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The *Pomona Area Comprehensive Economic Development Strategy (CEDS)* was prepared for the Pomona Area CEDS Committee under the auspices of Leonard Mitchell, Esq., Executive Director: USC Center for Economic Development, School of Policy, Planning, and Development, University of Southern California.

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# POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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INTRODUCTION

This report has been developed under the guidance and direction of the Pomona Area Comprehensive Economic Development Strategy (CEDS) Committee. It outlines the requirements that must be met to qualify for assistance under most Economic Development Administration (EDA) programs. Public Law 105-393, the Economic Development Administration Reform Act of 1998, and the Public Works and Economic Development Act (PWEDA) of 1965, as amended, require a strategy to qualify for assistance under EDA public works programs, economic adjustment, and most planning programs.

The Pomona Comprehensive Economic Development Strategy is the result of a partnership between the City of Pomona, Fairplex, Pomona Unified School District (PUSD), and the California State Polytechnic University, Pomona (Cal Poly Pomona) which was established in order to comprehensively address economic development issues in Pomona. The committee members represent economic and business interests (Fairplex, City of Pomona), employment and training (PUSD, Cal Poly Pomona, Fairplex), public leadership (City of Pomona), women, minorities, aged and disabled (Cal Poly Pomona, City of Pomona). Community input was obtained through the City of Pomona’s General Plan update process in Spring 2004. Students at Cal Poly Pomona also conducted a community survey in order to obtain citizen input on citywide priorities and planning issues.

The next task of the CEDS Committee will be to discuss their respective economic development projects and ideas to identify additional opportunities for collaboration. Over the five year span of this strategy document, the CEDS Committee envisions a growing collaboration that will open up new horizons for economic development resulting in the Pomona area becoming an example of a prosperous city that others will want to emulate.

Figure 1: Pomona Area Comprehensive Economic Development Strategy Project Area

Source: USC Center for Economic Development, 2004
EXECUTIVE SUMMARY

ANALYSIS: WHERE ARE WE?

This analysis provides a profile of the City of Pomona in the current time frame, primarily from 2000 Census data, as background to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. The topics covered in the background data are geographic and socio-economic profile; industrial and employment profile; Pomona’s infrastructure; regional economic development resources; major development projects; and a strengths, weaknesses, opportunities, and threats analysis.

Geographic and Socio-Economic Profile

The City of Pomona, with an area of 22.85 square miles, is located at the eastern edge of Los Angeles County, surrounded by the cities of Claremont, La Verne, San Dimas, Walnut, Diamond Bar, Chino, Chino Hills and Montclair. It is the fifth most populous city in Los Angeles County. Pomona’s population density is three times that of Los Angeles County, but less than that of the City of Los Angeles. Its population is projected to increase by 22 percent by the year 2025. The racial and ethnic composition of Pomona is 65 percent Hispanic, 17 percent non-Hispanic white, 9 percent African American, and 9 percent other. One-third of its population is under age 18.

In 2000, the average household size for Pomona was 3.8 persons, significantly higher than Los Angeles County (3.0) and California (2.9). Fifty-seven percent of housing in Pomona is owner-occupied, a proportion similar to that of California and higher than that of Los Angeles County. The rate of growth of new housing units in Pomona is lower than population growth, resulting in an overcrowding rate of 34.5 percent, significantly higher than the county and state. Pomona meets the eligibility requirements for Economic Development Administration assistance through its unemployment rate and its per-capita income. Forty-five percent of the population older than 25 years has less than a high school education, leading to problems in attracting high-skill and high wage jobs.

Industrial and Employment Profile

The largest industries in Pomona (by percentage of jobs) are manufacturing (21 percent), education, health, and social services (17 percent), retail trade (11 percent), and professional, scientific, management, and administration (9 percent). The health care and social assistance industry has the highest number of business establishments (276), followed closely by retail trade (274) and manufacturing (244). The presence of two well-regarded hospitals in Pomona could help attract more health industry businesses to the city.

On average, employees in Pomona receive lower average wages than employees in Los Angeles County, but higher wages than the average of the Pomona Region comprised of the cities of Chino, Chino Hills, City of Industry, Diamond Bar, La Verne, Montclair, Ontario, Rancho Cucamonga, San Dimas, Upland, Walnut, and West Covina. The Pomona region holds a significantly greater share of establishments than Pomona in the industries of wholesale trade, retail trade, and construction. Pomona has a larger share of establishments than the region in education, health, and social services; finance, insurance, and real estate; other services, and local, state, and federal government.

Infrastructure

Pomona’s existing water infrastructure should be adequate through 2020. Existing sewer, electricity, and gas systems are adequate for current usage but may require increases in capacity if
large scale development takes place in Pomona. Pomona has good access to multiple forms of transportation; five freeways, passenger bus and rail service, the seaports of Los Angeles and Long Beach, the Los Angeles International, Ontario, and John Wayne airports, and Brackett Field, a general aviation airport. Fairplex, located in Pomona, hosts more than three hundred events and three million visitors each year, making it a major economic engine for the city and the region.

Regional Economic Development Resources
Regional resources available to promote economic development in Pomona are the San Gabriel Valley Economic Partnership, the Los Angeles County Economic Development Corporation, the Larta Institute, and the Southern California Biomedical Council.

Major Development Projects
Major development projects in Pomona include the recently completed Grove, Holt/Eleanor, and Design Control, Inc. residential projects; the Pomona Industrial Park; a Walgreen’s/McDonalds development; and the mixed-use Mission Promenade Phase I.

Innovation Village will create a 65-acre mixed-use technology park on the Cal Poly Pomona campus to build a community of technology-based enterprises that will include incubator facilities for start-up businesses, multi-tenant research and development buildings, build-to-suit corporate offices, and supporting retail. Fairplex is developing a $10 million Trade and Conference Center which will provide a new attraction for Pomona and a resource for business and education with the Trade Pacifica symposium program.

The Pomona Unified School District has developed several educational villages, containing both schools and businesses. The schools and businesses work together to foster successful smart schools, increase teaching and learning interactivity, establish data-driven practices, attract ongoing adequate resources, attract and retain high quality teaching personnel, develop and deploy technical resources effectively, create a sustainable community growing from an economic base driven by education, and mitigate problems of overcrowding in traditional schools.

Strengths, Weaknesses, Opportunities, and Threats Analysis
An analysis was done of the strengths, weaknesses, opportunities, and threats to the economic health of the City of Pomona. The strengths include good freeway accessibility, the Metrolink passenger trains, housing affordability, the large manufacturing base, the presence of the health industry, proximity to higher education facilities, Innovation Village, and Fairplex. Weaknesses include insufficient housing construction, the low household income level, the unappealing physical appearance of the commercial corridor, obsolete industrial spaces, traffic congestion, and the relative lack of open space. Opportunities for economic development include attracting high-tech businesses (helped by the presence of higher education facilities), opportunities to use Fairplex, integrating urban design and economic development, promoting land use strategies such as mixed-use development, transit-oriented development, and development of underutilized land, downtown revitalization, enhancement of industrial districts, and infill housing. Threats to Pomona’s future economic health include the potential for further decline in Southern California’s aerospace industry, seismic activity, and problems with waste diversion.

Vision
The Pomona Area Comprehensive Economic Development Strategy contributes to the City of Pomona by helping to make it an economically prosperous community.
**Strategies**
Six strategies have been identified to implement the vision for economic development. These strategies are synergistic, complementing each other as they are implemented.

- **Strategy 1: Attract High-Tech Industry**
  The strategy to attract high-tech industry is a sectoral strategy intended to increase the incomes of local residents through the provision of local high paying jobs. The industry sectors being targeted are high-tech in medical, engineering, advanced transportation technology, communications, and information technology.

- **Strategy 2: Corridor and Cluster-based Development**
  The corridor and cluster-based development strategy will be used to revitalize commercial corridors and nodes with office, retail, and mixed-use development thereby providing a range of jobs near residential communities in Pomona to lower the local unemployment rate. The development will also improve the aesthetics of Pomona’s commercial corridors, helping to attract additional investment.

- **Strategy 3: Mixed-Use Development**
  The mixed-use development strategy encourages vertical combinations of commercial and residential land uses in designated areas, residential above retail or office, and office above retail. This type of development helps in community building—a very important tool in economic revitalization. It also provides a healthy, comfortable, and attractive environment for both residents and workforce.

- **Strategy 4: Transit-Oriented Development**
  The transit-oriented development (TOD) strategy targets new development of higher-density commercial and residential uses adjacent to transit stops such as a bus stop or a light rail station. This strategy promotes efficient and environmentally sensitive growth by creating a “critical mass” of activity accessible to a large and varied group of people from the local area and surrounding cities that are equally well connected.

- **Strategy 5: Workforce Development**
  The strategy for workforce development is to enhance current job skills and provide training in beginning and advanced skills for local residents so that they gain access to higher paying jobs. This strategy aims to reduce the income gap between different income groups and promote better standards of living. It also provides a skilled labor force for economic development efforts to attract new businesses.

- **Strategy 6: International Trade**
  The international trade strategy is to leverage the existence of the two foreign trade zones (FTZ) to attract export manufacturers to provide good family-wage jobs in the community. Trade Pacifica, an international and domestic symposium program will provide trade education to businesses to attract import/export businesses.

**Evaluation**
The evaluation plan allows the Pomona Area Comprehensive Economic Development Strategy (CEDS) Committee to monitor the progress being attained in the implementation of the strategies. The evaluation plan is an annual survey of committee members.
Section I

ANALYSIS: WHERE ARE WE?
1. GEOGRAHIC PROFILE

The City of Pomona, 22.85 square miles, is located on the eastern-most border of Los Angeles County in the heart of the Greater Los Angeles Basin. Pomona is positioned at the crossroads of the Inland Empire and the San Gabriel Valley, surrounded by the cities of Claremont, La Verne, San Dimas, Walnut, Diamond Bar, Chino, Chino Hills, and Montclair.

In the lower-lying areas, the city is divided by three major freeways, the Orange Freeway (57) which separates the western portion of the city near Cal Poly Pomona, the Corona Expressway (71) which diagonally transects the western half of the city, and the San Bernardino Freeway (10) which separates the northern-most corner of the city. A fourth freeway, the Pomona Freeway (60), runs east-west along the southern edge of the city, separating some residential uses, major commercial uses (the Pomona Marketplace), light-industrial/business park uses, and the Diamond Ranch High School from the rest of the city.

2. DEMOGRAPHIC AND SOCIO-ECONOMIC INFORMATION

2.1 Population

Pomona has the distinction of being the fifth most populous city in Los Angeles County and the twelfth most populous city in the five-county combined statistical area of Los Angeles, Orange, Riverside, San Bernardino, and Ventura counties. Between 1980 and 2000, Pomona’s population grew from 92,742 to 149,473, a 61 percent increase over the 20-year period. The city’s population increased 13.5 percent between 1990 and 2000 (Table 1). The city’s population is projected to reach 189,686 by the year 2025, an increase of 40,213 or 26.9 percent.

Table 1. Population Growth Rate from 1990 to 2000

<table>
<thead>
<tr>
<th></th>
<th>1990</th>
<th>2000</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pomona</td>
<td>131,723</td>
<td>149,473</td>
<td>13.5 %</td>
</tr>
<tr>
<td>Los Angeles County</td>
<td>8,863,164</td>
<td>9,519,338</td>
<td>7.4%</td>
</tr>
<tr>
<td>California</td>
<td>29,760,021</td>
<td>33,871,648</td>
<td>13.8 %</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 1990, 2000

2.1.1 Population Density

Pomona has a higher population density than its neighboring cities. With 6,541 persons per square mile, Pomona’s population density is approximately three times that of the Los Angeles County average (2,344 persons per square mile). Of course, the County average includes large uninhabited areas. On the other hand, the City of Los Angeles (7873 persons per square mile) has a higher population density than the City of Pomona.
2.1.2 Households
The number of households in Pomona increased by 3.5 percent from 36,566 in 1990 to 37,855 in 2000. In 2000, the average household size for Pomona was 3.8 people, which is significantly higher than Los Angeles County (3.0) and California (2.9) (Table 4).

Table 2. Household Size, 2000

<table>
<thead>
<tr>
<th></th>
<th>Pomona</th>
<th>Los Angeles County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Household size</td>
<td>3.8</td>
<td>3.0</td>
<td>2.9</td>
</tr>
<tr>
<td>Owner-occupied</td>
<td>3.9</td>
<td>3.1</td>
<td>2.9</td>
</tr>
<tr>
<td>Renter occupied</td>
<td>3.8</td>
<td>2.9</td>
<td>2.8</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2000

2.2 Race and Ethnicity
Pomona is an ethnically diverse community. 2000 Census data reveals a decline in the non-Hispanic White population and an increase in the Hispanic population that mirrors larger Los Angeles County trends. The non-Hispanic White population declined from 37,149 to 25,348 between 1990 and 2000 representing a decline of 31.8 percent (Table 2). During the same period, the share of Hispanics increased from 51.3 percent to 64.5 percent, a higher share of the population than in Los Angeles County (44.6 percent) or California (32 percent). In 2000, African-Americans comprised of 9.3 percent and Asians 7.2 percent of the total population (Table 3). The share of African-Americans has declined while that of Asians has increased marginally.

Table 3. Race and Ethnicity, 1990 and 2000

<table>
<thead>
<tr>
<th></th>
<th>Pomona</th>
<th>Los Angeles County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td>67,533</td>
<td>96,370</td>
<td>7,687,938</td>
</tr>
<tr>
<td>Non-Hispanic White</td>
<td>37,149</td>
<td>25,348</td>
<td>17,029,126</td>
</tr>
<tr>
<td>Non-Hispanic Black</td>
<td>18,007</td>
<td>13,834</td>
<td>2,092,446</td>
</tr>
<tr>
<td>Non-Hispanic American Indian &amp; Native Alaskan</td>
<td>460</td>
<td>505</td>
<td>184,065</td>
</tr>
<tr>
<td>Non-Hispanic Asian and Pacific Islander¹</td>
<td>8,287</td>
<td>10,765</td>
<td>2,710,353</td>
</tr>
<tr>
<td>Some other race</td>
<td>287</td>
<td>2,651</td>
<td>56,093</td>
</tr>
<tr>
<td>Total</td>
<td>131,723</td>
<td>149,473</td>
<td>29,760,021</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 1990, 2000

¹ Includes Native Hawaiian
Table 4. Percentage Share of Population, 1990 and 2000

<table>
<thead>
<tr>
<th></th>
<th>Pomona</th>
<th>Los Angeles County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1990</td>
<td>51.3%</td>
<td></td>
<td>37.8%</td>
</tr>
<tr>
<td>2000</td>
<td>64.5%</td>
<td></td>
<td>44.6%</td>
</tr>
<tr>
<td>Non-Hispanic White</td>
<td>28.2%</td>
<td></td>
<td>40.8%</td>
</tr>
<tr>
<td>2000</td>
<td>17.0%</td>
<td></td>
<td>31.1%</td>
</tr>
<tr>
<td>Non-Hispanic Black</td>
<td>13.7%</td>
<td></td>
<td>10.5%</td>
</tr>
<tr>
<td>2000</td>
<td>9.3%</td>
<td></td>
<td>9.5%</td>
</tr>
<tr>
<td>Non-Hispanic American Indian &amp; Native Alaskan</td>
<td>0.3%</td>
<td></td>
<td>0.3%</td>
</tr>
<tr>
<td>2000</td>
<td>0.3%</td>
<td></td>
<td>0.3%</td>
</tr>
<tr>
<td>Non-Hispanic Asian and Pacific Islander²</td>
<td>6.3%</td>
<td></td>
<td>10.2%</td>
</tr>
<tr>
<td>2000</td>
<td>7.2%</td>
<td></td>
<td>12.1%</td>
</tr>
<tr>
<td>Some other race(s)</td>
<td>0.2%</td>
<td></td>
<td>0.2%</td>
</tr>
<tr>
<td>2000</td>
<td>1.8%</td>
<td></td>
<td>2.5%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 1990, 2000

2.3 Age

Pomona’s population is younger than the county; as of the 2000 Census, the median age in the city was 27, whereas in Los Angeles County it was 32. About 38 percent of the population was under age 20 in 2000, which is a higher percentage than in Los Angeles County and the State of California. (See Figure 2).

Figure 2. Population by Age, 2000

Source: U.S. Census Bureau, 2000

² Includes Native Hawaiian
2.4 Housing

According to Census 2000, the total number of housing units was 39,620. Owner-occupied housing units accounted for 21,695 or 57 percent of the total occupied units (37,855) and the remaining 16,160 (43 percent) were renter-occupied. In 2000, 4.4 percent or 1,743 housing units of the total housing units were vacant. This ratio of owner-occupied to renter-occupied housing is similar to that of California but not Los Angeles County which has a lower percentage of owner-occupied housing. (See Figure 3).

The number of housing units has increased by only 3.0 percent (1,154 housing units) from 1990 to 2000 whereas the increase in population was 13.5 percent (17,750). Such patterns of growth can lead to overcrowding in housing and/or sharp escalation in housing price if demand to accommodate new growth is not met.

The majority of the occupied housing units are single-family (69 percent). The remainder are either multi-family (26 percent), mobile homes, or other (4 percent). This pattern of development in Pomona is very similar to the State but differs significantly from that of Los Angeles County (Table 5).

![Figure 3. Owner- and Renter-Occupied Housing Units, in 2000](image)

Source: U.S. Census Bureau, 2000

<table>
<thead>
<tr>
<th>Units in Structure</th>
<th>Pomona</th>
<th>Los Angeles County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family</td>
<td>69%</td>
<td>56%</td>
<td>64%</td>
</tr>
<tr>
<td>Multi Family</td>
<td>26%</td>
<td>42%</td>
<td>31%</td>
</tr>
<tr>
<td>Mobile Home &amp; Other</td>
<td>4%</td>
<td>2%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2000
According to the 2000 Census, the median housing value in Pomona was $137,700 as compared to the Los Angeles County median housing value of $209,300. Nearly 43 percent of the housing stock is forty four years and older, the percentage being lower than Los Angeles County (47 percent), but significantly higher than California (33 percent).

2.4.1 Overcrowding
Pomona’s overcrowding rate of 22 percent significantly exceeds the rates in Los Angeles County’s (15 percent) and California (9 percent). This means that in the 2000 census, over one in five households in Pomona had 1.51 or more occupants per room and so are living in “overcrowded conditions. “Overcrowded” is defined by the number of occupants per number of rooms, excluding bathrooms. An example of overcrowded circumstances is a family of 7 people living in a 4-room house, comprised of 2 bedrooms, a living room, and a kitchen. This is due in part to the increase in population growth without a commensurate increase in the number of housing units. Additionally, overcrowding indicates there may be a lack of suitable or affordable housing.

2.5 Economic Profile

2.5.1 Income
The median household income in Pomona is $40,021, which is 5 percent less than the median for Los Angeles County and 16 percent below California’s. Pomona’s per capita income in 2000 was $13,336, which is 36 percent less than the Los Angeles County per capita income of $20,683. (See Figure 4).

![Figure 4. Median Household Income and Per Capita Income, 1999](image)

Source: U.S. Census Bureau, 1999

2.5.2 Poverty
According to the 2000 Census, 31,149 persons or 21.6 percent of the population was determined to be below the poverty level. In 1990, 23,648 persons or 18.4 percent of the population was below the poverty level. During the last decade, the number of Pomona residents in poverty
increased by 31.7 percent. Los Angeles County had a comparatively lower rate of poverty both in 1990 (15 percent) and 2000 (18 percent).

2.6 Education

According to the 2000 Census, about 45 percent of the population in Pomona age 25 years and older had not achieved a high school diploma. Only 13 percent of the adult population had received a Bachelor’s degree or higher, compared to 25 percent for Los Angeles County. In Pomona, a little more than half of the population above 25 had earned a high school degree as compared to nearly three-fourths in Los Angeles County. (See Figure 5). This lack in educational attainment suggests that a sizable proportion of the labor force may not have the education required to compete in the labor market for higher-skilled jobs with higher wages.

![Figure 5. Educational Attainment of Population 25 Years and Over in 2000](image)

Source: U.S. Census Bureau, 2000

2.7 Labor Force and Employment

The labor force participation rate, the ratio of labor force or employed residents and total population aged 16 and above, is 58 percent in Pomona, just a little lower than the County (61 percent) and the State (62 percent).

Figure 6 shows resident employment by industry, from the industry in which the highest percentage of residents is employed to the least. The largest percentage of residents work in manufacturing (21 percent); education, health and social services (17 percent); retail trade (11 percent); and professional, scientific, management, administrative (9 percent). These are also the four largest sources of employment for the residents of the County and State. However, Pomona has a higher proportion of its resident labor force employed in the manufacturing industry (21 percent) than for the County (15 percent) and State (13 percent). More residents of the County
and State are employed in the education, health, and social services industry than the manufacturing industry.

**Figure 6. Labor Force by Industry for Pomona, 2000**

- Manufacturing
- Educational, Health and Social Services
- Retail Trade
- Professional, Scientific, Mgmt., Admin.
- Food Services, Recreation
- Construction
- Wholesale Trade
- Other Services (except public administration)
- Finance, Insurance, Real Estate
- Transportation and Warehousing, and Utilities
- Public Administration
- Information Services
- Agriculture, Forestry, Fishing and Hunting, and Mining

Source: U.S. Census Bureau, 2000
Roughly one quarter of the employed residents work either in sales and other office occupations; or production, transportation, and material moving occupations. Management occupations are held by 22 percent and service jobs are held by 17 percent of the work force. (See Figure 7).

Figure 7. Labor Force by Occupation for Pomona, 2000

Source: U.S. Census Bureau, 2000

2.8 Business Profile

The data on businesses located in the City of Pomona is derived from the U.S. Census Bureau County Business Patterns for the following zip codes, 91766, 91767, 91768, and 91769. This area encompasses the City of Pomona and parts of Diamond Bar.

The health care and social assistance industry has the highest number of establishments (276), followed closely by retail trade (274) and manufacturing (244).
Table 6. Establishments by Industry and Size Range (No. of Employees)

<table>
<thead>
<tr>
<th>Industry Code Description</th>
<th>Total Establishments</th>
<th>'1-4'</th>
<th>'5-9'</th>
<th>'10-49'</th>
<th>'50-249'</th>
<th>'250 or more'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2066</td>
<td>973</td>
<td>380</td>
<td>532</td>
<td>163</td>
<td>18</td>
</tr>
<tr>
<td>Utilities</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Construction</td>
<td>142</td>
<td>59</td>
<td>28</td>
<td>40</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>244</td>
<td>61</td>
<td>41</td>
<td>95</td>
<td>43</td>
<td>4</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>232</td>
<td>99</td>
<td>49</td>
<td>72</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Retail trade</td>
<td>274</td>
<td>141</td>
<td>63</td>
<td>55</td>
<td>14</td>
<td>1</td>
</tr>
<tr>
<td>Transportation &amp; warehousing</td>
<td>66</td>
<td>28</td>
<td>9</td>
<td>17</td>
<td>11</td>
<td>1</td>
</tr>
<tr>
<td>Information</td>
<td>32</td>
<td>13</td>
<td>5</td>
<td>10</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Finance &amp; insurance</td>
<td>70</td>
<td>33</td>
<td>12</td>
<td>19</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Real estate &amp; rental &amp; leasing</td>
<td>70</td>
<td>47</td>
<td>13</td>
<td>8</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Professional, scientific &amp; technical services</td>
<td>109</td>
<td>70</td>
<td>13</td>
<td>17</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Management of companies &amp; enterprises</td>
<td>11</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Admin, support, waste mgmt, remediation services</td>
<td>82</td>
<td>47</td>
<td>11</td>
<td>18</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Educational services</td>
<td>29</td>
<td>9</td>
<td>7</td>
<td>9</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Health care and social assistance</td>
<td>276</td>
<td>136</td>
<td>55</td>
<td>62</td>
<td>19</td>
<td>4</td>
</tr>
<tr>
<td>Arts, entertainment &amp; recreation</td>
<td>15</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Accommodation &amp; food services</td>
<td>171</td>
<td>77</td>
<td>26</td>
<td>59</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Other services (except public administration)</td>
<td>218</td>
<td>123</td>
<td>43</td>
<td>44</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Unclassified establishments</td>
<td>24</td>
<td>23</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 2001 County Business Patterns

2.9 Crime

An important indicator of quality of life and economic stability is the crime rate. Two types of crime indices are used, the California Crime Index (CCI) that includes homicide, forcible rape, robbery, aggravated assault, burglary, and motor vehicle theft, and the Federal Bureau of Investigation crime index (FBI CI) that includes larceny-theft and arson along with the above-mentioned crimes. These two indexes measure the number of crimes per 100,000 residents. The crimes included in the CCI tend to affect ones feeling of safety, whereas the additional crimes included in the FBI CI affect business operations more often.

Figure 8 compares the California Crime Index for Pomona to Los Angeles County. Pomona’s crime rate is higher than the County average. The trend in Pomona for this period was a declining crime rate from 1995 to 2003 leveling off in the last four years to roughly 2,400 per 100,000 residents.³

³ Crime data for 1998 is available only statewide.
A regional comparison of California Crime Indexes in 2000 is shown in Figure 9 to understand Pomona in light of the local region. Pomona’s CCI is exceeded only by Ontario and Montclair.

When the business crimes of larceny-theft and arson crimes are included Pomona has a lower crime rate than Upland and West Covina and virtually the same crime rate as the Los Angeles County average as shown in Figure 10. However, the crime rate is twice as high as in Chino Hills, Diamond Bar, Walnut, and San Dimas.

Figure 10. FBI Crime Index per 100,000 Population, 2000

This crime data indicates a need for more security and crime-prevention. A reduction in crime will provide a better quality of life and support the attraction of new businesses for economic development as well as enhance the image of the city.
3. GREATER ECONOMIC CONDITIONS

The National, California, and Los Angeles economy sections were drawn from analysis done by the Los Angeles County Economic Development Corporation and can be found at www.laedc.info.

3.1 The National Economy
The national economy has hit its stride, with most of the growth fueled by consumer spending. Business investment also plays a role. Unemployment will most likely decline below 5 percent at the end of 2005. However, inflation will increase to 3.2 percent. The Federal Reserve will continue to tighten monetary policy in a non-aggressive manner, leading to slowly rising interest rates and reduced demand for home loans. The federal budget deficit could increase dramatically, depending on spending for military operations in Iraq and Afghanistan.

3.2 The California Economy
The California economy may gain as many as 200,000 jobs in 2005, and the manufacturing sector should hold steady after slight losses in 2004. Southern California will lead the way in this growth as the Bay Area and Northern California take a bit longer to recover from their economic problems. California’s business environment continues to present challenges, including workmen’s compensation insurance, paid family leave, increased contributions of business to the unemployment insurance fund, and nuisance lawsuits. California’s budget deficit is also a destabilizing economic factor.

3.3 The Los Angeles County Economy
Forces creating a positive outlook for the Los Angeles County economy are the potential to add jobs in the high-wage, high-multiplier aerospace industry, unexpected strength in international trade, strong performance in the tourism industry, sustained high levels of homebuilding, strong demand for industrial space, and the increase of the population of Los Angeles County over 10 million people. Negative factors include problems with local government finance, threats to the manufacturing industry, high housing costs, labor issues in the entertainment industry, and potential closure of the Los Angeles Air Force Base.

Job growth in Los Angeles County is forecast at 1.6 percent for 2005, an increase of 65,400 jobs, dropping the unemployment rate to 6 percent. Total personal income is forecast to grow by 5.7 percent in 2005, while the Consumer Price Index for Southern California will grow by 2.7 percent. Retail sales should grow by 5.9 percent, with the potential entrance of Wal-Mart onto the retail scene being one of the most important (and most contentious) factors in future growth in that sector. New homebuilding should hold steady with 22,800 new units estimated for 2005. Home resale values were on track for a 28.6 percent increase in 2004, leading to discussion about a housing bubble and efforts to encourage more construction of affordable housing.

Some of the economic “hot spots” of Los Angeles County include aerospace clusters in Redondo Beach/El Segundo and Palmdale/Lancaster, the continuing residential boom and construction of the Convention Center hotel in Downtown Los Angeles, new development in Hollywood, downtown development in Long Beach, and development near mass transit stations, reinforced by efforts from city planners and the Los Angeles County Metropolitan Transportation Authority.

One of the most pressing threats to the Los Angeles County economy is the financial problems faced by local governments (largely dependent on the outcome of budget wrangling in Sacramento). Two other concerns are the potential for work stoppages with many union contracts...
up for negotiation, or a major disruption of container flows land-side at the ports. In the background is the threat of a terrorist act in Los Angeles County, especially now that international tourism has regained strength.

3.4 Regional Comparison
For the purpose of comparing Pomona to the cities in its vicinity, the “Pomona region” is defined as the cities of Chino, Chino Hills, City of Industry, Diamond Bar, La Verne, Montclair, Ontario, Rancho Cucamonga, San Dimas, Upland, Walnut, and West Covina. The data used for the comparison is aggregated by zip code which doesn’t coincide perfectly with city boundaries. The zip codes are located in the Appendix in Table 14. First in this section is a comparison of the payroll per employee in Pomona, the Pomona region, and Los Angeles County by industry. Next is a comparison of the share of establishments in multiple industries (out of the total number of establishments) between Pomona and the surrounding region.

3.4.1 Annual Payroll

Figure 11. Annual Payroll by Industry, 2002

Figure 11 illustrates average annual payroll per employee across industries in Pomona, the Pomona region, and Los Angeles County in 2002. The average annual payroll per employee was obtained by dividing the total annual average payroll by the number of annual average employment in each industry. Overall, employees in Los Angeles County receive higher wages than employees in Pomona. However, employees in Pomona are still paid more than those in other cities in Pomona’s vicinity in most industries, including: manufacturing; professional, management, and administration; education, health, and social services; retail trade; construction; finance, insurance, and real estate; information services; and government. The Los Angeles
County average payroll per employee is lower than that of Pomona only in the industries of construction and government. From looking at each industry, finance, insurance, and real estate and information services show a significant difference between Pomona and Los Angeles County in average payroll per employee. Retail trade and government offer similar wages to employees in Pomona, the Pomona region, and Los Angeles County.

3.4.2 Establishments by Industry Comparison to Region

Pomona contains 3,097 business establishments that report payroll taxes to the California Employment Development Department. The following table (Table 7) compares the number of establishments by industry type to the Pomona region. In order to demonstrate the differences in industry distribution represented by numbers of establishments, the data is graphed on the following page by share of total establishments.

<table>
<thead>
<tr>
<th>North American Industrial Classification Sector</th>
<th>Pomona</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>248</td>
<td>1,099</td>
</tr>
<tr>
<td>Professional, Scientific, Management, and Administration</td>
<td>405</td>
<td>1,826</td>
</tr>
<tr>
<td>Education, Health, and Social Services</td>
<td>381</td>
<td>1,392</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>342</td>
<td>1,743</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>282</td>
<td>1,941</td>
</tr>
<tr>
<td>Construction</td>
<td>173</td>
<td>894</td>
</tr>
<tr>
<td>Food Services and Recreation</td>
<td>248</td>
<td>1,101</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>76</td>
<td>347</td>
</tr>
<tr>
<td>Other Services</td>
<td>249</td>
<td>1,041</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>268</td>
<td>1,037</td>
</tr>
<tr>
<td>Information Services</td>
<td>42</td>
<td>177</td>
</tr>
<tr>
<td>Local, State and Federal Government</td>
<td>383</td>
<td>555</td>
</tr>
<tr>
<td>Total Establishments</td>
<td>3,097</td>
<td>13,153</td>
</tr>
</tbody>
</table>

Source: California Employment Development Department

The industries with the greatest number of establishments in Pomona are professional, scientific, management, and administration with 405, local, state, and federal government with 383, and education, health, and social services with 381. In contrast, the industries with the greatest number of establishments in the Pomona region are wholesale trade with 1,941, professional, scientific, management, and administration with 1,826, and retail trade with 1,743.
Figure 12. Establishments by Industry, 2002

Source: California Employment Development Department

Figure 12 above shows the share of total establishments in each industry for the City of Pomona and the Pomona region in 2002. The obvious contrast is Pomona’s significantly larger share of local, state, and federal government establishments due to the presence of Cal Poly Pomona. There is a smaller share of establishments in other industries in Pomona than in the neighboring cities. The Pomona region holds a significantly greater share of establishments than Pomona in the industries of wholesale trade, retail trade, and construction. Pomona has a larger share of establishments than the region in education, health, and social services; finance, insurance, and real estate; and other services, in addition to government.

3.5 Location Quotient

The location quotient analysis is a technique to assess a region's specialization in an industry. It compares Pomona’s share of employment in an industry to the regional or county or state share. If the location quotient is one, employment is proportional. If it is greater than one, Pomona has higher concentration of employment, and therefore the industry has a regional specialization. If it is less than one, employment is less concentrated and does not show any regional specialization due to location or any other factors. Employment in Pomona has been compared to the State of California, the County of Los Angeles, and the local region comprising of the following cities: Chino, Chino Hills, City of Industry, Diamond Bar, Walnut, La Verne, San Dimas, Rancho Cucamonga, West Covina, Upland, Ontario, and Montclair.
The analysis is based on Standard Industrial Classification (SIC) Codes for the year 1991, 1995 and 2000 and NAICS codes for 2001, 2002 and 2003. The data used to calculate the location quotient is in the Appendix in Table 15.

3.5.1 Employment Location Quotient with respect to SIC codes for the year 1991, 1995 and 2000

Table 8: Employment Location Quotient by Standard Industrial Classification (SIC)

<table>
<thead>
<tr>
<th>SIC</th>
<th>Location Quotients</th>
<th>Location Quotients</th>
<th>Location Quotients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pomona/Regional</td>
<td>Pomona/LA County</td>
<td>Pomona/California</td>
</tr>
<tr>
<td>CONSTRUCTION</td>
<td>0.8 1.0 0.7</td>
<td>1.1 1.4 1.3</td>
<td>0.8 1.1 0.9</td>
</tr>
<tr>
<td>FINANCE, INSURANCE, REAL</td>
<td>1.6 1.9 2.1</td>
<td>1.1 1.1 1.5</td>
<td>1.1 1.0 1.6</td>
</tr>
<tr>
<td>ESTATE</td>
<td>1.2 1.1 1.1</td>
<td>1.3 1.2 1.1</td>
<td>1.1 1.1 1.1</td>
</tr>
<tr>
<td>LOCAL GOVT</td>
<td>0.9 1.0 1.0</td>
<td>0.9 1.1 1.2</td>
<td>1.1 1.2 1.2</td>
</tr>
<tr>
<td>MANUFACTURING-DURABLE</td>
<td>0.9 0.9 0.8</td>
<td>1.2 1.2 1.0</td>
<td>1.5 1.7 1.5</td>
</tr>
<tr>
<td>MANUFACTURING-NONDURABLE</td>
<td>0.4 *** ***</td>
<td>0.7 0.9 ***</td>
<td>0.5 0.6 N/A</td>
</tr>
<tr>
<td>NON-CLASSIFIED</td>
<td>0.8 0.8 0.8</td>
<td>1.0 1.0 0.9</td>
<td>0.8 0.9 0.8</td>
</tr>
<tr>
<td>RETAIL TRADE</td>
<td>1.2 1.1 1.2</td>
<td>1.0 0.8 0.9</td>
<td>1.0 0.9 1.0</td>
</tr>
<tr>
<td>STATE GOVT</td>
<td>*** N/A 4.2</td>
<td>0.0 N/A 0.0</td>
<td>0.0 N/A 0.0</td>
</tr>
<tr>
<td>TRANS, COMM, ELEC, GAS, SANITARY SERVICES</td>
<td>1.3 1.2 0.9</td>
<td>0.9 0.9 0.7</td>
<td>0.9 1.0 0.8</td>
</tr>
<tr>
<td>WHOLESALE TRADE</td>
<td>0.8 0.7 0.7</td>
<td>1.0 1.0 1.1</td>
<td>1.1 1.2 1.3</td>
</tr>
</tbody>
</table>

*** No employment or number withheld due to confidentiality
N/A – information not available
Source: California Employment Development Department

Location Quotient greater than "1"

In 2000, Pomona employed a larger concentration of people compared to the local region, County, and State in Local Government and Finance, Insurance and Real Estate (FIRE) industry sectors. Similarly, Pomona exhibits regional specialization in Durable Manufacturing, Non-durable Manufacturing, and Wholesale Trade when compared to the County and State.

Concentration of employment in the Services sector in Pomona was proportional to both County and State in 2000. Yet, within the local region, Services showed a higher concentration of jobs and a relative specialization.

Location Quotient less than "1"

Pomona does not exhibit regional specialization in Retail Trade and Transportation, Communications, and Public Utilities (TCPU) when compared to the local region, County or State. The declining regional specialization in retail trade for Pomona might be attributed to the competition from neighboring cities with big box outlet stores that draw retail employment away from Pomona. For instance, Ontario Mills in the neighboring City of Ontario is one of the largest retail centers in Southern California. Clearly, the lack of concentration in retail employment suggests an opportunity for Pomona to pursue neighborhood specialty and niche retail. Such a strategy to expand retail dovetails well with the proposed mixed use development and transit-oriented development strategy.
### 3.5.2 Employment Location Quotient with respect to NAICS codes for the year 2001, 2002 and 2003

**Table 9: Employment Location Quotient by North American Industrial Classification Sector (NAICS)**

<table>
<thead>
<tr>
<th>NAICS</th>
<th>Pomona/Regional</th>
<th>Pomona/LA County</th>
<th>Pomona/California</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOMMODATION &amp; FOOD SERVICES</td>
<td>0.8</td>
<td>0.9</td>
<td>0.9</td>
</tr>
<tr>
<td>ADMIN &amp; SUPPORT &amp; WASTE MGMT &amp; REMEDIATION</td>
<td>0.9</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>AGRICULTURE, FORESTRY, FISHING &amp; HUNTING</td>
<td>***</td>
<td>***</td>
<td>***</td>
</tr>
<tr>
<td>ARTS, ENTERTAINMENT, &amp; RECREATION</td>
<td>0.7</td>
<td>0.8</td>
<td>0.6</td>
</tr>
<tr>
<td>CONSTRUCTION</td>
<td>0.8</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>EDUCATIONAL SERVICES</td>
<td>1.6</td>
<td>1.6</td>
<td>1.7</td>
</tr>
<tr>
<td>FEDERAL GOVT</td>
<td>2.5</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>FINANCE &amp; INSURANCE</td>
<td>1.8</td>
<td>1.7</td>
<td>1.8</td>
</tr>
<tr>
<td>HEALTH CARE &amp; SOCIAL ASSISTANCE</td>
<td>1.6</td>
<td>1.6</td>
<td>1.7</td>
</tr>
<tr>
<td>INFORMATION</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>LOCAL GOVT</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
</tr>
<tr>
<td>MANAGEMENT OF COMPANIES AND ENTERPRISES</td>
<td>1.3</td>
<td>1.4</td>
<td>1.3</td>
</tr>
<tr>
<td>MANUFACTURING</td>
<td>0.8</td>
<td>0.8</td>
<td>0.9</td>
</tr>
<tr>
<td>MINING</td>
<td>***</td>
<td>***</td>
<td>***</td>
</tr>
<tr>
<td>NON-CLASSIFIED</td>
<td>***</td>
<td>***</td>
<td>***</td>
</tr>
<tr>
<td>OTHER SERVICES</td>
<td>1.3</td>
<td>1.3</td>
<td>1.3</td>
</tr>
<tr>
<td>PROFESSIONAL, SCIENTIFIC, &amp; TECHNICAL SKILL</td>
<td>1.3</td>
<td>1.1</td>
<td>0.8</td>
</tr>
<tr>
<td>REAL ESTATE &amp; RENTAL &amp; LEASING</td>
<td>0.9</td>
<td>0.9</td>
<td>0.9</td>
</tr>
<tr>
<td>RETAIL TRADE</td>
<td>0.7</td>
<td>0.7</td>
<td>0.6</td>
</tr>
<tr>
<td>STATE GOVT</td>
<td>3.3</td>
<td>3.5</td>
<td>3.5</td>
</tr>
<tr>
<td>TRANSPORTATION &amp; WAREHOUSING</td>
<td>0.7</td>
<td>0.7</td>
<td>0.8</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>***</td>
<td>***</td>
<td>***</td>
</tr>
<tr>
<td>WHOLESALE TRADE</td>
<td>0.6</td>
<td>0.7</td>
<td>0.7</td>
</tr>
</tbody>
</table>

*** No employment or number withheld due to confidentiality

Source: California Employment Development Department

**Location Quotient greater than “1”**

Pomona has a higher concentration of jobs in the Services sector especially within Educational Services, and Health Care & Social Assistance when compared to the local region, County, and State. The presence of Cal Poly Pomona, PUSD, and other institutions creates a regional specialization in the educational services sector. Location quotient is also strong for Other Services when compared to the local region and State.
Pomona continues to exhibit strength in Management of Companies and Enterprises and Finance & Insurance industry sector. Jobs in these sectors, on average, pay higher wages and have a high job multiplier effect. Pomona should make a concerted effort to retain and expand the existing jobs/industry base.

The location quotients for Local Government and State Government are greater than 1 suggesting larger concentration of government jobs in Pomona compared to the local region, County, and State.

Location quotients for Manufacturing and Wholesale Trade show mixed results. Pomona has a higher concentration of jobs in manufacturing when compared to County and State but a lower concentration when compared to the local region. This suggests that a larger proportion of persons are employed in manufacturing in Pomona’s neighboring cities. Similarly, Pomona shows a higher concentration of jobs in Wholesale Trade compared to State but lower concentration compared to the local region.

Location Quotient less than "1"
Accommodation & Food Services; Arts, Entertainment, & Recreation; Real Estate & Rental & Leasing; Retail Trade; and Transportation & Warehousing have location quotients less than 1 and hence a lower concentration of jobs compared to local region, County, and State. Clearly, these industry sectors do not exhibit any regional specialization and could possibly be strengthened through targeted business development efforts.

A few other industry sectors show mixed results. Administrative & Support, Waste Management & Remediation, and Construction show location quotients greater than 1 with respect to County. However, when compared to the local region or the State, these industry sectors have location quotients less than 1 implying no regional specialization or concentration.

Pomona does not exhibit any specialization with respect to Information Technology jobs especially when compared to the county and the state. Even though Pomona has facilities of higher education, the city does not show regional specialization in Professional, Scientific, & Technical Skills related jobs. Evidently, Pomona should strengthen the infrastructure required to support these industry sectors to create a globally competitive workforce.
4. ECONOMIC DEVELOPMENT ADMINISTRATION ELIGIBILITY

4.1 Per Capita Income Eligibility

In the City of Pomona, 75 percent (22 out of 29) of the census tracks have income 80 percent or less than the national average (U.S. per capita income = $21,587) and are thus eligible for EDA funding (Figure 13). Among the 22 census tracts, 41 percent have a per capita income below $10,000.
Figure 13. EDA Eligibility Based on 2000 Per Capita Income

City of Pomona
EDA Eligibility Based on 2000 Per Capita Income (PCI)

Note: Eligible areas have per capita income 80% or less than the national average.
U.S. PCI = $21,697 based on 2000 Census
Source: 2000 Census
Map produced by the USC Center for Economic Development, September 2, 2004
4.2 Unemployment Eligibility

According to EDA data, the City of Pomona has an unemployment rate of 8.2 percent. The national average unemployment rate is 5.9 percent. Thus, the Pomona average unemployment rate is at least 1 percent greater than the national average unemployment rate; thereby meeting the eligibility requirements for EDA funding by unemployment rate (Figure 14).
Figure 14. EDA Eligibility Based on Unemployment Rate

City of Pomona

EDA Eligibility Based on Unemployment Rate

Note: Eligible areas have unemployment rate at least 1% greater than the national average unemployment rate.
National Unemployment Rate = 5.5%, City of Pomona Unemployment Rate = 6.5%
Source: Bureau of Labor Statistics, data ending September 30, 2003; data provided by EDA Headquarters.
5. LAND USE

The following is a summary profile of existing land use conditions in the City of Pomona.

5.1 Commercial

Roughly five percent of the land area in the city is comprised of commercial uses. The most prominent of the commercial land uses is retail (3.2 percent). The balance is office, primarily small scale office buildings along the major commercial corridors.

5.1.1 Retail

Pomona has a number of large commercial centers, most of which can be classified as neighborhood centers in that they are of a size appropriate for serving one or more residential neighborhoods. These centers are typically anchored by a large grocery store, supported by smaller retail shops. Although large, these centers are too small to accommodate regional-serving retail uses. The exceptions are Pomona Marketplace and Wal-Mart. A number of new retail projects have either recently been completed or will begin development shortly. Two such developments include the Mission Promenade mixed-use project across from City Hall as well as the new Sav-On at Garey and Phillips.

The retail centers represent an estimated 2.05 million square feet, of which about 10.0 percent is vacant.

5.1.2 Office

Office uses are not a significant land use in Pomona, accounting for only one percent of the overall land area. Offices are frequently located among the light industrial business parks of the city’s industrial districts. These parks provide flexible and affordable space, usually with ample parking and attractive landscaping. In November 2003, there was an estimated 660,581 square feet of office inventory, of which about 20 percent was vacant. Only two of the buildings were equal to or larger than 100,000 square feet. Other than the recently built Mission Promenade mixed-use project, significant new office inventory has not been built within the past decade. The last infusion of new office buildings was in the eighties.

5.1.3 Downtown

Downtown streets have a diverse mix of independent retailers, organized around the two thematic areas of the Arts Colony and the Antiques Row. Currently, downtown has no large-format regional-serving retail tenant.

There have been recent revitalizations of Antiques Row and the Arts Colony, new developments such as Mission Promenade, and historic restoration projects such as the Fox Theatre. Mixed-use is already taking place in downtown, and several developers are interested in additional projects. Although downtown is no longer the office center of the city, there is a cluster of office uses.

5.2 Industrial

Pomona has significant land area dedicated to industrial use, particularly light-industrial and business parks. Overall, there are two major industrial districts in the city—at the western and eastern edges of the city—both taking advantage of excellent access to freeways and rail corridors. Industrial uses take up 10.8 percent of the total land area. The greatest demand by
light industrial and warehouse users is for space between 5,000 and 10,000 square feet in size. The city’s Philadelphia/Reservoir industrial corridor has a low vacancy rate.

5.3 Residential

Residential land use is the most common in the city, accounting for 46.5 percent of the total land area. Pomona’s neighborhoods are one of the city’s most valuable assets. The designation of neighborhoods has instilled shared pride while establishing limits on modifications. Together, these two factors have acted to stabilize neighborhoods. The variety of neighborhoods provides choice to Pomona’s diverse population.

Even with a large and diverse supply of housing, demand still outpaces supply. The vacancy rate in 2003 was 4.4 percent. In the context of Southern California, Pomona does provide housing choice and affordability.

The topography of Pomona includes several hills. The hillsides are predominantly residential in use with some preserved open spaces, particularly in Phillips Ranch.

5.4 Civic Uses

Public uses take up 31.5 percent of the total land area and are located throughout the city.

5.4.1 Parks

Pomona has 864 acres of parks and open space making up 7.7 percent of the city. The portion dedicated to public parks is equivalent to 1.3 acres of parkland per 1,000 residents. The City’s goal is 4 acres per 1,000 residents, as a result only thirty-seven percent of the population is within a quarter mile of a park.

There are several private recreation facilities and county parks which also serve the City. These include the Mountain Meadows Golf Course, Palm Lakes Golf Course, Fairplex, Cal Poly, and Bonnelli Park. Bonnelli Park is a regional park immediately northeast of the City. It contains picnic facilities, boating and fishing at the Puddingstone Reservoir, and the Raging Waters Aquatic Park.

5.4.2 Schools

The city is served primarily by the Pomona Unified School District (PUSD). A small portion in northern Pomona is served by the Claremont Unified School District (CUSD). PUSD has 27 elementary schools, 6 middle schools, and 5 high schools. Over 32,250 students are enrolled in the district. The city also has several private schools offering K-12 education. Nearly 50 percent of residents are located within walking distance of a school.

Pomona is home to several universities and colleges offering a range of educational opportunities. The main campus of California State Polytechnic University, Pomona (Cal Poly Pomona) is located just outside the city boundaries between Pomona and Walnut and currently serves 20,300 students. Western University of Health Sciences has 1,400 students and is located in the heart of downtown Pomona. DeVry Institute of Technology houses career-oriented programs in business and technology and currently teaches approximately 3,100 students. Westech College operates computer facilities and offers classes in Pomona from their main campus in Ontario. In addition, Pomona is situated within minutes of six other major universities – the five Claremont Colleges and the University of La Verne, as well as Mount San Antonio Community College.
5.4.3 Libraries
The Pomona General Plan Update published in May 2004 states that Pomona is not experiencing shortages in library service and that there is a planned expansion of the existing library by 30,000 to 60,000 square feet with construction beginning in 4 to 7 years. Unfortunately, this will not improve the accessibility of library services. With only one facility, many residents are not within convenient distance of the library. The City does not have any adopted standards – geographic, expenditure, or otherwise – to guide library facility and service planning.

5.4.4 Churches and Temples
Pomona’s religious organizations are important components of the community infrastructure. They are located in a wide variety of districts and building types.

5.5 Vacant Land
Vacant lands comprise 5.3 percent of the total land area and are located throughout the city, particularly in the older areas and industrial districts. Some of this land is already planned for development; however, other pieces are poorly located or too small to allow for large-scale coordinated development.

6. INFRASTRUCTURE

6.1 Water
Although there is adequate capacity at the two surface water treatment plants that serve existing development within the city, it is unknown whether these plants can accommodate future development.

Existing water entitlements can serve projected water needs through 2020. During multiple dry years, an increase in groundwater production and/or purchase of imported water, as well as implementation of conservation measures, would be required in order to adequately serve water needs. It is important to note that the city may be pumping water from the aquifers at a rate that exceeds natural recharge rates. Perpetual overdraft could jeopardize the water supply and quality in the long-term.

6.2 Sewer System
Currently, the Pomona Water Reclamation Plant and the Joint Water Pollution Control Plant have adequate capacity to serve existing development. It is not known at this time whether there is adequate capacity to serve future development.

6.3 Gas and Electricity
No deficiencies with the existing energy infrastructure have been identified to date. However, it is not known at this time whether expansion of existing or construction of new infrastructure will be required to serve future development.
6.4 Transportation

6.4.1 Ports
Two of the largest and busiest ports in the world, the Ports of Long Beach and Los Angeles, are located within an hour of Pomona.

6.4.2 Airports
Ontario International Airport is just 15 minutes to the east, while Los Angeles International Airport (LAX) is an hour to the west. Burbank Airport is 45 minutes to the west and John Wayne International Airport in Orange County is less than an hour’s drive away. The nearest general aviation airport is Brackett Field, a few minutes north in La Verne.

6.4.3 Streets
Classified as arterials, collectors, and local roads, Pomona’s roads carry many thousands of vehicle and transit trips. Pomona’s street network is primarily based on a grid, with several major north-south and east-west roadways interlaced with a system of intersecting minor streets. The street system in most neighborhoods permits adequate to excellent inter-neighborhood connectivity. This is particularly true for longer range trips that use major arterials.

6.4.4 Metrolink Stations
The Metrolink Transit Center rail system connects Southern Californians to Pomona’s shopping, business, and entertainment district. The San Bernardino and Riverside lines of the Metrolink regional commuter rail system include stations in downtown Pomona and North Pomona (near Arrow Highway and Fairplex). Metrolink provides a transportation alternative between Pomona and employment centers in Los Angeles, San Bernardino, Riverside, and Orange counties.

6.4.5 Buses
Pomona is geographically well served by buses, with 78 percent of the city’s area located within a quarter mile of a bus route. Los Angeles County MTA, Foothill Transit, Greyhound, Omnitrans, and Get About provide bus service within the city.

6.4.6 Trains
Three major rail lines, the Union Pacific, Burlington Northern Santa Fe (BNSF), and Metrolink cross Pomona. Amtrak operates trains that stop at the downtown rail station. The Sunset Limited and Texas Eagle trains stop in downtown Pomona three times a week in each direction, providing inter-city rail service between Los Angeles and Orlando, Florida.

The Los Angeles County Metropolitan Transportation Authority is planning to extend its Gold Line light rail service from Los Angeles to Montclair by 2014. Two station locations have been proposed in Pomona: one adjacent to the existing Metrolink station west of Garey Avenue and one on the existing Metrolink right-of-way just east of Towne Avenue. The extension would connect Pomona to the Los Angeles County rail transportation hub at Union Station in Los Angeles. It is expected to provide cheaper passenger rail service between Pomona and Los Angeles than Metrolink currently provides.
7. ECONOMIC RESOURCES

7.1 Regional Resources

7.1.1 San Gabriel Valley Economic Partnership
The Partnership is a coalition of public and private sectors working to sustain and expand the economic base of the Valley. The goal is to attract more businesses, provide more jobs and create a "business-friendly" region. Among the many products and services provided by the Partnership are: business retention, expansion and attraction, regional workshops, and marketing campaigns to increase the profile of the Valley. Their goal is to market the Valley internally and externally in an effort to attract more businesses and provide more jobs. The Partnership is working with cities and businesses to create a "business-friendly" region and promote a regional approach to marketing the Valley as the place to do business.

7.1.2 Los Angeles County Economic Development Corporation (LAEDC)
The LAEDC is a private, non-profit 501(c) 3 organization established in 1981 with the mission to attract, retain and grow businesses and jobs in the Los Angeles region. Since 1995, the LAEDC Business Development team helped in the creation of more than 95,000 jobs from 560 projects. The annual economic impact of those jobs translates into $3.1 billion in salaries and more than $163 million in tax revenue generated to support local governments, transportation and schools.

The LAEDC addresses the needs of the business community through proactive participation in strategic leadership initiatives to ensure LA County remains a business-friendly environment in today's economically competitive climate and through timely, relevant economic information and analysis.

7.1.3 Larta Institute
The Larta Institute accelerates the transition of cutting-edge technologies to the marketplace. The institute connects people, technology, and capital to help companies grow while also creates and manages the innovation pipeline. Since 1993, companies helped by Larta Institute have raised over $1.5 billion in capital. The institute’s conferences and seminars provide insights to thousands of business people each year. Larta VOX, the weekly electronic magazine published by the Larta Institute on business innovation is read by over 20,000 people.

The Institute believes in the power of innovation to raise standards of living and to create jobs. It is an independent, private nonprofit corporation registered in California and is a 501(c)(3), originally formed in 1993 through legislation enacted by the State of California after defense downsizing caused the loss of 300,000 jobs lost in Southern California. Since that time, Larta has expanded dramatically to serve thousands of clients in a wide variety of technology sectors globally. Services include commercialization and technology transfer, conferences, consulting and capital, and industry research and analysis. In addition, Larta has a for-profit subsidiary, Fidelys, which is a California limited liability company providing innovative investment banking and corporate advisory services.

7.1.4 Southern California Biomedical Council
The Southern California Biomedical Council (SCBC) promotes and supports biomedical and biotechnology research, development, and manufacturing in the Greater Los Angeles region for economic development and job creation. The SCBC was created with support from Rebuild LA (RLA) under its second president, Linda Griego. The SCBC was incorporated in December of
1995 as a non-profit (c) 6, membership-based, California trade association. The SCBC focuses on Los Angeles, Orange, Riverside, San Bernardino, Ventura and Santa Barbara counties. The SCBC – through specialized committees -- carries out a number of programs seeking, among other things, to:

- Assist local firms in accessing sources of capital, potential partners, and useful support services and products;
- Create partnerships to accommodate the real estate needs of the Greater LA biomed/biotech industry;
- Promote linkages with local universities, research institutions, and other educational institutions for workforce training and technology transfer purposes;
- Advocate on behalf of the region’s firms concerning local, state and national legislative issues affecting the industry’s growth and dynamism; and
- Provide forums for networking and education to help local firms navigate the complex business environment in the Greater LA region.

7.2 Education and Job Training

Numerous colleges and universities have students graduating trained in fields such as engineering and biotechnology who can easily support the economic development of high tech companies interested in locating in Pomona.

7.2.1 Pomona High Schools

Pomona High Schools are graduating students at a higher rate than Los Angeles County or the State of California, but they need to increase the percentage of graduating students meeting the University of California (UC) or California State University (CSU) course requirements in order to match the county and state. (See Table 10).

<table>
<thead>
<tr>
<th>Table 10: High School Performance Measures</th>
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<tbody>
<tr>
<td>Pomona High Schools and County and State Averages</td>
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<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Diamond Ranch High</td>
</tr>
<tr>
<td>Ganesha Senior High</td>
</tr>
<tr>
<td>Garey Senior High</td>
</tr>
<tr>
<td>Pomona Senior High</td>
</tr>
<tr>
<td>Village Academy High</td>
</tr>
<tr>
<td>Los Angeles County</td>
</tr>
<tr>
<td>State of California</td>
</tr>
</tbody>
</table>

Source: California Department of Education. http://data1.cde.ca.gov/dataquest/
7.2.2 California State Polytechnic University, Pomona
Cal Poly Pomona is one of six polytechnic universities in the nation and is the second largest of the California State University’s 23 campuses. Located 30 miles east of Los Angeles downtown, the university encompasses nine academic departments which offer 59 undergraduate and 21 graduate degrees. Currently 20,300 students are enrolled. The curriculum integrates technology with a traditional liberal arts education and applied science. The polytechnic approach of learn-by-doing philosophy that combines theory and practice in all disciplines is attempted to provide hands-on educational experience for potential local workforce.

7.2.3 Western University of Health Sciences
Western University provides graduate education for more than 1,500 health professionals. Five colleges of Osteopathic medicine of the Pacific, Allied health professions, graduate nursing, Pharmacy, and Veterinary Medicine offer four masters and four doctoral degrees and one post-master’s certificate. The College of Veterinary Medicine was the first program to open in the nation in 20 years and the first in Southern California. The university is also nationally renowned for the Center for Disability Issues and the Health Professions. Its impact on the community includes providing medical services and jobs for the local residents. 41% of the students are Asian/Pacific islanders and another 41% are non-Hispanic White.

7.2.4 DeVry Institute of Technology
DeVry Institute of Technology houses career-oriented undergraduate programs in business and technology as well as Keller Graduate School of Management. Accredited by The Higher Learning Commission and is a member of the North Central Association (NCA), DeVry’s technology-based degree programs integrate general education with industry-specific coursework to enhance graduates' personal development and career potential. The university also assists students in attaining their career goals outside of the classroom by providing assistance with part-time and post-graduate career opportunities. Undergraduate programs include:

- Biomedical Engineering Technology (BMET)
- Business Administration (BA)
- Computer Engineering Technology (CET)
- Computer Information Systems (CIS)
- Electronics Engineering Technology (EET)
- Information Technology (IT) – online only
- Network and Communications Management (NCM)
- Technical Management (TM)
- Electronics and Computer Technology (ECT)
- Health Information Technology (HIT)
- Network Systems Administration (NSA)

7.2.5 Westech College
Westech College was established as a career education school in 1988. Since its inception, the College has successfully educated and placed thousands of its graduates into high-tech careers. Their mission is to provide an educational link between a workplace that is constantly responding to new demands, and a workforce that must constantly address new professional requirements. Westech’s career education is designed to incorporate the most widely and up-to-date technology used in the industry in its curriculum. Faculty is drawn from the industry with several years of
teaching experience in their respective field. Westech College offers state-of-the-art professional computer training classrooms and facilities in Pomona. They offer a variety of vocational training programs including medical records and billing, and computer-aided drafting with approximately 100 students in attendance in Pomona and additional classes at their campus in Ontario.

7.2.6 Mount San Antonio College
Mt. San Antonio College (Mt. SAC) is among the largest of 109 community colleges in California. Located in the city of Walnut, Mt. SAC serves 17 communities and a million residents in the bustling San Gabriel Valley including Pomona. Since the College opened its doors in 1946, Mt. SAC has provided high quality and affordable educational opportunities to more than a million students of all ages from all over the world. Today, the College offers more than 200 degree and certificate programs through a semester system.

7.3 Health Industry

Pomona offers two renowned medical facilities: the 436 bed Pomona Valley Hospital Medical Center with a staff of more than 645 physicians and the nationally known Casa Colina Hospital for Rehabilitative Medicine. Numerous small local health clinics are also located in the city. The strong presence of the health industry in Pomona is an economic asset. This industry provides large numbers of diverse jobs for varying skill levels, which contribute to overall economic stability and growth. Medical facilities also bring people into the city, with opportunities for capturing retail and commercial expenditures.

Residents of Pomona have multiple healthcare facilities available to them, in part due to the presence of regional-serving facilities. As the city continues to grow, expansion of health facilities may be necessary.

7.4 Auto Park

The city has several auto dealers along the I-10 Freeway and near the SR-60 and SR-71 freeways that provide a strong source of retail sales to the city. These should continue to be the strength of the city’s retail tax base.

7.5 Fairplex

The 543-acre Fairplex is host to more than 300 events and 3 million visitors each year, making it a major economic engine for the city and the region. It is home to the annual Los Angeles County Fair, consumer and trade shows, expositions, conventions, sporting events, and agricultural events. These activities attract close to 1.7 million guests during the year, plus another 1.3 million people who attend the Fair. To accommodate tourist needs, Pomona has more than 1,150 hotel rooms and meeting space for 1,300 people, including the Sheraton adjacent to Fairplex.

7.6 Quality of Life

Quality of life is a factor in site selection for companies. Companies want to be able to attract good employees and two things that employees consider in selecting a place to live are safety and recreation. Pomona has a diverse array of cultural, community, and religious activities available
to residents. There are also numerous city-sponsored recreational programs and private recreational facilities within the city that provide recreational opportunities for residents.

7.6.1 Crime and Safety
The central part of Pomona is considered to be unsafe due to gangs, drugs, and prostitution. The crime rate in Pomona is higher than the Los Angeles County average, although it has gone down since 1995. Better security and crime-prevention strategies will improve the quality of life in Pomona. For more detailed statistical information on crime in Pomona, see section 2.9 above.

7.6.2 Cultural Arts
Pomona has a broad cultural arts community, including large numbers of organizations, programs, and artists. There is a strong focus on art programs for children and youth. The city has many locations for artistic programs and activities, most notably Fairplex, home to the annual Los Angeles County Fair and the Millard Sheets Gallery, a 12,000 square foot building built in 1937, the showcase for the Art Program at the Los Angeles County Fair. It features an annual exhibition of remarkable quality and New Photography, a national competition. The Gallery is also a Smithsonian affiliate.

Museums in Pomona include the National Hot Rod Association’s Wally Parks NHRA Motorsports Museum (its mission is to celebrate the impact of motorsports on our culture), La Casa Primera de Rancho San Jose (the original home of Don Ignacio Palomares, furnished with 19th century antiques), Palomares Adobe (a way station along San Bernardino Stage and 20-mule team freight routes), Planes of Fame Air Museum (displaying World War II era planes), and the Route 66 Territory Museum (providing history and artifacts of the famous highway). A planetarium is located on the campus of Pomona College, and various gardens are located throughout the city.

The Bollinger Candlelight Pavilion is a dinner theatre featuring live Broadway musical productions. The Mt. San Antonio College Performing Arts Center is home to a Music Recital Hall (seating 250) and a Studio Theatre providing Black Box Performance space. The Pomona Art Colony is an organization that coordinates and promotes art activities in downtown Pomona.

The City of Pomona itself offers art programs and classes. Many of the programs are targeted at children and teenagers, such as arts and crafts classes, a Cinco de Mayo celebration, and chess, cooking, and spelling clubs. The city also offers programs for adults, including dancing, sewing, and self-defense.

7.6.3 Recreational Activities
Among the recreational activities located in and around the City of Pomona are the Mountain Meadows Golf Course, the Palm Lakes Golf Course, Fairplex (home of the annual Los Angeles County Fair), the recreational facilities at Cal Poly Pomona, and Bonnelli Park (regional park northeast of the city). There are 25 city parks totaling approximately 204 acres hosting many youth sports programs, and two outdoor swimming pools (open daily June-September). Additional recreational activities are available at private organizations such as the YMCA, the Boys and Girls Club, and at twelve local churches.
8. CURRENT ECONOMIC DEVELOPMENT INITIATIVES

8.1 City of Pomona

The city plays a vital role in economic development by making resources available to local businesses and identifying and attracting businesses that are needed to provide a balanced and diversified economic base. The city’s current economic development strategy seeks to achieve the purposes of economic development through a comprehensive strategy that incorporates the following:

- Revitalization of key areas of the city;
- Effective planning and development of key municipal assets;
- Supporting and promoting business growth;
- Providing for, and stimulating, a meaningful workforce development program; and
- Collaborating with, and supporting public and private organizations for the delivery of designated economic services.

The key activities and program areas that are currently part of Pomona’s economic development strategy are described below.

8.1.1 Redevelopment Agency Programs

The Redevelopment Agency of Pomona is the city’s primary vehicle for ensuring the long-term economic vitality of the community. The Agency is involved in community revitalization at all levels, from rehabilitation and façade programs to business retention and attraction programs. The city’s Redevelopment plans authorize a variety of tools that the Agency may employ to revitalize the applicable area that must, by law, be consistent with the Pomona General Plan. The city has several project areas which are mapped in Figure 15 on the following page, which together encompass about 5,823 acres of the city. Redevelopment activities include building rehabilitation programs, the development of vacant or underutilized parcels, business incentives, and the construction and maintenance of affordable housing. In addition, the Agency’s authority to provide or reconstruct public improvements has been used to eliminate deficiencies in the street system and to improve public utilities in the area. The Agency’s principal economic and community development programs for the various project areas focus on business recruitment and retention, business training, permit and entitlement assistance, site identification and marketing, and commercial façade programs.
8.1.2 Business Recruitment and Retention
These efforts include grants for business retention and outreach, and financial assistance to those businesses that are forced to vacate their current location and move to another within the area due to a private development project. Business recruitment includes marketing activities that promote the Pomona community and its businesses, as well as the hiring of a Business Attraction/Retention team to recruit new businesses to Pomona and assist with site location.

8.1.3 Business Training Programs
Training programs are provided for businesses that require additional business development assistance. The Redevelopment Agency also participates in the San Gabriel Valley Economic Partnership and Los Angeles Trade Center to assist businesses with export development.
8.1.4 Commercial Façade Program
The façade program provides funding to assist in façade improvements as well as a rebate program to provide incentives for businesses along the Holt, Mission, and Garey Corridors.

8.1.5 Business Improvement District Program
The Business Improvement District (BID) program provides seed money for the establishment of BIDs along major commercial corridors as well as the downtown area. The city has recently completed a BID for the downtown area to provide support for downtown revitalization and business development.

8.1.6 Workforce Development
Education related programs and activities in Pomona have been initiated by various groups in the city to address specific issues. Education has been recognized as a valuable component for improving opportunities for local residents as well as for addressing the labor needs of local businesses.

8.1.7 Recent or Current Major Development Projects
- Mixed-use projects with multi-family residential with commercial or office are clustered in the central downtown area with a total of 250 new units.
- Three single-family projects are under construction or have been recently built, totaling 269 units. Two projects are in the northern portion of the city, along Bonita Avenue, on recycled light industrial lands and a smaller 32-unit project on former commercial land is in the northwestern corner of the downtown area, at Holt and Towne Avenues.
- Three senior housing projects totaling 359 units are spread out along Garey Avenue. One is combined with a new Sav-On drug store. Prior uses were commercial and office.
- Employment development is occurring in the areas “shouldering” downtown, consisting of the high-tech business park called Innovation Village in the west associated with Cal Poly Pomona and light industrial and office buildings on West Mission Boulevard.

All of these projects, with the exception of Innovation Village, have occurred as redevelopment projects. The Innovation Village is on former agricultural lands managed by Cal Poly Pomona.

Tables 11 and 12 on the following pages outline several major development projects in Pomona. Table 11 outlines projects that are under construction or have been completed. Table 12 outlines projects that have been proposed or approved.
Table 11. Major Development Projects: Under Construction and Completed

<table>
<thead>
<tr>
<th>Project</th>
<th>Address</th>
<th>Housing Units</th>
<th>Commercial Square Feet</th>
<th>Office Square Feet</th>
<th>Industrial Square Feet</th>
<th>Acres</th>
<th>Housing Unit Density</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holt/Eleanor Project</td>
<td>375 E Holt Ave</td>
<td>32</td>
<td></td>
<td>8</td>
<td>Completed</td>
<td></td>
<td></td>
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<tr>
<td>Pomona Industrial Park</td>
<td>1470 Mission Blvd</td>
<td></td>
<td>50,000</td>
<td>17</td>
<td>Completed</td>
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<tr>
<td>TELACU Senior Housing</td>
<td>200 Beaver Ct</td>
<td>80</td>
<td></td>
<td>2</td>
<td>Under Construction</td>
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<tr>
<td>Design Control, Inc.</td>
<td>2075 N. Garey</td>
<td>105</td>
<td></td>
<td>53</td>
<td>Completed</td>
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<td></td>
<td></td>
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<tr>
<td>The Grove (Greystone Residential)</td>
<td>Garey and Bonita</td>
<td>120</td>
<td></td>
<td>6</td>
<td>Completed</td>
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<td></td>
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<tr>
<td>Sav-On/Am-Cal Senior Housing</td>
<td>S. Garey &amp; Phillips</td>
<td>174</td>
<td>14,500</td>
<td>23</td>
<td>Under Construction</td>
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<td></td>
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<tr>
<td>Walgreen's/McDonalds</td>
<td>Towne &amp; Holt</td>
<td>14,500</td>
<td></td>
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Source: Updated Pipeline Projects Tables, General Plan Update, Dyett & Bhatia, emailed March 2, 2005
Table 12. Major Development Projects: Proposed and Approved

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<tr>
<th>Project</th>
<th>Address</th>
<th>Housing Units</th>
<th>Commercial Square Feet</th>
<th>Office Square Feet</th>
<th>Industrial Square Feet</th>
<th>Acres</th>
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<td>Integral</td>
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<td>Foothill/Towne Commercial Project</td>
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*New Development in addition to existing 750,000 square feet
Source: Updated Pipeline Projects Tables, General Plan Update, Dyett & Bhatia, emailed March 2, 2005
8.2 California State Polytechnic University, Pomona

8.2.1 Innovation Village
The Innovation Village will create a 65-acre mixed-use technology park on the university campus through a public-private partnership. The concept is to build a community of technology-based enterprises to include incubator facilities for start-up businesses, multi-tenant research and development buildings, build-to-suit corporate offices, and supporting retail. In addition, Innovation Village includes plans to build residential facilities for University faculty and researchers and is expected to facilitate high-tech economic development and growth in Pomona by bringing high-wage jobs in the biotechnology and life science industries.

The entire project is to be completed in three stages over a ten-year period. The first project, The Center for Training, Technology, and Incubation (CTTI) has been built. Included in that phase were infrastructure development and improvements, including the construction of a vehicular bridge, an extension of Kellogg Drive, intersection signal changes, and utilities. The second project, the regional headquarters of American Red Cross Blood Services is currently under development.

8.3 Fairplex
Described below are projects and proposals that are expected to positively impact economic development in Pomona.

8.3.1 Race Track Expansion
Fairplex is currently considering a racetrack expansion project. Such an effort would involve upgrading the current track to a length of one mile. This project is expected to create 194 full-time equivalent (FTE) jobs during construction and 47 FTE jobs on an annual basis. Expansion of the racetrack is expected to bring in an additional $1.3 million in State taxes during construction, plus $500,000 per year on an annual basis following completion of the project.

8.3.2 Trade and Conference Center
The Fairplex Trade and Conference Center project is a large multi-year project, which includes the demolition of an existing building, the renovation of Building 7-A Annex (Phase III), and the construction of an entirely new, 49,745 square foot structure adjoining Building 8 which will house the Trade & Conference Center. Located in the new building will be Trade Pacifica, an international and domestic symposium program administered by a partnership of Cal Poly Pomona, the Port of Long Beach, Pomona Unified School District (PUSD), and the Center for International Trade Development.

Overall, the Trade and Conference Center is expected to create 1,694 jobs that will affect not only Pomona residents but those in the rest of San Gabriel Valley and the Los Angeles, Riverside, and San Bernardino regions. Among these, 36 percent (602) will be operations and maintenance jobs, 21.5 percent (366) will be service jobs, 16 percent technical, sales, and administrative jobs, and 2.5 percent (43) will be managerial and professional specialty jobs. Collectively, these jobs will pay between $38.2 million and $81.4 million annually. In addition, the Trade and Conference Center is collaborating with PUSD and Cal Poly Pomona to provide technical and professional training programs to increase job skills.
8.3.3 Regional Disaster Coordination and Staging Center
Fairplex has submitted a proposal to become a Regional Disaster Coordination and Staging Center for Homeland Security in the event of an emergency. This would include an infrastructure improvement program for Fairplex that would take place over a six-year period beginning no later than 2005.

8.3.4 Multi-Modal Transit Center
Working with the cities of La Verne and Pomona, the University of La Verne, regional developers, and local land owners, Fairplex envisions a Multi-modal transit center, servicing Metrolink, Foothill transit, and Access Para-transit handicapped customers. This vision includes a light rail Gold Line station and related retail, commercial, and residential transit-oriented development. The project would be located on and adjacent to the northern portion of Fairplex.

8.4 Pomona Unified School District
The Pomona Unified School District provides K-12 education as well as adult education through the San Antonio Regional Occupation Program.

8.4.1 San Antonio Regional Occupation Program
Pomona Unified School District’s participation in the San Antonio Regional Occupation Program (ROP) enhances economic development in Pomona through workforce development. This program is free to high school juniors and seniors who are 16 years of age or older and to adults living in the La Verne, San Dimas, or Pomona areas. The ROP meets both students’ career goals and the needs of the region’s labor market by providing students with skills, training, and work experience. Students also receive career guidance and counseling. This program has the potential to substantially benefit Pomona’s economy by providing a skilled workforce from within the community.

8.4.2 Villages: Partnerships for Economic Development
Typical schools are not working in California, in terms of student learning and retention, and school districts are looking for ways to handle the many different needs of residents. Pomona Unified School District (PUSD) has developed a village construct model, where the community, schools, and faculty are all drawn together to optimize their interaction. This includes teacher and family housing, economic development, and professional development. The master vision was to use partnerships and community technology centers within the villages to accelerate K-12 success. Through these development partnerships, PUSD has spearheaded construction of the following villages.

The Village @ Indian Hill
This education facility was originally a strip shopping mall that continued to lose business even after the owners renovated and enclosed it. After the school district bought the failed retail space, it added only one freestanding new building and converted portions of the mall into two elementary schools, a high school academy, and a teacher training facility. Other facilities include computer training facilities for parents, the NASA/JPL Educational and Teacher Resource Center, and the new home for PUSD's day care services. The rebirth of the old mall into an educational hub is also generating new urban vitality in the neighborhood.

The Village @ Indian Hill has been successful both as an educational center and as a retail center. One thousand elementary school students and five hundred high school students are served at the site. All the space that the school district is not using itself is leased, up from a 70 percent
vacancy rate before the project. Rental rates have doubled in that time, and all but 20 percent of the tenants are school district partners.

Garey Village
This community partnership development has reduced crime in the community while converting a nearby Motel 6 into condos for teachers and a place for hotel and restaurant management training. A former insurance office complex currently serves as a ninth grade campus to relieve overcrowding at Garey High School. Eventually, Garey Village will include a school for kindergarten through eighth grade, as well an adult education school complex and support programs. A former bowling alley may be acquired for the adult school complex and a 17-acre site on the north will include a freestanding 9th grade High School. The community has created a commercial area, with nonprofits to run the ventures, where the kids can work, and the proceeds are reinvested into the programs.

Also, plans for retail and housing components to complement the educational base are in the works, with the housing targeted at helping the district recruit and retain teachers.

Ganesha Village
The PUSD facilities master plan calls for building new elementary and secondary schools in this neighborhood on a 20-acre site along Interstate 10. The development will be 100 percent new construction, financed through a combination of state bonds, a local school bond issue voters approved in 2002, and funds from state and federal capital facilities programs, with matching funds from PUSD. It will include a 100,000 square foot shopping center adjacent to the school, along with 80 housing units.

What are PUSD’s goals in developing these villages?

- Foster successful/smart schools
- Increase teaching and learning interactivity
- Establish data-driven practices
- Attract ongoing adequate resources
- Attract and retain high quality personnel
- Develop and deploy technical resources effectively
- Create a sustainable community growing from an economic base driven by education
- Mitigate problems of overcrowding in traditional schools

8.4.3 Village Academy High School

Under a school board initiative, the district converted a 66-acre regional shopping mall into a special education facility that offers students a chance to explore possible careers and complete real-world projects in one of four areas: Media & Technology, Health & Medical Science, Education & Teaching, and Energy & Transportation. The general curriculum is the same one offered at other district schools, but instruction is technology based. The Village Academy also offers small classes, paid and unpaid internships, opportunities for accelerated learning, an emphasis on college and career preparation, training for technical certifications, and partnerships with businesses, colleges, and community agencies.
9. SWOT ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

9.1 Strengths

9.1.1 Good Freeway Accessibility
The four freeways that run through Pomona provide important road connections to Southern California and other parts of the country. Interstate 10, a coast to coast highway running from Santa Monica, California to Jacksonville, Florida, connects Pomona with Los Angeles and the majority of Los Angeles County to the west, and connects the city with San Bernardino and points east and northeast (via Interstate 15). California 57 connects Pomona to Orange County and San Diego to the south and the 210 to the north which connects Pomona with Pasadena and Interstate 5 to the west, providing access to central and northern California and the Pacific Northwest. California 71 connects Pomona with Riverside and Imperial Counties to the southeast. California 60 connects Pomona with Los Angeles to the west and the Inland Empire to the east.

9.1.2 Housing Affordability
Businesses are becoming more concerned with housing affordability in making location decisions. Pomona’s housing stock is the most affordable in the region and home prices remain the lowest in its vicinity. The high rate of homeownership in Pomona is a reflection of affordable housing prices.

9.1.3 Large Manufacturing Base
Pomona has a large number of manufacturing firms with 10.8 percent of land in the city dedicated to industrial use. Manufacturing establishments account for 8 percent of all Pomona establishments, 8 percent of all Pomona region establishments and 5 percent of all Los Angeles County establishments. The average annual payroll in Pomona manufacturing businesses is $37,623 which is slightly higher than the Pomona Region average ($36,400) and lower than the Los Angeles County average ($41,670). The 2000 location quotient for durable manufacturing of Pomona compared to Los Angeles County is 1.2, whereas the location quotient for nondurable manufacturing is 1.0 indicating that Pomona’s strength currently lies in the durable manufacturing sector. In spite of the loss of establishments, Pomona’s location quotient for durable manufacturing is 1.2 with the State of California, and is 1.5 for non-durable.

9.1.4 Health Industry
In addition to two hospitals, the Pomona Valley Community Hospital and the Casa Colina Hospital, there are many health industry firms located in the City of Pomona. The presence of the hospitals is an attraction for this type of firm. Health Care and Social Assistance industry establishments make up 11 percent of all Pomona business establishments compared to 9 percent in the Pomona Region and 6 percent of Los Angeles County establishments. The average annual payroll in Health industry along with Education and Social Services Industry in Pomona is $37,523 which is similar to the average in the Los Angeles County ($37,639) and significantly higher than that in the Pomona Region ($32,515). The share of employment of Education, Health and Social Services in all Pomona businesses was 15 percent which is significantly higher than the share in both the Pomona Region (9 percent) and Los Angeles County (8 percent).

One driver of the health industry in Pomona is Western University of Health Sciences. The university has a strong presence in downtown, and is growing as a provider of medical services
and jobs for health professionals. Plans to expand the campus, including residential and retail uses, will ensure that Western University remains a strength for the health industry in Pomona.

9.1.5 Metrolink
Two Metrolink stations in Pomona provide commuter transportation linking residents to employment and activity centers. The lines serving Pomona run from San Bernardino and Riverside to Union Station in downtown Los Angeles. The commute by train to downtown from Pomona is between 45 and 50 minutes. Metrolink provides reliable transportation and mobility for Pomona, providing a resource to become a more livable community.

9.1.6 Higher Education Facilities
Pomona is home to a number of quality higher education institutions which provide an economic advantage to business attraction. Companies seeking qualified applicants can draw on graduates of these institutions or can hire current students as interns.

Cal Poly Pomona provides education in high-tech disciplines such as engineering. The Western University of Health Sciences trains health care professionals. The Claremont Colleges are also nearby in Claremont, as is Mount San Antonio College in Walnut. Technical training is provided at DeVry Institute of Technology and Westech College.

9.1.7 Innovation Village
Cal Poly Pomona’s Innovation Village is a $9.2 million Center for Training, Technology, and Incubation. It adds over 200,000 sq. ft. of Class A industrial space for both existing and start-up high-tech firms. Firms are attracted by the services being provided to aid in commercialization as well as the link to the University.

9.1.8 Fairplex
Fairplex is a major contributor to economic development in Pomona through both direct expenditures at Fairplex as well as multiplier effects that affect purchasing activity, jobs, and personal income within Pomona. Taking into account annual direct impacts and multiplier effects, total spending associated with Fairplex amounts to approximately $92 million. The equivalent of 604 full-time jobs and $20 million in personal income are created each year as well.

9.2 Weaknesses

9.2.1 Lack of Large Vacant Parcels of Land for Development
Large, vacant parcels on which to develop new buildings are not readily available. Because of small lots and multiple ownerships in the central areas of the city, assemblage of large parcels of land for coordinated development will be necessary.

9.2.2 Poor Commercial Corridor Appearance and Configuration
The physical appearance and parcel depth of the commercial corridors is an impediment to new business attraction or redevelopment. Many of the strip commercial centers are old, obsolete, and in need of revitalization.

9.2.3 Lack of Competitive Professional Office Space
Pomona currently lacks the professional office space to compete with nearby cities, leading to a lack of employment opportunities in some high-skill, high-wage sectors.
9.2.4 Lack of Regional Retail Centers
Pomona currently lacks a regional retail center, except for automobile dealerships.

9.2.5 Lack of Large, Vacant, Available Retail Sites
Most parcels of land available for retail development are too small for more modern retail formats, which require large footprints.

9.2.6 Blighted Properties and Underutilized Parcels
The clean up of blighted properties that exist in the central area of the city will be a challenge for future development. Another such challenge will be how to guide the intensification and reuse of underutilized parcels.

9.2.7 Poor Image of Downtown
Downtown Pomona has a poor public image, most notably the perception that the area is not safe. This limits the number of visitors from the community and thereby discourages business development. Comments from citizens during the recent General Plan update highlighted concerns about gangs, drugs, and prostitution.

9.2.8 Obsolete Industrial and Warehouse Space
A significant percentage of industrial and warehousing space is not modern and needs to be upgraded. Only one property was sized larger than 100,000 square feet—the former General Dynamics property—which limits potential tenants. Additional large floor plate industrial buildings are needed to attract larger businesses with a larger employment base. Property assembly and infrastructure improvements will be required if Pomona is to provide sufficient space for businesses seeking modern facilities.

9.2.9 Insufficient Housing Construction
The number of housing units has increased by only 3.0 percent (1,154 housing units) from 1990 to 2000 whereas the increase in population was 12.6 percent (17,921). Such patterns of growth can lead to overcrowding in housing and/or sharp escalation in housing price if demand to accommodate new growth is not met.

9.2.10 Low Household Income Level
The median household income in Pomona is 5 percent lower than that of Los Angeles County and 16 percent lower than that of California. This may inhibit the attraction of retail tenants.

9.2.11 Lack of Job Skills
The relatively high number of adults without high school diplomas (45 percent), combined with the relatively low share of the local labor force employed in Management and Professional occupations, indicates that a sizable proportion of the labor force may require job skill training in order to compete in the labor market for higher-skill jobs and higher wages.

Although Pomona’s public high schools have a high graduation rate, they are not graduating as large a share of students prepared for the UC/CSU system as the average of all public high schools in California.

9.2.12 Traffic Congestion
Traffic congestion continues to worsen on the five freeways providing access to and through Pomona. This hampers motor vehicle and freight (truck) access to and from Pomona and may
lead to increased traffic on city streets as motorists seek to by-pass congested freeways. The majority of the city’s intersections and roadway segments operate at or below capacity. Traffic congestion is caused in part by residents who commute out of the city for work and could be improved by improving the jobs/housing balance of the city. Traffic congestion is also an argument made by some to limit new development.

9.2.13 Lack of Maintenance in Residential Neighborhoods
Pomona’s quality of life is based in large part on its single-family neighborhoods. However, in some neighborhoods, a lack of maintenance or code enforcement has allowed for deterioration and a lack of community pride. These conditions also serve as an impediment to the attraction of some businesses.

9.2.14 Low Park Acreage
Pomona’s current parkland ratio of 1.3 acres per 1,000 residents does not meet the city’s goal of 4 acres per 1,000 residents. Because the city is largely built-out, it has limited ability to meet park and recreational goals. This can negatively influence a business from locating in Pomona if they expect their employees to live in town and have high quality of life amenities.

9.3 Opportunities

9.3.1 Membership in the San Gabriel Valley Economic Partnership
Membership in the San Gabriel Valley Economic Partnership allows Pomona to coordinate its efforts in economic development with other nearby cities, increasing the chances for success.

9.3.2 Young Population
The average age in Pomona is 27 years, compared to an average of 32 years in Los Angeles County. This is due in part to the large increase in school-aged children. The opportunity is to educate these youth for participating in the high-tech industries targeted as well as the medical professions.

9.3.3 Development of High-Tech Employment Opportunities
The presence of Cal Poly Pomona and the Claremont Colleges should help Pomona attract high-tech firms to the city, providing high income industrial jobs. In particular, Cal Poly Pomona’s Innovation Village should be an attraction to high-tech firms considering a move to the area. To attract high-tech firms, the city should ensure that its infrastructure is as modern as possible, especially in the area of telecommunications.

9.3.4 Fairplex
Fairplex hosts the annual Los Angeles County Fair and over three hundred other events each year. This important gathering place should be an attraction for businesses of many types that might consider relocating to Pomona. Year-round uses at Fairplex that contribute to the local economy are possible, such as larger assembly and educational facilities.

Expansion plans include a facilities development program for the racing & equine businesses, including expansion of the racing track, a $5 million hotel renovation project, and plans to “acquire or develop” a food and beverage company to increase concessions sales. In addition, the development of a Regional Occupational Training Center at Fairplex in conjunction with the Pomona Unified School District (PUSD) is planned.
9.3.5 Linking Urban Design and Economic Development

Many of Pomona’s problems could be mitigated by successful and innovative urban design. Revitalization of blighted areas (residential, commercial, and industrial) will be far more successful economically if they are well-designed. Also, urban design concepts such as well-lighted streets and good sightlines can help reduce crime and make gathering areas more attractive to residents, consumers, and businesses alike.

9.3.6 Land Use Opportunities

Development of Underutilized Land

Development of underutilized land and intensification of developed areas present the best opportunities for future growth. There is a substantial inventory of underutilized lands in the city that have potential for reuse, particularly downtown, along older retail corridors, and within aging industrial districts (see Figure 3). The central areas of the city are characterized by a highly diverse mix of residential, commercial, industrial, and civic uses, many of which represent good opportunities for infill and redevelopment due to their proximity to downtown and because they contain commercial and industrial uses that are in decline. Mixed-use retail uses present the most potential for Pomona, since the city does not have a regional retail focus. The appropriateness of housing should be considered in the over-zoned commercial corridors and other strategic areas around downtown. The new households would provide demand for retail and services.

Mixed-Use Development

Mixed-use development containing residential units would contribute to a lively downtown. Mixed-use development would provide more opportunities for solving the housing and jobs needs of the current residents because more development co-exists in a smaller space.

Although the lease rates are competitive with similar sites in the nearby cities of Industry, Chino and Ontario, the demand for more than 2,000 square feet of space is low. Therefore, a near-term focus on mixed-use projects that allow for smaller users of office space would be appropriate.

Transit-Oriented Development

Transit usage increased by over 50 percent in Pomona during the 1990’s. Transit usage is small overall in Pomona because of dispersed development patterns in the city. Infill development around transit stations could capitalize on proximity to the enhanced accessibility provided by the Metrolink rail lines. The area around the downtown station in particular offers opportunities not only for infill development but also to improve connections between the area north of the rail track and the central downtown area. This area has been identified as appropriate for more intensive development. Pomona should expand on these opportunities and ensure that a regulatory framework is in place to guarantee the successful development of transit-oriented neighborhoods.

Downtown Revitalization

Downtown’s central location, proximity to commuter rail station, significant infill opportunity sites, existing urban character, ample parking, active community groups, historic legacy, high traffic volume on major arterials, and large public uses can create demand for retail and residential development due to high level of existing infrastructure and low property values. The strategy to achieve this vision is through a combination of mixed-use development, historic preservation, a unifying design theme, new parks and recreational opportunities, and improvement on connections to the downtown commuter rail station. There is also a vision and the potential to create a lively, pedestrian-oriented downtown with weekend and night-time
activity. Since downtown lies within the city’s Redevelopment Project Area, tools can be used to stimulate investment and community development, including the financial mechanisms to acquire and dispose of land, upgrade infrastructure and public facilities, and provide relocation assistance if needed. The growing presence of educational institutions serves as activity generators and could anchor mixed-use development, particularly residential.

Encouragement of an open-air pedestrian-oriented shopping district in downtown could present a promising revitalization opportunity for the area. Such a district would bolster the city’s retail base as well as encourage arts and cultural activities.

Revitalization of Commercial Corridors
There may be opportunities for neighborhood and community retail through revitalization of selected centers along the corridors. Most of the commercial centers are in the city’s redevelopment areas and could benefit from programs that promote reuse in these corridors. The PUSD Villages offer opportunities for unique development that bolster communities and contribute to revitalization efforts. There is an opportunity to revitalize the commercial corridors by creating high-activity “nodes” or public facilities such as PUSD’s planned educational villages. Focusing commercial activity into nodes would also free up land along commercial corridors for other uses, including medium and high-density residential and mixed-use projects. The key is to balance the need for educational services with the need to provide sales tax and property tax revenues to the city through some commercial and residential uses at these sites.

Enhancement of Industrial Districts
There are secondary industrial districts providing space for industrial activity, business development, and employment. There appears to be ample light industrial and warehousing space throughout the city.

The completion of the improvements to the California 71 Freeway will present an opportunity for the expansion of Pomona’s industrial area due to the increased capacity for goods movement.

In-fill Housing
The older age of the city’s housing stock keeps it the most affordable in the region and home prices remain the lowest in its vicinity. There may be opportunities to provide additional housing in existing residential neighborhoods by redeveloping vacant or obsolete structures or allowing the construction of second units (granny flats) in areas with larger residential lot sizes. The availability of housing is a valuable asset for the attraction of businesses.

9.4 Threats

9.4.1 School Capacity
Future development has the potential to create or significantly contribute to existing overcrowding conditions in Pomona’s schools. Some schools are operating at or beyond capacity, and new development will exacerbate existing overcrowding. Due to the built-out nature of Pomona, PUSD and CUSD may have difficulty securing appropriate new sites for school construction or expansion to meet the needs of the growing community.

9.4.2 Further Decline of the Aerospace Industry in Southern California
Further decline of the aerospace industry in Southern California could hurt Pomona’s manufacturing firms, many of which are heavily integrated with the regional aerospace industry.
9.4.3 Increasing Retail Competition from Neighboring Communities
An increase in retail competition from neighboring communities could hurt the retail sector in Pomona. Such competition could come from both local retail establishments in neighboring cities or regional retail centers such as the Ontario Mills shopping center in Ontario.

9.4.4 Decreasing Air Quality
If air quality decreases in Pomona and throughout the Los Angeles Basin, the area will be less attractive to businesses and residents.

9.4.5 Waste Diversion
AB 939 mandates that cities divert at least 50 percent of all materials away from landfills; however, some developers have submitted proposed multifamily and commercial plans without consideration for recycling. This means there is space only for trash bins, and all materials from those developments must then be sent to landfills. As these developments occur, the city’s diversion rate is eroded.

9.4.6 Seismic Hazards
Pomona is located near several fault lines capable of producing damaging earthquakes.
Section II

VISION: WHERE WE WANT TO BE
Vision

The Pomona Area Comprehensive Economic Development Strategy Committee met to discuss their collective vision for the Pomona Area. The results of their discussion are the following series of statements outlining their vision, mission, values and guiding principles and core strategies for economic development in the Pomona area.

Vision:
The Pomona Area Comprehensive Economic Development Strategy contributes to the City of Pomona by helping to make it an economically prosperous community.

Mission:
The Pomona Area Comprehensive Economic Development Strategy is a strategic plan that supports the economic development element of the City of Pomona’s General Plan.

Values and Guiding Principles:
  Teamwork
  Fiscal responsibility
  Integrity
  Stewardship
  Responsiveness

Core Strategies:
1. Improve city infrastructure
2. Create long term prosperity through economic growth
3. Develop mutually beneficial relationships with organizations, agencies, schools, and businesses.

Developing Economic Development Strategies to support the Core Strategies:

Increasing the tax base of the City of Pomona will provide the best opportunity to acquire the capital necessary for infrastructure improvements. An improvement in the city’s retail sales has a direct impact on raising revenues. Residents must do some of their shopping outside Pomona due to the lack of retail shopping choices. Strategies that support new retail development will increase the tax base through sales taxes as well as increased property taxes.

Long term prosperity through economic growth can best be achieved by creating sustainable economic resources. Economic development efforts should be focused on strategies that will provide economic benefits for a long period of time. Increasing the earning capacity of the residents through education and training and providing better local jobs such as manufacturing or high tech will increase the disposable income in the community which will support increased retail activity. These improvements would be a positive influence on Pomona’s economy for many years to come. These types of improvements can be encouraged by forming partnerships with Pomona’s schools, businesses (especially those in the health industry), and other organizations to improve the skill levels of the residential workforce.
Section III

STRATEGIES: HOW DO WE GET THERE?
Strategies for Implementing the Vision

Six strategies have been identified to implement the vision for economic development in the Pomona Area:

- **Strategy 1: Attract High-Tech Industry**
- **Strategy 2: Corridor and Cluster-based Development**
- **Strategy 3: Mixed-Use Development**
- **Strategy 4: Transit-Oriented Development**
- **Strategy 5: Workforce Development**
- **Strategy 6: International Trade**

These strategies are synergistic, complementing each other as they are implemented. Each strategy is defined and described in the following pages.

**Strategy 1: Attract High-Tech Industry**

The strategy to attract high-tech industry is a sectoral strategy intended to increase the incomes of local residents through the provision of local high paying jobs. The industry sectors being targeted are high-tech in medical, engineering, advanced transportation technology, communications, and information technology.

It is an appropriate strategy when a source of skilled labor is readily available because an initial investment of skilled labor and infrastructure is required. The provision of appropriately skilled labor and infrastructure can encourage the productivity and growth of a stable high-tech industry in the local economy. This strategy focuses on the development of the workforce and of infrastructure. Successful adoption of this strategy will positively impact the standard of education, standard of living, and quality of life. A side benefit of this strategy is image enhancement and an increase in local commerce from well-paid employees. It also provides an opportunity to create a focal center of identity.

Cal Poly Pomona currently produces a pool of skilled labor from its engineering school and other programs. Involving those students in local companies and increasing the quality of life attributes of the community will encourage them to locate in town. Connecting local elementary through high school students to these high-tech firms through school presentations, job shadowing, and internships can motivate local youth to target high-tech careers.

The infrastructure targeted by this strategy is for modern facilities in which to attract a better mix of high-technology and light industrial users. The city’s older industrial complex near the I-10 and 57 Freeway has the potential for business park and research and development activity. Cal Poly Pomona is developing Innovation Village with research and development tenants including Red Cross, the NASA Commercialization Project and the Pomona Technology Center. This facility will enhance business attraction efforts and the incubator services provided will support the development of new businesses.

Alliances between local agencies and institutions like the Central Business District, the City of Pomona Economic Development Department, the Pomona Chamber of Commerce, Cal Poly Pomona, Pomona Unified School District, the Pomona Valley Hospital Medical Center, and Fairplex will help the city attract higher-technology businesses and a competitive labor pool.
Strategy 2: Corridor and Cluster-Based Development

The corridor and cluster-based development strategy will be used to revitalize commercial corridors and nodes with office, retail, and mixed-use development thereby providing a range of jobs near residential communities in Pomona to lower the local unemployment rate.

For areas designated retail, the strategy will be to focus on building a good retail base for Pomona so that residents can fulfill the bulk of their shopping needs in town. The resulting jobs will provide entry-level opportunities for new workers as well as managerial opportunities. The targeted corridors adjacent to residential neighborhoods will provide convenient proximity to necessary and desirable retail goods and services. Being within a walkable distance also provides environmental and health benefits. This strategy promotes convenient access to consumer choices and fair prices.

Commercial clusters will be developed at nodes in the city as business-office parks designed to provide a critical mass of space to encourage synergies among the tenants. An area targeted by this strategy is the central business district. One project underway downtown is Mission Promenade. It is a mixed-use project with a recently completed Phase 1 consisting of 26 residential units and 668,250 sq. ft. of commercial space. Phase 2 will add 94 residential units and an additional 10,800 sq. ft of commercial space. Another cluster under development for high-tech industry is Innovation Village on the Cal Poly Pomona campus.

This strategy will support retail revitalization and will strengthen existing retail businesses as retail shopping traffic is increased in the targeted corridors and nodes. It also discourages illegal activity, crime, graffiti and vandalism as areas are developed with successful businesses thus providing increased safety to the community.

Strategy 3: Mixed-Use Development

The mixed-use development strategy encourages vertical combinations of commercial and residential land uses in designated areas, residential above retail or office, and office above retail. The residential component can either be for sale condos or multi-family rentals or a combination of both and can accommodate a range of housing types and prices. Mixed-use development areas will be determined based on site specificity, “market demand, topography, infrastructure capacity, transit service frequency, and arterial/freeway accessibility”. Mixed-use development can be used to enhance pedestrian activity in corridor and cluster-based developments. This type of development helps in community building—a very important tool in economic revitalization. It also provides a healthy, comfortable, and attractive environment for both residents and workforce. It also addresses safety issues by providing more “eyes on the street” throughout the day as there are day and night users and pedestrian activities from shoppers to joggers.

This kind of setting encourages economic activity due to proximity of consumers and retailers. Areas designated for mixed-use development can accommodate residential over retail, providing a larger resident base for the retail shops or they can accommodate office over retail. The latter provides a day-time consumer base for the retail shops and if paired with evening retail uses such as restaurants can reduce the parking requirement due to the different periods of high use in the parking lot. The jobs provided by the office uses will also range from entry-level to professional and managerial. This type of development offers a range of salaries and encourages the development of a stable economy as well as shorter commutes for residents who opt to work closer to home.
Strategy 4: Transit-Oriented Development

The transit-oriented development (TOD) strategy targets new development of higher-density commercial and residential uses adjacent to transit stops such as a bus stop or a light rail station. This strategy promotes efficient and environmentally sensitive growth by creating a “critical mass” of activity accessible to a large and varied group of people not only from the local area but also from the surrounding cities that are equally well connected. Nationwide studies reveal that retail and office buildings in TODs are experiencing lower vacancy rates and up to 50% increase in rental rates.

Pomona’s location on existing rail lines presents an immediate opportunity to initiate policies and incentives to encourage transit-oriented development at the two Metrolink stations. In addition, if the proposed California High Speed Rail project is built with the alignment that will serve Pomona with an elevated rail line serving the downtown area, the demand for transit-oriented development would increase.

The Metrolink station in Downtown Pomona with its central location, significant infill opportunity sites, existing urban character, ample parking, active community groups, historic legacy, high traffic volume on major arterials, and large public uses can create demand for retail and residential development. The transit-oriented development strategy can be used for downtown revitalization to increase pedestrian activity during the evening and weekends through housing and jobs through office and retail. This strategy will support the corridor and cluster-based development strategy, especially in the downtown area and it is enhanced by the mixed-use development strategy.

Strategy 5: Workforce Development

The strategy for workforce development is to enhance current job skills and provide training in beginning and advanced skills for local residents so that they gain access to higher paying jobs. This strategy aims to reduce the income gap between different income groups and promote better standards of living. It also provides a skilled labor force for new jobs through partnership with traditional economic development efforts to attract new businesses.

Although workforce development and economic development have separate functional and organizational structures, workforce development is more of an education or social service provider whereas economic development concentrates more on land use planning, economic analysis or development; a holistic approach of coordinating the two will result in a more effective overall economic development of the city in the long run.

The alliance of Cal Poly Pomona, the Pomona Unified School District, Mount San Antonio Community College, the Pomona Fairplex University, The City of Pomona Community Development Department and Redevelopment Agency, and the Los Angeles Urban League WorkSource Center through the implementation of this Comprehensive Economic Development Strategy will facilitate increased coordination of activities for the benefit of residents and the local economy.

Strategy 6: International Trade

The international trade strategy is to leverage the existence of the two foreign trade zones (FTZ) to attract export manufacturers to provide good family-wage jobs in the community. Foreign
trade zones allow domestic activity involving foreign imports to take place prior to formal customs entry. A manufacturing firm may import some foreign materials or parts and complete the assembly or production of the final product without paying duty on the imports until the final product is sold. This can help a company with their cash flow. If the completed product is to be exported, the imported materials or parts remain duty-free. This strategy is aimed at attracting companies to the city for which these foreign trade zones provide a competitive advantage.

The two sites in Pomona have been granted zone status but may not be used for zone activity until the sites have been separately approved for FTZ activation by local U.S. Customs and Border Protection (CBP) officials. The zone activity will remain under the supervision of CBP, but the FTZ sites and facilities remain within the jurisdiction of the City of Pomona.

Trade Pacifica is an international and domestic symposium program administered by a partnership of Cal Poly Pomona, the Port of Long Beach, Pomona Unified School District (PUSD), and the Center for International Trade Development. It will provide trade education to businesses both locally and regionally supporting the attraction of import/export businesses to the FTZs.

Manufacturing jobs have a high multiplier affect, creating additional service sector jobs. This strategy will support the retail development proposed in the corridor and cluster-based development, mixed-use development, and transit-oriented development strategies.
Implementation

Pomona is a city in transition, with some areas undergoing redevelopment and intensification and others showing potential for new uses or infill development. These areas do not reflect the majority of land area in Pomona as most of the city is made up of stable residential, commercial, and industrial areas that will not change substantially over the next 20 years.

Therefore, efforts to plan for new development will be focused on limited infill and reuse, emphasizing those areas of the city where opportunities are the strongest, where disruptions to existing neighborhoods are minimal, and where community support is highest. These areas are referred to as “focus areas”. Provided the right land use policies and incentives, they have the highest potential for change over the next 10 to 20 years. The General Plan update process is still underway and so is the prioritization of focus areas. The CEDS will be updated if the focus areas are changed.

The next section discusses the following development focus areas with respect to their strengths and weaknesses:

- Downtown/City Center
- Fairplex
- Innovation Village
- Ganesha Village
- Foothill Boulevard Corridor
- Bonita Avenue/Xerox Site
- North Garey Avenue Corridor
- West Pomona Industrial
- Holt Avenue Corridor
- Indian Hill Boulevard Corridor
- East Pomona Industrial
- Mission Boulevard Corridor
- Reservoir/East Pomona Industrial
- South Garey Avenue Corridor
- Wal-Mart/Home Base Site
- Lanterman Center
- Spadra Landfill

Table 13 on the following pages provides site issues and weaknesses, and site opportunities and strengths that were developed through the public participation process for the update of the Pomona General Plan. The statements reflect the community views expressed in outreach meetings. They are presented here to provide input into the decision-making process of project selection and implementation. They are not intended to be the final word on either selection or implementation.
Table 13. Development Focus Areas

<table>
<thead>
<tr>
<th>Site</th>
<th>Site Issues/Weaknesses</th>
<th>Site Opportunities/Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown/Center City—corresponds with Downtown Specific Plan Area</td>
<td>1. Capitalizing on transition from center of commerce and business to a regional center of arts with housing developments presents a challenge and 2. Small downtown parcels constrain large retail use, so having a mix of larger retail and local business might be a challenge 3. Improve connections across rail corridor</td>
<td>*Smaller parcels present an opportunity for local business to change the retail environment  *Attraction of large Hispanic retailers because of city’s Latino market  *Area north of the rail corridor could be a transit-oriented development  *This focus area could also improve the surrounding region’s impression of Pomona overall</td>
</tr>
<tr>
<td>Fairplex/Fairgrounds (NW section of Pomona)</td>
<td>1. Residents concerned about traffic and noise from high volume of people coming into the Fairgrounds</td>
<td>*Large enough to support major events &amp; developments  *Could create more structured parking that would leave land for development  *Would support either high-density residential or regional entertainment complex as projects</td>
</tr>
<tr>
<td>Innovation Village</td>
<td>1. None recorded</td>
<td>*Research and development tenants (such as the NASA Commercialization Project) could help attract businesses to the area  *Could assist economic development in and near downtown by attracting high-tech businesses</td>
</tr>
<tr>
<td>Site</td>
<td>Site Issues/Weaknesses</td>
<td>Site Opportunities/Strengths</td>
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| Ganesha Village                         | 1. Keeping Ganesha Village part of the surrounding community and not isolated  
2. Ensuring good access  
3. Ensuring that any new commercial developments are complementary to Ganesha Village’s school use and surrounding areas  
1. Possible buffering of existing commercial properties from the new school uses                                                                                   | *High visibility of a vacant lot opposite of Dudley Ave. could make it a good opportunity for commercial development  
*New school a bonus for the neighborhood                                                                                                                                 |
| Foothill Blvd. (La Verne to Towne)      | 2. Focusing development (which is currently spread out through length of corridor) and unifying the development efforts  
3. Ensuring development opportunities at major intersections/nodes  
4. Policy issues (relocation of light industrial) to encourage commercial development                                                                                 | *Improvements could create positive impression of city on regional traffic  
*High traffic visibility, prime location present an opportunity to create “activity nodes” for commercial development  
*Historic importance of Route 66 could provide a unifying theme for development  
*Improving signage  
*Deep parcels lend themselves to development outside the commercial nodes, further from the street                                                                 |
| Bonita Ave./Xerox (53 acres between Bonita Avenue Park and Towne) | 1. Lack of a dominant land use pattern creates the challenge of determining the best use for the site  
2. Connectivity—area is divided by railway and Towne Ave., among other things  
3. Brownfield status, is currently in process of clean-up                                                                                                           | *Because of surrounding areas, site has potential as either light-industrial/service area or residential  
*Possible extension of Metro Gold line adds to worth of site  
*Mixed-use strategy could encourage further redevelopment in nearby areas  
*Could service the growing senior citizen community in a number of ways                                                                                                                                 |

<table>
<thead>
<tr>
<th>Site</th>
<th>Site Issues/Weaknesses</th>
<th>Site Opportunities/Strengths</th>
</tr>
</thead>
</table>
| North Garey Ave. {From the 10 freeway (south) to Bonita Ave. (north)}| 1. Lot consolidation needed for some areas with limited vacant lots  
2. Transitions between different usages along Garey Ave. may present challenges  
3. Connections to N. Pomona Metrolink need improving | *Improvement of streetscape  
*Renewal of medical usage in at least two parts of focus area  
*Opportunities for mixed-use office/residential  
*Deep lots allow for commercial at front, residential at back  
*Close proximity to North Pomona Metrolink |
| West Pomona Industrial (SR-71 intersection with Holt, Mission, and the Union Pacific and Southern Pacific rail corridors) | 1. Reuse of General Dynamics site  
2. Uncertainty over timing of CalTrans improvements to SR-71  
3. SR-71 currently causes traffic; if made into a complete freeway, it will divide the focus area  
4. Limited access to Mission Blvd. is expected  
5. Vacant lots to the north of Southern Pacific railway aren’t contiguous and are small  
6. No unifying usage of area north of Southern Pacific | *Could create an attractive business environment by linking to adjacent park space, office uses, and Elephant Hill’s open space  
*Considerable acreage and warehouses to the east of the focus area present excellent redevelopment opportunities with plenty of space  
*There would be high visibility for Mission Blvd. along freeway  
*Holt Ave. presents opportunities for commercial and mixed-use development |
| Holt Ave. Corridor (between West Pomona Industrial and East Pomona Industrial) | 1. Small, old lots not conducive to large commercial developments  
2. Inconsistent signage  
3. Variety of businesses and uses contributes to lack of cohesiveness in area | *Good location, use as major transportation and commercial corridor contribute to potential to remain a significant commercial corridor  
*Creation of a “distinct character” for either the entire corridor or key segments and consolidation of same/similar-use types |
<table>
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<tr>
<th>Site</th>
<th>Site Issues/Weaknesses</th>
<th>Site Opportunities/Strengths</th>
</tr>
</thead>
</table>
| Indian Hill Blvd.                        | 1. Some of the commercial development parcels aren’t unified  
2. Will need to decide if the intersection of Holt Ave. and Indian Hill Blvd. should remain an auto-oriented strip of commercial development or if it should be a mixed-use area with both commercial and residential uses | *South end of Indian Hill Blvd. could benefit from expansion of public uses at the Indian Hill Educational Village  
*Contains large, high-visibility parcels that are good candidates for redevelopment  
*Possible redevelopment of a city entry at the north end of Indian Hill Blvd.                                                                                     |
| East Pomona Industrial (eastern end of Pomona between Holt Ave. and Mission Blvd.) | 1. Unifying parcels along a common use will be difficult due to significant parcelization and the variety of already-existing usages  
2. The rail corridor is a barrier in this focus area as well | *Coordinate redevelopment of area with planning of nearby corridors (which are less industrial and more commercial)  
*A transition to high-tech, light industrial could generate more jobs  
*Opportunity to transition from heavy industrial to residential as well (flexible zoning)                                                                                      |
| Reservoir-East Pomona Industrial (located south of the Mission Blvd. focus area) | 1. Focus area is currently heavy industrial, which makes it difficult to transition to light industrial/high tech | *As with East Pomona Industrial, this focus area has the potential to be a job-creator and could be focused on high-tech and light industrial uses  
*Large parcels have the potential to attract larger businesses  
*Might also be able to locate a park on the San Antonio Creek channel                                                                                                  |
<table>
<thead>
<tr>
<th>Site</th>
<th>Site Issues/Weaknesses</th>
<th>Site Opportunities/Strengths</th>
</tr>
</thead>
</table>
| Mission Blvd. Corridor | 1. Expansion shouldn’t interfere with development of commercial usages in other focus areas (e.g., Downtown, etc.); might be difficult to limit commercial development to activity nodes at major intersections or key places along corridor  
2. Balancing off increased land use with more public space  
3. Success of this focus area also depends on changing the heavy industrial character of Reservoir-East Pomona Industrial | *Expansion of commercial uses along the corridor  
*Residential, office, and commercial uses could all be possible considering the large number of vacant lots in the area |
| South Garey Ave. Corridor | | *Varied uses along the corridor could allow for the creation of “unique identities” that complement their surrounding neighborhoods well  
*Large lots and good freeway access could encourage growth of a regional shopping center  
*Could develop more open, public space |
| Wal-Mart/Home Base | 1. Need to decide whether this lot should go with larger commercial development or smaller retailers organized in a more “town center style format”  
2. Expansion at this focus area should not impede considered commercial development in other areas of Pomona | *Large empty lot, freeway visibility could attract regional commercial development  
*Site is relatively isolated and shouldn’t have much of an impact on the “community character” |
## Site Issues/Weaknesses

### Site Opportunities/Strengths

<table>
<thead>
<tr>
<th>Site</th>
<th>Site Issues/Weaknesses</th>
<th>Site Opportunities/Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lanterman Center (western edge of Pomona between SR-57 and Valley Blvd.)</td>
<td><em>Large site area represents a major redevelopment opportunity (if center’s activities cease) while preserving the surrounding historic and natural resources</em>&lt;br&gt;<em>Potential to coordinate with Cal Poly Pomona to create expanded campus activities or to pursue mixed-use residential or resort style neighborhood</em></td>
<td></td>
</tr>
</tbody>
</table>

Source: Pomona General Plan Update, May 2004
Section IV

EVALUATION: HOW ARE WE DOING?
Evaluation

The evaluation plan allows the Pomona Area Comprehensive Economic Development Strategy (CEDS) Committee to monitor the progress being attained in the implementation of the strategies. The evaluation plan is an annual survey of committee members.

The survey will be organized around the six strategies:
1. **Attract High-Tech Industry**
2. **Corridor and Cluster-based Development**
3. **Mixed-Use Development**
4. **Transit-Oriented Development**
5. **Workforce Development**
6. **International Trade**

**Sample Survey**
Each strategy below is followed by four or five sample survey questions. Each question is preceded by a blank line which is to be checked if it applies. For example using the first question below, if the responding organization did approve or construct or upgrade an industrial development aimed at high-tech companies they would place an X on the blank in front of the question and then enter the information about the development(s) on the lines following. In the interest of space the lines for responses have been left off for all but the first question.

**Attract High-Tech Industry:**
During the year, your organization has facilitated the attraction of high-tech industry in the area by:
- _____ We approved or constructed or upgraded the following industrial developments aimed at high-tech companies:
  
  
  
  
- _____ Please list any businesses engaged in high-tech industry that moved into Pomona during the last year and include the number of jobs created:
- _____ We sponsored workshops for high-tech start-up businesses. If so, please list dates and partners:
- _____ We offered loans to expand business(es) in high tech industries. If so, please identify company and loan amount:
- _____ Please briefly describe other ways your organization has facilitated the attraction of high-tech industry:

**Corridor and Cluster-Based Development:**
During the year, your organization has facilitated corridor and cluster-based development in the area by:
- _____ We approved or constructed or upgraded the following corridor and cluster-based projects:
- _____ The following businesses moved into newly constructed or upgraded corridor and cluster-based projects:
- _____ We offered loans to expand business(es) in corridor or cluster-based development districts. If so, please identify company and loan amount:
- _____ Please briefly describe other ways your organization has facilitated corridor and cluster-based development:
Mixed-Use Development:
During the year, your organization has facilitated mixed-use development in the area by:
  o _____ We approved or constructed the following mixed-use projects:
  o _____ The following businesses moved into newly constructed mixed-use projects:
  o _____ We offered loans to business(es) locating in mixed-use projects. If so, please identify company and loan amount:
  o _____ We adopted the following policies that support or encourage mixed-use development:
  o _____ Please briefly describe other ways your organization has facilitated mixed-use development:

Transit-Oriented Development:
During the year, your organization has facilitated transit-oriented development in the area by:
  o _____ We provided the following incentives to employees utilizing public transportation:
  o _____ We approved or constructed the following housing units in transit-oriented developments:
  o _____ We offered loans to business(es) locating in transit-oriented projects. If so, please identify company and loan amount:
  o _____ We adopted the following policies that support or encourage transit-oriented development:
  o _____ Please briefly describe other ways your organization has facilitated mixed-use development:

Workforce Development:
During the year, your organization has facilitated workforce development in the area by:
  o _____ We initiated the following new workforce development project:
  o _____ We partnered with the following businesses to develop training programs:
  o _____ We upgraded the skills or education of ___ Pomona residents and facilitated their landing a better job in Pomona:
  o _____ Please briefly describe other ways your organization has facilitated workforce development:

International Trade:
During the year, your organization has fostered international trade by:
  o _____ Sponsoring import-export workshops for local businesses. If so, please list dates and partners:
  o _____ Offering loans to expand business(es) engaged in trade or export-related activities. If so, please identify company and loan amount:
  o _____ Please list any businesses engaged in international trade that moved into Pomona during the last year and include the number of jobs created:
  o _____ Please briefly describe other ways your organization has fostered international trade:

Responses to the survey will allow the Pomona Area CEDS Committee to discuss progress made and to determine what barriers to economic development continue to exist, what responses have proven (un)successful, and which projects are in the development pipeline.
### Table 14. Zip Codes by City

<table>
<thead>
<tr>
<th>City</th>
<th>Zip Code(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pomona</td>
<td>91765, 91766, 91767, 91768, 91769, 91797, 91799</td>
</tr>
<tr>
<td>Chino</td>
<td>91708, 91710, 91762</td>
</tr>
<tr>
<td>Chino Hills</td>
<td>91709</td>
</tr>
<tr>
<td>City of Industry</td>
<td>90601, 91714, 91715, 91716, 91732, 91744, 91745, 91746, 91748, 91789, 91899</td>
</tr>
<tr>
<td>Diamond Bar</td>
<td>91765</td>
</tr>
<tr>
<td>La Verne</td>
<td>91750</td>
</tr>
<tr>
<td>Montclair</td>
<td>91763</td>
</tr>
<tr>
<td>Ontario</td>
<td>91710, 91758, 91761, 91762, 91764, 91798</td>
</tr>
<tr>
<td>Rancho Cucamonga</td>
<td>91701, 91729, 91730, 91737, 91739</td>
</tr>
<tr>
<td>San Dimas</td>
<td>91773</td>
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<tr>
<td>Upland</td>
<td>91784, 91785, 91786</td>
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<tr>
<td>Walnut</td>
<td>91788, 91789</td>
</tr>
<tr>
<td>West Covina</td>
<td>91790, 91791, 91792, 91793, 91795</td>
</tr>
</tbody>
</table>

Source: United States Postal Service, 2004
Table 15. Employees by Standard Industrial Classification (SIC)

<table>
<thead>
<tr>
<th>SIC</th>
<th>Pomona</th>
<th>Regional</th>
<th>Los Angeles County</th>
<th>California</th>
</tr>
</thead>
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<tr>
<td>CONSTRUCTION</td>
<td>1,544</td>
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<td>6,520</td>
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<td>41,922</td>
<td>46,219</td>
<td>53,148</td>
<td>174,364</td>
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*** No employment or number withheld due to confidentiality
N/A – information not available
Source: California Employment Development Department
Table 16: Employees by North American Industrial Classification Sector for Pomona and the Pomona Region

<table>
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<tr>
<th>NAICS</th>
<th>Pomona</th>
<th>Regional</th>
<th>Pomona</th>
<th>Regional</th>
<th>Pomona</th>
<th>Regional</th>
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<tr>
<td>ACCOMMODATION &amp; FOOD SERVICES</td>
<td>3,328</td>
<td>3,686</td>
<td>3,692</td>
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<td>16,804</td>
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<td>2,849</td>
<td>21,346</td>
<td>18,766</td>
<td>16,771</td>
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<td>***</td>
<td>***</td>
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<td>353</td>
<td>324</td>
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<td>12,904</td>
<td>13,125</td>
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<td>1,608</td>
<td>1,545</td>
<td>3,800</td>
<td>4,122</td>
<td>3,721</td>
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<td>244</td>
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<td>4,497</td>
<td>4,587</td>
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<td>25,728</td>
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<td>1,352</td>
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<td>4,291</td>
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<td>***</td>
<td>***</td>
<td>***</td>
</tr>
<tr>
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<td>***</td>
<td>5</td>
<td>***</td>
<td>***</td>
<td>***</td>
</tr>
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<td>2,554</td>
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<td>7,504</td>
<td>7,832</td>
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<td>7,653</td>
<td>6,911</td>
<td>6,474</td>
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<td>596</td>
<td>771</td>
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<td>2,716</td>
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<td>25,845</td>
<td>26,570</td>
<td>27,321</td>
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<td>4,478</td>
<td>4,542</td>
<td>4,295</td>
<td>5,129</td>
<td>5,160</td>
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<td>1,334</td>
<td>1,441</td>
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<td>***</td>
<td>***</td>
<td>985</td>
<td>875</td>
<td>820</td>
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<td>3,581</td>
<td>3,641</td>
<td>22,308</td>
<td>20,960</td>
<td>21,797</td>
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<td>58,338</td>
<td>235,237</td>
<td>231,346</td>
<td>232,078</td>
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*** No employment or number withheld due to confidentiality
N/A – information not available
Source: California Employment Development Department
Table 17. Employees by North American Industrial Classification Sector for Los Angeles County and the State of California

<table>
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<tr>
<th>NAICS</th>
<th>Los Angeles County</th>
<th>California</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCOMMODATION &amp; FOOD SERVICES</td>
<td>285,148</td>
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<td>938,800</td>
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<td>7,963</td>
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<td>229,800</td>
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<td>133,575</td>
<td>779,000</td>
<td>773,500</td>
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<td>83,929</td>
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<td>55,480</td>
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<td>199,938</td>
<td>551,500</td>
<td>497,300</td>
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<td>905,000</td>
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Source: California Employment Development Department