to become a more active year-round anchor, as discussed in **Chapter 1**. Programming which requires no significant alterations to the stadium can be accommodated in the near term, but in the longer term, the stadium could be adapted to more flexibly host a wider range of events. This is discussed further on page 37.



#### Legend

- 1 Improve the Epicenter Green
- 2 Introduce Promenades
- 3 Tactical Activation
- 4 Improve the Beer Garden
- 5 Connect to Sebastian Way (see connection standards in **Chapter 3**)
- 6 Manage Parking
- 7 Stadium Programming





## Action Item #1: Improve the Epicenter Green

The park at the southwest corner of Stadium Way and Rochester Ave has the opportunity to serve as an active public space and front door to the area. Walkable promenades should line its edges, creating an enjoyable connection between Rochester Ave, nearby parking, and the entry to the baseball fields. The design of the park itself should flexibly accommodate a wide range of events and programming, from farmers markets to movies and yoga. New branded streetscape, signage and landmarks will signal that this is the hub of an important place and regional destination. See **Standard EG-1** in **Section 3.2** for access and size requirements.

- A** Create an open space which can contain furniture and play equipment but remains mostly open and flexible. Existing trees within the space should be preserved.
- B** Create a central stage to anchor the space and accommodate performances and other events.
- C** Organize sidewalks and promenades (see **Action Item #2**) to give a clear form to the space and connect it to the context.  
Create an iconic structure to shade tactical retail and restaurant uses (see **Action Item #3**). A large billboard-like sign and screen could: 1) serve as a branding opportunity visible from Rochester Ave; 2) screen movies; and 3) live-stream games and events taking place in the Stadium. For movie nights and certain events, the Epicenter Green could be ticketed or extra revenue could simply be generated from the additional traffic for the tactical retail and food and beverage establishments.
- D**
- E** Create a small corner building which marks the gateway to the Epicenter Green at the southwest corner of Rochester Ave and Stadium Way. This structure could serve various uses in support of operations and visitors, such as: bike parking, ticketing offices, service storage, and public bathrooms.
- F** Improve the existing beer garden to better engage Stadium Way, the Epicenter Green, and the entry to the Epicenter and softball fields (see **Action Item #4**).



Approaching the Epicenter Green from Rochester Ave and Stadium Way



Smaller shade structures could also offer shade for walking and gathering along the edges of the space.



## Action Item #1 Continued



Flexibly-programmable open space, activated by tactical structures, such as tents or food trucks.



A place to watch the game and play



A place for community fitness and wellness



A place for strolling, gathering, and visiting tactical dining and retail

2



## Action Item #2: Introduce Promenades

Promenades and sidewalks play a critical role in the multi-modal public realm network described in **Chapter 1** on pages 12 to 17. Along the south and east edges of the Epicenter Green, a first phase of the Fault Line (page 14) can be built. Promenades will eventually connect the Epicenter and softball fields to the Sports Center and ultimately, to the multi-use path in the SCE property. While the overall network will accommodate cyclists at certain locations, this near-term portion is to be focused on the pedestrian experience and lined with activity (see **Action Item #3**). The portion along the southern edge of the Epicenter Green is to be a direct continuation of the existing promenade between Stadium and softball field.



Minor sidewalks, such as those within the Epicenter Green and along Stadium Way also provide a comfortable route that can host seating and be lined by tactical retail and food and beverage establishments (see **Action Item #3**).





Shade structures make it easier to host events and temporary uses, such as markets.



### Action Item #3: Tactical Activation

Tactical structures—such as tents, food trucks, and shipping containers—can allow food, beverage, and retail uses to line the public realm during events or throughout the year. When successful, such uses can remain as they are indefinitely or they can become housed in more permanent spaces within new development in the future. This activation could be as simple as food trucks and/or tents, or the City could build an attractive shade structure and lease space under it to retail. The design shown to the left proposes such a structure lining the southern portion of Epicenter Green, allowing retail and food and beverage establishments to front onto the green.



Shipping containers, food trucks, and airstreams can serve as micro-commercial spaces on any edge of the Epicenter Green. For example, food trucks could easily park along Stadium Way, lining Epicenter Green.



### Action Item #4: Improve the Beer Garden

The current stadium beer garden near stadium way provides tables and chairs, but it fails to activate the adjacent public realm. This space should better serve as a dining and drinking terrace which overlooks and engages the promenade, Stadium Way, and Epicenter Green. Furthermore, it could be used outside of game days to support activity in this gateway hub area. This can be achieved by maintaining visibility between the beer garden and other spaces and creating a more monumental entrance to Stadium Way, while still meeting the Alcoholic Beverage Code. Furthermore, elements such as shade structures, planted trellises, string lights, and small trees can bring beauty and shade.



The existing space, closed off from its surroundings



Drinking and dining covered by a trellis and canvas sails



Structures can provide shade and a sense of enclosure while maintaining high visibility to the surroundings.





Linking the heart of the Plan Area to Sebastian Way creates a synergistic connection with many nearby uses.



## Action Item #5: Connect to Sebastian Way

Several of the parking lots serving the commercial buildings directly to the north of the Epicenter ballfields extend to the south edge of those properties, so that a simple opening could provide access between the Epicenter and those businesses for pedestrians, bicyclists, and motorists (see **Standard C-1** in **Chapter 3**). This could provide a flow of potential new customers for the existing businesses in those buildings, which lack the exposure that the commercial center to the north has by virtue of its frontage on Foothill Boulevard. In the longer term, such connectivity might enable the owners of those buildings to lease spaces to food and beverage businesses or sports and entertainment businesses. Additionally, potential parking sharing or leasing arrangements with these surrounding businesses could allow them to get more value from their parking lots which are underutilized in the evenings. A connection to Sebastian Way would also put the hundreds of planned new housing units along Foothill Boulevard within a comfortable 5- to 10-minute walk—or even shorter bike ride—of the amenities of the Plan Area.

In the near-term, such a connection should be made extending from the improved Epicenter Green, around the outfield of the Stadium, and up north to Sebastian Way. There are a number of alternatives regarding the design of this route, depending on budget and access needs. In the near term, it could be as simple as an improvement and extension of the existing sidewalk and drive, or it could be a redesign of the existing drive into a shared multi-modal way. In either case, this shall be a phased approach resulting in a full multi-modal way in the long-term.



The Plan Area currently has a surplus of parking space.

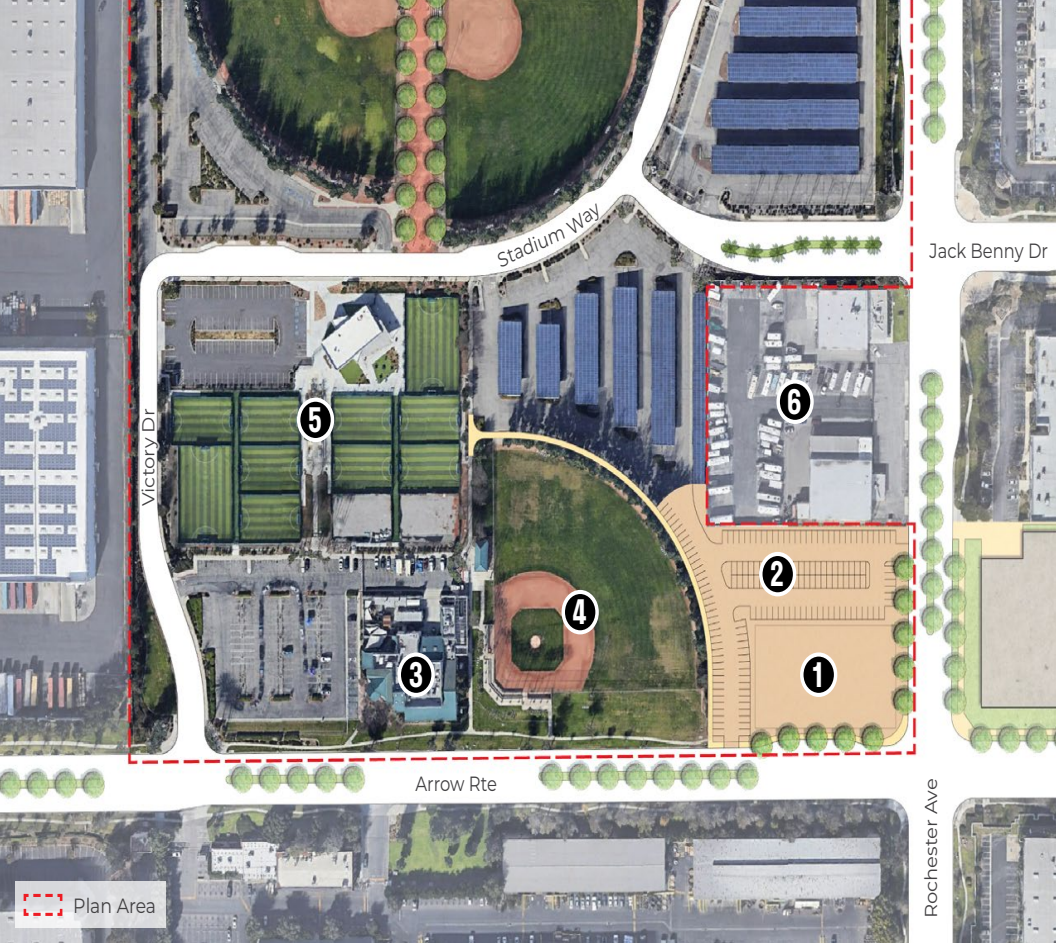
## Action Item #6: Manage Parking

There is currently a surplus of parking in the Plan Area and within adjacent private developments. However, now is the time for the City to begin monitoring the use of its parking lots in order to inform future shared parking interventions as the Plan Area is developed. The cost of new parking solutions—such as structured parking—can limit the development potential of the area, so first phases should take advantage of low-cost, strategic opportunities that already exist. In the near-term, most existing parking lots will remain—along with their solar collectors—and can support new tactical uses around the improved Epicenter Green. As the level of activity and success of the area grows, some overflow parking may be necessary during specific time periods. First, overflow surface parking supporting the initial phases of development could be provided on vacant or under-utilized land, such as the northwest corner of Rochester Ave and Arrow Rte (home to the Animal Center in the longer term). If and when more parking is needed, opportunities exist for sharing parking with nearby developments, as identified and discussed in **Chapter 1** on page 19 and **Action Item #5** on page 32. These are affordable and convenient near-term solutions.



Overflow parking opportunity at Arrow Rte and Rochester Ave





## Near-Term Action Items: Focus Area South

### Minimal Near-Term Change

The southern portion of the plan area features more existing uses than Focus Area North. Therefore, minimal change is anticipated in the near term. The empty lot at the northwest corner of Rochester Ave and Arrow Rte is reserved for a future Animal Center expansion in the longer term, but it could accommodate overflow parking and/or an interim animal-related use in the near term. The existing private property north of that corner site (see #6 in the above diagram) is not currently available for redevelopment, but if its property owner so chooses, it could eventually become a use that better complements the Epicenter character and other Epicenter uses.

#### Legend

- 1 Future Animal Center Site
- 2 Overflow Parking Opportunities
- 3 Existing Animal Center
- 4 Existing Little League Field
- 5 Existing Sofive Soccer Center
- 6 Existing Private Property

## Near-Term Strategies for the Future Animal Center Lot

### Animal-Oriented Use

The empty lot at the northwest corner of Rochester Ave and Arrow Rte, which is reserved for a future Animal Center expansion, could accommodate an interim animal-related use on a lease that would expire when the Animal Center is expected to be built. This would put this location on the map for pet-owners, paving the way for the future Animal Center.



### Overflow Parking on Existing Land

Remaining vacant land (excluding that needed for any interim animal-oriented use per above) could accommodate short-term, temporary overflow parking in support of interim uses and new activity in Focus Area North. If used for parking, the lot shall be layered with dust-mitigating ground cover, such as decomposed granite or gravel. The lot is largely flat, but it shall be graded where necessary to create a walkable surface.

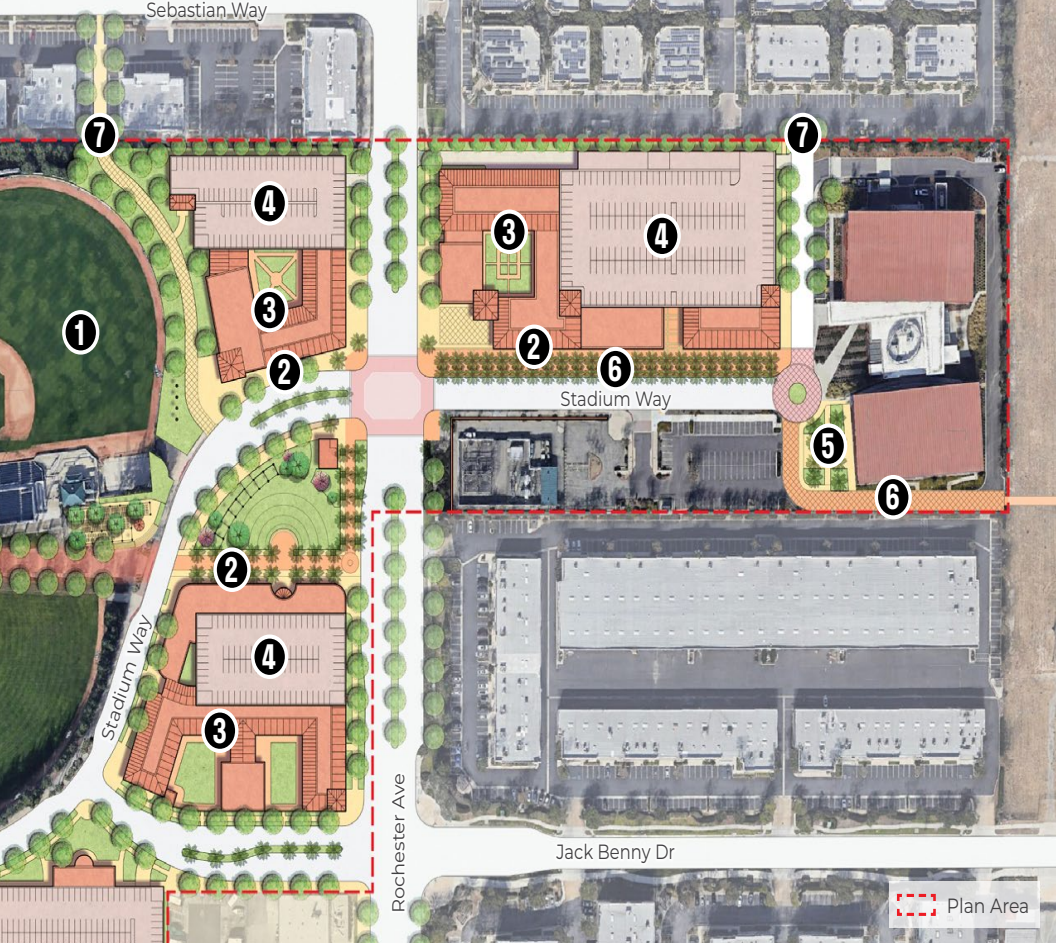


## Support Existing Uses which Support Vision

Athletics-related uses and the Animal Center form part of the long-term vision for the area. Whether they remain as they are now or evolve over time, these uses should be supported. However, the automobile-related use on the private property at Rochester Ave and Jack Benny Dr does not contribute to the evolving identity of this area. If its property owner so chooses, it could be redeveloped to better complement the other Plan Area uses.







## Longer-Term Vision: Focus Area North

### An All-Day, Year-Round Active Environment

The near-term activation described in the previous section is intended to catalyze a higher concentration of life and activity around this focus area in the long term. Over time, existing parking lots can be developed to accommodate this growing concentration of activity and further enliven an improved public realm. New buildings can house the tactical commercial uses and programming that will have succeeded in the near-term as well as other new uses which support the identity and life of the area.

#### Legend

- ① Leverage the Stadium
- ② Active Frontages Line the Public Realm
- ③ Compatible Supporting Uses
- ④ Shared Structured Parking Supply
- ⑤ Tactical Plaza in Sports Center Landscaped Area (see page 15)
- ⑥ Extended connection to the east (see **Connection C-8** in **Section 3.2**)
- ⑦ Connections to adjacent sites (see connection standards in **Chapter 3**)

## Leverage the Stadium's Value

As discussed in Chapter 1, the City has the opportunity to utilize the Stadium more consistently throughout the year, bringing more fun events to the community and attracting more patrons to businesses in the area. Currently, Minor League Baseball home games bring significant crowds to the district for just a few hours on 67 days per year—only about one sixth of days—and well below 10% of business hours throughout the year. As is the case with venues across the country, no single tenant or use can adequately leverage such a significant asset. Furthermore, no tenant is guaranteed to be permanent, and the stadium can continue to be an anchor for the area even if tenant(s) change. Other programming occurs throughout the year, but much of the calendar remains empty. The City should seek a new operator specializing in multi-use venues, who can fully leverage the stadium's value as a controlled-access, ticketable venue through

programming, marketing, and branding. If necessary, and in coordination with the operator, the City could renovate the stadium to more effectively and easily accommodate a wide range of programming. Some programming possibilities are illustrated on this page. In addition to these full-venue options, portions of the stadium could be rented out for private events such as: graduations, birthdays, weddings, corporate meetings, and batting cage use.



Entertainment acts like the Savannah Bananas, who have already visited the Epicenter



Other entertainment options, such as concerts



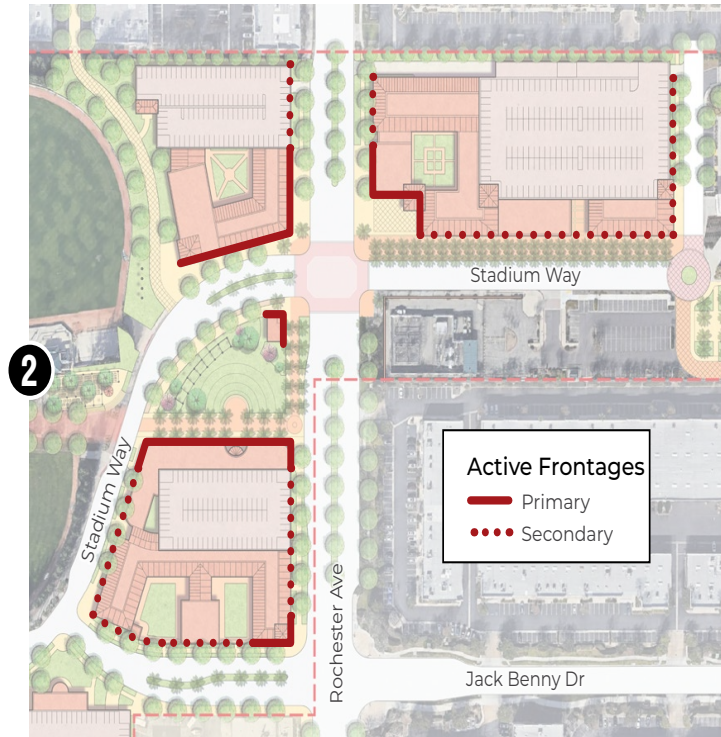
Monster trucks and other shows that can operate within arenas of varying size



The field could be adapted to accommodate soccer—given its growing popularity—and/or be used as a multi-sport venue.



**FIGURE 2-1: ACTIVE FRONTAGES**



This Figure serves as a simplified reference for this conceptual Section. The full regulating plan is included in **Section 3.1: Regulation Plan**.



Primary active frontage example

## Active Frontages Line the Public Realm

The area is envisioned as a lively environment, oriented around athletics and entertainment, among other complementary uses. As such, its streets and open spaces must be lined with active ground floors which bring life to the public realm. Primary active frontages include shops and restaurants, while secondary active frontages can include a wider range of uses, as there is not enough market demand to support shops and restaurants throughout the plan area. Primary and secondary active frontages are identified in Figure 2-1 (above) and described on the following page.

## Primary Active Frontages

Primary active frontages line important portions of streets and open spaces in the area. They should be filled with shops and restaurants whose activity spills out into the public realm. In particular, businesses and organizations which make use of the Epicenter Green are prioritized along its edges.



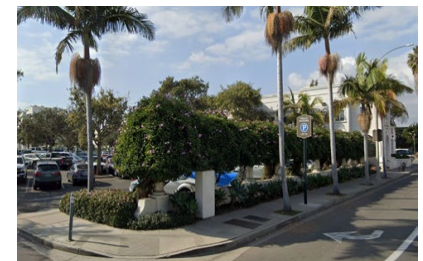
Activity spills out from ground floors into the public realm.



Active uses occupy ground floor frontages, regardless of upper floor use.

## Secondary Active Frontages

As in most parts of most cities, there is not enough demand in the area to fill all frontages with shops and restaurants. Secondary frontages should still engage the street with ground floor entries and windows, but they can include a wider range of uses. In addition to shops and restaurants, ground floors in secondary frontage environments include lobbies, amenity spaces, hotels, fitness-related businesses, other commercial uses, and a limited amount of well-screened parking.



Well-screened parking in secondary locations



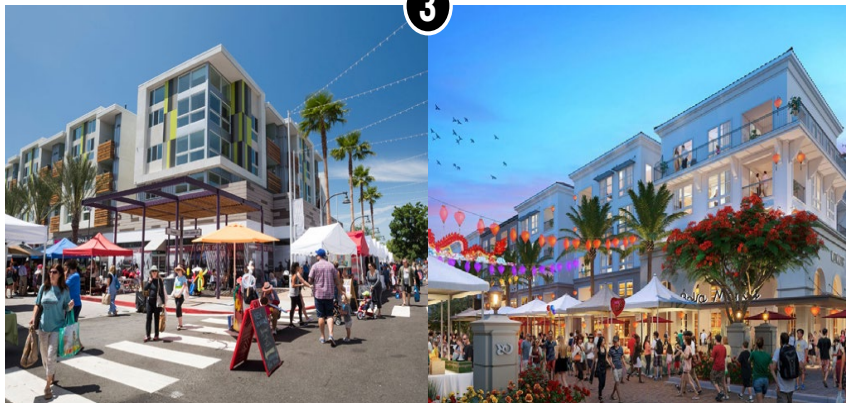
Flexible frontages can host shops or offices



Lobby and amenity space for offices or hotels



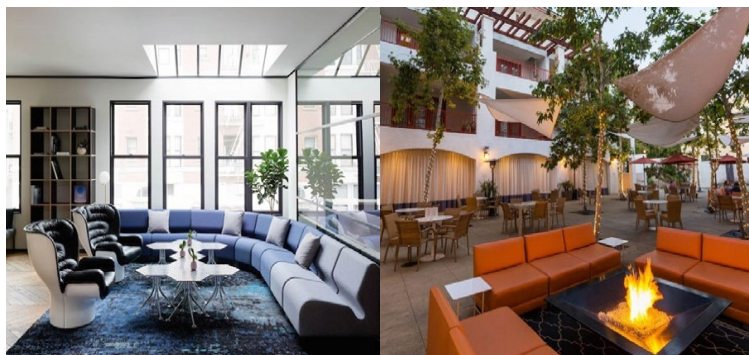
3



Upper floor offices and hotels support active ground floors and a lively public realm.

## Compatible Supporting Uses

The Stadium, Sports Center, and other existing uses do not routinely attract enough visitors to support an influx of new restaurants or retail shops, which require customers all day and every day to stay in business. Such businesses are attracted to mixed-use districts where a significant concentration of residents and jobs are already present, to provide them with steady supply of “built-in” local customers. Therefore, uses such as hotels and offices are needed to bring life to the area and support new, fun businesses, and connections must be made to nearby housing. Any supporting uses must also include highly active uses on the ground floor, engaging the public realm.



Hotels, offices, and other Epicenter-compatible uses support active ground floors and a lively public realm.

4

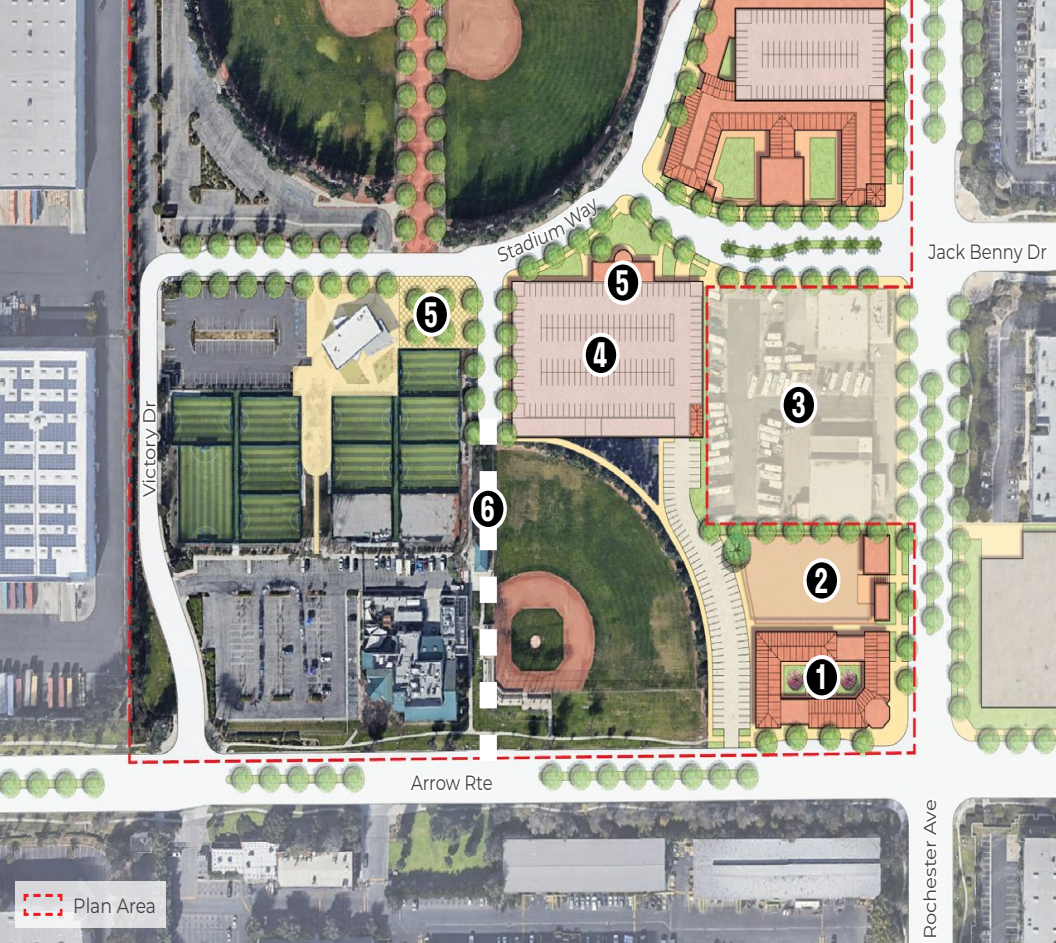


Example of a shared parking structure with liner buildings

## Shared Structured Parking Supply

More efficient parking strategies, through the use of shared parking arrangements and structured parking, are necessary in order to make room for new activity in the area. A small amount of new development could occur without a structure, but a parking structure—or structures—will help as uses displace existing parking lots. A parking structure to the northeast of the intersection of Stadium Way and Rochester Ave is required to have at least 500 parking spaces (see **Section 3.2**). For reference, the footprint depicted on page 36 at that location accommodates 150 spaces per floor. Any other structure in Focus Area north would need to be calibrated to the intensity of new development.





## Longer-Term Vision: Focus Area South

### Expanding the Active District

Over time, the active environment envisioned for Focus Area North could expand southward. Development potential in this area depends heavily on the future of the private property, the Little League field, the future of Sofive Soccer Center, and the expansion of the Animal Center. If the private automobile-related use and the Little League field were to remain, little change would be expected in this area. However, if they were to be relocated, a more robust expansion of the athletic- and animal-related district could occur, potentially with the support of a new shared parking structure.

#### Legend

- 1** Animal Center Expansion
- 2** Animal-Related Use
- 3** Private Development Site
- 4** Shared Structured Parking: featuring active ground floor liner space facing the green to the north and the plaza to the west
- 5** Potential Plaza at South Entry to Fields
- 6** New Route through Block: The Little League field site may remain for the lifetime of this plan. However, if it were to be relocated (see **3G** on page 72) and this site were to be redeveloped, a new street connection would be required per **Chapter 3**.

## Animal Center



1

As the Animal Center continues to advance its mission, it is in need of a new facility. This facility would host the public-facing program of the Center, including public education and training and animals in need of adoption. It would feature an inviting entry and animals highly visible from the street to encourage adoptions and community awareness of the Animal Center. The future building could take a number of forms, but it could feature one or more courtyards which serve as play yards. In such a case, the building would be oriented around the play yards and form their boundary—rather than fences doing so.



This Animal Center design by WA features courtyard play areas lined by kennels and other programming.



2

Dog-centric programming and events

## Animal-Related Uses

Other animal-related uses in the area would both leverage and support the Animal Center. The Animal Center could collaborate with other organizations or businesses on programming or to get the word out regarding vaccination and adoption events. For example, there are new businesses which function as a restaurant and event venue anchored by a dog park. Such a use could be near Animal Center or anywhere in the Plan, provided it provides appropriate frontage.



Businesses offering pet toys, food, grooming would synergize with the Animal Center.



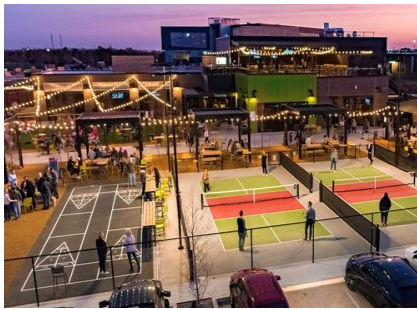
## Sports-Anchored Uses

A sport-anchored use could relate well with the existing baseball fields and the existing Sofive Soccer Center. Businesses such as Chicken N Pickle (Pickle Ball) and Top Golf are essentially food and beverage establishments which use a sport as a main attraction.

Such a use could be developed on open land, the Little League field site if it were to relocate, or in coordination with the Sofive Soccer Center pending its future needs. Such uses often feature some lesser active frontages—such as edges of courts or fields—so they are more appropriate for Focus Area South than Focus Area North, which requires consistent active frontage around the gateway hub.



Restaurants anchored by pickle ball and open space

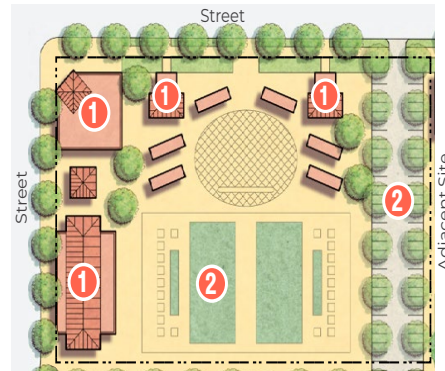
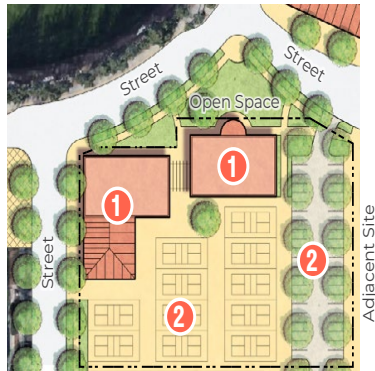


Restaurants anchored by pickle ball and open space



Retail and restaurants anchored by a surf club

### Example Sports-Anchored Use Site Plans



--- Development site

- ① Buildings line and activate the streets and open spaces per the standards of Chapter 3.
- ② Parking and athletic fields, courts, or pools are located next to and behind buildings.

## Shared Structured Parking

Like Focus Area North, more efficient parking strategies will be needed if this area sees an influx of new uses which displace existing parking and bring their own parking needs. It is recommended that a parking structure be built in Focus Area North first to support the gateway hub, but an additional shared structure could be built here in the future. It shall feature a “future-proof” design—unless such features would render the project financially infeasible—meaning that it could easily adapt to accommodate other uses in the future. Future-proof parking design elements include flat floors and 10-foot minimum floor-to-floor heights. Any structure along Jack Benny Dr, Rochester Ave, and Arrow Rte should feature as much active ground floor frontage as possible.



Large parking structure with ground floor retail liner



Large shared parking structure with micro-retail liner



# Development Regulations

## Introduction

This Chapter establishes development regulations that implement the vision for the Plan Area described and illustrated in **Chapters 1 and 2** and in the **General Plan** (see **General Plan Focus Area 1** on page 102). This Master Plan is the guiding regulatory document for the Epicenter Master Plan Area (see **Applicability** on the following spread for more). This Chapter includes the following sections:

- + 3.1: Regulating Plan & Applicability
- + 3.2: Development Standards
- + 3.3: Street Standards
- + 3.4: Allowed Uses

# 03





# 3.1: Regulating Plan & Applicability

## Applicability

This Master Plan is the guiding regulatory document for the Epicenter Master Plan Area. If the City receives an application for development that meets the intent of the Master Plan on any portion of City-owned sites, the City will initiate a General Plan amendment and a Zoning Map amendment to redesignate and rezone the development site to the appropriate City Corridor High Land Use Designation and corresponding Corridor 2 (CO2) Zone of the *Rancho Cucamonga Development Code* (referred to herein as "*Development Code*"). This shall occur at the time of the application for a subdivision map and design review of the development application. Where standards of the CO2 Zone of the *Development Code* conflict with the standards of this Master Plan, the Master Plan standards shall prevail.

## Regulating Plan

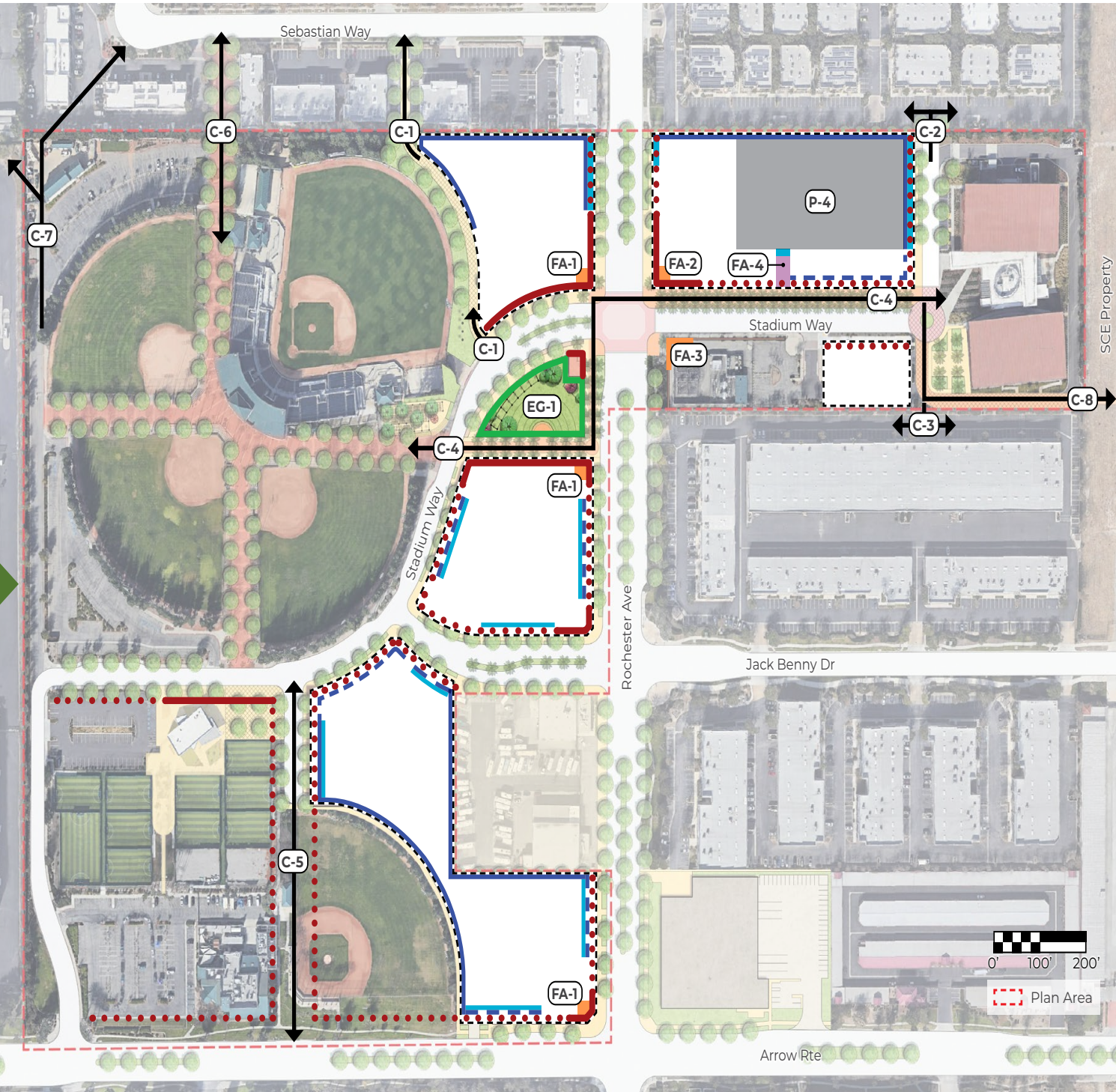
### How To Use

The Regulating Plan (Figure 3.1) identifies where the standards in Sections 3.2 and 3.4 shall apply. The standards in Section 3.3 vary by street.

### Legend

- ➔ Connection (C-1 through 8)
- Primary Active Frontage (FR-1 and B-1)
- Secondary Active Frontage (FR-2 and B-2)
- Vehicular Access from ROW Allowed (P-1)
- Unlined Parking Allowed on All Floors (P-2)
- Unlined Parking Allowed on Upper Floors Only (P-3)
- Shared Parking Structure (P-4)
- Facade Corner Treatment (FA-1 through 3)
- Facade Break (FA-4)
- Epicenter Green (EG-1)

FIGURE 3.1: REGULATING PLAN





## 3.2: Development Standards

As stated in the introduction to this chapter (*Introduction & Applicability*), the following standards supplement and, where conflicting, supersede the standards applicable to the Corridor 2 (CO2) Form-Based Zone, as regulated by the *Rancho Cucamonga Development Code*.

### Connections

In order to implement a connected multimodal network, the following standards apply wherever proposed new development abuts the locations marked in **Figure 3.1**, whether on City-owned or private property. All improvements shall be done in coordination with affected property owners. These connection standards implement General Plan Mobility & Access Standards MA-2, MA-3, and MA-5 (*GP Volume 2, Chapter 4*). These standards also provide more specific, refined direction to implement the intent of *General Plan Figure FA-2* (Focus Area 1: Downtown Rancho Cucamonga, pg. 103). Any new or improved vehicular streets are also subject to the Street Design Standards of **Section 3.3** of this Chapter. These standards include:

**C-1 Required Connection.** There shall be a new connection between Stadium Way and Sebastian Way, accommodating pedestrians, cyclists, and vehicular traffic.

**C-2 Required Connection.** There shall be a new connection between Stadium Way and the adjacent development to the north, accommodating pedestrians, cyclists, and vehicular traffic.

**C-3 Required Connection.** There shall be a new connection between Stadium Way and the development to the south, accommodating pedestrians, cyclists, and vehicular traffic.

**C-4 Required Connection ("The Fault Line," page 14).** There shall be a new pedestrian promenade connection from the Stadium and softball fields to the Sports Center. It shall be at least 15' in width, in addition to any other public frontage elements or adjacent roadway (see the Stadium Way example section on page 57). Portions of this promenade shall also accommodate cyclists, pending coordination with the contextual bike network.

**C-5 Required Connection.** There shall be a new connection between Stadium Way and Arrow Rte, accommodating pedestrians and cyclists. If the Little League field were to be redeveloped (if it were accommodated elsewhere; see also **Concept 3G** on page 72),

this route shall also accommodate vehicles. The resultant blocks to the east and west of this connection shall be deemed in conformance with *Development Code Chapter 17.138*, despite their large size. However, due to their large size, additional pedestrian connections through these blocks are encouraged where possible.

**C-6 Required Connection.** There shall be a new connection from the north-south promenade of the Epicenter complex to the north, accommodating pedestrians.

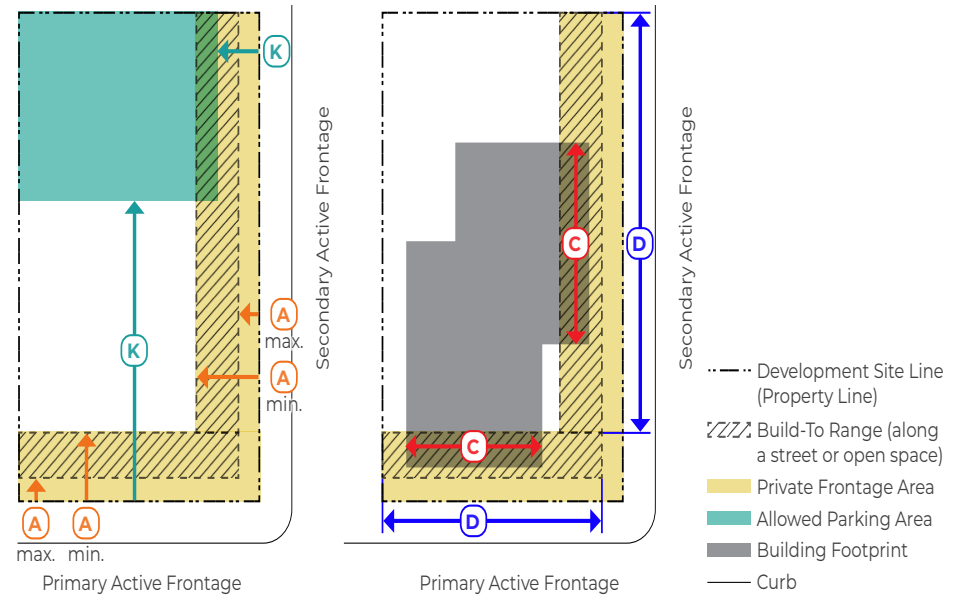
**C-7 Required Connection.** There shall be a new connection from Victory Drive to the north and/or northwest, accommodating pedestrians and vehicular traffic. The exact location of this connection is flexible, but the long-term intent of *General Plan Figure FA-2* (page 103) is to connect Victory Drive, Millennium Court, and Sebastian Way / Masi Drive if and when the adjacent properties are redeveloped. This connection could help alleviate gameday traffic and also function as a backdoor connection for other modes of transportation, including cyclists and transit.

**C-8 Required Connection.** There shall be a new connection from the Fault Line (see *Standard C-4*) to the proposed multi-purpose trail on Southern California Edison (SCE) property (see *General Plan Figure FA-2*, pg. 103), accommodating pedestrians and cyclists, pending the approval of SCE.

### Building Placement

**B-1 Build-To Range and Buildout Percentage.** Buildings shall be placed according to the standards of **Table 3.2**. In the Primary Active Frontage Overlay, parking lots shall be located behind buildings. In the Secondary Active Frontage Overlay, parking lots shall be located behind and adjacent to buildings, subject to the required buildout percentage. See page 52 for Frontage standards associated with these overlays.

**FIGURE 3.2: SITE PLAN DIMENSIONS DIAGRAM**



**TABLE 3.2: DESIGN STANDARDS**

Design Standard <sup>1</sup>		Primary Active Frontage	Secondary Active Frontage
<b>A</b>	Build-To Range (min.-max.)	0-12 ft <sup>2</sup>	8-12 ft
<b>C/D</b>	Buildout Percentage (min.)	100% <sup>4</sup>	50% <sup>3</sup>
<b>K</b>	Surface Parking Setback (min.)	30 feet min (behind building)	Set back at least as much as building on site
	Allowed Building Entrance and Facades Types (located within Private Frontage Area)	<ul style="list-style-type: none"> <li>Shopfront and Gallery, Arcade, Terrace, and Recessed Variations<sup>5</sup></li> <li>Forecourt<sup>5</sup></li> </ul>	<ul style="list-style-type: none"> <li>Shopfront and Gallery, Arcade, Terrace, and Recessed Variations<sup>5</sup></li> <li>Small Front Yard and Porch, Stoop Variations<sup>5</sup></li> <li>Forecourt<sup>5</sup></li> </ul>

#### Notes:

- See **Figure 3.2: Regulating Plan** for graphic depictions of standards and locations of Primary and Secondary Active Frontages.
- The combined width of the Private Frontage Area (see *Development Code § 17.130.050*) and Sidewalk Zone (see **Section 3.3**) shall be 15 feet minimum. For example, the building may have a setback of 0 feet only if the development site fronts onto a sidewalk or promenade of 15 feet minimum width.
- Exception:** if the proposed development FAR is less than .75, there may not be enough building footprint to line 50% of the frontage length. In this case, the minimum Buildout Percentage is 30%.
- Exception:** If a corner plaza is located at the northeast corner of Rochester Ave and Stadium Way (see *Standard FA-2*), Primary Active Frontage shall line that plaza. In other locations, forecourts and plazas may replace up to 30% of the frontage length.
- See *Development Code Chapter 17.132* for standards associated with these types.



## Frontage

The building entrance, building facade, and design of the private frontage area is subject to the applicable standards for the CO2 zone found in the **Development Code**. Additionally, in order to ensure that appropriately active private frontages line the public realm, the following standards apply:

**FR-1 Primary Active Frontage.** These frontages shall be highly active and define key locations in the Plan Area. Ground floor uses within 30 feet of the facade shall be limited to those identified in **Section 3.4**, and the design is subject to the standards of **Table 3.2**. The Private Frontage Area shall be designed as an extension of the Pedestrian Way (see **Section 3.3**).

**FR-2 Secondary Active Frontage.** These frontages host a more flexible range of types and uses—including any use found under 'Epicenter General' in **Section 3.4**. Their design is subject to the standards of **Table 3.2**. The Private Frontage Area in front of unbuilt portions of the site shall be lined with drought-tolerant plants, and a low wall in front of parking lots is recommended.

## Parking & Vehicular Access

Adequate provisions for traffic circulation, parking, and pedestrian safety shall be provided to the satisfaction of the planning director and the city engineer. Proof of adequate parking may be required at the discretion of the planning director. In order to ensure that new development accommodates vehicular access and parking without compromising the quality of the public realm, the following standards apply:

**P-1 Vehicular Access.** Vehicular access is permitted, but not required, to be taken at this location. Access along Rochester Ave, Jack Benny Dr, and Arrow Rte shall be right-in/right-out only.

**P-2 Unlined Structured Parking Allowed on All Floors.** Parking structures may be exposed to the right-of-way without a liner at this location. The parking structure facade shall be set back a minimum five feet from the building facade; screened with a living wall; and/or designed with punched openings to simulate habitable space. The Private Frontage Area in front of unlined parking structures shall be landscaped with drought-tolerant plants.

**P-3 Unlined Structured Parking Allowed on Upper Floors Only.** On upper floors only (not the ground floor), parking structures may be exposed to the right-of-way without a liner at this location. The parking structure facade shall be set back a minimum five feet from the building facade; screened with a living wall; and/or designed with punched openings to simulate habitable space. The ground floor and its private frontage area design is still subject to the applicable standards of this Section and the **Development Code**.

**P-4 Shared Parking Structure.** A parking structure, accommodating a minimum of 500 stalls, shall be provided at this approximate location. If it is to be privately developed, the specific location and shared stall quantity is subject to a development agreement with the City.

**P-5 Surface Parking.** Surface parking is considered an unbuilt portion of the site and therefore does not contribute toward the required buildout percentage. The Private Frontage Area in front of unbuilt portions of the site shall be lined with drought-tolerant plants, and a low wall in front of parking lots is recommended.

## Facades

With the intent that facades create the beautiful and functional walls of public outdoor rooms and streets, the following standards apply:

**FA-1 Corner Treatment: Building.** The building at this corner shall help define the gateway to the Epicenter in a welcoming manner with a special corner treatment. This shall include a corner tower, dome, massing, or parapet element and enhanced transparency into the building at the corner, in the form of a prominent entry or set of windows.

**FA-2 Corner Treatment: Building or Plaza.** Either a building or a small plaza defined by building(s) shall help define the gateway to the Epicenter at this location. If it is a building, this shall include a corner tower, dome, or parapet element and enhanced transparency into the building at the corner, in the form of a prominent entry or set of windows. If a plaza, its size shall not exceed 85 feet by 85 feet and it shall be lined by Primary Active Frontage.

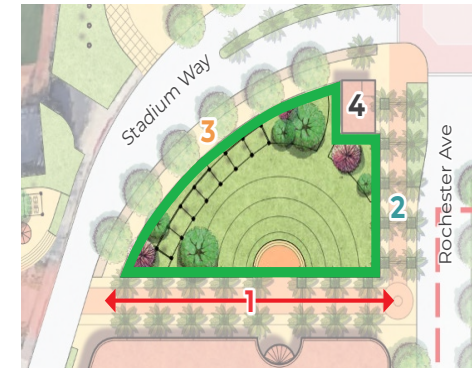
**FA-3 Corner Treatment: Screening.** A decorative screen or wall with landscaping and/or a mural shall line the edge of the electrical substation at this location.

**FA-4 Facade Break.** There shall be a minimum of one facade break measuring at least 30 feet wide by 30 feet deep along the north edge of Stadium Way. This facade break may feature vehicular access to parking within the block.

## Epicenter Green

The Epicenter Green and adjacent promenade are critical elements of the public realm; the following standards apply:

**EG-1 Access and Size.** The Epicenter Green and adjacent Promenade to the south (see diagram below) may be either publicly or privately owned and maintained. In either case, they shall be publicly accessible for at least 12 hours per day and during regular opening hours of businesses within the Epicenter Master Plan Area. The size of the multi-purpose open space shall be a minimum of 10,000 square feet—not including any building footprints, surrounding sidewalks, or promenades. If made private, more specific requirements (such as a larger minimum open space size, if deemed necessary by the City) shall be identified as part of a development agreement.



 Epicenter Green area, subject to **EG-1** above

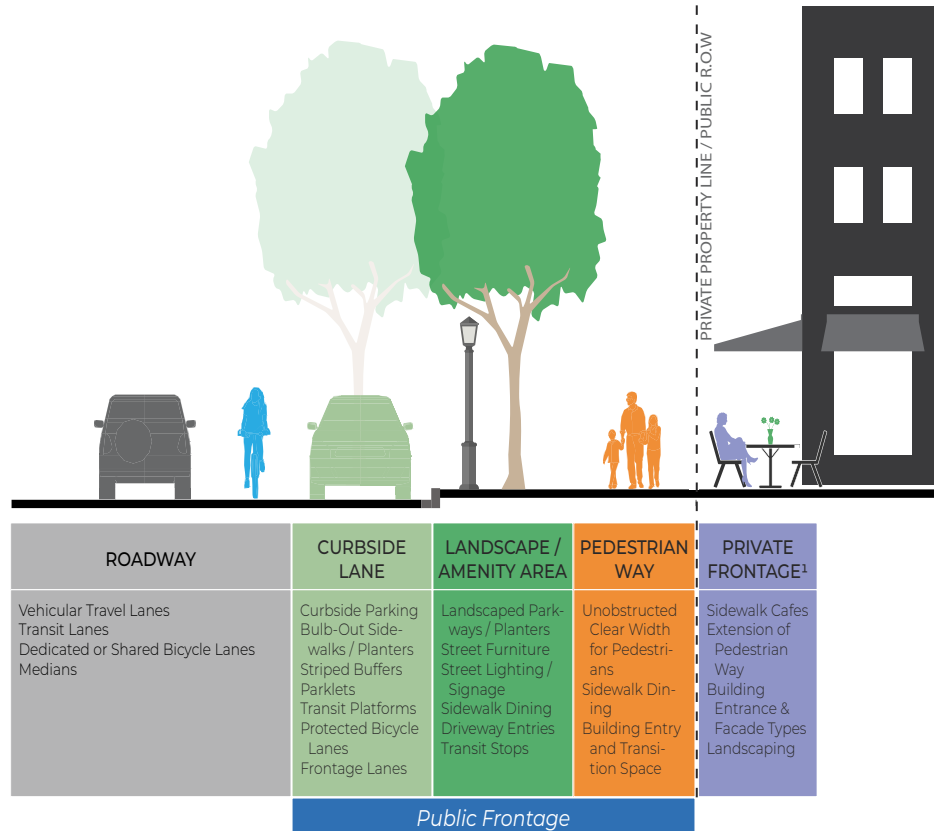
- 1** Promenade, subject to **EG-1** above (see also **Standard C-4**)
- 2** Sidewalk along Rochester Ave, to remain publicly accessible at all times; this portion is to be designed as part of the Fault Line Promenade (see **Standard C-4**)
- 3** Sidewalk along Stadium Way, to remain publicly accessible at all times
- 4** Building Footprint(s), if any, subject to further design



### 3.3: Street Design Standards

This Section applies to all new vehicular connections and improvements to existing streets within the Plan Area. All vehicular street rights of way shall contain the following elements of public realm anatomy: Roadway, Landscape/Amenity Area, and Pedestrian Way. A Curbside Lane is also recommended on all Interior Streets and Rochester Ave. For the purposes of this Plan, Interior Streets include all streets within the Plan Area other than Rochester Ave and Arrow Rte. The Rancho Cucamonga General Plan describes the intent of this public realm anatomy, including how it is to be calibrated to the context and ground floor uses (*Plan RC, Volume 4, Chapter 2, Part 1*). The public realm anatomy is diagrammed in *Figure 3.3*, and *Table 3.3* establishes associated standards.

**FIGURE 3.3: RIGHT-OF-WAY ZONES**



**Notes:**

1. Private Frontage and Building Entrance and Facade Types are regulated in *Section 3.2*.

**TABLE 3.3: STREET DESIGN STANDARDS**

Street Design Element		Interior Street	Arrow Route	Rochester Avenue
	Roadway Width	Subject to the required number of lanes per the City Traffic Engineer		
	Vehicular Lane Width	10 ft preferred; 11 ft max	11 ft preferred; 12 ft. max	
	Center Median	N/A <sup>1</sup>	Recommended; 10 ft min	Recommended; 10 ft min
	Allowed Bike Facility Classes <sup>2</sup>	II, III, or IV	I, II with buffer, or IV; IV is preferred	I, II with buffer, or IV; IV is preferred
	Curbside Lane Width	7 ft. min.	Not required; <i>If introduced:</i> 8 ft. min. with striped buffer recommended	9 ft. min. <sup>3</sup>
	Landscape/Amenity Area Width	6 to 10 ft.	8 to 15 ft.	
	Street Trees within the Landscape/Amenity Area and/or Curbside Lane	Street trees required; Street trees shall be regularly spaced; Spacing: 40 ft. max. o.c. <sup>4</sup> ; 25–35 ft. o.c. recommended		
	Landscaping within the Landscape/Amenity Area	<i>(By ground floor use:)</i> Retail: Individual planters or tree wells with grates recommended Commercial: Either individual or continuous planters		
	Pedestrian Way	8 to 15 ft. <sup>5</sup>		
	Clear Width for Pedestrians in the Pedestrian Way	8 ft. min.		

**Notes:**

1. Only recommended where already existing on Stadium Way and Jack Benny Dr, near Rochester Ave.
2. Applicable where bike facilities are improved or introduced.
3. Recommended to accommodate pick-up/drop-off zone(s). Where the Curbside Lane is used for curbside parallel parking, striped buffers are recommended to demarcate a 7 ft. wide parking lane along the curb.
4. Exception: Spacing may exceed the maximum where conflicting with driveway or utility placement.
5. Exception: The Fault Line Promenade shall be at least 15 feet wide and is exempt from the maximum width (see *Standard C-4* on page 50 and the Stadium Way example section on page 57).



Example Section: Interior Street

The frontage of interior streets is to be calibrated to the adjacent ground floor use. Here, a wide Curbside Access Zone features large planters and diagonal parking to support the adjacent businesses. Outdoor dining and seating fills the Landscape & Furnishing Zone between individual planters.



Example Section: Stadium Way, East of Rochester Avenue

Per Standard C-4, a promenade ("The Fault Line") shall run along the north side of Stadium Way, east of Rochester Ave. A curbside lane with parallel parking is also recommended along the north curb of the street. The section below is facing east, showing the public frontage on the north side of the street.





# 3.4: Allowed Uses

## Purpose & Applicability

**Table 3.4: Allowed Uses** establishes the land uses allowed for any new development within the Epicenter Master Plan Area. This Table overrides the Land Use Standards found in **Chapter 17.136** of the **Rancho Cucamonga Development Code**. The following standards of the **Development Code** also apply:

- + The standards in **Article V (Specific Use Requirements)** apply to uses allowed in this chapter.
  - + Land uses are defined in **Chapter 17.32 (Allowed Use Descriptions)**.
- + Regulations in **§ 17.30.020 (Classification of Land Uses)** apply to this chapter.

## Permit Requirements

A land use is either allowed by right; allowed through issuance of a conditional or minor use permit; or not permitted. In addition to the requirements for planning permits or entitlements listed herein, other permits and entitlements may be required prior to establishment of the use (e.g., building permit or permits required by other agencies). The requirements for planning permits or entitlements identified in **Table 3.4: Allowed Uses** include:

- + **Permitted (P).** A land use shown with a “P” indicates that the land use is permitted by right in the designated zone, subject to compliance with all applicable provisions of the **Development Code** and this Master Plan as well as state and federal law.
  - + **Minor Use Permit (M).** A land use shown with an “M” indicates that the land use is permitted in the designated zone upon issuance of a minor use permit from the designated approving authority, subject to compliance with all applicable provisions of the **Development Code** and this Master Plan as well as state and federal law.
- + **Conditional Use Permit (C).** A land use shown with a “C” indicates that the land use is permitted in the designated zone upon issuance of a conditional use permit from the designated approving authority, subject to compliance with all applicable provisions of the **Development Code** and this Master Plan as well as state and federal law.
  - + **Not Permitted (N).** A land use shown with an “N” is not allowed in the applicable zone. Additionally, uses not shown in the table are not permitted, except as otherwise provided in this title.

A project that includes two or more categories of land use in the same building or on the same site is subject to the highest permit level required for any individual use or single component of the project.

## Required Findings for MUP & CUP Approvals

For all uses requiring Minor (MUP) or Conditional (CUP) Use Permits, a review shall be conducted with the purpose of determining that each such proposed use is, and will continue to be, compatible with surrounding, existing, or planned uses. This review also has the further purpose of establishing such special conditions as may be necessary to insure the harmonious integration and compatibility of such uses in the Epicenter Master Plan Area and with the surrounding area.

To support the review and approval of such uses, the following determinations shall be made and appropriate conditions applied to ensure:

- + That perceived privacy and/or security requirements of the proposed use will not lead building users to maintain rarely opened opaque window coverings on street-facing windows, nor to routinely utilize rear or side entries rather than street-facing front doors as the primary means of access and egress to the building.
  - + That the ground floor rooms adjacent to the street frontage will be occupied during much of the day and occupied and/or lighted during most evenings.
  - + For all retail, restaurant and indoor recreational uses, display windows shall not “wall off” views into retail interior spaces, and the interiors of dining rooms and activity rooms shall be clearly visible to passing pedestrians.
  - + For office, hotel, and other similar uses, front rooms should include lobbies, waiting areas, and office spaces in which window blinds are typically open.
- + That the proposed use will not become a public nuisance, resulting in illegal drug activity including sales or possession thereof, harassment of passersby, gambling, prostitution, public urination, curfew violations, theft, assaults, batteries, acts of vandalism, illegal parking, excessive littering, noxious smells or fumes, lewd conduct, or frequent police detention, citations or arrests, or any other activity declared by the City to be a public nuisance determined by California law to be public nuisance.
  - + That the proposed use will not generate noxious odors or other similar adverse effects on surrounding uses. For the purposes of this requirement, “surrounding uses” shall include occupants of neighboring buildings, occupants of other floors within the same building, and pedestrians passing along the sidewalk in front of the subject property.
  - + That any use within the first 30 feet of ground floors—measured from the Build-To Line—in the Primary Frontage Overlay, as mapped in **Figure 3.1: Regulating Plan**, provides continuous, highly active frontage that draws visitors to the area, in conformance with **Design Standard FR-1** in **Section 3.2**. And that any such use aligns particularly well with the envisioned character of the Plan Area, as described in **Chapters 1 and 2**.



TABLE 3.4: ALLOWED USES

Uses by Category	Epicenter General	Ground Floors in Primary Active Frontage Overlay <sup>8</sup>
<b>Agricultural and Animal-Related Uses</b>		
Animal Keeping, Rancho Cucamonga Animal Shelter	P	P
Animal Keeping, Other <sup>1</sup>	M	N
Microscale Agriculture	M	N
<b>Recreation, Resource Preservation, Open Space, Education, and Public Assembly Uses</b>		
Assembly Use	M	M
Community Center/Civic Use	M	M
Community Garden	C	N
Convention Center	C	C
Indoor Amusement/ Entertainment Facility	P	P
Indoor Fitness and Sports Facility—Large	M	M
Indoor Fitness and Sports Facility—Small	P	P
Library and Museum	P	P
Outdoor Commercial Recreation	P	P
Park and Public Plaza	M	N
Public Safety Facility	M	N
School, Academic (Private)	M	C
School, Academic (Public)	P	P
School, College/University (Private)	M	C
School, College/University (Public)	M	C
Schools, Specialized Education and Training/Studio	M	M
Theaters and Auditoriums	P	P
Tutoring Center—Large	M	M
Tutoring Center—Small	P	P
<b>Utility, Transportation, Public Facility, and Communication Uses</b>		
Broadcasting and Recording Studios	M	M
Parking Facility	C	N
Transit Facility	C	C
Utility Facility and Infrastructure—Pipelines <sup>2</sup>	P	N
<b>Service and Office Uses</b>		
Animal Sales and Grooming	P	C
Banks and Financial Services	P	N
Business Support Services	P	N
Check Cashing Business <sup>3</sup>	P	N
Child Day Care Facility/Center	M	M
Hotel	P	P
Kennel, Rancho Cucamonga Animal Center	P	P
Kennel, Commercial	M	C
Maintenance and Repair, Small Equipment	C	N
Massage Establishment <sup>5</sup>	P	P

Uses by Category	Epicenter General	Ground Floors in Primary Active Frontage Overlay <sup>8</sup>
Massage Establishment, Ancillary <sup>5</sup>	P	P
Office, Business and Professional	M	N
Office, Accessory	P	N
Pawnshop <sup>3</sup>	C	N
Personal Services	P	M
Tattoo Shop <sup>3</sup>	M	M
Veterinary Facility	M	M
<b>Retail Uses</b>		
Alcoholic Beverage Sales	M	M
Bar/Nightclub	M	M
Consignment Store	M	N
Convenience Store	P	P
Drive-In and Drive-Through Sales and Service <sup>4</sup>	C <sup>6</sup>	N
EV Showroom and Indoor Sales	P	M
Grocery Store/Supermarket	P	C
Hookah Shop	M	M
Home Improvement Supply Store	M	N
Liquor Store	M	M
Mobile Food Vehicles	P	P
Restaurant, No Liquor Service	P	P
Restaurant, Beer and Wine	P	P
Restaurant, Full Liquor Service	P	P
Retail, Accessory	P	P
Retail, General	P	P
Smoke Shop <sup>3</sup>	M	N
<b>Industrial, Manufacturing, and Processing Uses <sup>7</sup></b>		
Maker Space/Accessory Maker Space	M	M
Microbrewery	M	M

**Notes:**

- See additional regulations for animal keeping in **Title 17 Development Code**.
- Utility facilities and infrastructure involving hazardous or volatile gas and/or liquid pipeline development require approval of a conditional use permit.
- See additional regulations for special regulated uses in **Title 17 Development Code**.
- See additional regulations for drive-in and drive-through facilities in **Title 17 Development Code**.
- Massage establishment permit required. See additional regulations for massage establishments in **Development Code Chapter 5.18**.
- Allowed with a conditional use permit only on sites with frontage on an auto priority street as defined in the **General Plan**.
- See additional regulations for industrial uses in **Title 17 Development Code**.
- This applies to the first 30 feet of ground floors—measured from the Build-To Line—in the Primary Frontage Overlay, as mapped in **Figure 3.1: Regulating Plan**.

**Key:**

- P Permitted  
C Conditional Use Permit  
M Minor Use Permit  
N Not permitted



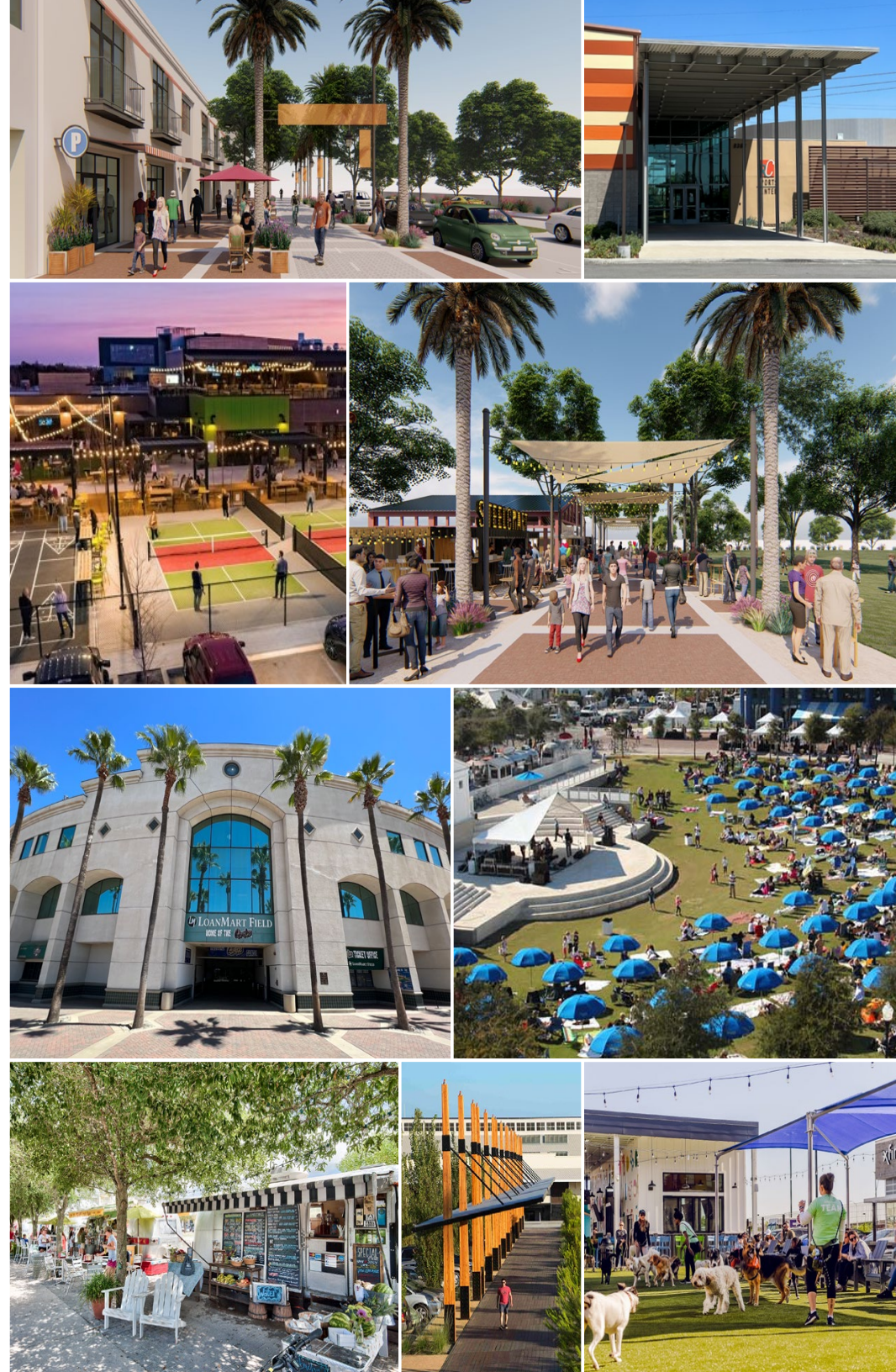
# Implementation Playbook

## Introduction

There are many possible combinations of development concepts, improvement concepts, programming and operations that could help make the Epicenter Master Plan Area a success. An on-going decision-making process is necessary to decide what needs to be implemented or encouraged at what time, depending on the associated benefits and trade-offs. To aid in this decision-making process, this Chapter provides a working tool—or "Playbook"—for evaluating the impacts and desired timing of a multitude of ideas. The near-term action items and longer-term concepts identified in **Chapter 2** draw from this Playbook; however, this Chapter lists a wider range of concepts and tradeoffs as a valuable reference for decision-making over time. This Chapter includes the following sections:

- + Understanding the Tool
- + Playbook Concepts
- + The Playbook: Development Concepts
- + The Playbook: Improvement Concepts
- + The Playbook: Programming & Operations
- + The Playbook: Existing Uses

# 04





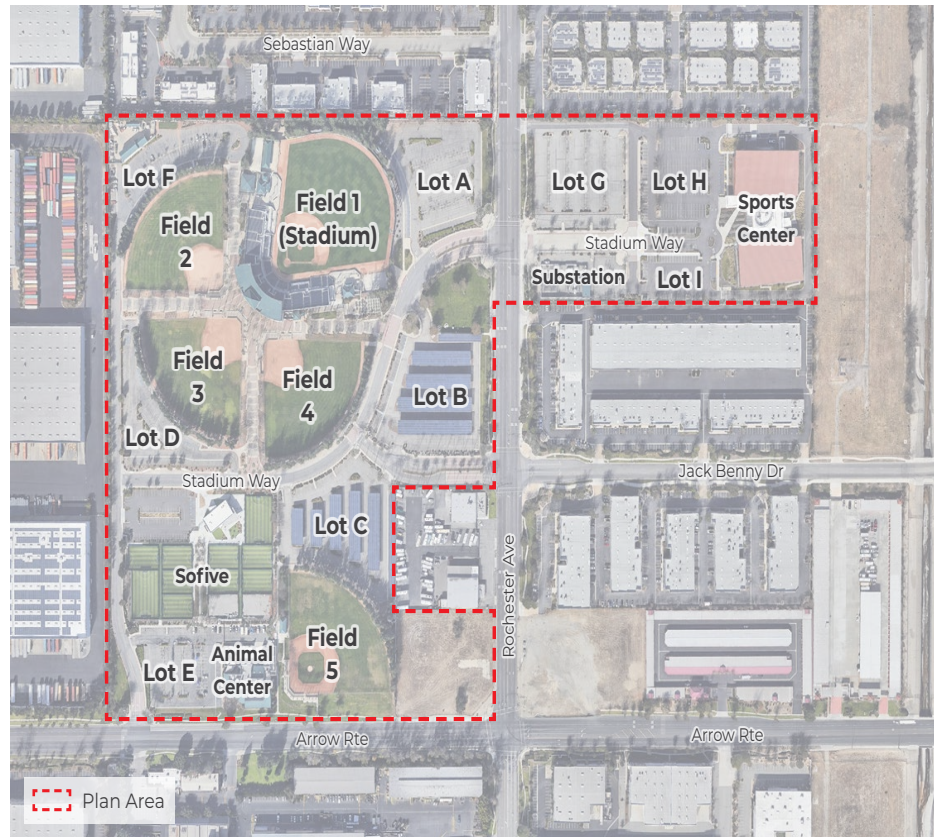
# Understanding the Tool

The Playbook spreadsheet identifies the benefits, challenges, potential locations, key strategies, financial impact, parking impact, priority/timing, and people draw associated with the various concepts. In order to understand the spreadsheet, an explanation of the symbols and references associated with the potential locations and “visual scorecard” is necessary.

Many of the development concepts and improvements are recommended to be sited in or near existing parking lots. For this reason, the parking lots are lettered for easy reference, as shown below.

The “visual scorecard” analyzes impacts using a color-coded system. The intent is to enable the user to analyze, simultaneously, multiple considerations and trade-offs at a glance. The meaning behind these colors and symbols is included in the key to the right. This is a working tool, as the impacts of any one concept are not absolute and will evolve over time with changing market conditions and needs of the City.

## LOCATIONS KEY (FOR PLAYBOOK SPREADSHEET ON FOLLOWING PAGES)



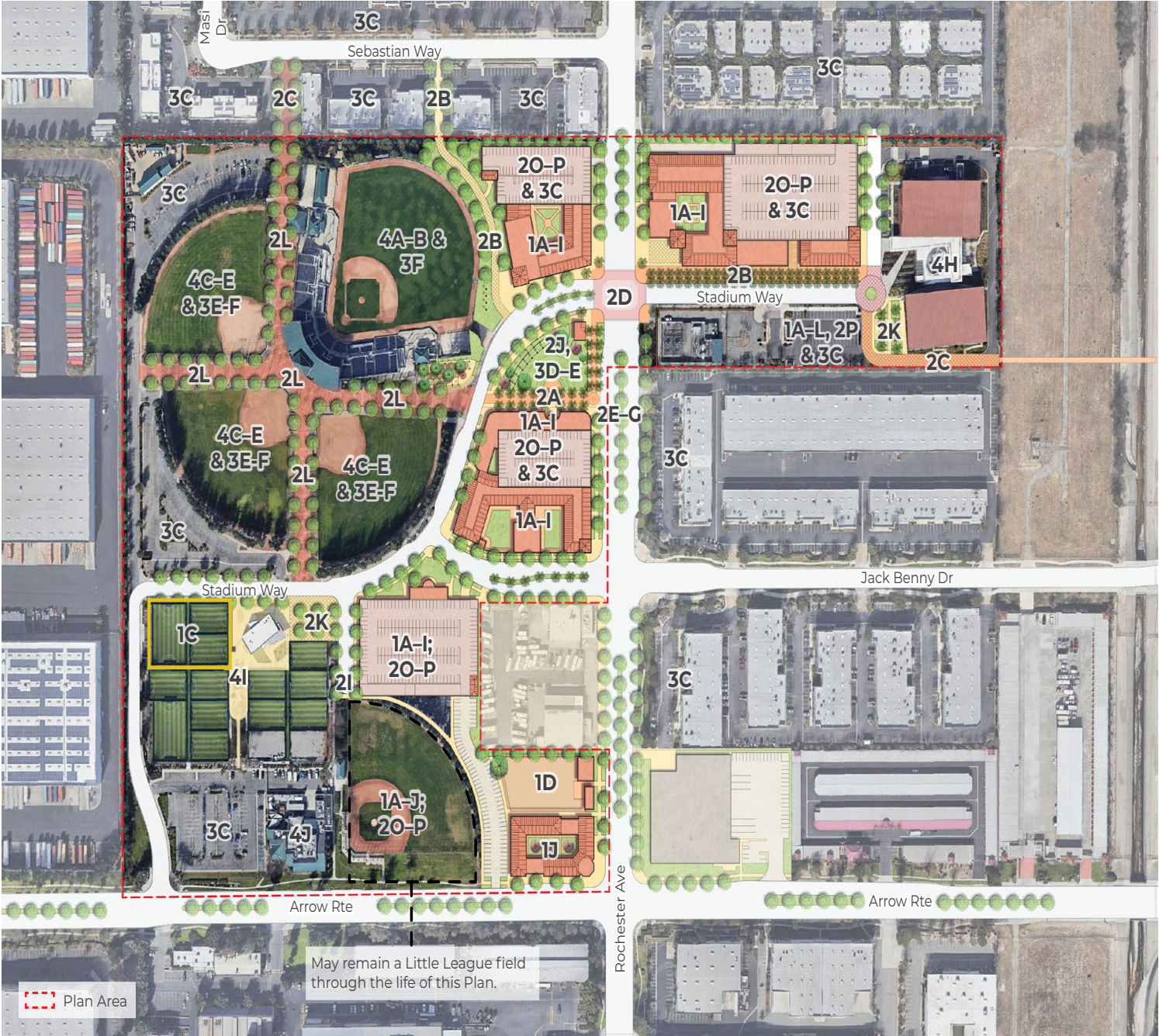
## VISUAL SCORECARD KEY (FOR PLAYBOOK SPREADSHEET ON FOLLOWING PAGES)

Category	Meaning	Symbol
Financial Impact	Generates significant revenue	++\$
	Generates revenue	+\$
	No/minimal financial impact	
	Generates new cost	-\$
	Generates significant new cost	-\$-\$
Parking Impact	Supplies a significant amount of new parking (net positive impact)	+PP
	Supplies new parking (net positive impact)	+P
	No/minimal parking impact	
	Addition to parking need (net negative impact, by generating additional demand and/or displacing parking)	-P
	Significant addition to parking need (net negative impact, by generating additional demand and/or displacing parking)	-PP
Priority / Timing	High priority; near-term Immediate phase to initiate change	1
	Medium priority; medium-term	2
	Medium priority; long-term Likely associated with a shared parking structure phase	3
	Low priority; long-term Only if implemented in a notably beneficial form	4
	Not a priority Only if needed to support other concepts	
People Draw	Attracts more than 500k visitors per year or is critical to support a use which draws that many people	👤👤👤👤👤
	Attracts 200k to 500k visitors per year or is critical to support a use which draws that many people	👤👤👤👤
	Attracts up to 200k/year	👤👤
	Contributes to attractive destination but doesn't draw many people on its own	👤
	Limits the area's ability to be a specialized destination	













# Playbook Concepts: Potential Locations Mapped

This plan illustrates possible configurations for some of the many possible concepts included in the Playbook. However, many other possibilities are labeled over the top of the plan with numbers and letters which correspond to the spreadsheet on the following pages.



# The Playbook: Development Concepts

Development Concepts				Benefits / <b>Challenges</b>	Potential Location(s)	Notes / Key Strategies	Visual Scorecard			
							Financial Impact	Parking Impact	Priority / Timing	People Draw
1A	Food, Beverage, and Retail	Freestanding 1-2 Stories	Pad or liner building	<ul style="list-style-type: none"><li>Brings activity and fun to the area and activates key parts of the public realm</li></ul>	Lots A, B, C, G, or H <sup>1</sup>	<ul style="list-style-type: none"><li>Parking can be accommodated easily with overflow surface lots (Improvement 2M)</li></ul>	+\$	-P	2	
1B			Tactical: Steelcraft or other small-footprint structures lining the public realm	<ul style="list-style-type: none"><li>Activates Epicenter Green and promenade</li><li>Complements gameday and open space programming</li><li>Draws people (100-250k/year)</li></ul>	Lots A, B, C, or G	<ul style="list-style-type: none"><li>Parking can be accommodated easily with overflow surface lots (2M)</li></ul>	++\$	-P	1	
1C			Activity-anchored: Chicken 'N' Pickle or other food and beverage anchored by sport/activity (like Top Golf)	<ul style="list-style-type: none"><li>Draws people (up to 750k/year)</li></ul>	Lot C; south of Lot C; Lots A, B, or G if structured parking is supplied nearby; could partner with Soccer Center and fields/courts could be placed in the existing soccer parking lot (pending other parking options)	<ul style="list-style-type: none"><li>Large footprint relies on replacing a lot of parking, so this will likely rely on a shared parking structure (20)</li></ul>	++\$	-PP	3	
1D			Pet-friendly anchor: Bark Social or similar with food and beverage	<ul style="list-style-type: none"><li>Draws people (200-250k/year)</li><li>Oriented primarily toward dog owners and their dogs, although anyone may enter</li></ul>	Lot C, south of Lot C, or southern portion of Lot B; Lot G, H or I if structured parking is supplied nearby	<ul style="list-style-type: none"><li>Large footprint relies on replacing a lot of parking, so this will likely rely on a shared parking structure (20)</li></ul>	+\$	-P	3	
1E		Ground floor(s) of mixed use building		<ul style="list-style-type: none"><li>Brings activity and fun to the area and activates key parts of the public realm</li></ul>	Lots A, B, C, G, or H	<ul style="list-style-type: none"><li>To be combined with other uses; likely relies on structured parking (20)</li></ul>	+\$	-P	3	
1F	Other Commercial	Fitness, wellness, and/or dance		<ul style="list-style-type: none"><li>Brings activity during the day, supporting businesses at less popular times</li><li>Synergizes with nearby uses (offices, dance school, etc)</li></ul>	Lots B, C, G, H, or I	<ul style="list-style-type: none"><li>Supports Plan Area vision, but not likely be a predominant use</li></ul>	+\$	-P	4	
1G		Office		<ul style="list-style-type: none"><li>Supports shared parking supply during non-business hours (nights and weekends);</li><li>Office uses may be less active than desired for the district</li></ul>	Lots G, H, or I; potentially A or B in small quantities	<ul style="list-style-type: none"><li>Likely triggers a need for structured parking, though could not fund a structure on its own (20)</li></ul>	+\$	-PP	4	
1H	Hotel	Freestanding: AC Marriott or similar		<ul style="list-style-type: none"><li>Consistent presence of people throughout the day = built-in activity and customers</li></ul>	Lot A, B, or G	<ul style="list-style-type: none"><li>Likely triggers a need for structured parking (20)</li></ul>	+\$	-PP	4	
1I		As part of mixed use project		<ul style="list-style-type: none"><li>Brings more visitors from out-of-town</li><li>Supportive of vision, but not a critical use</li></ul>	Lot A, B, or G	<ul style="list-style-type: none"><li>Requires active ground floor use (1A)</li></ul>	+\$	-PP	4	
1J	Animal Center Expansion			<ul style="list-style-type: none"><li>Provides public-facing space for Center (4J)</li></ul>	Along Arrow Rte, near existing building	<ul style="list-style-type: none"><li>Minor parking displacement to be mitigated</li></ul>	-\$	-P	3	








1. Lot Letters: This table makes reference to parking lot letters as labeled on the "Locations Key" map on page 64.



# The Playbook: Improvement Concepts

Improvement Concepts				Benefits / Challenges	Potential Location(s)	Notes / Key Strategies	Visual Scorecard			
							Financial Impact	Parking Impact	Priority / Timing	People Draw
2A	Streets <i>(subject to appropriate operational analyses, as necessary)</i>	Promenade	Along Epicenter Green	<ul style="list-style-type: none"> <li>Walkable, bikable routes connect key uses to each other and the wider context</li> <li>Connections between shareable parking lots and potential future structures</li> </ul>	Along south and east edges of Epicenter Green	• Supports tactical near-term retail (1B)	-\$		1	🚶🚶🚶
2B			Extension to Sebastian Way		Along back of the Stadium outfield	• When promenades are improved (2A–B)	-\$	+P	1	🚶🚶
2C			Along Stadium Way, east of Rochester Ave, & into SCE land		Along the north edge of Stadium Way, east of Rochester Ave, and into SCE land	<ul style="list-style-type: none"> <li>Works in combination with intersection improvements (2D);</li> <li>Connects to new shared parking in Lot G (2O)</li> </ul>	-\$		3	🚶🚶
2D		Rochester Ave	Stadium Way Intersection improvements	<ul style="list-style-type: none"> <li>Creates a sense of arrival</li> <li>Facilitates pedestrian and bike crossing between uses and parking supplies</li> </ul>	At Rochester Ave and Stadium Way	<ul style="list-style-type: none"> <li>In combination with promenades (2A and 2B) and 2E and 2F</li> <li>Especially useful to connect to any parking structure in Lot G (2O)</li> </ul>	-\$		2	🚶🚶
2E			Roadway restriping	• Calms traffic, provides parking, and improves bike lanes	Throughout Rochester Ave	• In coordination with overall vehicular/bike network and 2E and 2F	-\$	+P	2	🚶
2F			Sidewalk and public frontage	<ul style="list-style-type: none"> <li>Enables development to engage Rochester</li> <li>Improves pedestrian connectivity</li> <li>Creates a sense of place and enclosure, despite wide right-of-way</li> </ul>	Along Rochester Ave; Median in alternating left turn lane, set back from intersections to allow for turn lanes	<ul style="list-style-type: none"> <li>In coordination with new building frontage (1A through 1J) and 2D and 2E</li> <li>In coordination with other Rochester Ave improvements (2D and 2E)</li> </ul>	-\$		3	🚶
2G		Wayfinding Program		• Promotes the area's identity and facilitates visitors' navigation	Key gateways to the area, including Rochester Ave at Stadium Way and Jack Benny Dr	• In coordination with any other street improvements, especially 2D	-\$		4	🚶
2H		Arrow Route		• General Plan improvements, including improved bike/pedestrian connectivity	Throughout Arrow Rte	• Less direct impact on near-term opportunities; supports Animal Center (4J)	-\$		4	🚶
2I		New internal street		• Completes block network	New connections identified in <b>Section 3.3</b>	• Not necessary for near-term opportunities	-\$		4	🚶
2J		Open Spaces	Epicenter Green	• Flexibly-programmable anchor space	SW corner of Rochester Ave and Stadium Way	• Supports tactical near-term retail (1B)	-\$		1	🚶🚶🚶
2K			Other small plazas	<ul style="list-style-type: none"> <li>Fun spaces for Sports Center / Sofive users</li> <li>Engages adjacent commercial uses</li> </ul>	West of Sports Center outdoor courts; East of Sofive building	<ul style="list-style-type: none"> <li>Engages path to SCE property (2B)</li> <li>Engages stadium promenade</li> </ul>	-\$		3	🚶🚶
2L			Stadium promenade	• Walkable, bikable routes connect key uses to each other and the wider context	Within baseball stadium complex	• Supports stadium uses (4A, 4B, and 3F)	-\$		2	🚶🚶
2M	Parking	New surface parking		• Easy near-term solution	NW corner of Rochester and Arrow; on nearby Freeway-adjacent City land	• Supports overflow parking from the Stadium and tactical near-term retail (1B)	-\$	+P	1	🚶
2N		Connections/shuttles to existing underutilized lots to be shared		• Leverages existing parking with minimal investment	Adjacent commercial parking; Foothill Crossing shopping center parking	• Supports overflow parking from the Stadium and tactical near-term retail (1B)	-\$	+PP	1	🚶
2O		New shared parking structure		<ul style="list-style-type: none"> <li>Frees up space for new, exciting uses</li> <li>Can be managed and used flexibly over time</li> </ul>	Lot G preferred; Other possibilities: A, B, C and south of C	• Needs pedestrian-friendly links (2A through 2D) to all uses	-\$	+PP	TBD	🚶
2P		Relocation of solar collectors		• Leverages existing asset; provides shade	To any other/new parking lot or structure	• As needed as parking is relocated	-\$		2	🚶









# The Playbook: Programming & Operations

Programming & Operations Concepts			Benefits / Challenges	Potential Location(s)	Notes / Key Strategies	Visual Scorecard			
						Financial Impact	Parking Impact	Priority / Timing	People Draw
3A	Operations	Current Maintenance & Management	• Supports athletic facilities, parking, and Animal Center	All City-maintained property	• Supports existing operations	-\$-\$			
3B		New Maintenance & Management	• As needed for new uses/programming	All City-maintained property	• As needed for new uses/programming	-\$			
3C		Parking Management Plan to establish a Managed Parking District	• Increase parking efficiency by facilitating the sharing of parking • Leverage parking as a City asset	All parking lots	• In support of current and new parking needs • Establish Memorandums of Understanding (MOUs) with property owners for use of parking areas.	+\$	+P	1	
3D	Program- ming	Farmers Market	• Creates activity and a destination	Epicenter Green, parking lots, and/or ground floor of future parking structure	• Supported by improved open space (2J) • Involves new maintenance & management costs (2B)	+\$	-P		
3E		Other open space events/programs	• Creates activity and a destination	Epicenter Green or parking lots		+\$	-P	1	
3F		Stadium Programming/Concerts	• Creates activity and a destination	Stadium	• Involves new maintenance & management costs (2B)	+\$	-P	1	
3G		Adaptation/reconfiguration of softball field(s) to also accommodate Little League use	• Allows the site of the existing Little League field to accommodate a new use aligned with the vision of this Master Plan (see Development Concepts on page 68)	Softball fields	• Requires scheduling coordination between softball and Little League	-\$		4	
3H	Funding	New dedicated source of revenue, such as an increased Transient Occupancy Tax (TOT) and/or EIFD for the Plan Area	• Provides additional funding that is generated from and targeted for the Plan Area	Applicable to the entire Plan Area		+\$	N/A	2	N/A

2. Concept 3G: People draw depends on which use would replace the Little League field.



# The Playbook: Existing Uses

Existing Uses				Benefits / <b>Challenges</b>	Potential Location(s)	Notes / Key Strategies	Visual Scorecard			
							Financial Impact	Parking Impact	Priority / Timing	People Draw
4A	Baseball and Softball Fields <sup>3, 4</sup>	Field 1 (Stadium): MLB Minor League	The Quakes	<ul style="list-style-type: none"><li>· Anchors and gives an identity to the area</li><li>· <b>Only active 6 months per year</b></li></ul>	Field 1	<ul style="list-style-type: none"><li>· Season is April to September; schedule can be coordinated with other uses of the stadium and other parking needs</li></ul>	Cumulative \$1.6m annual operating deficit	Fully supplied by current lots	N/A (existing use)	
4B			Other programming	<ul style="list-style-type: none"><li>· Capitalizes on existing resource</li><li>· <b>Requires its own maintenance and management without an operator (for example, setting up for concerts)</b></li></ul>		<ul style="list-style-type: none"><li>· Not a significant use of the Stadium (occasional photo shoots; concerts have been tried)</li></ul>				
4C		Fields 2–4	Major League Softball (Adult)	<ul style="list-style-type: none"><li>· Draws visitors—possible patrons for new restaurants and retail</li></ul>	<ul style="list-style-type: none"><li>· Uses all 3 fields for 29.5 hours/week</li><li>· 4 seasons on odd years; 3 seasons on even years (due to renovations)</li></ul>	<ul style="list-style-type: none"><li>· Schedules can be coordinated with other uses of the fields and other parking needs</li></ul>				
4D			Tournaments	<ul style="list-style-type: none"><li>· Draws visitors—possible patrons for new restaurants and retail</li></ul>	<ul style="list-style-type: none"><li>· Uses all 3 fields for 15.5 hours/week</li><li>· 20–30 tournaments per year</li></ul>					
4E			On-Going Rentals		<ul style="list-style-type: none"><li>· Capitalizes on existing resource</li></ul>	Fields 2, 3, and 5 rented for 7 hours/week (mid-morning to early afternoon) by a nearby fitness company				<ul style="list-style-type: none"><li>· Not a significant impact as it is a minor use</li></ul>
4F										
4G		Field 5	District 71 Little League	<ul style="list-style-type: none"><li>· Serves Little League District</li><li>· <b>The field exists solely for this non-full-time use</b></li></ul>	Field 5 (baseball field on Arrow) To investigate possibility of Little League using Fields 2–4	<ul style="list-style-type: none"><li>· Not adjacent to likely near-term phase, but could be reconfigured or relocated to allow for future phases</li></ul>				
4H	Sports Center	All Sports Center programming		<ul style="list-style-type: none"><li>· Provides athletic facilities to the community, including basketball, volleyball, concessions, a multipurpose room, and pickle ball.</li><li>· Bolsters the Plan Area's role and identity as a destination for participating in and watching athletics</li><li>· <b>Isolated from the Stadium and adjacent uses</b></li></ul>	Sports Center facilities	<ul style="list-style-type: none"><li>· Synergizes with nearby fitness-related uses</li></ul>				
4I	Sofive Soccer Center	5-on-5 soccer		<ul style="list-style-type: none"><li>· A fun athletic use which relates to, but is distinct from, the other sports uses in the Plan Area</li><li>· Bolsters the Plan Area's role and identity as a destination for participating in and watching athletics</li></ul>	10 existing fields (2 future fields)	<ul style="list-style-type: none"><li>· Synergizes with nearby sports-related uses and could complement new related uses</li></ul>				
4J	Animal Center			<ul style="list-style-type: none"><li>· While not related directly to area's athletic identity, it is not near priority phases and provides a needed use for the City</li><li>· Provides a small, yet consistent presence of people throughout the year</li></ul>	Southwest corner of plan area	<ul style="list-style-type: none"><li>· Could synergize with a use anchored by pet-friendly space, such as Bark Social (1D)</li></ul>				

3. **Renovations:** Every other year, fields are out of use from November 20 to February 6 (11 weeks) for renovation.

4. **Programming and Reconfiguration:** See programming and reconfiguration concepts 3F and 3G on page 72.



An aerial architectural rendering of a sports and community center complex. The plan features several baseball fields with green grass and brown dirt bases. In the center, there are several soccer fields with green grass and white yard lines. Surrounding these fields are various buildings, including a large central structure with a blue roof and several smaller buildings. There are also parking lots and a road running along the bottom of the complex. The text "Epicenter Master Plan" is overlaid in the center of the image.

# *Epicenter Master Plan*