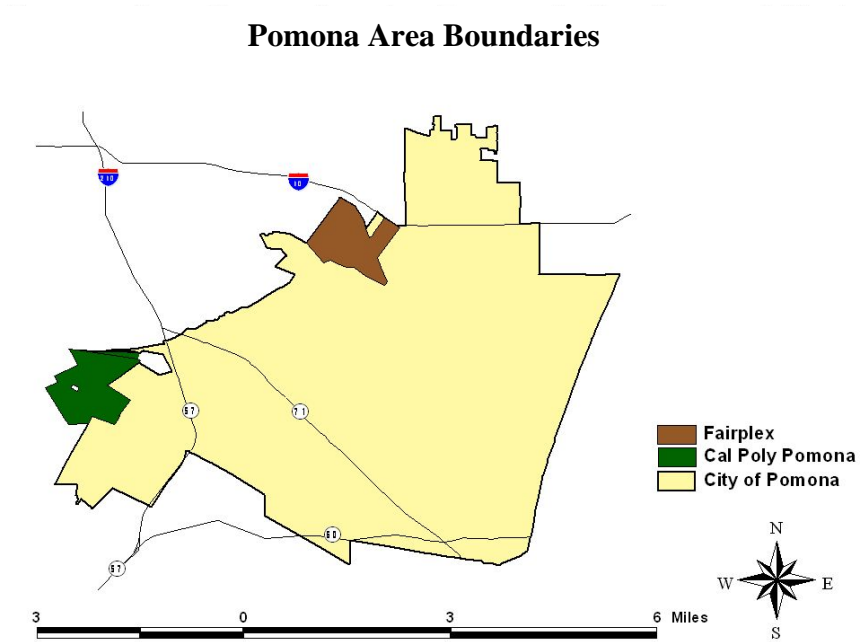


**Pomona Area
Comprehensive Economic Development Strategy
2005 – 2009**



**Prepared by
USC Center for Economic Development**

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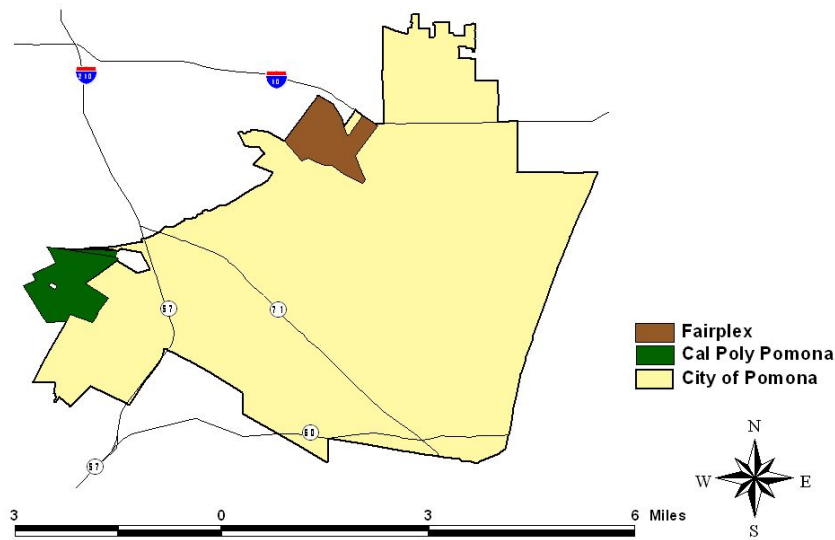
INTRODUCTION

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. GEOGRAPHIC 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

	1990	2000	Growth Rate
Pomona	131,723	149,473	13.5 %
Los Angeles County	8,863,164	9,519,338	7.4%
California	29,760,021	33,871,648	13.8 %

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.

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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

	Pomona	Los Angeles County	California
Average Household size	3.8	3.0	2.9
Owner-occupied	3.9	3.1	2.9
Renter occupied	3.8	2.9	2.8

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

	Pomona			Los Angeles County			California		
	1990	2000	Change '90 to '00	1990	2000	Change '90 to '00	1990	2000	Change '90 to '00
Hispanic	67,533	96,370	42.7%	3,351,242	4,242,213	26.6%	7,687,938	10,966,556	42.6%
Non-Hispanic White	37,149	25,348	-31.8%	3,618,850	2,959,614	-18.2%	17,029,126	15,816,790	-7.1%
Non-Hispanic Black	18,007	13,834	-23.2%	934,776	901,472	-3.6%	2,092,446	2,181,926	4.3%
Non-Hispanic American Indian & Native Alaskan	460	505	9.8%	29,159	25,609	-12.2%	184,065	178,984	-2.8%
Non-Hispanic Asian and Pacific Islander¹	8,287	10,765	29.9%	907,810	1,147,834	26.4%	2,710,353	3,752,596	38.5%
Some other race	287	2,651	823.7%	21,327	242,596	1037.5%	56,093	974,796	1637.8%
Total	131,723	149,473	13.5%	8,863,164	9,519,338	7.4%	29,760,021	33,871,648	13.8%

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

¹ Includes Native Hawaiian

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table 4. Percentage Share of Population, 1990 and 2000

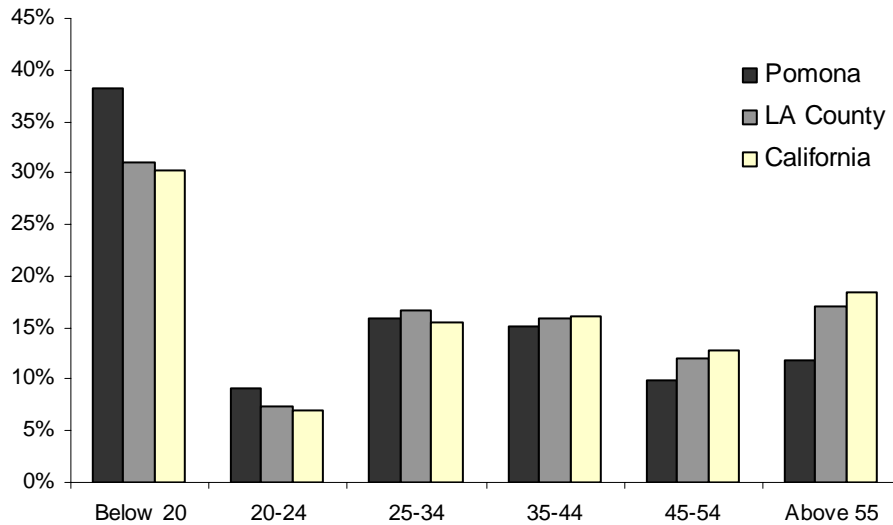
	Pomona		Los Angeles County		California	
	1990	2000	1990	2000	1990	2000
Hispanic	51.3%	64.5%	37.8%	44.6%	25.8%	32.4%
Non-Hispanic White	28.2%	17.0%	40.8%	31.1%	57.2%	46.7%
Non-Hispanic Black	13.7%	9.3%	10.5%	9.5%	7.0%	6.4%
Non-Hispanic American Indian & Native Alaskan	0.3%	0.3%	0.3%	0.3%	0.6%	0.5%
Non-Hispanic Asian and Pacific Islander²	6.3%	7.2%	10.2%	12.1%	9.1%	11.1%
Some other race(s)	0.2%	1.8%	0.2%	2.5%	0.2%	2.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100%

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

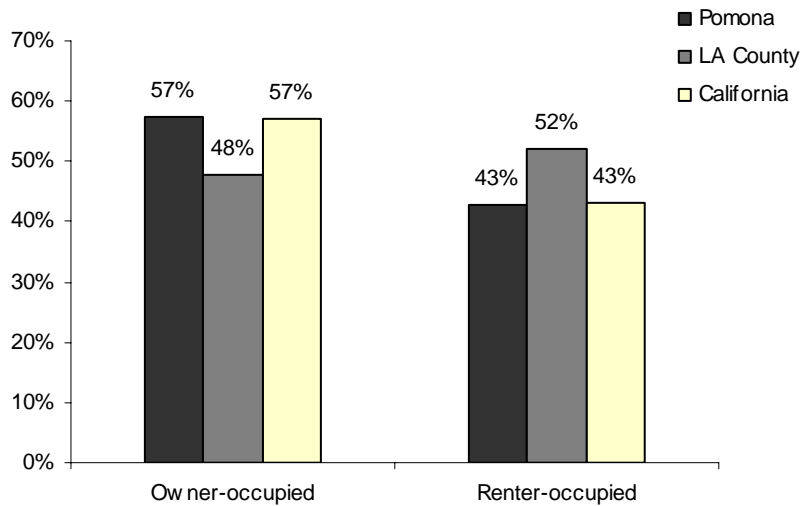
² Includes Native Hawaiian

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.

Figure 3. Owner- and Renter-Occupied Housing Units, in 2000



Source: U.S. Census Bureau, 2000

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).

Table 5. Units in Structure, 2000

Units in Structure	Los Angeles		
	Pomona	County	California
Single Family	69%	56%	64%
Multi Family	26%	42%	31%
Mobile Home & Other	4%	2%	5%

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

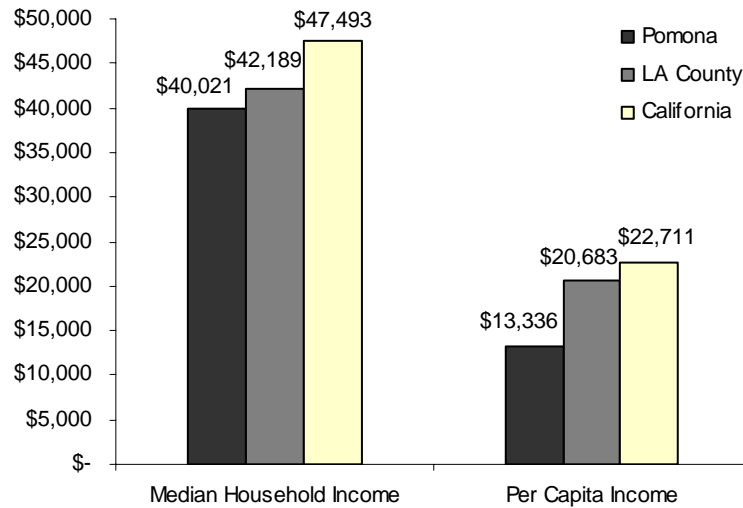
Pomona’s overcrowding rate of 22 percent significantly exceeds the rates in Los Angeles County’s (15 percent) and California (9 percent). This means that in the 2000 census, over one in five households in Pomona had 1.51 or more occupants per room and so are living in “overcrowded conditions. “Overcrowded” 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



Source: U.S. Census Bureau, 1999

2.5.2 Poverty

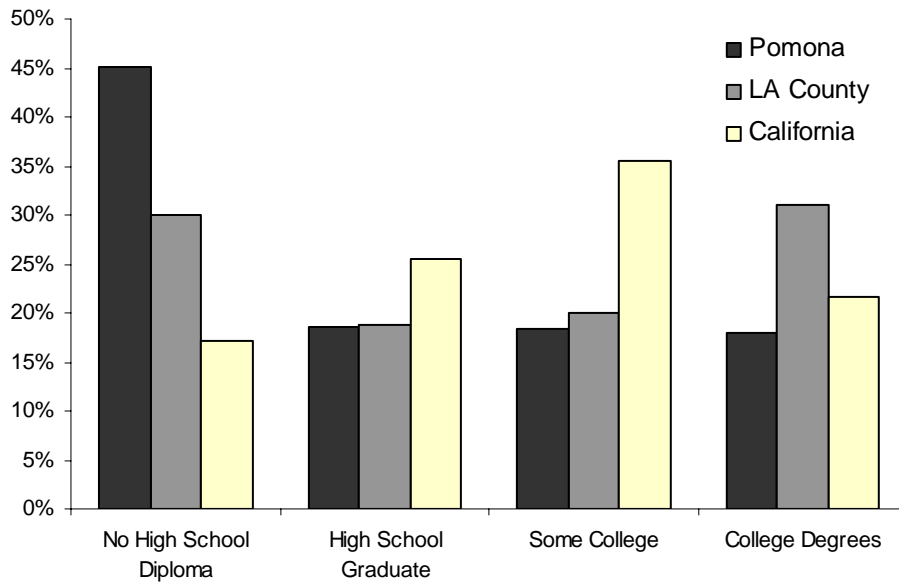
According to the 2000 Census, 31,149 persons or 21.6 percent of the population was determined to be below the poverty level. In 1990, 23,648 persons or 18.4 percent of the population was below the poverty level. During the last decade, the number of Pomona residents in poverty

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



Source: U.S. Census Bureau, 2000

2.7 Labor Force and Employment

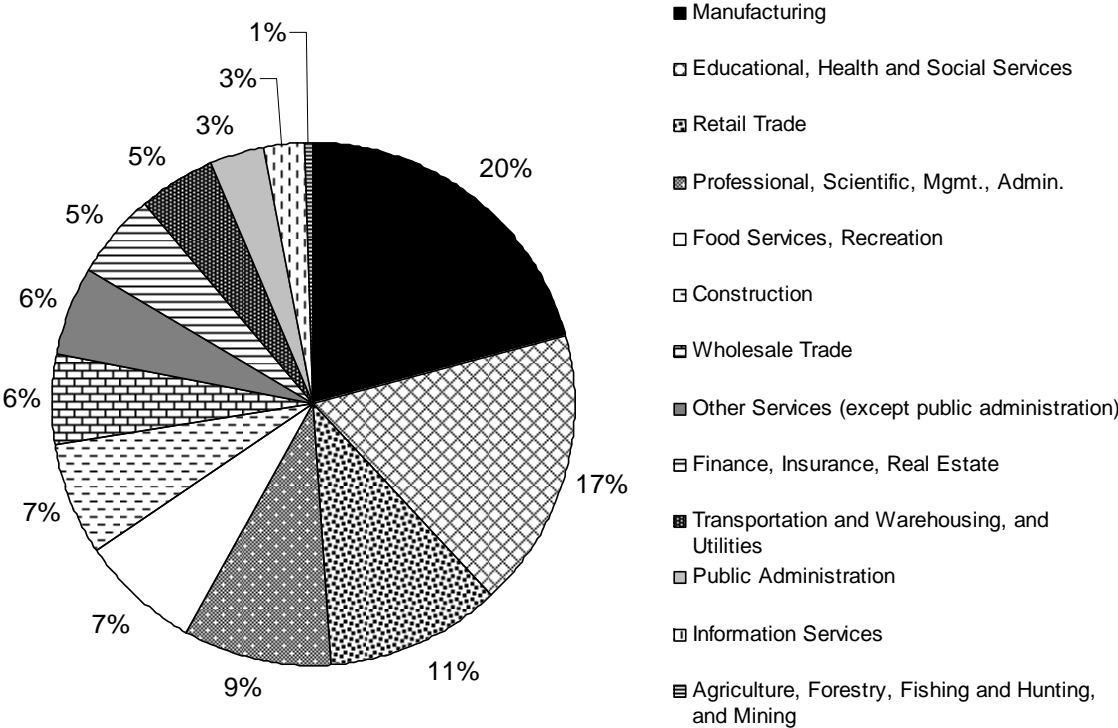
The labor force participation rate, the ratio of labor force or employed residents and total population aged 16 and above, is 58 percent in Pomona, just a little lower than the County (61 percent) and the State (62 percent).

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

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

and State are employed in the education, health, and social services industry than the manufacturing industry.

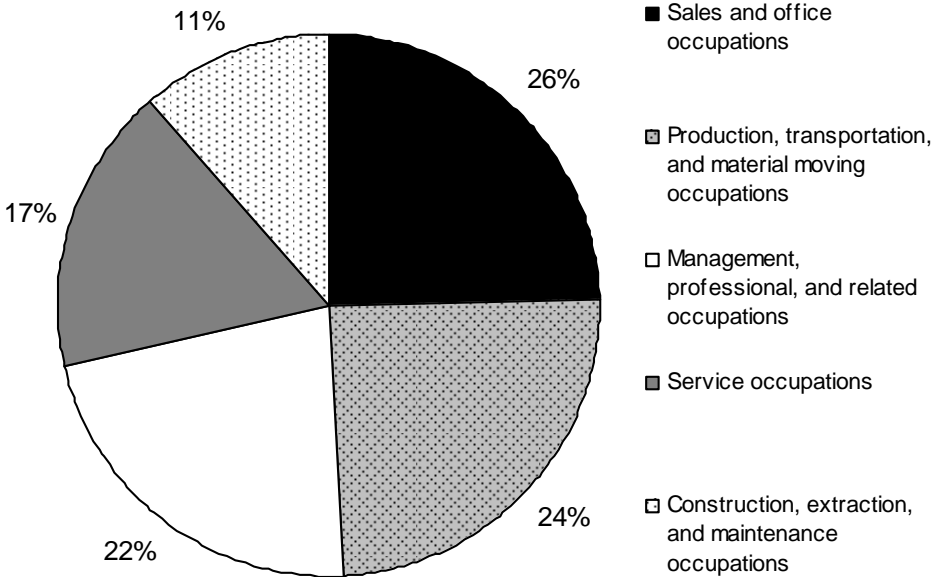
Figure 6. Labor Force by Industry for Pomona, 2000



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)

Industry Code Description	Total Establishments	Size of Establishment (No. of employees)				
		'1-4'	'5-9'	'10-49'	'50-249'	'250 or more'
Total	2066	973	380	532	163	18
Utilities	1	0	0	0	1	0
Construction	142	59	28	40	12	3
Manufacturing	244	61	41	95	43	4
Wholesale trade	232	99	49	72	11	1
Retail trade	274	141	63	55	14	1
Transportation & warehousing	66	28	9	17	11	1
Information	32	13	5	10	3	1
Finance & insurance	70	33	12	19	6	0
Real estate & rental & leasing	70	47	13	8	2	0
Professional, scientific & technical services	109	70	13	17	8	1
Management of companies & enterprises	11	1	3	3	4	0
Admin, support, waste mgt, remediation services	82	47	11	18	6	0
Educational services	29	9	7	9	2	2
Health care and social assistance	276	136	55	62	19	4
Arts, entertainment & recreation	15	6	2	3	4	0
Accommodation & food services	171	77	26	59	9	0
Other services (except public administration)	218	123	43	44	8	0
Unclassified establishments	24	23	0	1	0	0

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

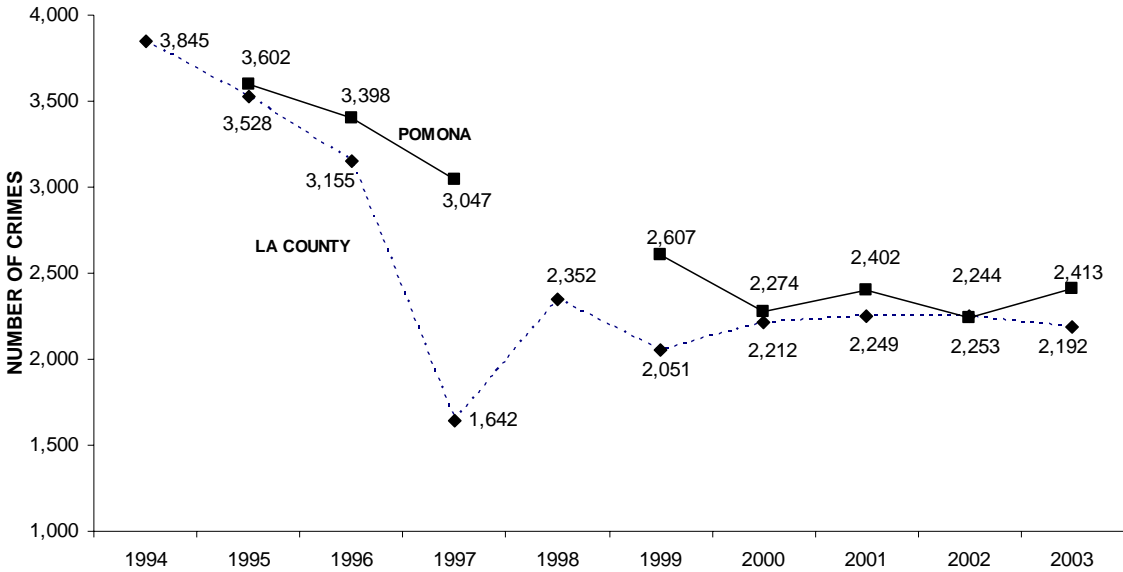
2.9 Crime

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.

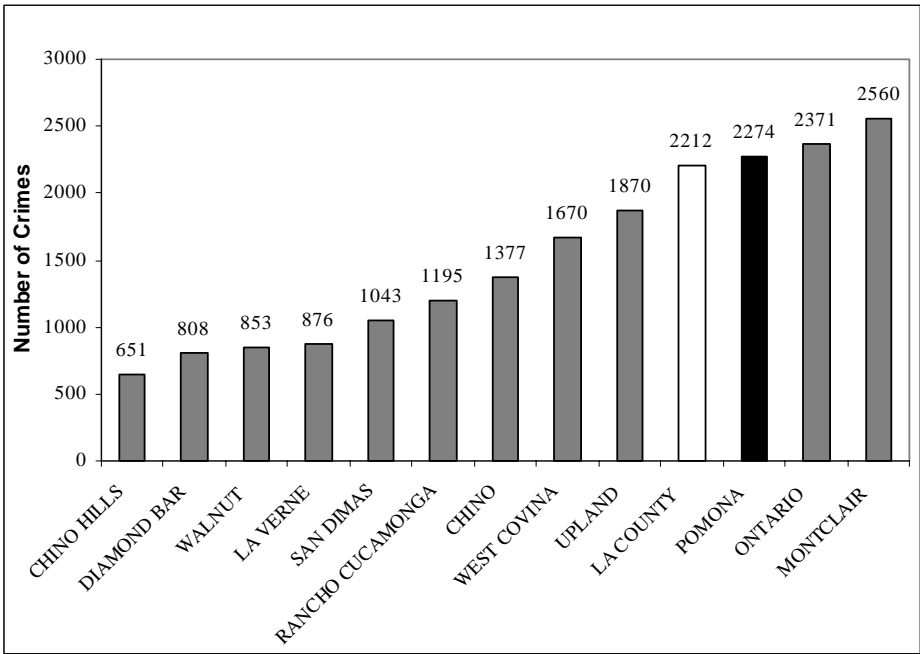
Figure 8. California Crime Index per 100,000 Population, 1994-2003



Source: State of California Department of Justice, <http://www.ag.ca.gov/cjsc/>

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.

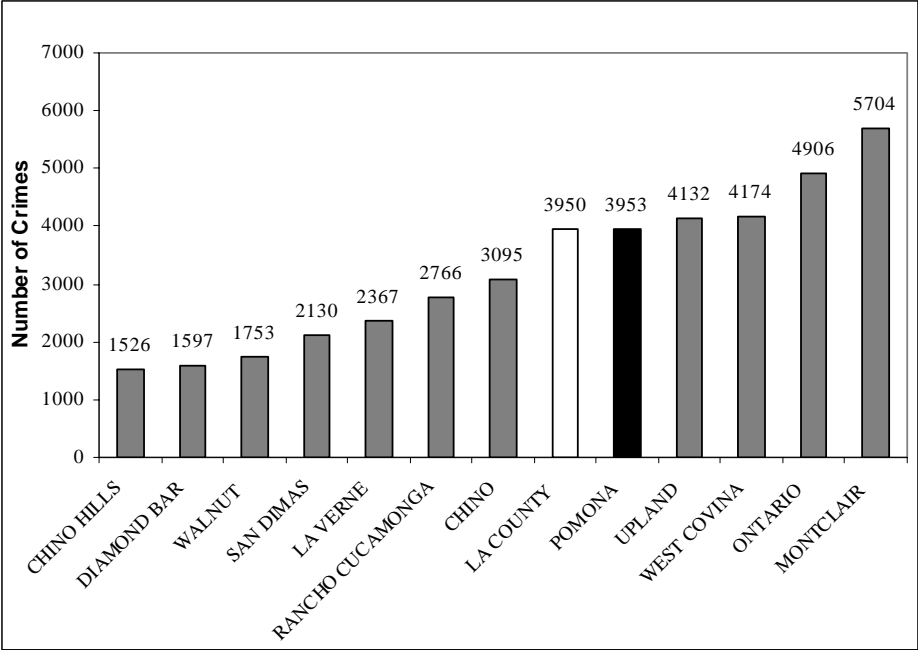
Figure 9. California Crime Index per 100,000 Population, 2000



Source: State of California Department of Justice, <http://www.ag.ca.gov/cjsc/>

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



Source: Federal Bureau of Investigation

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

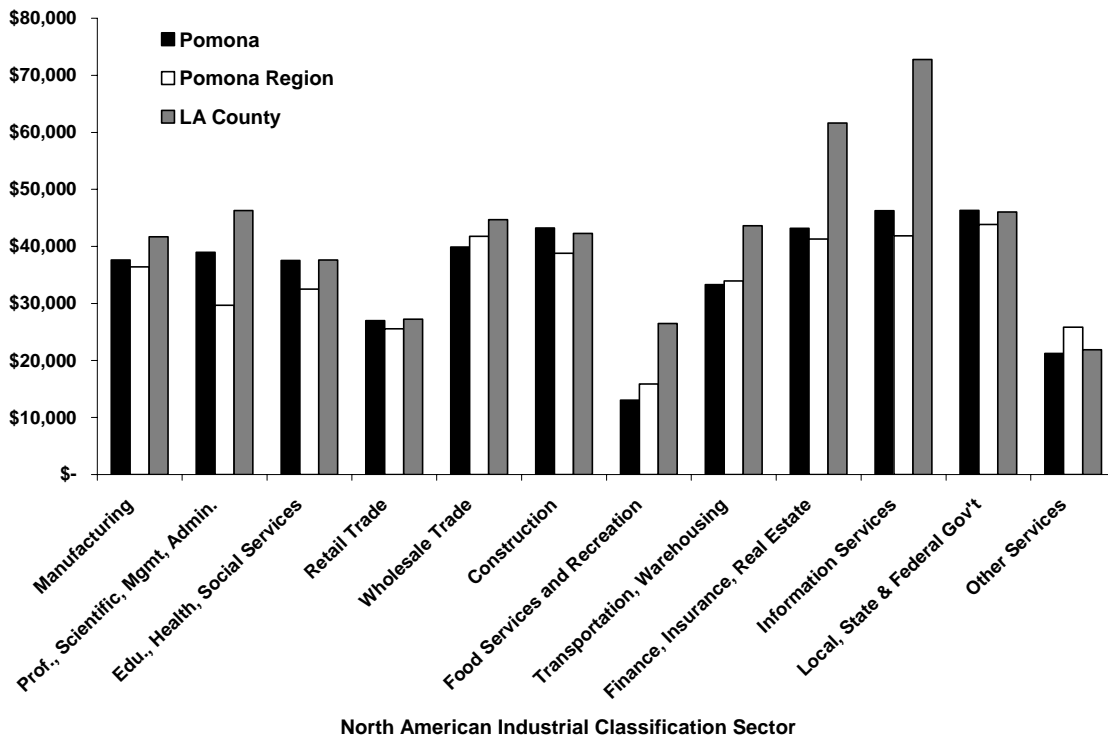
up for negotiation, or a major disruption of container flows land-side at the ports. In the background is the threat of a terrorist act in Los Angeles County, especially now that international tourism has regained strength.

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 Cucumonga, 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



Source: California Employment Development Department

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

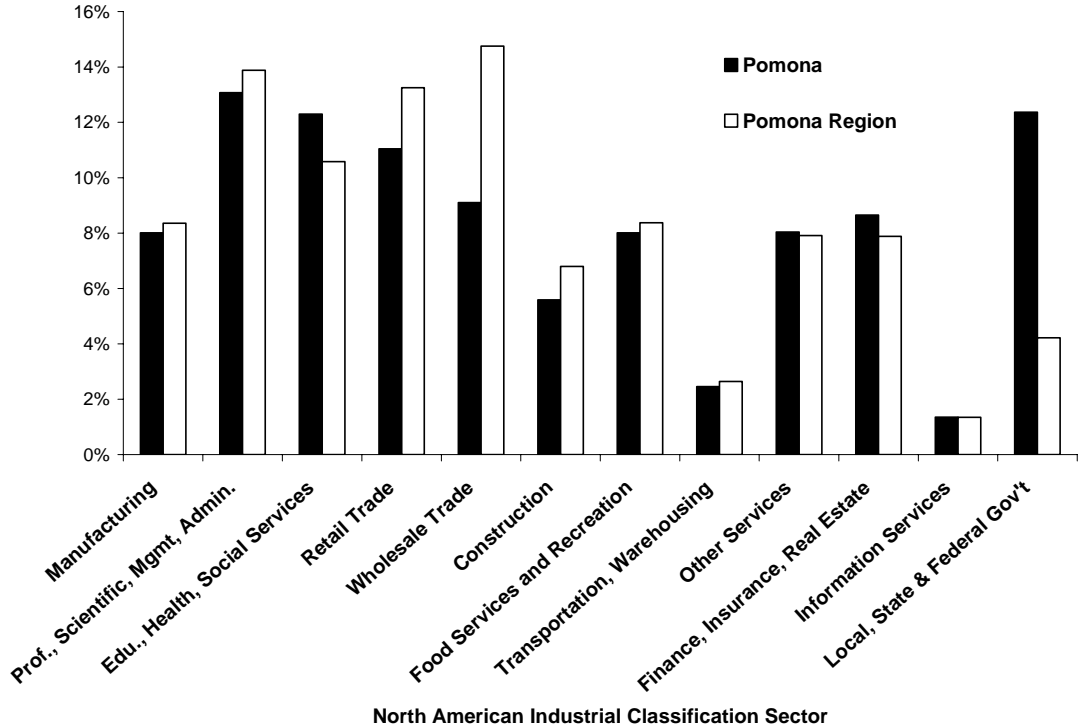
Pomona contains 3,097 business establishments that report payroll taxes to the California Employment Development Department. The following table (Table 7) compares the number of establishments by industry type to the Pomona region. In order to demonstrate the differences in industry distribution represented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

Table 7: Establishments by Industry, 2002

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

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.

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

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)

SIC	Location Quotients								
	Pomona/Regional			Pomona/LA County			Pomona/California		
	1991	1995	2000	1991	1995	2000	1991	1995	2000
CONSTRUCTION	0.8	1.0	0.7	1.1	1.4	1.3	0.8	1.1	0.9
FINANCE,INSURANCE, REAL ESTATE	1.6	1.9	2.1	1.1	1.1	1.5	1.1	1.0	1.6
LOCAL GOVT	1.2	1.1	1.1	1.3	1.2	1.1	1.1	1.1	1.1
MANUFACTURING-DURABLE	0.9	1.0	1.0	0.9	1.1	1.2	1.1	1.2	1.2
MANUFACTURING-NONDURABLE	0.9	0.9	0.8	1.2	1.2	1.0	1.5	1.7	1.5
NON-CLASSIFIED	0.4	***	***	0.7	0.9	***	0.5	0.6	N/A
RETAIL TRADE	0.8	0.8	0.8	1.0	1.0	0.9	0.8	0.9	0.8
SERVICES	1.2	1.1	1.2	1.0	0.8	0.9	1.0	0.9	1.0
STATE GOVT	***	N/A	4.2	0.0	N/A	0.0	0.0	N/A	0.0
TRANS,COMM,ELEC,GAS,SANITARY SERVICES	1.3	1.2	0.9	0.9	0.9	0.7	0.9	1.0	0.8
WHOLESALE TRADE	0.8	0.7	0.7	1.0	1.0	1.1	1.1	1.2	1.3

*** 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.

POMONA AREA COMPREHENSIVE ECONOMIC 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)

NAICS	Location Quotients								
	Pomona/Regional			Pomona/LA County			Pomona/California		
	2001	2002	2003	2001	2002	2003	2001	2002	2003
ACCOMMODATION & FOOD SERVICES	0.8	0.9	0.9	0.8	0.8	0.8	0.7	0.8	0.8
ADMIN & SUPPORT & WASTE MGMT & REMEDIATION	0.9	0.7	0.7	1.3	1.3	1.4	1.3	0.9	0.8
AGRICULTURE, FORESTRY, FISHING & HUNTING	***	***	***	***	***	***	***	***	***
ARTS, ENTERTAINMENT, & RECREATION	0.7	0.8	0.6	0.5	0.4	0.4	0.5	0.5	0.4
CONSTRUCTION	0.8	0.7	0.7	1.2	1.2	1.2	0.8	0.8	0.7
EDUCATIONAL SERVICES	1.6	1.6	1.7	1.3	1.2	1.2	1.6	1.7	1.5
FEDERAL GOVT	2.5	0.7	0.7	0.1	0.1	0.1	0.1	0.2	0.2
FINANCE & INSURANCE	1.8	1.7	1.8	1.3	1.2	1.2	1.3	1.1	1.3
HEALTH CARE & SOCIAL ASSISTANCE	1.6	1.6	1.7	1.3	1.3	1.2	1.4	1.4	1.5
INFORMATION	1.1	1.1	1.1	0.4	0.4	0.4	0.6	0.6	0.7
LOCAL GOVT	1.1	1.1	1.1	1.1	1.0	1.1	1.1	1.1	1.0
MANAGEMENT OF COMPANIES AND ENTERPRISES	1.3	1.4	1.3	1.2	1.2	1.3	1.3	1.5	1.3
MANUFACTURING	0.8	0.8	0.9	1.0	1.1	1.2	1.2	1.2	1.3
MINING	***	***	***	***	***	***	***	***	***
NON-CLASSIFIED	***	***	***	***	***	***	***	***	***
OTHER SERVICES	1.3	1.3	1.3	0.9	0.8	0.8	1.2	1.2	1.3
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SKILLS	1.3	1.1	0.8	0.6	0.7	0.7	0.7	0.5	0.4
REAL ESTATE & RENTAL & LEASING	0.9	0.9	0.9	0.6	0.6	0.6	0.6	0.6	0.7
RETAIL TRADE	0.7	0.7	0.6	0.8	0.8	0.8	0.8	0.8	0.7
STATE GOVT	3.3	3.5	3.5	3.6	3.5	3.4	2.0	2.4	2.4
TRANSPORTATION & WAREHOUSING	0.7	0.7	0.8	0.6	0.6	0.7	0.8	0.8	0.9
UTILITIES	***	***	***	***	***	***	***	***	***
WHOLESALE TRADE	0.6	0.7	0.7	1.0	1.0	1.0	1.2	1.4	1.4

*** 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

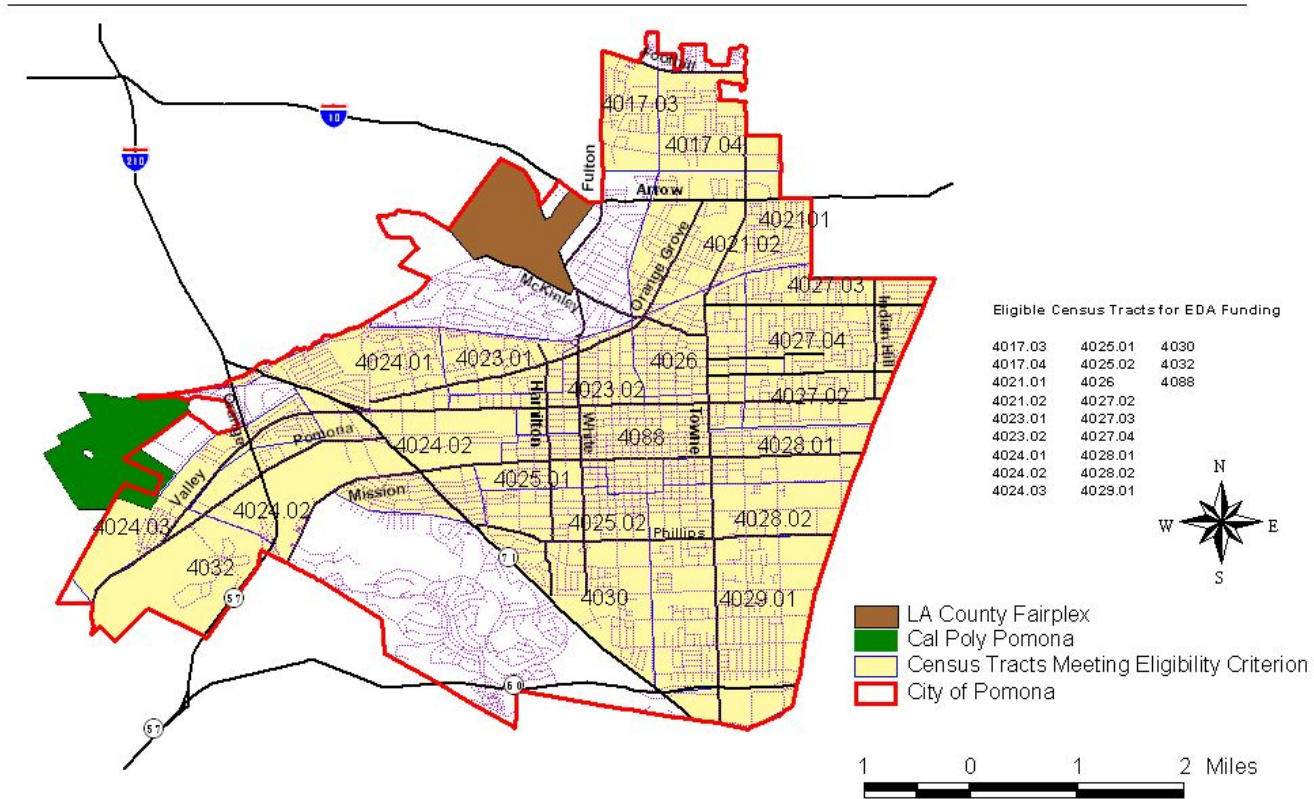
4.1 Per Capita Income Eligibility

In the City of Pomona, 75 percent (22 out of 29) of the census tracts 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 = \$21,587 based on 2000 Census
 Source: 2000 Census
 Map produced by the USC Center for Economic Development, September 2, 2004

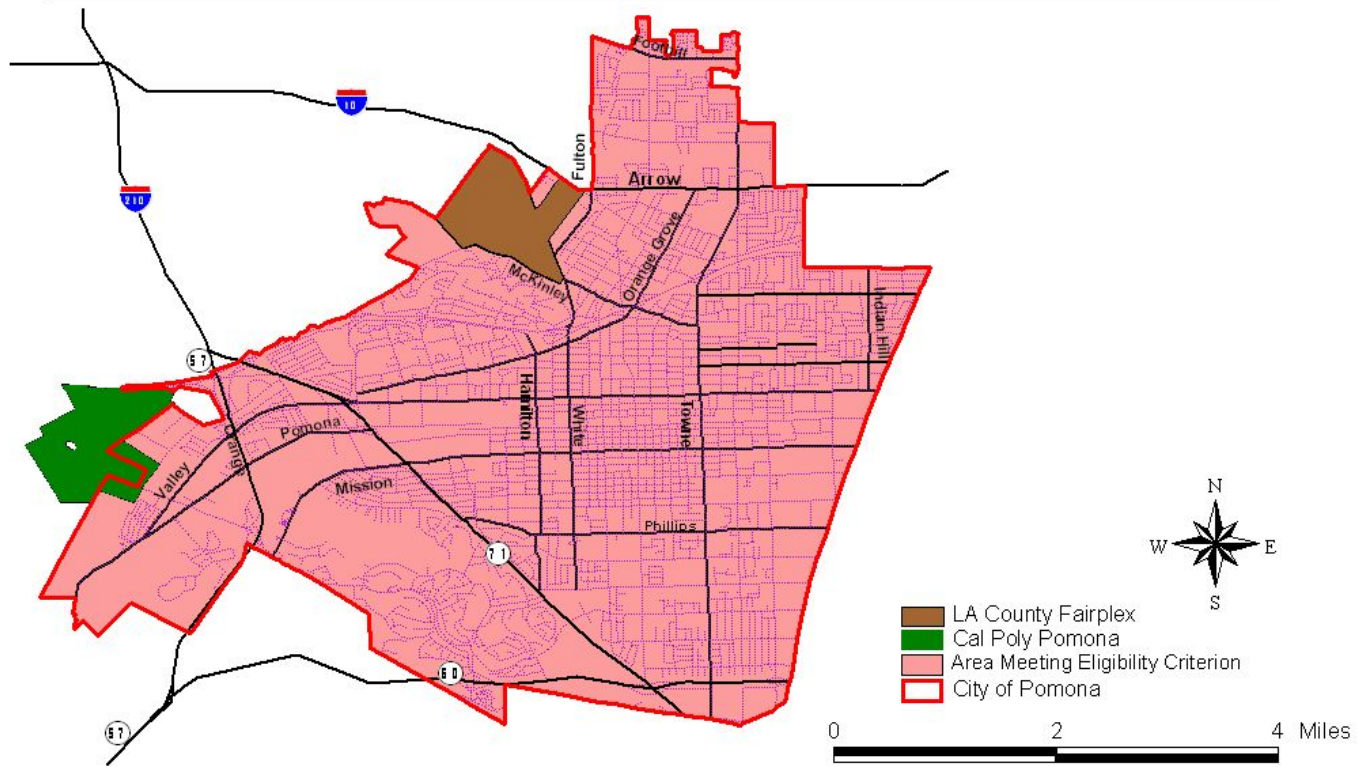
4.2 Unemployment Eligibility

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 = 5.9%, City of Pomona Unemployment Rate = 8.2%

Source: Bureau of Labor Statistics, data ending September 30, 2003; data provided by EDA Headquarters.

Map produced by USC Center for Economic Development, September 3, 2004

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 Bonelli Park. Bonelli 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 businesspeople 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 10: High School Performance Measures

Pomona High Schools and County and State Averages	% of Graduating students meeting UC/CSU course requirements in 2002-2003	% Graduation Rates in 2002-2003	Number of students per computer in 2002-03	API 2004		
				Base	Decile Ranking	
					Statewide	Ranking within Deciles
Diamond Ranch High	18.7	99.7	4	768	9	10
Ganesha Senior High	5.5	87.8	4	554	1	5
Garey Senior High	13.7	92.7	3	564	2	6
Pomona Senior High	13.5	87.0	4	607	6	7
Village Academy High	-	-	1	628		
Los Angeles County	37.1	80.7	4			
State of California	33.5	86.6	4			

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 Bonelli 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:

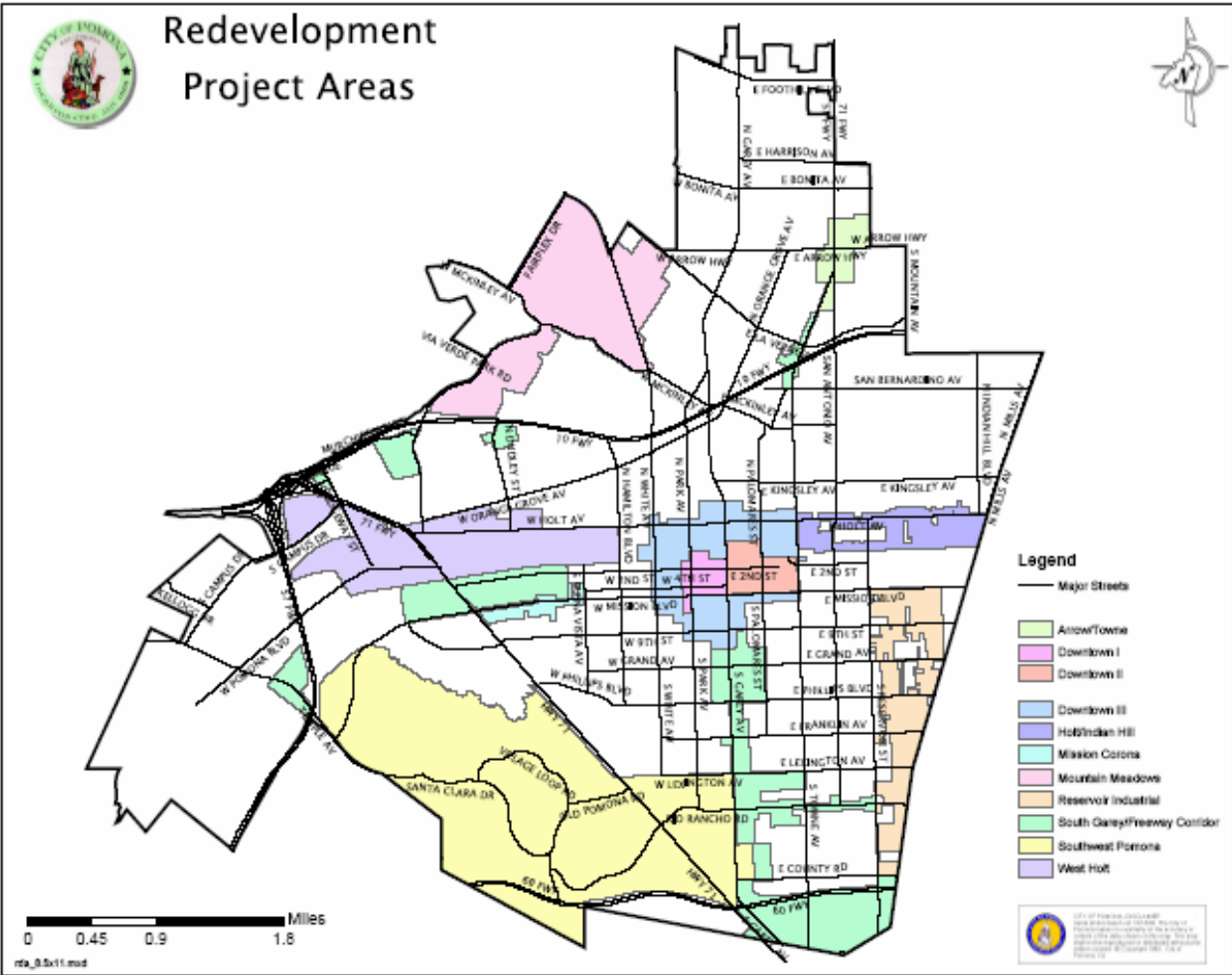
- Revitalization of key areas of the city;
- Effective planning and development of key municipal assets;
- Supporting and promoting business growth;
- Providing for, and stimulating, a meaningful workforce development program; and
- Collaborating with, and supporting public and private organizations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

Figure 15. Redevelopment Project Areas



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.

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table 11. Major Development Projects: Under Construction and Completed

Project	Address	Housing Units	Commercial Square Feet	Office Square Feet	Industrial Square Feet	Acres	Housing Unit Density	Status
Holt/Eleanor Project	375 E Holt Ave	32				3.9	8	Completed
Pomona Industrial Park	1470 Mission Blvd				50,000			Completed
TELACU Senior Housing	200 Beaver Ct	80				4.8	17	Under Construction
Design Control, Inc.	2075 N. Garey	105				2	53	Completed
The Grove (Greystone Residential)	Garey and Bonita	120				19.3	6	Completed
Sav-On/Am-Cal Senior Housing	S. Garey & Phillips	174	14,500			7.7	23	Under Construction
Walgreen's/McDonalds	Towne & Holt		14,500			2.48		Completed
Mission Promenade - Phase I	Garey & Mission	26	10,000	658,000		1.5	17	Completed
Innovation Village	Temple and Valley			253,000				Completed
Corporate Office Park	700 Corporate Center Dr.	-		80,000		5.22		Under Construction
Western University Vet. Clinic		-		215,000		0.67		Under Construction
Winco Foods	90 Rio Rancho Rd.		100,000			9.28		Under Construction
West Coast RV			6,000			0.32		Under Construction
Total Completed and Under Construction		537	145,000	1,206,000	50,000	57		

Source: Updated Pipeline Projects Tables, General Plan Update, Dyett & Bhatia, emailed March 2, 2005

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table 12. Major Development Projects: Proposed and Approved

Project	Address	Housing Units	Commercial Square Feet	Office Square Feet	Industrial Square Feet	Acres	Housing Unit Density	Status
Integral	600 E. Bonita Av	123	-			20	6	Proposed
Mission Promenade - Phase II	255 W. Mission	94	10,800			1.72	55	Approved
Mission/71 Business Park (General Dynamics site)	1675 W. Mission				600,000*	75		Approved
Chen Development		18				1.6	11	Approved
Murchison Residential	1600 Murchison	29				4.8	6	Approved
Esperanza Development	1115 Fremont St.	11				2.6	4	Approved
Residential Condo Project		22				1.5	15	Approved
Ruiz Development	2005 S. Reservoir St.	19				2	10	Approved
Chang Development		23				2.3	10	Approved
Qui Development		4				0.48	8	Approved
Western University Student Housing	510 E. Third St.	100				1.34	75	Approved
University Village	510 E. Third St.	92	11,500			0.77	120	Proposed
Jerrold Residential Project	1955 Indian Hill	166				9.3	18	Approved
Danny Ku Commercial Projects	90 Rio Rancho Rd.		20,000					Proposed
Foothill/Towne Commercial Project	NW corner of Fthll & Twne		108,374			9.67		Proposed
Walnut Valley Commerce Center	Valley Blvd.			137,000	133,000	8.91		Approved
Cal Spas Industrial	1500 E. 9th St.				400,000	19.4		Approved
Pomona Valley Center (Residential)	1041 S. White Rd.	20				2	10	Proposed
Total Approved and Proposed			150,674	137,000	533,000	163		

**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

Site	Site Issues/Weaknesses	Site Opportunities/Strengths
Downtown/Center City—corresponds with Downtown Specific Plan Area	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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
Fairplex/Fairgrounds (NW section of Pomona)	<ol style="list-style-type: none"> 1. Residents concerned about traffic and noise from high volume of people coming into the Fairgrounds 	<ul style="list-style-type: none"> *Large enough to support major events & developments *Could create more structured parking that would leave land for development *Would support either high-density residential or regional entertainment complex as projects
Innovation Village	<ol style="list-style-type: none"> 1. None recorded 	<ul style="list-style-type: none"> *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

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Site	Site Issues/Weaknesses	Site Opportunities/Strengths
Ganesh Village	<ol style="list-style-type: none"> 1. Keeping Ganesh Village part of the surrounding community and not isolated 2. Ensuring good access 3. Ensuring that any new commercial developments are complementary to Ganesh Village’s school use and surrounding areas 	<ul style="list-style-type: none"> *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)	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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)	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Site	Site Issues/Weaknesses	Site Opportunities/Strengths
North Garey Ave. {From the 10 freeway (south) to Bonita Ave. (north)}	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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)	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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)	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Site	Site Issues/Weaknesses	Site Opportunities/Strengths
Indian Hill Blvd.	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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.)	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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)	<ol style="list-style-type: none"> 1. Focus area is currently heavy industrial, which makes it difficult to transition to light industrial/high tech 	<ul style="list-style-type: none"> *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

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Site	Site Issues/Weaknesses	Site Opportunities/Strengths
Mission Blvd. Corridor	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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		<ul style="list-style-type: none"> *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	<ol style="list-style-type: none"> 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 	<ul style="list-style-type: none"> *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"

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Site	Site Issues/Weaknesses	Site Opportunities/Strengths
Lanterman Center (western edge of Pomona between SR-57 and Valley Blvd.)		*Large site area represents a major redevelopment opportunity (if center's activities cease) while preserving the surrounding historic and natural resources *Potential to coordinate with Cal Poly Pomona to create expanded campus activities or to pursue mixed-use residential or resort style neighborhood

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:

- _____ We approved or constructed the following mixed-use projects:
- _____ The following businesses moved into newly constructed mixed-use projects:
- _____ We offered loans to business(es) locating in mixed-use projects. If so, please identify company and loan amount:
- _____ We adopted the following policies that support or encourage mixed-use development:
- _____ 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:

- _____ We provided the following incentives to employees utilizing public transportation:
- _____ We approved or constructed the following housing units in transit-oriented developments:
- _____ We offered loans to business(es) locating in transit-oriented projects. If so, please identify company and loan amount:
- _____ We adopted the following policies that support or encourage transit-oriented development:
- _____ 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:

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

International Trade:

During the year, your organization has fostered international trade by:

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

APPENDICES

Table 14. Zip Codes by City

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

Source: United States Postal Service, 2004

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table 15. Employees by Standard Industrial Classification (SIC)

SIC	Pomona			Regional			Los Angeles County			California		
	1991	1995	2000	1991	1995	2000	1991	1995	2000	1991	1995	2000
CONSTRUCTION	1,544	1,713	2,315	8,504	8,030	13,307	126,916	110,053	133,857	546,182	484,765	726,900
FINANCE,INSURANCE,REAL ESTATE	3,221	3,381	4,724	8,520	8,021	9,452	272,337	263,556	231,078	821,476	975,764	819,900
LOCAL GOVT	5,198	9,994	6,466	18,353	40,843	23,917	385,338	732,946	440,468	1,323,839	2,704,852	1,601,800
MANUFACTURING-DURABLE	4,770	4,218	5,294	21,696	18,485	22,923	490,630	343,838	340,630	1,293,082	1,081,770	1,222,600
MANUFACTURING-NONDURABLE	3,856	4,043	3,837	18,460	20,959	20,909	311,117	288,068	287,145	723,842	696,848	725,200
NON-CLASSIFIED	80	88	***	752	***	***	10,927	8,959	515	49,756	43,793	N/A
RETAIL TRADE	6,431	6,520	7,338	33,971	34,619	40,456	609,868	585,031	634,588	2,173,017	2,199,937	2,477,400
SERVICES	11,806	11,040	16,867	40,503	46,547	58,568	1,141,603	1,228,199	1,371,845	3,346,960	3,776,638	4,612,900
STATE GOVT	0	N/A	16	0	N/A	16	60,620	56,420	64,547	366,782	591,428	443,400
TRANS,COMM,ELEC,GAS, SANITARY SERVICES	1,977	2,142	2,148	6,446	8,004	9,989	206,285	204,783	239,832	600,806	630,267	743,600
WHOLESALE TRADE	2,883	2,888	3,826	15,476	18,829	22,786	275,272	264,725	274,578	735,582	738,085	818,200
TOTAL	41,922	46,219	53,148	174,364	206,017	223,643	3,890,913	4,086,578	4,019,083	11,981,324	13,924,147	14,896,600

*** No employment or number withheld due to confidentiality

N/A – information not available

Source: California Employment Development Department

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table 16: Employees by North American Industrial Classification Sector for Pomona and the Pomona Region

NAICS	Pomona			Regional		
	2001	2002	2003	2001	2002	2003
ACCOMMODATION & FOOD SERVICES	3,328	3,686	3,692	16,009	16,409	16,804
ADMIN & SUPPORT & WASTE MGMT & REMEDIATION	5,011	3,301	2,849	21,346	18,766	16,771
AGRICULTURE, FORESTRY, FISHING & HUNTING	***	***	***	349	353	324
ARTS, ENTERTAINMENT, & RECREATION	420	449	414	2,272	2,201	2,555
CONSTRUCTION	2,448	2,303	2,257	12,746	12,904	13,125
EDUCATIONAL SERVICES	1,513	1,608	1,545	3,800	4,122	3,721
FEDERAL GOVT	113	242	244	178	1,401	1,422
FINANCE & INSURANCE	2,895	2,594	3,235	6,383	6,228	7,133
HEALTH CARE & SOCIAL ASSISTANCE	6,676	7,106	7,482	16,521	17,153	17,841
INFORMATION	1,281	1,235	1,260	4,650	4,497	4,587
LOCAL GOVT	7,147	7,192	6,972	25,472	25,728	25,039
MANAGEMENT OF COMPANIES AND ENTERPRISES	1,498	1,558	1,352	4,382	4,291	4,225
MANUFACTURING	8,865	7,755	8,179	41,822	38,826	38,186
MINING	N/A	***	***	***	***	***
NON-CLASSIFIED	***	***	5	***	***	***
OTHER SERVICES	2,390	2,428	2,554	7,093	7,504	7,832
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SKILLS	2,481	1,844	1,382	7,653	6,911	6,474
REAL ESTATE & RENTAL & LEASING	666	596	771	2,806	2,716	3,459
RETAIL TRADE	4,808	4,749	4,427	25,845	26,570	27,321
STATE GOVT	3,664	4,478	4,542	4,295	5,129	5,160
TRANSPORTATION & WAREHOUSING	1,436	1,334	1,441	8,165	7,608	7,307
UTILITIES	***	***	***	985	875	820
WHOLESALE TRADE	3,226	3,581	3,641	22,308	20,960	21,797
TOTAL	59,988	58,134	58,338	235,237	231,346	232,078

*** No employment or number withheld due to confidentiality

N/A – information not available

Source: California Employment Development Department

POMONA AREA COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Table 17. Employees by North American Industrial Classification Sector for Los Angeles County and the State of California

NAICS	Los Angeles County			California		
	2001	2002	2003	2001	2002	2003
ACCOMMODATION & FOOD SERVICES	285,148	290,092	296,820	1,141,500	1,152,600	1,163,700
ADMIN & SUPPORT & WASTE MGMT & REMEDIATION	267,933	256,348	247,064	955,200	938,800	953,200
AGRICULTURE, FORESTRY, FISHING & HUNTING	7,826	7,963	8,001	382,500	375,500	377,600
ARTS, ENTERTAINMENT, & RECREATION	62,926	64,796	69,753	222,600	229,800	233,900
CONSTRUCTION	136,872	135,611	133,575	779,000	773,500	788,800
EDUCATIONAL SERVICES	79,212	82,313	83,929	237,100	245,500	260,200
FEDERAL GOVT	54,334	54,199	55,480	254,300	253,800	258,700
FINANCE & INSURANCE	156,945	158,563	160,700	568,300	584,600	612,400
HEALTH CARE & SOCIAL ASSISTANCE	343,081	357,561	363,974	1,209,800	1,253,400	1,276,100
INFORMATION	199,515	202,619	199,938	551,500	497,300	471,400
LOCAL GOVT	458,606	466,313	453,220	1,666,600	1,721,200	1,696,200
MANAGEMENT OF COMPANIES AND ENTERPRISES	83,556	83,718	79,162	295,100	270,500	255,600
MANUFACTURING	579,236	534,519	497,177	1,785,700	1,638,200	1,544,900
MINING	3,842	3,543	3,739	22,600	20,300	19,400
NON-CLASSIFIED	618	1,075	920			
OTHER SERVICES	192,305	201,575	213,129	499,000	505,700	505,800
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SKILLS	264,356	238,971	240,295	936,100	905,000	899,400
REAL ESTATE & RENTAL & LEASING	74,371	74,057	74,707	267,000	268,200	274,400
RETAIL TRADE	395,306	399,720	400,515	1,574,500	1,581,700	1,589,900
STATE GOVT	69,953	71,638	71,720	461,200	472,100	471,600
TRANSPORTATION & WAREHOUSING	158,232	150,232	144,440	458,900	436,200	425,400
UTILITIES	11,846	11,836	12,289	54,800	54,800	55,200
WHOLESALE TRADE	220,071	217,591	213,025	658,500	652,100	651,400
TOTAL	4,106,090	4,064,853	4,023,572	14,981,500	14,830,500	14,785,200

Source: California Employment Development Department