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EASTVALE STRATEGIC PLAN

Prepared for:
CITY OF EASTVALE

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INTRODUCTION

As a young City, Eastvale has many opportunities to shape a new environment for its residents and business community. At the same time, it will take some years to develop the financial capacity to implement a number of the City's desired projects and organizational improvements. This strategic plan is intended to help guide the City in setting priorities over the next five years (FY 2013-14 to FY 2018-19), so that it can move forward in a coordinated and efficient manner to achieve its goals. The strategic plan has been developed through extensive public outreach and through professional analysis of the City's strengths, weaknesses, opportunities and threats (see Appendix). The recommended goals and action plan priorities are intended to help fulfill the City's vision and mission statement.

The Vision for Eastvale

"Eastvale is a prosperous city with an excellent quality of life, attracting metropolitan-level retail, restaurants, and office businesses that employ local residents."

Mission Statement

"The mission of Eastvale is to provide exceptional customer service to its citizens and businesses and to continue to attract new businesses to invest and locate in order to build a strong, stable community with an excellent quality of life, superior public safety, and a vital business community."

Strategic Goals

Through the public input process and discussions with City Council members and community stakeholders, the following goals have been identified:

1. Establish a solid fiscal foundation for the City
2. Optimize the City's economic development potential
3. Maintain an excellent level of public safety
4. Provide high quality public facilities and infrastructure

For each of these goals, the strategic plan identifies a number of specific objectives and action steps to achieve the objectives. The action plan includes assignment of organizational responsibilities, a time frame to implement the actions, and a budget. Finally, the plan identifies performance measures the City can use to measure its progress in achieving the goals.

GOAL 1: ESTABLISH A SOLID FISCAL FOUNDATION FOR THE CITY

DISCUSSION

This is the top priority goal for the City, as all City functions are dependent on the availability of funding and organizational capacity. With the imminent completion of negotiations with the County regarding the revenue neutrality agreement, the City will be in a better position to address other financial needs. However, maximizing efficiencies in City operations will continue to be essential, through improved technology systems and through continued use of contract staff. Later in the strategic plan horizon (Years 2-3), it is recommended the City evaluate whether certain in-house staff positions would be warranted.

Developing additional budget tools such as a fiscal model to tie land use to City services and a cost allocation plan to accumulate reserves for long term maintenance will help the City plan for longer term financial needs. While a number of cities require new developments to complete a fiscal impact analysis to indicate their financial impact on the City, this does not by itself provide the tool needed for the City to proactively identify the types of businesses and development that would best build the long term tax base for the City. Given Eastvale's low property tax share, retail development is clearly preferable due to the sales tax it brings to the City. However, a number of non-retail types of business also generate sales tax and provide higher income jobs, which have indirect fiscal benefits as well.

Many Eastvale neighborhoods are included in Community Facilities Districts (CFDs) that fund recreation services and facilities provided by the Jurupa Community Services District (JCSD). Cities often use CFDs, and other forms of assessments such as Landscape and Lighting Districts, to help fund long term construction, improvement and maintenance of infrastructure and facilities, particularly in low property tax communities. There is currently a strategic opportunity to review the status of the existing CFDs in Eastvale to see if they can take advantage of low refinancing rates. At the same time, the City and JCSD could jointly review the status of services funded by the CSDs to determine if any additional cost efficiencies can be found.

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
1.1 Enhance current revenue sources for public services	1.1.1 Continue negotiation process with County staff and BOS to re-set the revenue neutrality agreement with county	Council, City Mgr.	Current	Existing
	1.1.2 Continue participation with municipal coalition to fund representation in Sacramento to initiate and pass legislation to reverse state vehicle registration fee policy	Council	12 mos	Existing
	1.1.3 Work with JCSD to determine if Mello Roos refinancings can reduce tax burden on homeowners and create additional funding capacity (Coordinate with action 1.3.3 below)	City Mgr., Finance Dir.	12 mos	Existing
1.2 Establish fiscal plan for future land development	1.2.1 Contract for development of a fiscal model to project fiscal impact of future land use development.	City Mgr., Planning Director	6 mos	\$20,000
	1.2.2 Develop recommendations for targeted business and residential mix to optimize net fiscal benefit.	City Mgr., Planning Director	12 mos	Incl. in above
	1.2.3 Integrate fiscal model with City budget projection model including existing expenditures and revenue sources.	City Mgr., Finance Director	Year 2	Existing
1.3 Improve cost effectiveness of City operations	1.3.1 Evaluate current City staffing model and potential scenarios for transitioning contract staff to permanent City staff or adding more contract staff where appropriate.	City Mgr.	18 mos	Existing
	1.3.2 Complete installation of electronic management system for all departments.	City Mgr.	3 mos	Existing
	1.3.3 Evaluate the service and funding trade-offs of having the City assume operations for the parks and recreation facilities and programs.	Council, City Mgr.	Years 1-3	Existing
	1.3.4 Evaluate potential efficiencies from adding a management analyst position.	City Mgr.	Year 1	\$101,200
	1.3.5 Budget for a part time or contract grants writer to assist City Departments to capture alternative funding for City projects and infrastructure.	City Mgr.	Year 1	\$10,000 - \$30,000
1.4 Create fiscal mechanism for future maintenance costs	1.4.1 Develop a cost allocation plan that provides for funding long term maintenance reserves.	City Mgr., Finance Director, Public Works Director	Year 4	Existing
PERFORMANCE MEASURES				
<ol style="list-style-type: none"> 1. Improved yield from existing revenue sources. 2. Establishment of long term budget forecast based on land use buildout. 3. Adoption of budget reserve policies. 4. Adoption of five year plan for City staffing and service delivery. 				

GOALS/OBJECTIVES/ACTION STEPS	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 1: Fiscal Foundation					
1.1 Enhance current revenue sources for public services					
1.1.1 Revenue neutrality agreement	■				
1.1.2 Reverse state vehicle registration fee policy	■				
1.1.3 Mello Roos refinancings	■				
1.2 Establish fiscal plan for future land development					
1.2.1 Fiscal model	■				
1.2.2 Targeted business and residential mix.	■				
1.2.3 Integrate fiscal model with City budget projection model		■			
1.3 Improve cost effectiveness of City operations					
1.3.1 Evaluate current City staffing model	■	■			
1.3.2 Complete installation of electronic management system	■				
1.3.3 Evaluate trade-offs of having the City assume parks and rec	■	■	■		
1.3.4 Evaluate management analyst position.	■				
1.3.5 Budget for grants writer.	■				
1.4 Create fiscal mechanism for future maintenance costs					
1.4.1 Develop a cost allocation plan				■	

GOAL 2: OPTIMIZE THE CITY'S ECONOMIC POTENTIAL

DISCUSSION

Economic development is a high priority because the City needs to secure a viable long term tax base and the available sites are relatively limited. Over the next couple years, it is anticipated that the City Manager, the Public Information Officer and the Planning Director would continue to be the lead staff in implementing the City economic development efforts, supplemented by consultants where needed. In addition, it is of critical importance to integrate the City's mission statement in terms of customer service as it relates to economic development throughout the City organization. Over the longer term, it is recommended that this function be managed under a department head position that combines community development and economic development. Appendices B and C provide data and analysis to help focus the City's marketing efforts. The recommended fiscal model in the previous task would also help focus City priorities for specific kinds of business development.

An important goal of the economic development program is to help bolster the market for business development and attraction, to reduce the speculative aspect of developing desired use such as office space and entertainment uses. Since adverse real estate market conditions have dampened developers' interests in these kinds of development in Eastvale, it is necessary to prove the demand by marketing directly to businesses that can be attracted to Eastvale. Similarly, efforts to encourage local entrepreneurs to expand existing and home based businesses would help to justify development of additional business space in the City. The General Plan identified the need for a market analysis for Eastvale, and Appendix C provides much of the relevant data for employment generating uses and retail development. However, other specific uses such as entertainment would need further market exploration.

Several of the action steps in this section and later under the Public Facilities Goal suggest the need for incentives to encourage the desired types of development and business growth. There are many kinds of incentives that cities can offer, but Eastvale should focus on incentives that permit increased development density and those which provide faster permit processing rather than tax incentives that would impact the City budget. The City should develop an inventory of desired public amenities and development characteristics (such as LEED) and design a structure of development bonuses to help gain those benefits as further development occurs. Many cities have adopted this approach of leveraging private development investment to fund needed community improvements.¹

¹ For a recent review of current practice, see Dyett & Bhatia, *Community Benefits and Incentives: Issues, Options and Case Studies*. Prepared for the City of Santa Monica. August 2012. Also, U.S. Green Building Council. *Summary of Government LEED Incentives*. February 2007; and American Institute of Architects, *Local Leaders in Sustainability*. See chapter on State and Local Green Building Incentives at <http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aia076936.pdf>

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
2.1 Establish an organizational structure to support economic development in Eastvale	2.1.1 Establish an Eastvale Economic Development Partnership with the Chamber and possibly other partners, to provide input on economic development policy, champion economic development in Eastvale and provide support to the Community & Economic Development Director	Council, City Mgr.	12 mos	Existing
	2.1.2 Work with the SBDC to provide Small Business Development services to local businesses	Planning Director, SBDC, Chamber	Ongoing	Existing
	2.1.3 For short term expansions of the economic development program, supplement staff efforts with consultants as needed.	Council, City Mgr.	12 mos	\$20,000 - \$40,000
	2.1.4 Expand Planning Director position to include Economic Development	Council, City Mgr.	Year 1	Existing
	2.1.5 Create internal economic development team with regular oversight from City Manager and City Council subcommittee.	Council, City Mgr., Planning Dir., PIO, Public Works Dir.	Year 1	Existing
	2.1.6 Consider creating Economic Development Specialist position as funds become available	Council, City Mgr.	Year 2	\$60-\$105,000
2.2 Create economic development plan for remaining commercial land	2.2.1 Establish a clear vision and priorities for the economic development of Eastvale. Adopt a policy statement to supplement the General Plan language regarding desired business development in Eastvale.	Partnership & Council	12 mos	Existing
	2.2.2 Identify priority targets for business attraction that can broaden the diversity of the city's economic base, provide vital services and leverage the skills of the resident labor force (See Appendix B). Some priority targets identified in the recent series of SWOT workshops, community meetings and interviews include: - hotels with adequate meeting space - medical services/hospital - high value office-based businesses - higher end restaurants and retail establishments - entertainment venues - automotive services	Partnership & Planning Director	12 mos	Existing
	2.2.3 Once priority targets are identified, refine the marketing strategy, implementation plan and budget (See Objective 2.3 and Appendix A)	Planning Director & Partnership	Year 2	Existing
	2.2.4 Create an economic development incentive plan and continue to work with developers & land owners to encourage the increased availability of commercial, light industrial & flex space	Planning Director	Year 1 and Ongoing	Existing

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
	2.2.5 Encourage "green" development projects by providing incentives for buildings that meet LEED certification standards. Codify into zoning code where appropriate.	Planning Director & Council	24 mos	TBD
	2.2.6 Survey home-based businesses to determine needed technical support and to identify those that may have the potential to expand beyond the home	Planning Director, Chamber, SBDC	24 mos	\$800
	2.2.7 Continue to plan for a more diverse housing mix in order to support recent college graduates' entry into the workforce.	Planning Director	Ongoing	Existing
2.3 Create a regional identity and reputation for Eastvale (brand)	2.3.1 Design and implement a communications and marketing program that includes timely press releases, feature articles, advertising, social media feeds, direct mailings and events as appropriate (See Appendix B)	Planning Director	12 mos	\$45,000 plus advertising costs
	2.3.2 Develop a comprehensive digital Eastvale Community Profile, incorporating the most critical social, econometric and market data for the city & update annually (see Appendix C)	Planning Director	24 mos	\$2,500
	2.3.3 Create a dedicated website, e.g. "Discover Eastvale", that provides comprehensive information about Eastvale's unique "value proposition", attributes, market data, key contacts and local and regional business resources (see Appendix B for sample links)	Planning Director	6 mos	\$12,500
	2.3.4 Establish regular communications with the Eastvale businesses through an electronic newsletter to keep them informed of the city's progress with economic development	Planning Director	24 mos	Incl. above
	2.3.5 Create an additional quarterly e-mail newsletter for brokers, developers and site selectors	Planning Director	24 mos	Incl. above
	2.3.6 Continue to pressure USPS to establish a discreet Zip Code for Eastvale, merging 92880 and 91752	Chamber & City Staff	12 mos	Existing
	2.3.7 Press online mapping services to recognize "Eastvale" in searches of city addresses instead of "Mira Loma"	Chamber & City Staff	12 mos	Existing
	2.3.8 Continue to apply for appropriate awards, such as the All America City designation, and publicize awards received by community partners.	Chamber & City Staff	ongoing	\$750
2.4 Maintain a business friendly operating environment	2.4.1 Provide customer service training for city staff to encourage a business-friendly & professional culture and to ensure a high-quality experience at the "counter"	City Mgr.	12 mos	Existing

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
	2.4.2 Expand and enhance the City's existing information packet for new businesses that includes information on permitting processes, fees, etc. Include information on the business registration process, City organization and identify local and regional business resources – business FAQ.	Planning Director	24 mos	\$2,000
	2.4.3 Begin process to plan for online submission of development applications and related payments.	Planning Director	Year 1	Existing
	2.4.4 Establish a rapid response program to address sudden project development and business retention issues. Establish "concierge" services on a fee for service basis to speed priority projects through city processes and include this service in the City's development incentives package.	Planning Director	Year 1	Existing
	2.4.5 Encourage commercial & retail property landlords to list current information about available properties on the city's dedicated economic development website	Planning Director	6 mos	Existing
2.5 Create a destination in Eastvale	2.5.1 Develop a clear strategy to leverage the benefits of Eastvale's proximity to the Silver Lakes project	Planning Director	12 mos	Existing
	2.5.2 Continue to support local control of Ontario International Airport	Council & Chamber	ongoing	Existing
	2.5.3 Explore the feasibility of attracting entertainment venues to Eastvale, particularly at key interchanges such as Cantu-Galeano Rd. and Limonite.	Planning Director	12 mos	Existing
	2.5.4 Develop an attractive and compelling recreation environment along the Santa Ana River, including connections to other City and regional trail systems. Join the Santa Ana River JPA and coordinate with other local and regional agencies to implement the plan.	Planning Director, JCSD	Years 1 and 2	TBD
PERFORMANCE MEASURES				
<ol style="list-style-type: none"> 1. Growth in targeted business types in Eastvale (upscale restaurants, hotels, entertainment, professional services, other office businesses, etc.) 2. Number of economic base jobs in the City (non-retail/local services) 3. Taxable sales growth 4. Inquiries to the city's economic development/planning departments 5. Email sign ups through the economic development website 6. Media coverage 7. Business vacancy rates 8. New construction scheduled or underway 				

GOALS/OBJECTIVES/ACTION STEPS	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 2: Economic Development					
2.1 Organizational structure for economic development					
2.1.1 Establish an Eastvale Economic Development Partnership	█	█	█	█	█
2.1.2 Work with the SBDC	█	█	█	█	█
2.1.3 Supplement the PIO position with consultants as needed.	█				
2.1.4 Expand Planning Director position	█				
2.1.5 Create internal ED team	█	█			
2.1.6 Consider creating ED Specialist position	█	█			
2.2 Create economic development plan for commercial land					
2.2.1 Establish priorities for economic development	█				
2.2.2 Identify priority targets for business attraction	█				
2.2.3 Refine the marketing strategy	█	█			
2.2.4 Create incentive/work with developers & land owners	█	█	█	█	█
2.2.5 Encourage "green" development projects	█	█			
2.2.6 Survey home-based businesses	█	█			
2.2.7 Continue to plan for a more diverse housing mix	█	█	█	█	█
2.3 Create a regional identity and reputation for Eastvale (brand)					
2.3.1 Communications and marketing program	█	█			
2.3.2 Develop a comprehensive digital Eastvale Community Profile	█	█			
2.3.3 Create a dedicated website	█	█			
2.3.4 Communications with the Eastvale businesses	█	█			
2.3.5 E-mail newsletter for brokers, developers and site selectors	█	█			
2.3.6 Continue to pressure USPS on zipcode	█	█			
2.3.7 Press online mapping services to recognize "Eastvale"	█	█			
2.3.8 Continue to apply for appropriate awards	█	█	█	█	█
2.4 Maintain a business friendly operating environment					
2.4.1 Provide customer service training for city staff	█	█			
2.4.2 Expand information packet for new businesses	█	█			
2.4.3 Online application submission	█	█			
2.4.4 Establish a rapid response program	█	█			
2.4.5 List available properties on website	█	█			
2.5 Create a destination in Eastvale					
2.5.1 Leverage proximity to the Silver Lakes project	█	█	█	█	█
2.5.2 Local control of Ontario International Airport	█	█	█	█	█
2.5.3 Explore the feasibility of attracting entertainment venues	█	█			
2.5.4 Recreation environment along the Santa Ana River	█	█			

GOAL 3: MAINTAIN AN EXCELLENT LEVEL OF PUBLIC SAFETY

DISCUSSION

The excellent level of public safety in Eastvale is one of the community’s defining qualities. The City Council has established a scope of purview for the Public Safety Commission and an important short term objective is to implement and solidify procedures and staff support to ensure effective processing of public safety issues through the Commission. The City faces an ongoing challenge to fund adequate personnel and facilities to uphold the desired level of protection for the community and the budget issues will need to be addressed over a longer period of time. In the meantime, continued public education and crime prevention programs will aid the Police Department in carrying out its mission. For the Fire Department, efforts are already underway to increase certain levels of service such as the Fire Marshall and plan check services. Completion of a fire services master plan will help to set additional future priorities for the department.

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
3.1 Implement process for Public Safety Commission	3.1.1 Establish program and agenda for Public Safety Commission to address Council directed areas of purview, including: Traffic Concerns, Neighborhood Watch, Emergency Operations, Community Outreach and Crime Prevention	Council, City Mgr.	Established at 12/12 Joint meeting	Existing
	3.1.2 Ensure that the Public Safety Commission has adequate staff support for its deliberations, though existing police and fire staffing contracts.	Council, City Mgr.	12 mos	\$25,000
3.2 Maintain status as region's safest city	3.2.1 Develop budget plan to increase sworn personnel as development occurs.	Council, City Mgr., Police Chief	18 mos	\$1,000,000
	3.2.2 Fund crime prevention officer and continued public relations campaign to increase crime prevention awareness.	Council, Police Chief	3-4 years	Existing
	3.2.3 Encourage adoption of Neighborhood Watch program throughout Eastvale’s neighborhoods.	Council, Police Chief	1-5 years	Existing

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
3.3 Improve fire response times	3.3.1 Negotiate with County over use of structural fire fund for long term capital costs such as new fire stations	Council, City Mgr.,	6 mos	Existing
	3.3.2 Continue process to site and build second fire station.	Council, City Mgr.	1-3 years	\$4.2 mil. design/ construction
	3.3.3 Prepare fire services master plan	Fire Chief	6 mos	Existing
	3.3.4 Evaluate location and cost of operation of existing station to determine if lower cost options exist.	Fire Chief	6 mos	Existing
	3.3.5 Develop budget plan to increase staffing at existing and new fire stations.	Council, City Mgr., Fire Chief	3-12 mos	\$2.7 mil. add'l paramedic \$3.525 mil. Fire Station 2
	3.3.6 Evaluate paramedic response funding and services to determine if more suitable financial arrangement can be negotiated.	City Mgr., Fire Chief	6 mos	Existing
3.4 Improve fire planning and inspection services	3.4.1 Evaluate options to fund a fire marshal position, possibly half time to start and in collaboration with nearby cities.	Council, City Mgr., Fire Chief	3 mos.	Existing
	3.4.2 Establish a program for regular business fire inspections.	Fire Chief	24 mos	Existing plus future SFF
	3.4.3 Review current plan check and fire inspection fee structure from County and determine if City can provide service at lower cost.	Fire Chief	12 mos	Existing
3.5 Develop enhanced disaster plan	3.5.1 Continue efforts of the Public Safety Commission to establish a disaster response plan in concert with County officials	Public Safety Commission	6 mos	Existing (Fee based)
	3.5.2 Plan for establishment of emergency operations center (EOC), possibly in new fire station	Council, City Mgr., Fire Chief	24 mos	TBD
	3.5.3 Plan for anticipated increased City costs for regional emergency preparation planning and services, though the fire services master plan process.	Council, City Mgr., Fire Chief	24 mos	TBD
PERFORMANCE MEASURES				
<ol style="list-style-type: none"> 1. Maintain satisfactory crime rates 2. Fire and paramedic response times 3. Public safety responses provided in 100% of relevant development reviews 				

GOALS/OBJECTIVES/ACTION STEPS	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 3: Public Safety					
3.1 Implement process for Public Safety Commission					
3.1.1 Public Safety Commission purview	█				
3.1.2 Police and fire staffing for Commission	█				
3.2 Maintain status as region's safest city^(?)					
3.2.1 Increase sworn personnel	█	█			
3.2.2 Fund crime prevention officer			█	█	
3.2.3 Neighborhood Watch	█	█	█	█	
3.3 Improve fire response times					
3.3.1 Use of structural fire fund for long term capital costs	█				
3.3.2 Continue process to site and build second fire station.	█	█	█		
3.3.3 Prepare fire services master plan	█				
3.3.4 Evaluate existing station	█				
3.3.5 Increase staffing at existing and new fire stations.	█	█			
3.3.6 Evaluate paramedic response funding	█				
3.4 Improve fire planning and inspection services^(?)					
3.4.1 Fund a fire marshal position	█				
3.4.2 Establish a program for regular business fire inspections.	█	█			
3.4.3 Review plan check and fire inspection fee structure	█				
3.5 Develop enhanced disaster plan					
3.5.1 Continue efforts to establish a disaster response plan	█				
3.5.2 Plan for emergency operations center (EOC)	█	█			
3.5.3 Increased costs for regional emergency prep planning	█	█			

GOAL 4: PROVIDE HIGH QUALITY PUBLIC FACILITIES, INFRASTRUCTURE AND AMENITIES

DISCUSSION

As a new City, Eastvale has relatively new infrastructure and facilities in place, but also faces significant costs to complete critical infrastructure systems. Accomplishment of this goal will require longer term planning and financial efforts. In the short term, the emphasis is on completing plans that would help guide both private and public sector actions toward achieving the objectives, such as completing the bikeways and trails master plan and coordinating with the regional broadband consortium. As discussed under Goal 2 above, setting up a framework of development incentives tied to desired community benefits will help leverage private investment to help achieve public improvements and facilities. In other cases, the City can serve as a facilitator to help advocate for improved services such as broadband and transit.

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
4.1 Plan for new civic center	4.1.1 Develop alternatives to the site indicated in the General Plan in the event a transaction for that site cannot be negotiated.	Council, City Mgr., Planning Director	12-18 mos	Existing
4.2 Improve broadband access and capacity	4.2.1 Coordinate with the Inland Empire Broadband Consortium – identify shared issues and possible strategies (could join as a member);	City, Chamber of Commerce	ongoing	Existing
	4.2.2 Review existing city policies and ordinances for broadband infrastructure planning and investments, including joint use, rights of way, dig once and trenching, cell tower and other siting issues. (ADE can provide examples of model policies and ordinances.)	Public Works Director	6 months	Existing
	4.2.3 Meet with entities (such as JCSD and school district) planning and building all types of infrastructure projects in the City to better coordinate on projects	City, Districts	ongoing	Existing
	4.2.4 Work proactively with developers to ensure that providers are providing best levels of service	Planning Director	18 mos	Existing
	4.2.5 Link with Goal 2 to Optimize City’s economic development potential: ensure that City is a “smart city” with high levels of services to attract investors, entrepreneurs and home-based businesses, and telecommuters; incorporate into branding and marketing materials	City, Chamber	24 mos	Existing

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
	4.2.6 Use broadband resources and other means to improve connectivity for Eastvale residents, particularly communication between City residents and City government.	City Council and staff	ongoing	Existing
	4.2.7 Prepare broadband plan: - review CPUC data on residential service providers, levels of speed, technologies to identify actual vs. reported speeds, gaps, using CPUC broadband map - Verify reported speeds and document variances and levels of service - Meet with developers, real estate managers and business managers (commercial and industrial) to document service levels, costs of installation and barriers; map parcel data - Meet with providers to discuss plans for both residential and business investments and services, strategies to address gaps for existing areas, and provide high levels of services for new development	City, Chamber of Commerce	Years 1-3	Existing
4.3 Complete circulation connectivity to adjacent communities	4.3.1 Collaborate in regional nexus studies to ensure that key road improvements are included in regional traffic fee program where feasible.	Public Works Director	ongoing	Existing
	4.3.2 Collaborate with adjacent cities to secure funding for major connecting roadways and bridges.	Public Works Director	ongoing	Existing
4.4 Improve bicycle and trail system	4.4.1 Complete bikeways and trails master plan	Public Works and Planning Directors/JCSD	12 mos	Existing
	4.4.2 Evaluate City street standards to create more pedestrian friendly facilities.	Public Works/Planning Director	May 2013	Existing
4.5 Improve traffic circulation through street design, policies and procedures	4.5.1 Complete truck route plan	Public Works Director	12 mos	Existing
	4.5.2 Draft new excavation ordinance to help improve coordination with utility companies and others	Public Works Director	12 mos	Existing
	4.5.3 Improve traffic safety around schools through increased signals, crossing guards and completion of street improvements. For future development, address in design phase by requiring residential developers to provide more pedestrian access to create a walkable community with principles from Safe Routes to Schools/Smart Growth/Semi-Neo-traditional town planning.	Public Works Director, Planning Director, school district	24 mos	\$794,000 for planned improvements
4.6 Plan for new library	4.6.1 Explore opportunities to include a City library in the civic center plan.	City Mgr.	12 mos	Existing
4.7 Add arts and cultural facilities and events	4.7.1 Identify opportunities to leverage private development design to include cultural and entertainment facilities	Planning Director	5 yrs	Existing

OBJECTIVES	ACTION STEPS	RESPONSIBLE PARTIES	TIME FRAME	BUDGET
4.8 Improve transit opportunities	4.8.1 Coordinate with RTA to ensure that local demand for transit is met as well as better connections for commuters	Public Works Director	5 yrs	Existing
4.9 Maximize the benefit of the Community Foundation as a resource for community improvement	4.9.1 Continue to support and enhance the role of the community foundation in providing scholarships and other benefits for the community. Undertake long-term capital improvement projects that benefit the City such as wayfinding signs, City monuments, and frontage landscape and hardscape improvements in public locations such as along Chandler.	City Council	5 yrs	Existing
PERFORMANCE MEASURES				
<ol style="list-style-type: none"> 1. Secured agreements for location of civic center 2. Improved broadband capacity and service 3. Improved circulation connectivity and safety 4. New community facilities and amenities 				

GOALS/OBJECTIVES/ACTION STEPS	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 4: Public Facilities					
4.1 Plan for new civic center					
4.1.1 Develop alternatives for Civic Center site	■	■			
4.2 Improve broadband access and capacity					
4.2.1 Coordinate with the Inland Empire Broadband Consortium	■	■	■	■	■
4.2.2 Review city policies and ordinances for broadband	■	■	■	■	■
4.2.3 Meet with entities to better coordinate on projects	■	■	■	■	■
4.2.4 Work proactively with developers	■	■	■	■	■
4.2.5 Use broadband to optimize economic development potential	■	■	■	■	■
4.2.6 Improve connectivity for Eastvale residents	■	■	■	■	■
4.2.7 Prepare broadband plan	■	■	■	■	■
4.3 Complete circulation connectivity to adjacent communities					
4.3.1 Collaborate in regional nexus studies	■	■	■	■	■
4.3.2 Collaborate to secure funding	■	■	■	■	■
4.4 Improve bicycle and trail system					
4.4.1 Complete bikeways and trails master plan	■	■	■	■	■
4.4.2 Evaluate City street standards	■	■	■	■	■
4.5 Improve traffic circulation					
4.5.1 Complete truck route plan	■	■	■	■	■
4.5.2 Draft new excavation ordinance	■	■	■	■	■
4.5.3 Improve traffic safety around schools	■	■	■	■	■
4.6 Plan for new library					
4.6.1 Possibly include a City library in the civic center plan.	■	■	■	■	■
4.7 Add arts and cultural facilities and events					
4.7.1 Leverage private development for cultural/ent facilities	■	■	■	■	■
4.8 Improve transit opportunities					
4.8.1 Coordinate with RTA	■	■	■	■	■
4.9 Maximize the benefit of the Community Foundation					
4.9.1 Support and enhance the role of the community foundation	■	■	■	■	■

CONCLUSION

As the City's first strategic plan, this document creates a framework for a process of continually evaluating the City's priorities and progress toward meeting key objectives. Although the strategic plan has a five year horizon, the City should assess its progress and re-evaluate its objectives each year as part of its budget process. The performance indicators identified for each goal can be included in an annual report on City operations and activities.

Much of the focus of the strategic plan in the next year or two is on developing plans and tools to help the City define the character of its ultimate buildout and financial foundation. Further community discussion and analysis is needed to define the specific economic trade-offs facing the City with its remaining sites. The existing job base in the City clearly does not provide local job opportunities for the resident labor force, yet real estate conditions in the surrounding market area do not currently favor the type of professional office development that could address this need. The City will need to make a direct marketing effort to target businesses and not just developers to make the case that the skilled labor force, the high level of entrepreneurial talent and the superior income levels in the community would provide a supportive business environment for high end firms needing office space. In addition, efforts to move forward with projects to provide smaller scale manufacturing and flex space developments will assist local entrepreneurs to find suitable locations in Eastvale.

The City's mission statement is focused on providing a high level of customer service for its residents and businesses. This was a key motivation for many who supported creating a new city in Eastvale. During the next few years, the City will have better information to understand its revenue potential and will need to take opportunities to evaluate options for providing services cost effectively while still maintaining its key value of superior service. Similarly, the City will continue the transition from County policies and services to City-created programs. The strategic plan provides a tool for the City to maintain focus on its vision, its mission, and its key goals and objectives as it navigates the path toward a fully functional municipal government and the high quality of community life desired by all its residents.

APPENDIX A: EASTVALE PUBLIC INPUT SUMMARY

During the period from January 29th through February 25th, the consulting team conducted interviews and focus groups with community stakeholders. In addition, the consultants made a presentation and received input at a joint meeting of the Public Safety Commission, Planning Commission, and Eastvale Community Foundation on January 29th and conducted public workshops on February 21st and February 23rd. The meetings were focused on gaining input about the key features and opportunities for Eastvale and were framed in terms of developing information for both a marketing brand and a strengths, weaknesses, opportunities, and threats (SWOT) analysis. The following is a summary of the ideas gained from the public input process. The branding messages have been incorporated in the proposed marketing program presented in Appendix B. The SWOT analysis was particularly useful in identifying strategic issues the City should address over the next five years.

BRAND ELEMENTS	STRATEGIES, DESCRIPTIONS, COMMENTS
<p>Brand Product/ City Strengths</p>	<p>Describe what your city has to offer? What distinguishes you from the competition?</p> <p><u>Distinguishing Characteristics</u></p> <ul style="list-style-type: none"> ■ Demographics <ul style="list-style-type: none"> ○ Diversity ○ Affluence ○ Young families ■ “Young, fresh, involved, dynamic population and opportunities to mold the community” ■ Education Quality/ good local schools/proximity to higher education ■ Parks ■ Proximity to major transportation routes ■ Strategic location within greater So Cal market area ■ Entrepreneurialism (1,000 home business permits) ■ Infrastructure is new ■ Strong sense of community ■ Public Safety ■ Responsive govt/agencies ■ Fast-growing/ good business opportunities

	<ul style="list-style-type: none"> ■ Strong housing market/upscale development ■ Strong civic engagement from residents ■ Strong community pride ■ Lots of “first responders” live in the community along with teachers/nurses/engineers/doctors ■ Rural environment ■ Available land for mixed use development ■ Continuing interest and investment from national developers
<p>Brand Vision/ Strategic Goals</p>	<p>The big picture – what is your overall goal for your city for the long run? What are the City’s 5-year goals?</p> <ul style="list-style-type: none"> ■ Create jobs ■ Financial stability ■ Diversified tax base revenues outside sales tax ■ Transfer JCSD parks and rec services to City ■ Leverage expansion at Ontario ■ Become region’s safest city ■ Provide resources for business development (incubators, venture capital) ■ Public/private economic development organization ■ Strengthen partnerships with other agencies/organizations ■ Create “destination” ■ Create entertainment venue ■ Closer relationships with colleges/universities ■ Greater use of social media (free wi fi) ■ Cluster analysis of regional industries ■ Leverage regional marketing opportunities (Corona, WRCOG) ■ Seek recognition for attributes (schools) ■ Identify with regional assets (universities) ■ Create City Hall with CC Chambers and more staff space ■ Stand-alone library ■ Add second fire station ■ Complete circulation system

	<ul style="list-style-type: none"> ■ Add more police officers ■ Reduce taxes (City has 43 CFDs) ■ Add arts and cultural facilities and events ■ Put City on the map with utilities/vendors/assessor/post office
<p>Brand Positioning/ City Strengths</p>	<p>Where does your city sit among like cities in the consumer’s mind? What perception would you like visitors to have about you vs. other cities in the area?</p> <ul style="list-style-type: none"> ■ “Diamond in the rough” – but dairies have adverse impact ■ Housing stock offers good value ■ Lower crime and better schools ■ Higher development standards ■ Lots of parks ■ Relaxed vibe (compared to Chino Hills) ■ City of progression, like Orange County but not finished yet ■ Quiet bedroom community feel but need more services ■ More upscale – adjacent communities may think of Eastvale as “snobs”
<p>Brand Target Target Industries/ Opportunities</p>	<p>Who would the City like to attract in terms of residents and businesses? What are specific target audiences such as brokers, developers, current businesses, target industries? What are the targets’ demographics, interests, attitudes, and opinions?</p> <ul style="list-style-type: none"> ■ Higher end retail shopping and dining ■ Offices/ professional jobs and services ■ Medical services ■ Industries that complement existing skills ■ Irvine business park model, not warehouses ■ Hotels (in part to serve new Silver Lakes development in Norco) ■ Auto repair shops, services ■ Costco/Trader Joes/services ■ Boutique shopping ■ Create a large gathering place ■ Sites for new churches

	<ul style="list-style-type: none"> ■ Major sports facilities ■ Career development programs for technology occupations and job readiness ■ Need to start catering to singles (creative class) as well as families ■ Need higher densities, pedestrian oriented developments
<p>Brand Identity</p>	<p>Does the City logo communicate what you want audience to know about their city? If not, what other messages should be communicated?</p> <ul style="list-style-type: none"> ■ The City seal communicates the past well and the overall feel of the community currently but may not represent the future. ■ Logo is new and not used to full potential
<p>Brand Promise/ Opportunities</p>	<p>What does your city promise to deliver?</p> <ul style="list-style-type: none"> ■ Safe, clean ■ Family oriented ■ Presence of major, high quality development ■ Educated workforce/ quality of residents ■ Business friendly environment – certainty in development process ■ Local support for local business ■ Good freeway access ■ Well thought-out community ■ “Live-shop-play” in Eastvale
<p>Brand Personality/ City Strengths</p>	<p>This is about style – and how the city makes the customer feel.</p> <ul style="list-style-type: none"> ■ Vibrant ■ Diverse (100 languages spoken in school district, which includes Norco and Corona) ■ Neighborly ■ Family oriented values ■ Comradely ■ Curb appeal ■ Natural setting ■ New development

	<ul style="list-style-type: none"> ■ Optimistic ■ Comfortable ■ Outgoing/outdoors ■ “Biggest little city in Inland Empire”
Brand Emotion/ City Strengths & Weaknesses	<p>What will make your prospect love your city? How will they feel about visiting or locating here?</p> <ul style="list-style-type: none"> ■ Comfortable ■ Neighborly ■ Family atmosphere ■ Great park system and community center
Brand Experience	<p>What will the public’s experience with the city be? (Example: Memorable; Exciting.)</p> <ul style="list-style-type: none"> ■ Family oriented values <ul style="list-style-type: none"> ○ Civic involvement ■ Diverse Ethnicity → but few related commercial opportunities or activities exist yet in Eastvale. ■ Small Town/Helpful Neighbors ■ “Norman Rockwell” feeling ■ Big Holiday Celebrations/ Picnic in the Park/ Casino Night ■ Kinder, gentler place – welcoming ■ Attainable housing ■ Residents are very proud of the City
Brand Quality	<p>How does your city compare within your competitive market? (Example: Outstanding restaurants, free parking, excellent service.)</p> <ul style="list-style-type: none"> ■ More growth opportunity here ■ Very responsive to business requests ■ Less competition for businesses here – good timing to take advantage of major developments in Chino and Ontario

<p>Brand Pricing</p>	<p>How do your prices compare to other cities in the same category or region? Do you provide more value vs. your competition?</p> <ul style="list-style-type: none"> ■ Housing is good value ■ City charges lots of fees but BIA says they are competitive. The City has seen more development than its neighbors ■ Retail lease rates are high – Lewis Develop. requires established businesses ■ Commercial land seems to have gone up from \$250K to \$500K per acre ■ Expensive compared to Jurupa Valley but cheap compared to Orange County with similar quality ■ Costs are also lower than San Gabriel Valley
<p>Brand Packaging/ Distribution</p>	<p>How does your city reach the customer? Brokers? Direct contact? Trade Shows? Websites? Publicity? Advertising?</p> <ul style="list-style-type: none"> ■ Recently went to ICSC in San Diego and did marketing piece for that. ■ Use HDL reports to identify retail gaps ■ Grass roots - word of mouth advertising ■ City relies on developers to promote City ■ Need to put Eastvale on the map on the internet and other ways (see weaknesses below) ■ Digital billboard on I-15 is in the works
<p>Brand Association</p>	<p>Sometimes associations with another brand can build the image of your brand. Are you partnering with other destinations? Regional organizations? Events? Are there major companies in your city that can be a draw to other businesses?</p> <ul style="list-style-type: none"> ■ Yes, but Eastvale may not have much to bring to the table in collaboration. Does not have ED staff capability currently. ■ Corona (Not all respondents thought Corona would see benefit) ■ WRCOG ■ SCAG ■ RCTC – TRANS Commission ■ RT Authority

	<ul style="list-style-type: none"> ■ Chamber ■ IEDC/ICSC/League ■ JCSD partners with other water agencies to ensure long term supply ■ Cultural center in Jurupa could be good regional draw but it needs money
<p>Brand Credentials</p>	<p>Has the City received any awards or certifications yet? Are there any the City would like to receive? Quality-checking authorities, such as AAA, ranking in articles, etc.</p> <ul style="list-style-type: none"> ■ Applied for recognition award for the CAFR ■ Considering application for safest City ■ Schools nominated to receive Broad Foundation grant award ■ I-3 Technology Grant (\$5 million for technology in schools) ■ Award of excellence for parks (App. for national accreditation under discussion) ■ Could do Tree City USA or Playful City designations
<p>Brand Message</p>	<p>What is the single most important thought you want your prospects to remember about your city or downtown? (Not a tagline).</p> <ul style="list-style-type: none"> ■ Safe ■ Great Quality of life ■ Clean, well kept ■ "10 Best" status ■ Good Schools ■ Comradely ■ Parks & recreation ■ New, Modern ■ Prosperity ■ Pride ■ Diversity ■ Sustainable Development ■ Progressive city with lots of opportunity and potential ■ Responsive City government

SWOT

What additional thoughts/info should be included in each section of the SWOT? (Strengths are addressed in the sections above).

<p>Opportunities</p> <ul style="list-style-type: none">■ Local control of Ontario Airport■ Leveraging Silver Lakes development■ Strengthening development clustering■ Capturing retail and entertainment \$\$■ “Town Center”■ Improved communications, broad-band■ Ubiquitous WiFi , greater social media use■ Locate University■ Green-Friendly infrastructure■ Outlets center (destination)■ Norco campus of CC offers game tech, mfg. lab and repair skills training■ Need to be more forward looking with development standards, parking standards and high density■ So Cal Edison peaker plant to reduce electrical costs?■ Seek recognition for attributes (schools)■ Identify with regional assets (universities)■ SR 91 business displacement in Corona■ Birtcher – Goodman Development	<ul style="list-style-type: none">■ Take over park operations from JCSD■ More use of solar and wind energy■ Need good emergency planning for earthquakes and other disasters■ Create “business express” model to fast track desired e.d. projects■ New north/south water intertie may create ROW opportunities■ Desi Arnez House■ Santa Ana River trail■ Local WWT plant is expanding to 3.35 MGD, which should serve buildout■ JCSD participates with Chino desalting plant for water supply■ Need to restart JCSD advisory committee■ Opportunity to build more trails to connect them all better
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Weaknesses	Threats
<ul style="list-style-type: none"> ■ Retail mix is not distinctive ■ Need of offices to attract restaurants and other retail ■ Daily “brain drain” due to lack of jobs ■ Lack of transit (RTA) ■ Senior Svs/Medical Svs – hospital ■ Split jurisdiction for parks – JCSD and JARPD ■ Swanlake development ■ Lack of Trans Funding/Maint. ■ No East/West connection <ul style="list-style-type: none"> ○ Limonite ○ Schleisman ○ Chino (Pine → DT 71) ■ Fire Funding ■ Lack of City Hall space ■ High school should have City name ■ The city is “invisible” <ul style="list-style-type: none"> ○ There is no post office nor exclusive zip code as in other cities ○ Google maps still identifies the community by its former unincorporated name of Mira Loma ○ Facebook does not recognize the name Eastvale ■ Eastvale lacks an identity ■ Eastvale’s econometric data is averaged in with the adjacent region and thereby lowered 	<ul style="list-style-type: none"> ■ Revenue neutrality ■ Loss of Vehicle License rev. ■ Jurupa Valley potential failure ■ Disaster plan needs development ■ Land locked ■ Traffic mitigation ■ Air pollution from trucks (Truck master plan underway) ■ Chino airport creates limitations ■ Development plans of neighbors (Ontario, Chino) ■ Dairy presence ■ State finances/tax grab ■ Behind on Pub. Safety Fac. <ul style="list-style-type: none"> ○ New health care costs → reduce care options ○ Paramedic services affected ■ Under water properties ■ Unfunded mandates <ul style="list-style-type: none"> ○ Stormwater ○ ADA ○ Public Process ■ School traffic → Clustered in one area ■ Maintain rural boundary ■ Increased transportation gridlock as region grows ■ Second wave of foreclosures?

<p>Weaknesses (Continued)</p> <ul style="list-style-type: none">■ Lack of church sites■ Water meter approvals take too long■ No infrastructure for recycled water■ Internal staffing and procedures have limited capacity■ Developments need permits from multiple agencies with little coordination■ No local theater or cultural venues■ Lack of land	<p>Threats (Continued)</p> <ul style="list-style-type: none">■ Other nearby cities are much larger and have bigger budgets and are attracting major developments■ Although Eastvale would like more office development, the office vacancy rates are still very high in the region■ Jurupa Valley has a lot more land for development
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APPENDIX B: ECONOMIC DEVELOPMENT MARKETING PROGRAM

THE
placemaking
GROUP

POSITION
COMMUNICATE 
INSPIRE

EASTVALE, CALIFORNIA ECONOMIC DEVELOPMENT MARKETING PROGRAM

March 20, 2013

Introduction

This report includes marketing communication tactics for Eastvale to include in a business attraction/economic development marketing program. The program builds off of the key messages established in the Branding Blueprint and is intended to increase awareness and establish recognition among target audiences for the city's current attributes, with the ultimate goal of attracting businesses and revenue.

The marketing of Eastvale can begin with stories on the city's assets, especially its available land and commercial real estate space. Consistently communicating positive news about the city can result in increased interest from businesses, commercial real estate professionals and other target audiences.

Marketing Communication Tactics

Utilizing the following communication vehicles, the target audiences listed in the Branding Blueprint can be reached.

BRAND ELEMENTS	STRATEGIES, DESCRIPTIONS, COMMENTS
Brand Product/Service	Strategically located with available land. New infrastructure, new homes, good schools, safe, educated workforce, accessible and responsive city government.
Brand Vision	A prosperous city with an excellent quality of life, attracting metropolitan-level retail, restaurants, and office businesses that employ local residents.
Brand Positioning	New, growing city, more upscale than neighboring communities, but lacks awareness amongst those outside of city and literally not on the map.
Brand Target	Brokers, site selectors, developers, current businesses, businesses that residents work at outside of Eastvale, businesses in specific sectors/industries, media.
Brand Name	City of Eastvale, CA
Brand Identity	Existing logo with tagline, : <i>Community*Pride*Prosperity</i>
Brand Promise	Well-thought out community with new infrastructure, transportation access, available land, low utility rates. City is business friendly with top-level customer service.
Brand Personality	Acknowledged, supported, valued.
Brand Emotion	Family-oriented values, small town neighborhood feel, civic pride, attainable housing
Brand Experience	Excellent customer service, proactive city government-easy to do business with.
Brand Quality	More growth opportunity than nearby cities. City is responsive to business requests, more development than neighboring cities.
Brand Pricing	Competitive land costs and city fees, reasonably-priced quality homes, high lease rates
Brand Packaging/Distribution	City website, word-of-mouth, developers, trade show, digital billboard on I-15
Brand Association	Upcoming Silver Lakes development, Ball/Arnaz house, nearby universities.
Brand Credentials	5th Fastest growing city in CA., highest median household income in Riverside Co., One of four American school districts selected as finalist for Broad Prize for Urban Education, Award of Excellence for parks, \$5-million technology grant for schools.
Brand Message	Eastvale is a clean, safe, and easily accessible Southern California community, with available land for retail, office and large mixed-use development.

Eastvale, California Economic Development Website

Create a professionally designed, graphically-appealing website solely devoted to doing business in Eastvale and attracting and retaining businesses. This website is separate from any city, county or business organization website, however it can have links to any of those sites. The site's content reflects the brand and supports the vision and mission statements and includes:

- Demographics and census information
- Available properties
- Developable land
- Permit process
- City/county/state economic development resources
- Business Resources
- Commercial real estate news and events such as office leases, construction milestones. Updated regularly. Fresh content increases search engine rankings making it easier for Eastvale to be "found" by target audiences
- Downloadable pdfs of available properties
- Email newsletter signup form

An example of such a website can be found at: <http://www.suisuncitybusiness.com>

The economic development website serves as a primary marketing instrument for raising awareness of the city and its business and commercial real estate opportunities. To drive traffic to the site, outreach to target audiences needs to occur through the following:

- Press releases
- Publicity (send to local media)
- Email marketing
- Direct mail
- Advertising
- Economic Development Presentation Folder
- Social media

Press Releases

Issue six press releases a year through a press release distribution service such as PRNewswire or BusinessWire. This places the press release on hundreds of websites that can include yahoofinance.com, msn.com, reuters.com, wallstreetjournalmarket watch.com, and GlobeSt.com. Being picked up by such sites helps Eastvale to be “found,” and increases its search engine rankings, driving traffic to Eastvale’s economic development website. Press releases can also be sent to local and regional business reporters as well as commercial real estate and vertical market trade publications.

Press releases should be no more than 400 words and written using words and phrases that are being searched for. This can be researched through Google AdWords Keyword Tool. For example the phrase, Riverside County land, has almost 2,000 searches/month. Keyword research would be part of a marketing communications program.

Press release topics can include:

- Eastvale is a choice Southern California location for retail, office and large mixed-use development in a city that has an accessible and responsive city government.
- Eastvale launches new economic development website
- Available when office space in Eastvale is ideal for professional services and technology companies.
- New businesses locate in Eastvale-does not have to be a large business, but include any that lease or buy space or land. Include information about type of business, where located, quote from business owner about why chose to locate in Eastvale. Can include more than one business per release.
- News from existing businesses-new hires, expansions, achievements. Can include information about more than one business.
- All press releases have an *About Eastvale* section that describes the city's attributes and assets.

Editorial Calendars

Research editorial calendars in targeted publications to determine publicity possibilities. Most publications now have websites where articles are posted, which increases awareness and search engine rankings. Examples of publications to target include (this is not a complete list):

- California Centers magazine
- Commercial Property News magazine

- ENR California (Engineering-News Record)
- Green Building News (If there are projects/news that are applicable)
- HispanicBusiness.com (Formerly Hispanic Business magazine)
- Inland Empire Business Journal
- Nation's Restaurant News
- Shopping Center Business magazine
- Shopping Centers Today magazine
- Site selection magazine

Email Newsletter

An email newsletter distributed four times a year to brokers, developers and site selection decision makers that features business and commercial real estate activity will serve to raise Eastvale's profile and seek to drive traffic to the economic development website.

Content is written as short items and links to pages on the economic development website. Content can be the same or similar to press release content and include any upcoming projects, completed projects, available land, available office space, news from existing businesses, quote from Eastvale business person on why the city is a good place to do business, ease of doing business with the city as well as its additional attributes/assets.

Realtors, developers, the Chamber of Commerce or other business organizations can sponsor an email newsletter. Sponsors can have logos or other promotional messages and identification on the newsletter.

The newsletter can be distributed to an existing list or a list can be purchased.

Direct mail

Create a series of direct mail pieces focused on Eastvale's attributes. Include a link and/or QR code to the economic development web site.

Advertising

An annual advertising plan will serve to promote the city's attributes and the benefits of locating a business in Eastvale. The plan will determine what media to advertise in--print, Internet and/or broadcast, as well as the theme/focus of the campaign.

An advertising possibility, if budget allows, and if regional newspapers are willing to sell the space is an insert focused on doing business in Eastvale. Enough copies can be printed so that it can also be used as a handout at trade shows and given to prospects.

The city would have control over content, which can feature topics such as local business and commercial real estate news, any new construction, profiles of business and city officials, and ease of doing business with the city.

Local businesses, the Chamber of Commerce, and other business groups can be asked to contribute to the cost of the insert.

Broker Event

Consider holding a broker event when a large project is completed or near completion, including the new SilverLakes Equestrian and Sports Park, to educate commercial real estate professionals about Eastvale. A broker event would include a presentation by city officials and tour of available sites and other places of interest in the city.

To produce and promote such an event, there would need to be direct contact with brokers, site selectors, commercial real estate brokers, an email newsletter, publicity, and coordination with regional chambers, business organizations and associations.

Presentation Folder

Eastvale may already have a presentation folder. Content included in it should be reviewed. If one does not exist, consider creating a 9" x 12" finished size, four-sided color pocket folder that has the same look and feel as the economic development website. It can be used as a handout for prospects and at trade shows.

Social media

Continue to update Eastvale's existing Twitter and Facebook pages, and include posts with commercial real estate news. Content for posts can come from press releases. Include links to the economic development website.

Awards

Eastvale already has received some awards. Continue to apply for awards to increase the city’s profile and add to its credentials. Possible award categories include those related to livable communities, good schools, women in municipal government, new construction and innovative building projects.

Measurement

A set of measurements can be developed to determine the effectiveness of the economic development marketing program. Measurements can include:

- Inquiries to the city's economic development/planning departments
- Email sign ups through the economic development website
- Media coverage
- Vacancy rate
- Business license applications
- New construction scheduled or underway

Budget

Estimated Budget for One-Year Marketing Communications Program, Eastvale, CA



	LOW	HIGH
Planning		
Strategy and planning, ongoing communications meetings, program management	\$12,000	\$18,000
Website		
Eastvale economic development website. (Fee is dependent on design, number of options requested, use of original or existing content, available photos, specifications, functionality). Samples may be found at the following links: http://www.suisuncitybusiness.com , http://edc.cityoflansingmi.com/ , http://www.co.monterey.ca.us/EconomicDevelopment/economy-workforce.shtml	\$10,000	\$25,000

	LOW	HIGH
Publicity		
Write six (6) press releases. Research, writing, approval process, targeting topics such as: Overview of why Eastvale as an attractive business location; Launch of new economic development website; Available office and/or commercial real estate space; Announcements of new businesses locating in Eastvale, Business roundup including new hires, achievements, expansions.	\$3,000	\$4,500
Press Release Distribution (Depends on distribution service used and length of release).	\$1,404	\$1,830
Editorial Calendar Research (Depends on number of media outlets researched).	\$700	\$1,200
Email Marketing		
Email Newsletter Template design and development	\$900	\$1,350
Four (4) Email Newsletters/year, one per quarter-Writing, layout, distribution	\$2,800	\$5,200
Direct Mail		
Series of direct mail pieces. Design & development. Fee's based on four (4) pieces does not include printing.	\$12,000	\$20,000
Marketing Collateral		
Presentation Folder -Design, Development. Photos. High range would involve a photo shoot. Does not include printing. Does not include writing or design of inserts for folder.	\$4,000	\$10,000
Awards		
Research and submit to two to four awards/year. Further research would need to be done, but possibilities include: California League of Cities' Helen Putnam Award; Golden Hub of Innovation Award; America's Crown Communities Award; All-America City Award.	\$3,000	\$6,000
Advertising -TBD. Requires research and its own plan.		
Broker Event -TBD. Would require event development, invitations, OR webinar to interest brokers in visiting and possibly attend broker event.		

This budget does not include fees for Facebook or Twitter since these pages currently exist and are being maintained. It does not include fees for advertising, which would need to be further researched and would need its own plan. A fee for a broker event is also not included, because that also could require its own plan. The budget is based on Placemaking Group's hourly rates which range from \$65 to \$225/hour, with most work generally in the \$150-\$175/hour range.

APPENDIX C: ECONOMIC ANALYSIS

DEMOGRAPHIC AND LABOR FORCE CHARACTERISTICS

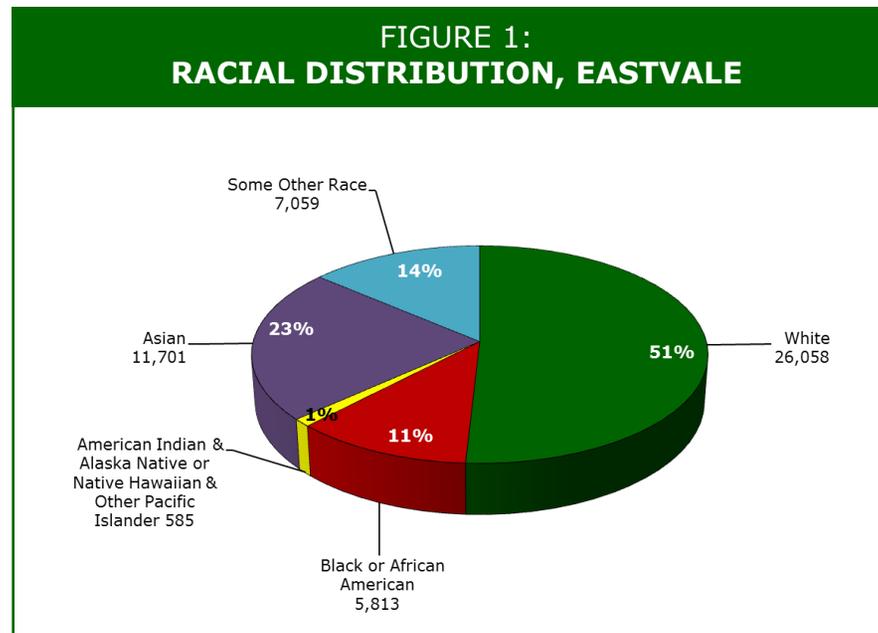
The State Department of Finance reports the population for Eastvale at 55,602, as of January 2012. The most recent data on demographic and labor force characteristics, however, is from the American Community Survey (ACS) 5-year Estimate online database and the Local Employment Dynamics from 2010. As shown in Table 1, Eastvale has an employed labor force of over 25,146 workers, of which fewer than 500 are estimated to be employed in Eastvale itself.

TABLE 1: POPULATION AND JOB TRENDS, 2011 EASTVALE AND RIVERSIDE COUNTY				
	EASTVALE		RIVERSIDE COUNTY	
	Count	Percent of Total Population	Count	Percent of Total Population
Total Population	53,437	100.0%	2,154,844	100.0%
Working Age Population (18-64)	37,574	70.3%	1,612,644	74.8%
Employed Labor Force	25,146	47.1%	868,898	40.3%
Living and Working in Selected Area	478	0.9%	528,290	24.5%

Source: ADE, Decennial Census 2000 and 2010; Local Employment Dynamics OnTheMap

SPOKEN BY FAMILIES IN THE DISTRICT. TABLE 2: RACE		
	Population	Share
Total Population	53,437	100.0%
One Race	51,216	96.0%
Two or more races	2,221	4.0%
Hispanic	21,420	40%
Non-Hispanic	32,017	60%

Source: ADE, American Community Survey 5-Year Estimates

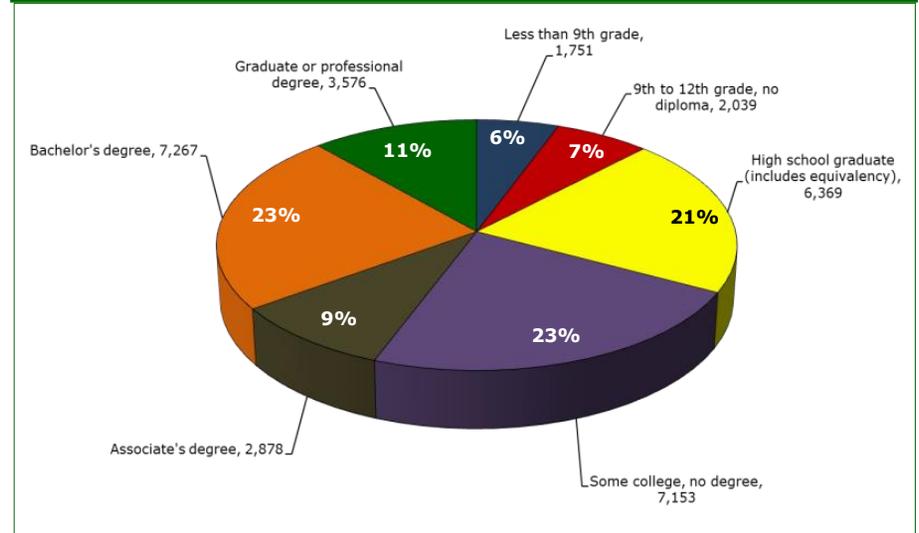


Source: ADE, American Community Survey 5-Year Estimates

EDUCATIONAL ATTAINMENT

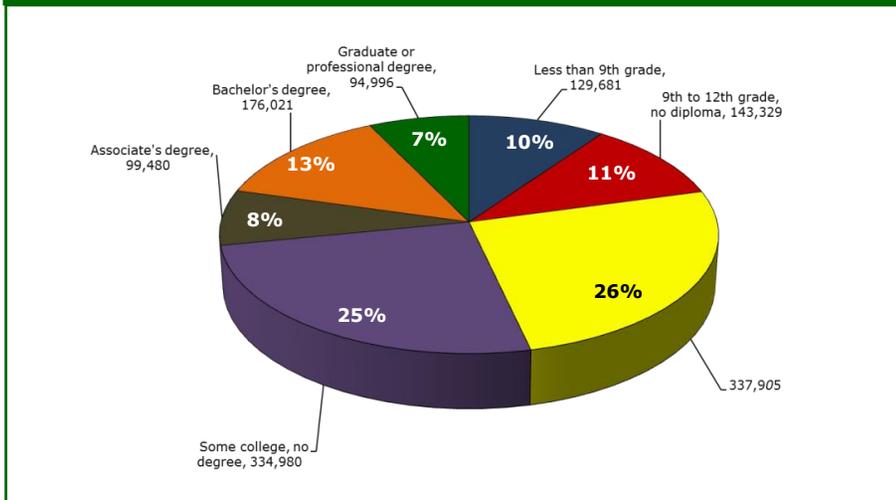
ACS also reports the educational attainment for the population 25 years and older. Figure 2, Figure 3, and Figure 4 show the level of education at the city, county, and state level. In the city of Eastvale, 21 percent of people 25 years and over graduated from high school and more than 35 percent of Eastvale's population received either a Bachelor's, Graduate or professional degree. At the county level, the population with a Bachelor's degree or higher is close to 20 percent. In the State of California, 30 percent of people 25 years of age and more have a Bachelor's degree or higher. This shows that the city of Eastvale has a higher percentage of highly educated population compared to the county and the State.

**FIGURE 2:
EASTVALE**



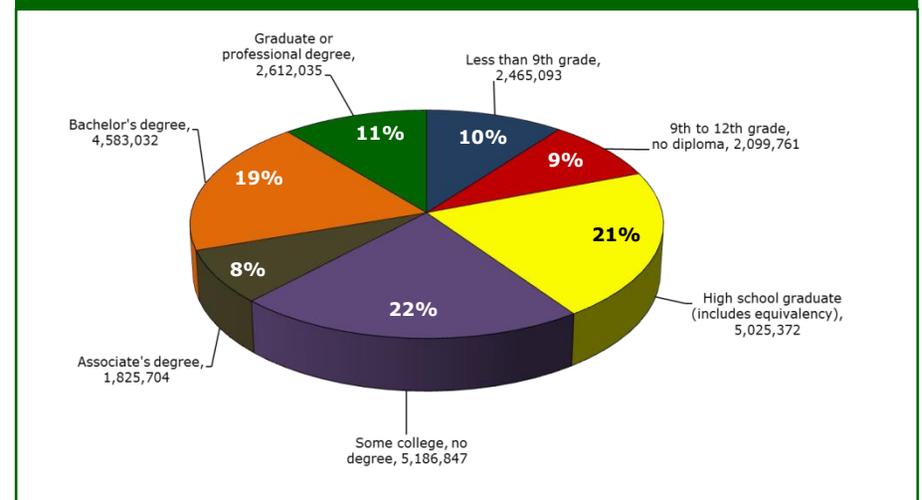
Source: ADE, American Community Survey 5-Year Estimates

**FIGURE 3:
RIVERSIDE COUNTY**



Source: ADE, American Community Survey 5-Year Estimates

**FIGURE 4:
STATE OF CALIFORNIA**



Source: ADE, American Community Survey 5-Year Estimates

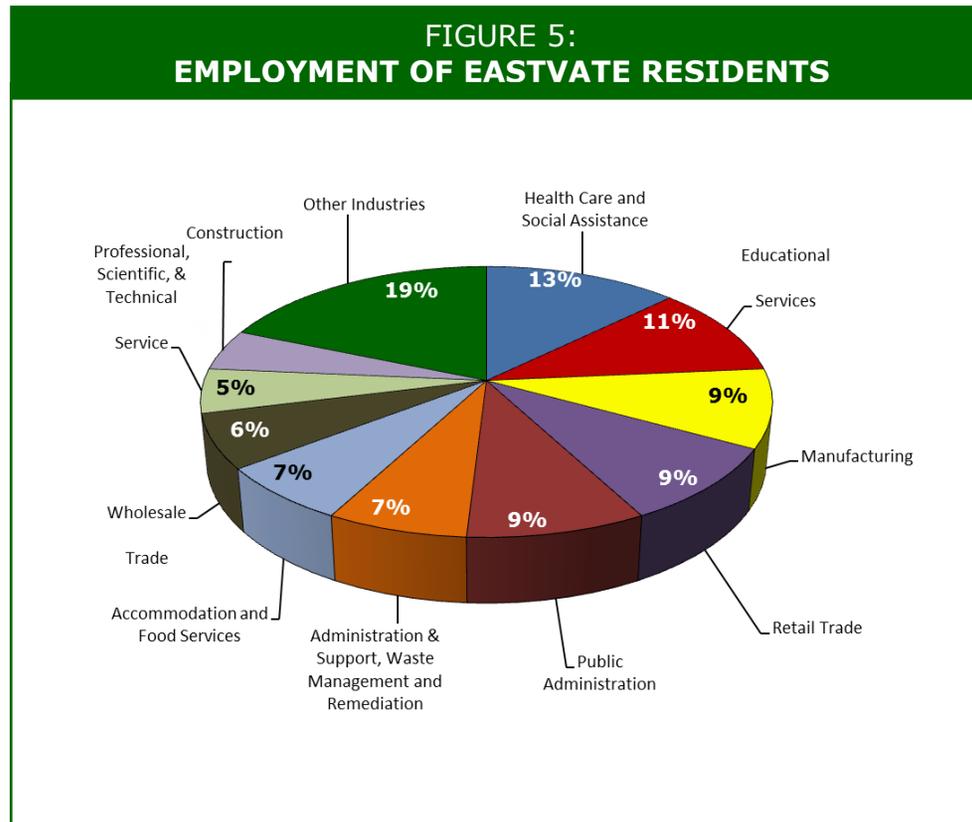
LOCAL ECONOMIC SETTING: EMPLOYMENT AND LABOR FORCE

According to the ACS, the city of Eastvale included 25,146 employed residents in 2010. Health Care and Social Assistance was the lead industry employing Eastvale residents with 3,227 employees. In addition, 2,710 residents were hired by Educational Services, 2,364 were hired in Manufacturing, 2,304 worked in Retail Trade, and 2,218 worked in Public Administration. The sixth largest hiring industry was Administration & support, Waste management and Remediation with 1,732 employees. Table 3, demonstrates the distribution of the city’s labor force among 20 job sectors. It is important to note that very few of the 25,146 workers are hired within Eastvale’s geographic boundary. Ninety-eight percent of the labor force population commute to work and only 478 were employed by businesses in Eastvale.

TABLE 3: EMPLOYMENT OF EASTVALE RESIDENTS			
NAICS Code 2007		Labor Force	Industry Share
62	Health Care and Social Assistance	3,227	12.83%
61	Educational Services	2,710	10.78%
31	Manufacturing	2,364	9.40%
44	Retail Trade	2,304	9.16%
92	Public Administration	2,218	8.82%
56	Administration & Support, Waste Management and Remediation	1,732	6.89%
72	Accommodation and Food Services	1,698	6.75%
42	Wholesale Trade	1,646	6.55%
54	Professional, Scientific, and Technical Services	1,326	5.27%
23	Construction	1,233	4.91%
48	Transportation and Warehousing	999	3.97%
52	Finance and Insurance	913	3.63%
81	Other Services (excluding Public Administration)	838	3.33%
51	Information	469	1.87%
53	Real Estate and Rental and Leasing	406	1.62%
55	Management of Companies and Enterprises	394	1.57%
71	Arts, Entertainment, and Recreation	293	1.17%

NAICS Code 2007		Labor Force	Industry Share
22	Utilities	214	0.85%
11	Agriculture, Forestry, Fishing and Hunting	149	0.59%
21	Mining, Quarrying, and Oil and Gas Extraction	15	0.06%
Total		25,146	100.00%

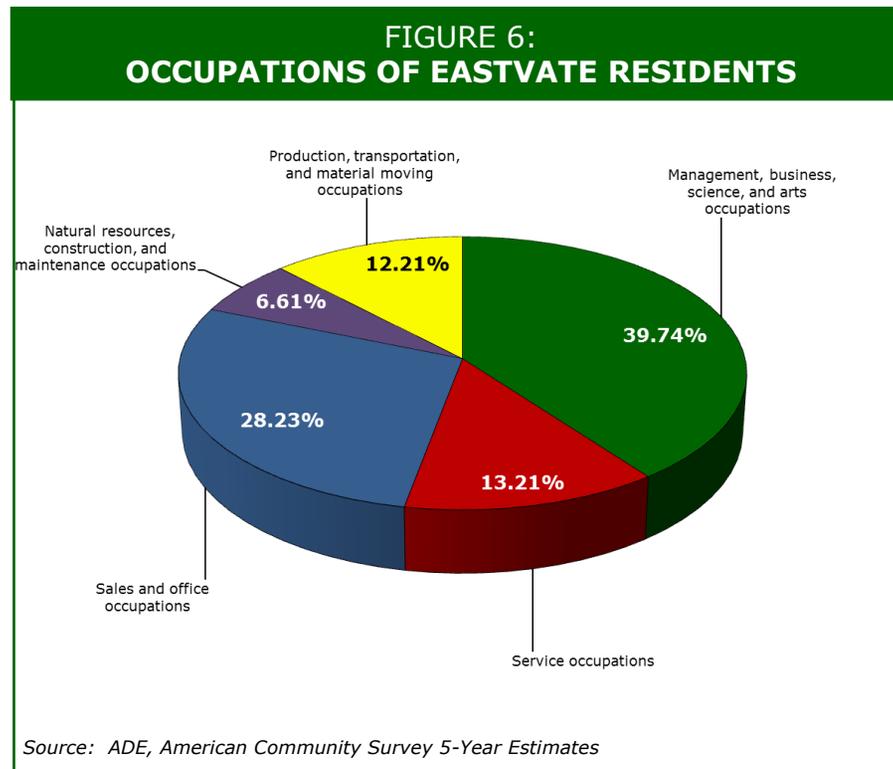
Source: ADE, American Community Survey 5-Year Estimates; Local Employment Dynamics OnTheMap



Source: ADE, American Community Survey 5-Year Estimates

TABLE 4: OCCUPATION OF EASTVALE RESIDENTS		
Occupation	Count	Share
Civilian employed population 16 years and over	25,176	100.00%
Management, business, science, and arts occupations	9,990	39.70%
Service occupations	3,319	13.20%
Sales and office occupations	7,091	28.20%
Natural resources, construction, and maintenance occupations	1,666	6.60%
Production, transportation, and material moving occupations	3,080	12.20%

Source: ADE, American Community Survey 5-Year Estimates



EASTVALE BUSINESS SETTING AND EMPLOYMENT TREND

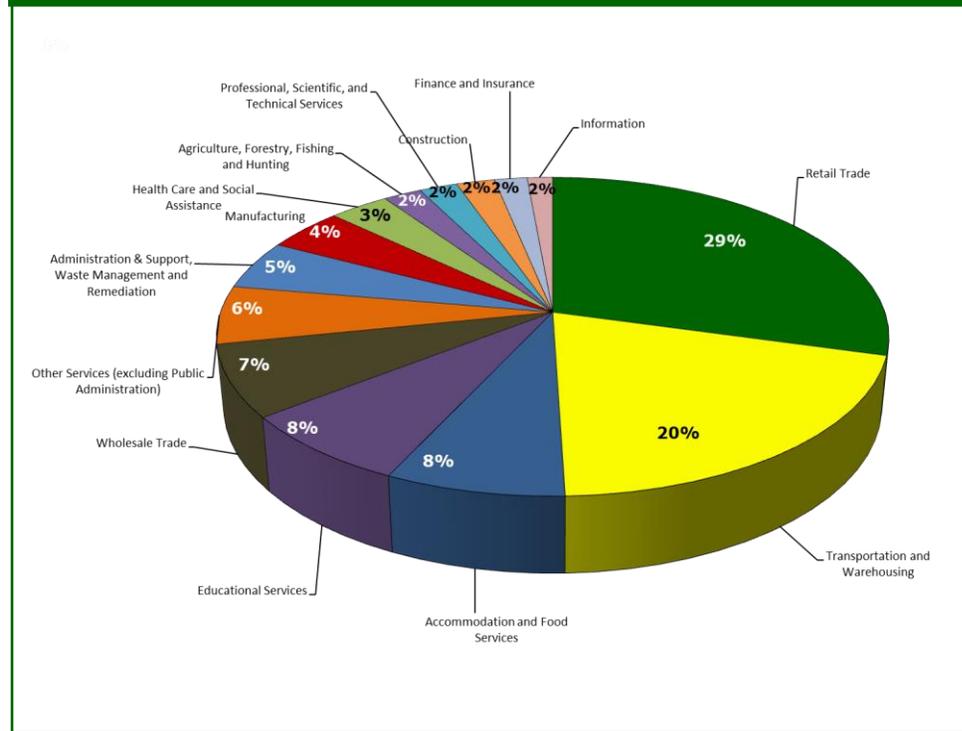
While Table 3 ranks industries that attract Eastvale’s working population, Table 5 presents the types of businesses located in the city of Eastvale. (Where available, the table also identifies typical businesses in each category). Eastvale currently does not offer a diverse mix of businesses since it has a higher concentration of retail compared to other businesses. Retail is the largest business sector with nearly 30 percent of the jobs. This is augmented by 8 percent of the jobs in restaurants and food services. Transportation and Warehousing hires close to 20 percent of people that work in Eastvale. Food Services is the third largest business sector but includes a significantly lower employment share of 7.4 percent compared to Transportation and Warehousing. Educational Services and Wholesale Trade are the fourth and fifth major businesses and also account for close to 8 percent of the employment share.

**TABLE 5:
JOBS LOCATED IN EASTVALE (WITH BUSINESS EXAMPLES)**

		Count	Share
1	Retail Trade (<i>Home Depot, Von’s, Kohl’s, Walgreens, Staples, Best Buy, CVS</i>)	1,128	28.90%
2	Transportation and Warehousing (<i>DCS Logistics, OPC Trucking</i>)	774	19.90%
3	Food Services (<i>Applebee’s, Taco Bell, Starbucks</i>)	289	7.40%
4	Educational Services (Local schools)	287	7.40%
5	Wholesale Trade (<i>Wal-Mart Distribution, Ingram Micro</i>)	282	7.20%
6	Other Services (excluding Public Administration)	227	5.80%
7	Administration & Support, Waste Management and Remediation	193	4.90%
8	Manufacturing (<i>Tell Manufacturing</i>)	168	4.30%
9	Health Care and Social Assistance (Gateway Dental Group)	128	3.30%
10	Agriculture (Dairies)	83	2.10%
11	Professional, Scientific, and Technical Services	81	2.10%
12	Construction	80	2.10%
13	Finance and Insurance	71	1.80%
14	Information	54	1.40%
15	Utilities	22	0.60%
16	Public Administration (<i>City of Eastvale</i>)	17	0.40%
17	Arts, Entertainment, and Recreation	13	0.30%
18	Mining, Quarrying, and Oil and Gas Extraction	1	0.00%
19	Real Estate and Rental and Leasing	1	0.00%
20	Management of Companies and Enterprises	0	0.00%

Source: ADE, Local Employment Dynamics OnTheMap

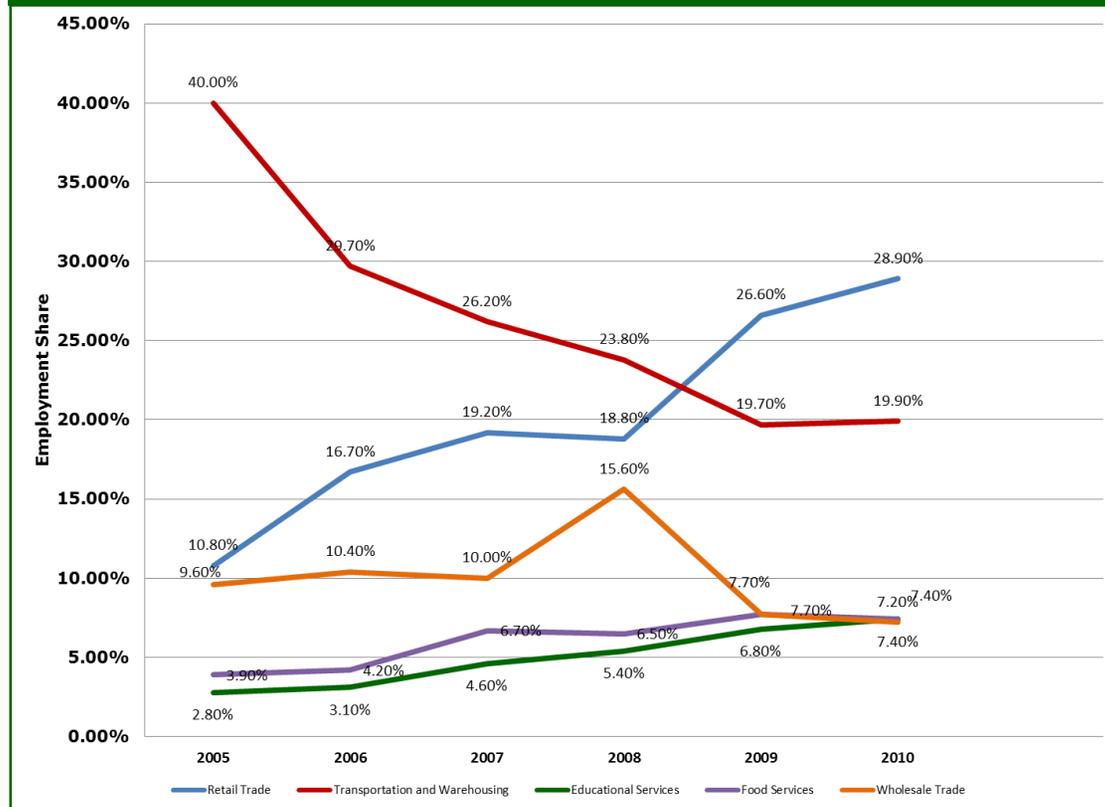
**FIGURE 7:
JOBS LOCATED IN EASTVALE**



Source: ADE, Local Employment Dynamics OnTheMap

Figure 8 shows that retail trade increased in share through 2005, 2006, and 2007 before its mild decline in 2008. However, an increase of about 8 percent from 2008 to 2009 shows stabilization in retail growth. Retail businesses maintained their growth between 2009 and 2010 and gained another 3 percent increase in 2010, reaching close to 30% of the employment share in Eastvale. Other industrial land uses such as Transportation and Warehousing and Wholesale Trade showed a contrasting trend by declining in share within the five year period between 2005 and 2010. This is probably due in part to this sector remaining stable while retail employment was growing. Educational Services and Food Services Sectors have continued a mild increase over the same time period

**FIGURE 8:
EMPLOYMENT TRENDS FOR TOP FIVE BUSINESS TYPES IN
EASTVALE**



Source: ADE, Local Employment Dynamics OnTheMap, March 2013

LABOR FORCE COMMUTE PATTERNS

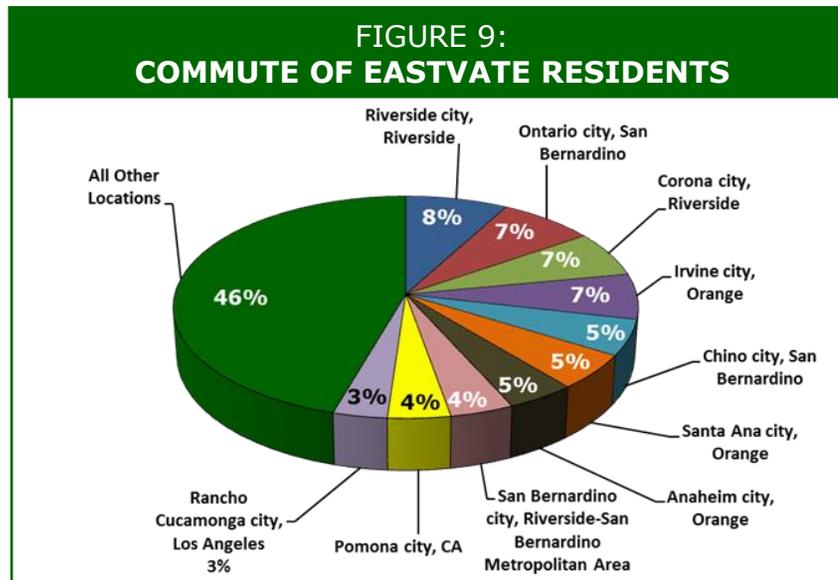
As mentioned before, Eastvale, defined as a census designated place by ACS, has 25,146 employed residents. According to Local Employment Dynamics (LED), 98 percent of the population commutes to other cities for work and only two percent are hired by businesses that are located in the Eastvale. Table 6 reports the top ten cities in the region that the labor force commutes to for work. Table 7, on the other hand, presents the top ten home destinations for workers who commute to Eastvale.

**TABLE 6:
COMMUTE DESTINATIONS FOR EASTVALE RESIDENTS**

City	County	Eastvale Labor force
Riverside	Riverside	7.9%
Ontario	San Bernardino	7.4%
Corona	Riverside	6.6%
Irvine	Orange	6.6%
Chino	San Bernardino	5.2%
Santa Ana	Orange	5.2%
Anaheim	Orange	4.3%
San Bernardino	Riverside-San Bernardino metropolitan area	4.0%
Pomona	Los Angeles	3.9%
Rancho Cucamonga	San Bernardino	3.4%
All Other Locations		45.5%

Source: ADE, Local Employment Dynamics OnTheMap

**FIGURE 9:
COMMUTE OF EASTVALE RESIDENTS**



Source: ADE, Local Employment Dynamics OnTheMap

TABLE 7: HOME DESTINATION FOR WORKERS WHO COMMUTE TO EASTVALE		
City	County	Share
Riverside	Riverside	6.2%
Eastvale	Riverside	6.0%
Corona	Riverside	5.5%
Los Angeles	Los Angeles	4.0%
Fontana	San Bernardino	3.6%
Ontario	San Bernardino	3.5%
Rancho Cucamonga	San Bernardino	2.9%
Moreno Valley	Riverside	2.5%
Mira Loma	Riverside	2.1%
Rialto	San Bernardino	2.0%
San Bernardino	San Bernardino	1.9%
All Other Locations		60.0%

Source: ADE, Local Employment Dynamics OnTheMap

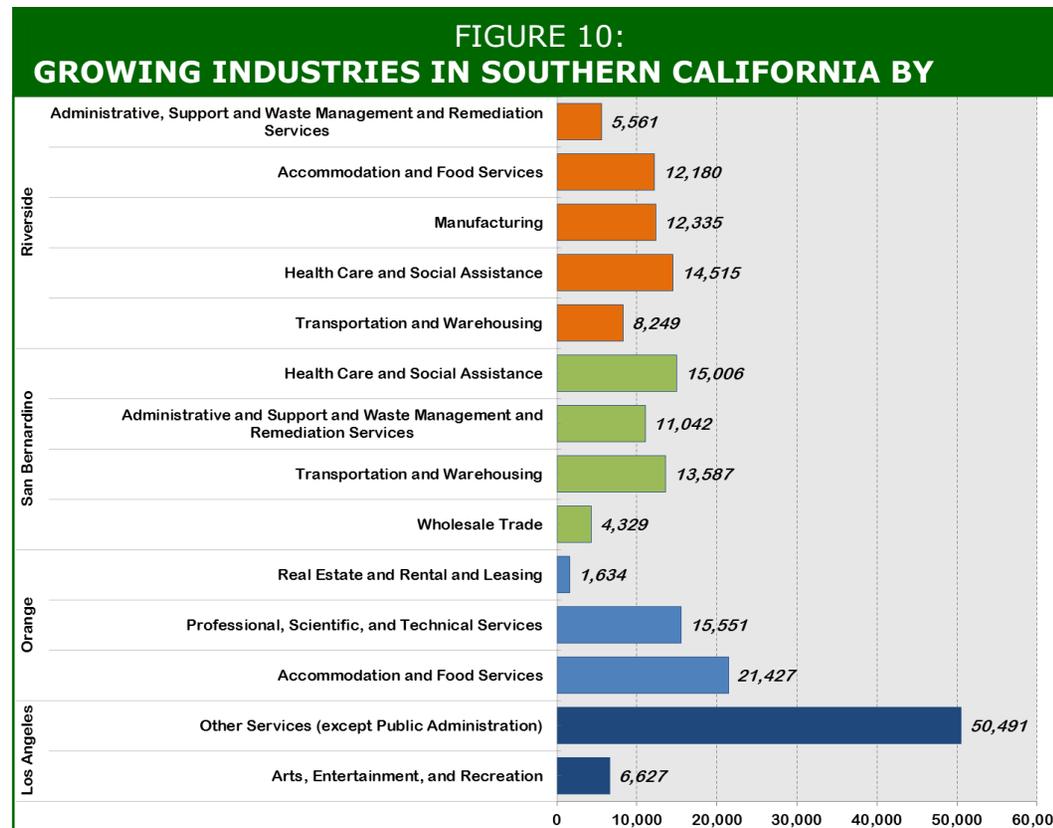
ANALYSIS OF BASE INDUSTRIES IN LOS ANGELES, ORANGE, SAN BERNARDINO, AND RIVERSIDE COUNTIES

ADE ranked the industries within the four counties of Los Angeles, Orange, San Bernardino, and Riverside County based upon two economic indicators – job growth between 2001 and 2011, and employment concentration relative to the state. Once the indicators were calculated, the industries were placed into one of four “quadrants.” These quadrants indicate the performance of a particular industry within the regional economy. Following is a description of the four “quadrants:”

- **Positive Job Growth – High Concentration:** Industries within this quadrant are considered growing economic base sectors. They are economic base industries that have a high growth rate and a high local concentration. They constitute the strength of the economy, and represent opportunities for growth in other areas such as supplier industries.
- **Positive Job Growth – Low Concentration:** This quadrant contains the emerging industries. These industries have shown accelerated growth, but are still small and have room for further expansion.

- **Negative Job Growth – High Concentration:** The declining economic base includes industry sectors that have a high local concentration but have a negative growth rate. These businesses have a concentration based on local comparative advantages, but the industry is weakening. They are large industries that have shown some recent vulnerability, and could be considered business retention targets.
- **Negative Job Growth – Low Concentration:** These industries do not have a notable regional presence and do not have growth prospects as strong as the industries in other quadrants. Industry sectors in this category would normally be considered targets only as part of a strategy to increase the local creation of products or services now being imported to strengthen a local industry cluster.

Using the above categories, the next section displays the industries that are growing as well as the small emerging industries. Although base industries are usually limited to manufacturing, warehousing, and technology companies, others are included here because of their importance and possible land use implications. The results of the analysis are summarized in Figure 10.



Source: ADE, based on Implan CEW.

GROWING BASE

Table 8 presents growing base industries, at the 3 digit NAICS Classification level, for the four counties under study. The largest growing industry in Los Angeles County was NAICS 512, Motion Pictures and Sound Recording Industries, employing 120,921 people regionally in 2011. Employment in this industry increased 21 percent between 2001 and 2011. During the same period, statewide employment in this industry also increased, though at a slower rate of 12 percent. In Orange County, NAICS 621, Ambulatory Health Care Services, was the largest growing industry employing 66,814 people regionally in 2011. Employment increased in this industry by 47 percent between 2001 and 2011, or 21,428 additional employees. This industry also had an increase of 37 percent at the state level, which is relatively a modest increase compared to its regional growth. Moreover, in San Bernardino County, NAICS code 561, or the Administrative and Support Services was the largest growing industry in the region. This industry increased its number of employees by 30 percent, employing 47,072 people in 2011. Conversely, the same industry had a decrease of 8 percent at the state level compared to 2001, losing 82,107 jobs by 2011. Finally, the Riverside County saw an increase of 35 percent in Food Services and Drinking Places in 2011 and reached 49,178 employees.

In Los Angeles County, the second largest growing industry is Merchant Wholesalers, Nondurable Goods, NAICS 424. This Industry employed 90,435 people in 2011, regionally, with a slow rate increase of 9 percent between 2001 and 2011. The percentage increase of employees at the state level is also at 9 percent. In Orange County, the Food Services and Drinking Places industry, NAICS 722, increased by 18 percent between 2001 and 2011 employing 115,235 people, regionally, in 2011. The statewide employment growth was also close to its regional figure at 15 percent. In San Bernardino County, the Ambulatory Health Care Services industry, NAICS 621, had an increase of 45 percent regionally, and 37 percent statewide. In 2011, this industry employed 27,943 in the region. Riverside County had an increase of 48 percent in the Ambulatory Health Care Services industry as its second largest growing industry. At the state level, the same industry had a modest increase of 37 percent. 25,797 people were regionally employed in 2011 by this industry.

In brief, in Orange County, San Bernardino County, and Riverside County the Ambulatory Health Care Services and Food Services and Drinking Places had considerable employment growth between 2001 and 2011 as growing base industries. The growing base industry types in the county of Los Angeles are different from the other three counties.

**TABLE 8:
GROWING ECONOMIC BASE INDUSTRIES²**

NAICS	2007 NAICS US Title	County Employment 2001	County Employment 2011	Location Quotient 2011	Change in Employment, 2001 to 2011	Percentage Change in Employment, 2001 to 2011	Shift-share
Los Angeles							
512	Motion Picture and Sound Recording Industries	99,333	120,921	3.09	21,588	21.7%	0.09
424	Merchant Wholesalers, Nondurable Goods	82,860	90,435	1.33	7,575	9.1%	0.00
711	Performing Arts, Spectator Sports, and Related Industries	26,866	29,545	1.75	2,679	10.0%	0.02
531	Real Estate	49,935	51,935	1.02	2,000	4.0%	0.01
483	Water Transportation	1,384	3,010	2.09	1,626	117.5%	0.94
485	Transit and Ground Passenger Transportation	11,679	12,626	1.23	947	8.1%	0.01
Orange							
621	Ambulatory Health Care Services	45,386	66,814	1.02	21,428.00	47.2%	0.10
722	Food Services and Drinking Places	97,464	115,235	1.06	17,771.00	18.2%	0.03
541	Professional, Scientific, and Technical Services	94,091	109,642	1.04	15,551.00	16.5%	0.08
531	Real Estate	24,894	28,873	1.54	3,979.00	16.0%	0.13
721	Accommodation	18,691	22,347	1.12	3,656.00	19.6%	0.18
339	Miscellaneous Manufacturing	16,148	19,090	2.35	2,942.00	18.2%	0.37
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	8,202	9,518	1.22	1,316.00	16.0%	0.32
525	Funds, Trusts, and Other Financial Vehicles	578	1,848	1.80	1,270.00	219.7%	1.98
561	Administrative and Support Services	108,904	109,757	1.31	853.00	0.8%	0.10
237	Heavy and Civil Engineering Construction	6,383	7,108	1.04	725.00	11.4%	0.35
486	Pipeline Transportation	36	350	1.26	313.65	871.3%	8.47
San Bernardino							
561	Administrative and Support Services	36,078	47,072	1.42	10,994	30.5%	0.39
621	Ambulatory Health Care Services	19,250	27,943	1.08	8,693	45.2%	0.08
722	Food Services and Drinking Places	37,765	45,274	1.05	7,509	19.9%	0.05
493	Warehousing and Storage	5,096	11,004	4.11	5,908	115.9%	1.03
484	Truck Transportation	12,182	17,429	4.13	5,247	43.1%	0.51

2 Table 8 provides a detailed list of growing base industries and emerging industries in the selected time frame. This table is sorted by percentage change in employment to demonstrate the fastest growing industries. The percent change is calculated by dividing the employment change between 2001 and 2011 by the employment in 2011. For this reason, some job sectors with a small employment number in 2001 have a higher percent change compared businesses with the highest employment change. For example, the Water Transportation industry in Los Angeles County has a percent change of 118 percent, but only a growth of 1626 employees. The Motion Pictures and Sound Recording industry had an increase of 21,588 employees which is only 21.7 percent. This shows that the Motion Picture and Sound Recording Industry grew faster than the Water Transportation industry. However, the location quotient and shift share still shows that Water Transportation is a primary source of employment and is concentrated more than other businesses and growing faster in Los Angeles than in other locations in the state.

622	Hospitals	16,760	20,434	1.39	3,674	21.9%	0.10
423	Merchant Wholesalers, Durable Goods	15,570	18,345	1.48	2,775	17.8%	0.33
488	Support Activities for Transportation	2,289	3,914	1.29	1,625	71.0%	0.68
221	Utilities	3,498	4,241	1.84	743	21.2%	0.15
492	Couriers and Messengers	5,122	5,749	2.53	627	12.2%	0.38
314	Textile Product Mills	528	664	1.96	136	25.8%	0.79
237	Heavy and Civil Engineering Construction	4,179	4,243	1.57	64	1.5%	0.25
Riverside							
722	Food Services and Drinking Places	36,231	49,178	1.26	12,947	35.7%	0.21
621	Ambulatory Health Care Services	17,353	25,797	1.10	8,444	48.7%	0.11
493	Warehousing and Storage	1,341	8,616	3.54	7,275	542.5%	5.30
561	Administrative and Support Services	26,817	32,014	1.07	5,197	19.4%	0.28
622	Hospitals	10,087	13,648	1.	3,561	35.3%	0.24
517	Telecommunications	2,462	5,884	1.73	3,422	139.0%	1.77
812	Personal and Laundry Services	3,831	5,526	1.08	1,695	44.2%	0.38
339	Miscellaneous Manufacturing	5,069	5,965	2.05	896	17.7%	0.37
454	Nonstore Retailers	693	1,489	1.14	796	114.9%	1.11
485	Transit and Ground Passenger Transportation	1,058	1,476	1.09	418	39.5%	0.32
484	Truck Transportation	3,946	4,253	1.11	307	7.8%	0.16
114	Fishing, Hunting and Trapping	34	58	3.54	24	71.55%	1.27

Source: ADE, based on Implan CEW

**TABLE 9:
EMERGING INDUSTRIES**

NAICS	2007 NAICS US Title	County Employment 2001	County Employment 2011	Location Quotient 2011	Change in Employment, 2001 to 2011	Percentage Change in Employment, 2001 to 2011	Shift- share
Los Angeles							
722	Food Services and Drinking Places	246,695	286,097	0.97	39,402	15.97%	0.93%
624	Social Assistance	47,090	59,555	0.99	12,465	26.47%	2.48%
713	Amusement, Gambling, and Recreation Industries	32,211	35,599	0.77	3,388	10.52%	2.20%
721	Accommodation	38,471	39,853	0.74	1,382	3.59%	1.61%
213	Support Activities for Mining	825	1,494	0.46	669	81.09%	40.49%
521	Monetary Authorities-Central Bank	5	451	0.92	446	8920.00%	8874.23%
486	Pipeline Transportation	450	605	0.81	155	34.44%	10.21%
487	Scenic and Sightseeing Transportation	592	603	0.60	11	1.86%	0.60%

Orange							
611	Educational Services	14,633	23584	0.828194	8951	0.611699583	0.27249
452	General Merchandise Stores	20,723	26976	0.918237	6253	0.301742026	0.077799
623	Nursing and Residential Care Facilities	15,802	21063	0.826865	5261	0.33293254	0.170638
622	Hospitals	26,067	31079	0.836441	5012	0.192273756	0.077354
624	Social Assistance	11,144	15246	0.689307	4102	0.368090452	0.128184
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	9086	11891	0.80498	2805	0.308716707	0.262868
493	Warehousing and Storage	4,207	5803	0.855894	1596	0.37936772	0.250932
221	Utilities	3,447	4015	0.688519	568	0.164780969	0.099719
446	Health and Personal Care Stores	9,819	10266	0.99215	447	0.045523984	0.070135
324	Petroleum and Coal Products Manufacturing	168	431	0.285986	263	1.56547619	1.622846
213	Support Activities for Mining	106	273	0.225642	167	1.575471698	1.169441
515	Broadcasting (except Internet)	1,426	1585	0.365464	159	0.111500701	0.186492
712	Museums, Historical Sites, and Similar Institutions	384	510	0.328923	126	0.328125	0.088418
212	Mining (except Oil and Gas)	109	111	0.211273	2	0.018348624	0.277566
San Bernardino							
541	Professional, Scientific, and Technical Services	13,011	19437	0.464586	6426	0.493889786	0.406089
624	Social Assistance	5,884	7648	0.87535	1764	0.299796057	0.059889
311	Food Manufacturing	4,164	5645	0.957405	1481	0.355667627	0.416767
524	Insurance Carriers and Related Activities	4,449	5581	0.784381	1132	0.2544392	0.378249
425	Wholesale Electronic Markets and Agents and Brokers	1,406	2420	0.64289	1014	0.721194879	0.106973
312	Beverage and Tobacco Product Manufacturing	172	993	0.587616	821	4.773255814	4.544566
522	Credit Intermediation and Related Activities	7,405	8166	0.842345	761	0.1027684	0.161163
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	4,298	5045	0.86458	747	0.173801768	0.127953
454	Nonstore Retailers	724	1215	0.84364	491	0.678176796	0.642937
481	Air Transportation	792	1240	0.757942	448	0.565656566	0.959739
531	Real Estate	4,284	4707	0.635101	423	0.098739496	0.063984
324	Petroleum and Coal Products Manufacturing	38	308.190688	0.517682	270	7.110281263	7.167651
515	Broadcasting (except Internet)	376	560	0.326874	184	0.489361702	0.564353
325	Chemical Manufacturing	2,281	2433	0.830849	152	0.06663744	0.167879
518	Data Processing, Hosting and Related Services	348	499	0.672395	151	0.433908046	1.170122
443	Electronics and Appliance Stores	2,145	2239.491891	0.891738	94	0.044052164	0.307525
721	Accommodation	3,605	3685	0.468309	80	0.022191401	0.002405
712	Museums, Historical Sites, and Similar Institutions	52	105	0.171431	53	1.019230769	0.779523
491	Postal Service	1	26	0.766331	25	25	23.60112
213	Support Activities for Mining	11	27	0.056494	16	1.454545455	1.048515
451	Sporting Goods, Hobby, Book, and Music Stores	2,728	2728.508109	0.95413	1	0.000186257	0.193585

Riverside

541	Professional, Scientific, and Technical Services	10,879	16259	0.428232	5380	0.494530747	0.40673
424	Merchant Wholesalers, Nondurable Goods	4,548	7033	0.783926	2485	0.546394019	0.45543
624	Social Assistance	4,258	5954	0.750917	1696	0.398309065	0.158402
611	Educational Services	3,586	5131	0.502623	1545	0.430842164	0.091633
522	Credit Intermediation and Related Activities	5,334	6755	0.767812	1421	0.266404199	0.324799
423	Merchant Wholesalers, Durable Goods	9,427	10737	0.955371	1310	0.138962554	0.287744
425	Wholesale Electronic Markets and Agents and Brokers	914	1911	0.559411	997	1.090809628	0.476587
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	3,423	4316	0.815031	893	0.260882267	0.215033
524	Insurance Carriers and Related Activities	2,739	3416	0.529032	677	0.2471705	0.37098
312	Beverage and Tobacco Product Manufacturing	770	1307	0.852253	537	0.697402597	0.468713
333	Machinery Manufacturing	2,035	2502.980646	0.994462	468	0.229965919	0.553235
562	Waste Management and Remediation Services	785	1149	0.776499	364	0.463694268	0.28922
488	Support Activities for Transportation	987	1346.110465	0.487877	359	0.36384039	0.330265
334	Computer and Electronic Product Manufacturing	2,849	3179.019354	0.322466	330	0.115836909	0.466242
221	Utilities	1,331	1584	0.757725	253	0.190082645	0.12502
531	Real Estate	5,011	5245	0.779817	234	0.046697266	0.011942
322	Paper Manufacturing	555	729	0.918957	174	0.313513514	0.655293
324	Petroleum and Coal Products Manufacturing	94	166	0.307256	72	0.765957447	0.823327
113	Forestry and Logging	34	96.67295318	0.963131	63	1.843322152	2.075746
518	Data Processing, Hosting and Related Services	235	285	0.423173	50	0.212765957	0.94898
492	Couriers and Messengers	1,224	1269	0.614889	45	0.036764706	0.294682
313	Textile Mills	178	219	0.677478	41	0.230337079	0.65382
491	Postal Service	2	30.14253902	0.978975	28	14.07126951	12.67239
211	Oil and Gas Extraction	3	24.49056604	0.074934	21	7.163522013	7.029547
486	Pipeline Transportation	2	16.85746098	0.169838	15	7.42873049	7.186402
487	Scenic and Sightseeing Transportation	18	30	0.225011	12	0.666666667	0.654071

Source: ADE, based on Implan CEW

TARGET INDUSTRIES

In order to distinguish industries that best serve the purpose of an economic development strategic plan, ADE classified industries based on their portion of basic employment and their growth. Growing base industries make the best target industries. These industries include a considerable share of the local economic base industry and they have generally recovered their employment levels since the recession. In addition growing smaller industries which are not locally concentrated are considered as emerging industries that the City can support.

The focus of the target industry analysis is to identify business types that bring the opportunity for expansion or should be attracted to Eastvale. Business types that generate primary employment are fundamental for a prosperous economy. Retail and commercial services are not included in this section and are discussed in the retail analysis section.

TABLE 10: GROWING ECONOMIC BASE TARGET INDUSTRIES	
County Source	2007 NAICS US Industry Title
Los Angeles	
	Transit and Ground Passenger Transportation
	Real Estate
	Performing Arts, Spectator Sports, and Related Industries
	Merchant Wholesalers, Nondurable Goods
	Motion Picture and Sound Recording Industries
Orange	
	Heavy and Civil Engineering Construction
	Administrative and Support Services
	Funds, Trusts, and Other Financial Vehicles
	Securities, Commodity Contracts, and Other Financial Investments and Related Activities
	Miscellaneous Manufacturing
	Accommodation
	Real Estate
	Professional, Scientific, and Technical Services
	Ambulatory Health Care Services

	2007 NAICS US Title
San Bernardino	
	Heavy and Civil Engineering Construction
	Food Services and Drinking Places
	Textile Product Mills
	Couriers and Messengers
	Utilities
	Support Activities for Transportation
	Merchant Wholesalers, Durable Goods
	Hospitals
	Truck Transportation
	Warehousing and Storage
	Food Services and Drinking Places
	Ambulatory Health Care Services
	Administrative and Support Services
Riverside	
	Truck Transportation
	Transit and Ground Passenger Transportation
	Miscellaneous Manufacturing
	Personal and Laundry Services
	Telecommunications
	Hospitals
	Administrative and Support Services
	Warehousing and Storage
	Ambulatory Health Care Services
	Food Services and Drinking Places

Source: ADE, based on Implan CEW

**TABLE 11:
EMERGING INDUSTRIES**

County Source	2007 NAICS US Title
Los Angeles County	
	Scenic and Sightseeing Transportation
	Monetary Authorities-Central Bank
	Accommodation
	Amusement, Gambling, and Recreation Industries
	Social Assistance
	Food Services and Drinking Places
Orange County	
	Warehousing and Storage
	Broadcasting (except Internet)
	Educational Services
	Hospitals
	Nursing and Residential Care Facilities
	Social Assistance
	Museums, Historical Sites, and Similar Institutions
	Religious, Grantmaking, Civic, Professional, and Similar Organizations
San Bernardino County	
	Support Activities for Mining
	Postal Service
	Museums, Historical Sites, and Similar Institutions
	Accommodation
	Data Processing, Hosting and Related Services
	Chemical Manufacturing
	Broadcasting (except Internet)
	Real Estate
	Air Transportation Related
	Religious, Grantmaking, Civic, Professional, and Similar Organizations
	Credit Intermediation and Related Activities
	Beverage Manufacturing
	Wholesale Electronic Markets and Agents and Brokers
	Insurance Carriers and Related Activities
	Food Manufacturing

	Social Assistance
	Professional, Scientific, and Technical Services
	Merchant Wholesalers, Durable Goods
	Hospitals
	Truck Transportation
	Warehousing and Storage
	Food Services and Drinking Places
	Ambulatory Health Care Services
	Administrative and Support Services
Riverside County	
	Scenic and Sightseeing Transportation
	Postal Service
	Textile Mills
	Couriers and Messengers
	Data Processing, Hosting and Related Services
	Paper Manufacturing
	Real Estate
	Utilities
	Computer and Electronic Product Manufacturing
	Support Activities for Transportation
	Waste Management and Remediation Services
	Machinery Manufacturing
	Beverage Manufacturing
	Insurance Carriers and Related Activities
	Religious, Grantmaking, Civic, Professional, and Similar Organizations
	Wholesale Electronic Markets and Agents and Brokers
	Merchant Wholesalers, Durable Goods
	Credit Intermediation and Related Activities
	Educational Services
	Social Assistance
	Merchant Wholesalers, Nondurable Goods
	Professional, Scientific, and Technical Services

Source: ADE, based on Implan CEW

OFFICE AND INDUSTRIAL REAL ESTATE MARKETS

Tables 12 and 13 show recent office and industrial market conditions in the Inland Empire. The vacancy rate is decreasing steadily from 2010, for both types of development, but still remains relatively high in office space. The percentage change in vacant space in the industrial market between 2011 and 2012 is 3.88 percent. Industrial absorption for the overall Inland Empire was a positive 5,200,416 in 2012. This compares to a positive 16,218,910 sq. ft. in 2011 and a positive 11,109,022 sq. ft. in 2010.

**TABLE 12:
OFFICE MARKET OVERVIEW, INLAND EMPIRE**

	2012	2011	2010	Percentage of Change Vs. 2011
Vacancy Rate	15.67%	17.36%	18.01%	9.74%
Availability Rate	19.52%	21.00%	21.37%	7.05%
Average Asking Lease Rate	\$1.69	\$1.66	\$1.74	1.81%
Sales & Lease Transactions	2,645,974	2,275,212	2,342,623	16.30%
Gross Absorption	2,653,919	2,305,764	2,293,615	15.10%
Net Absorption	793,675	266,700	172,080	N/A

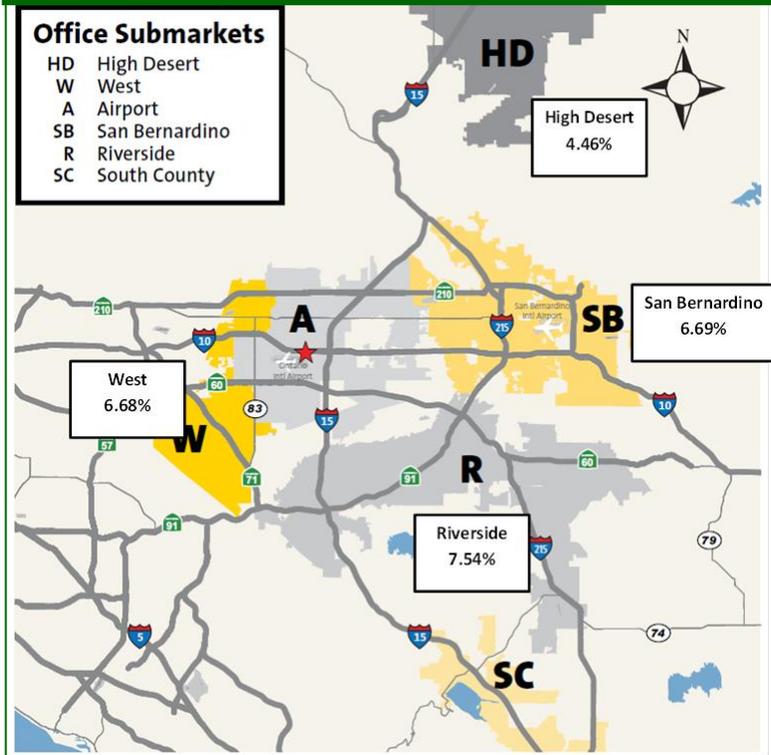
Source: ADE, Inland Empire Fourth Quarter 2012, VOIT Real Estate Services

**TABLE 13:
INDUSTRIAL MARKET OVERVIEW, INLAND EMPIRE**

	2012	2011	2010	Percentage of Change Vs. 2011
Vacancy Rate Below 100k SF	5.21%	6.24%	8.18%	16.51%
Vacancy Rate Above 100K SF	7.53%	5.56%	10.31%	14.79%
Vacancy Rate	6.70%	6.45%	9.54%	3.88%
Availability Rate	9.16%	11.13%	13.86%	17.70%
Average Asking Lease Rate	\$0.39	\$0.35	\$0.34	11.43%
Sales & Lease Transactions	46,517,122	55,218,844	64,617,114	15.76%
Gross Absorption	27,790,052	39,293,220	38,953,206	29.28%
Net Absorption	5,200,416	16,218,910	11,109,022	N/A

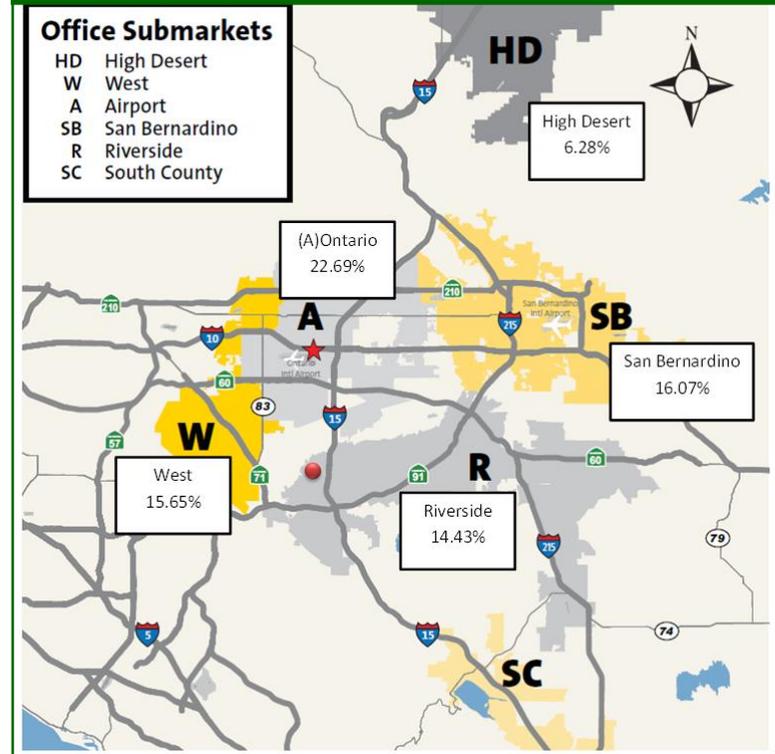
Source: ADE, Inland Empire Fourth Quarter 2012, VOIT Real Estate Services

**FIGURE 11:
INDUSTRIAL SUBMARKETS FOURTH QUARTER, 2012**



Source: Inland Empire Fourth Quarter 2012, VOIT Real Estate Services

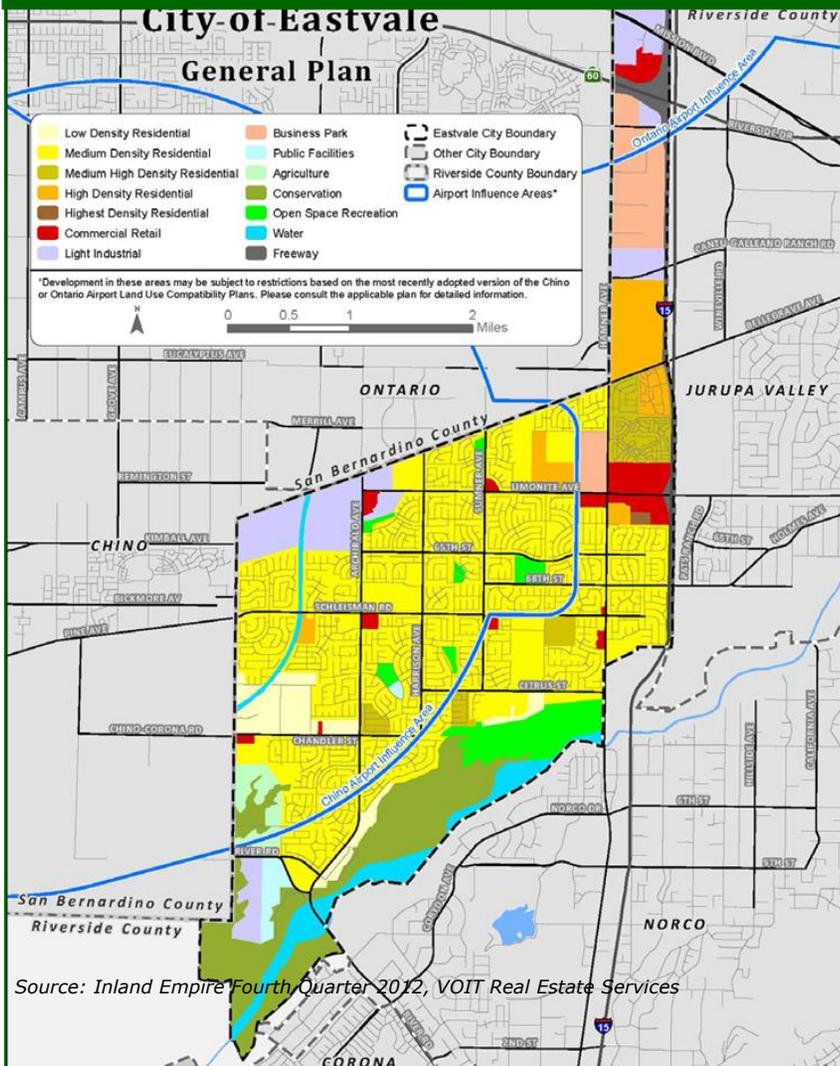
**FIGURE 12:
OFFICE SUBMARKETS FOURTH QUARTER, 2012**



Source: Inland Empire Fourth Quarter 2012, VOIT Real Estate Services

RETAIL ANALYSIS

**FIGURE 13:
CITY OF EASTVALE GENERAL PLAN**



As discussed earlier, retail is the major employment sector in Eastvale, with close to 30 percent of the total jobs in the City. Geographically, the retail market area provides service to local households, as well as a secondary market area that includes surrounding cities. Currently, the city has a large shopping complex located next to its eastern boundary and along highway I-15. This site is shown in Figure 13. This area includes several key retailers such as The Home Depot and Best Buy, as well as The UPS Store and the Edwards Eastvale Gateway Stadium movie theater. This center is well positioned to serve a broader market area than the city boundaries. The retail demand analysis covers both the city of Eastvale and a five mile trade area surrounding the city.

TABLE 14: HOUSEHOLD COUNT BY INCOME RANGE, EASTVALE, CALIFORNIA				
Income Range	Households	Total Income	Average Income	Percent of Total
Under \$20,000	434	\$3,650,220	\$8,405	3.1%
\$20,000 to \$29,999	425	\$10,618,823	\$25,000	3.0%
\$30,000 to \$39,999	199	\$7,881,821	\$39,693	1.4%
\$40,000 to \$49,999	584	\$26,249,731	\$44,945	4.2%
\$50,000 to \$69,999	1,447	\$87,331,856	\$60,339	10.4%
\$70,000 to \$99,999	2,993	\$247,028,338	\$82,523	21.4%
\$100,000 to \$119,999	1,526	\$167,828,376	\$110,000	10.9%
\$120,000 to \$149,999	2,399	\$324,141,701	\$135,115	17.2%
\$150,000 and Over	3,961	\$751,009,066	\$189,609	28.4%
TOTAL	13,968	\$1,625,739,934	\$116,390	

Source: ADE, Data from American Community Survey, 5-Year Estimate

RETAIL MARKET ANALYSIS OVERVIEW

The retail market analysis consists of two main parts -- an estimate of household retail spending, and a comparison of overall spending potential and sales by Eastvale retail establishments. The household retail spending totals are calculated from an analytical model that estimates spending for 40 different store types and 100 product categories. The total retail sales data is an annual total and includes both taxable and non-taxable items.

Retail leakage represents the gap between household spending by Eastvale households and retail sales by local retail establishments. This leakage represents an existing shortfall, as well as an opportunity for both retail expansion and possible attraction. Based on the sales leakages, we conducted a preliminary calculation of the number of additional supportable stores by category in Eastvale. The primary calculations are based on the household count and income within the boundaries of Eastvale. We have also done a retail demand estimate for a five-mile radius market area around Eastvale, which takes in parts of Jurupa Valley, Norco, Corona, Chino and Ontario. However, in this large area we do not have existing sales data and have not prepared a supportable store analysis.

The retail demand model is based on consumer expenditure surveys published by the Bureau of Labor Statistics, correlated to merchandise line item spending by store type. The spending profiles are unique to each income category shown in Table above.

The resulting retail purchasing power by store type is shown in the first column of Table 15 below. This column shows that the annual retail spending by Eastvale residents totals about \$409 million. Please note that not all of this spending occurs in Eastvale. However, the next column shows existing retail sales from stores in Eastvale, based in part on taxable sales data provided by the City of Eastvale. The taxable sales data were adjusted to reflect total sales for categories with non-taxable items, such as grocery stores and drug stores, among others. The two right hand columns indicate the variances between demand and supply, whether in terms of sales leakages or local capture of regional demand from outside Eastvale. Sales leakages are instances where shares in Eastvale do not meet local demand. These are opportunities for new stores or expansions of existing stores. The right hand column shows instances where local store sales exceed local demand and they are comparing sales from surrounding communities or from freeway traffic.

**TABLE 15:
HOUSE RETAIL DEMAND COMPARED TO TOTAL RETAIL SALES IN EASTVALE**

Retail Group	Household Retail Demand	Total Retail Sales	Sales Leakages	Net Capture of Regional Sales
Total	\$409,871,861	\$511,255,087	\$184,402,796	\$285,786,021
Apparel Store Group	\$18,725,710	\$14,887,100	\$6,922,545	\$3,652,635
Women's Apparel	\$5,053,902	\$1,607,500	\$3,292,915	\$0
Men's Apparel	\$1,394,066	\$0	\$1,351,728	\$0
Family Clothing	\$8,736,492	\$12,123,800	\$0	\$3,652,635
Shoe Stores	\$3,541,250	\$1,155,800	\$2,277,902	\$0
General Merchandise Group	\$66,953,122	\$71,267,296	\$18,590,902	\$16,771,577
Department Stores	\$34,596,967	\$53,574,228	\$0	\$16,771,577
Other General Merchandise	\$19,919,315	\$7,607,774	\$13,581,471	\$0
Drug & Proprietary Stores	\$12,436,840	\$10,085,294	\$5,009,431	\$0
Specialty Retail Group	\$28,234,132	\$119,323,599	\$9,093,004	\$100,335,894
Gifts & Novelties	\$1,788,275	\$1,823,404	\$0	\$128,209
Sporting Goods	\$3,309,398	\$4,127,728	\$0	\$878,810
Florists	\$807,375	\$0	\$765,351	\$0

Retail Group	Household Retail Demand	Total Retail Sales	Sales Leakages	Net Capture of Regional Sales
Photographic Equipment	\$405,165	\$33,711,700	\$0	\$33,327,624
Records & Music	\$1,530,832	\$0	\$1,502,855	\$0
Books & Stationery	\$3,671,982	\$0	\$3,604,876	\$0
Office Supplies/Computer/Equip.	\$4,456,624	\$17,321,800	\$0	\$13,097,143
Jewelry	\$3,396,720	\$0	\$3,219,921	\$0
Other Specialty Retail	\$8,867,760	\$62,338,968	\$0	\$52,904,109
Food, Eating & Drinking Group	\$119,646,129	\$70,409,169	\$46,002,137	\$144,332,647
Grocery Stores	\$59,114,615	\$33,700,000	\$22,208,642	\$0
Specialty Food Stores	\$1,670,580	\$936,269	\$643,709	\$31,905,985
Liquor Stores	\$3,047,944	\$0	\$2,889,299	\$0
Eating Places	\$55,812,990	\$35,772,900	\$20,260,486	\$0
Building Materials and Home Furnishings Group	\$44,663,059	\$169,820,240	\$19,197,325	\$140,033,358
Furniture & Home Furnishings	\$13,051,170	\$0	\$13,328,215	\$0
Household Appliances & Electronics	\$8,507,087	\$40,421,700	\$0	\$30,596,788
Used Merchandise	\$951,071	\$0	\$901,568	\$0
Nurseries & Garden Supply Stores	\$4,449,233	\$0	\$4,406,192	\$0
Lumber & Other Building Materials	\$10,691,543	\$43,458,900	\$0	\$30,884,822
Home Centers & Hardware Stores	\$6,446,122	\$85,939,640	\$0	\$78,551,748
Paint & Wallpaper	\$566,833	\$0	\$561,350	\$0
Automotive Group	\$131,649,709	\$65,547,682	\$84,596,884	\$20,693,269
New Cars & RVs	\$75,847,425	\$0	\$74,319,991	\$0
Used Car Dealers	\$5,583,959	\$0	\$5,471,508	\$0
Gasoline Service Stations	\$43,268,482	\$63,543,182	\$0	\$20,693,269
Mobile Homes & Trailers	\$34,308	\$0	\$33,617	\$0
Auto Parts & Accessories	\$4,155,192	\$1,546,800	\$2,524,714	\$0
Other Vehicles	\$2,760,342	\$457,700	\$2,247,054	\$0

Source: ADE and City of Eastvale.

The number of new supportable stores in each retail category based on the leakage is shown in Table 16 below. The average store sales figures are based on data from the Urban Land Institute and the Census of Retail Trade escalated to current dollars. There can be wide variations in sales for individual brand name stores within each category, so the supportable stores figures are provided for general guidance only. Specific national chains may have other benchmarks to indicate sufficient demand for their particular stores.

**TABLE 16:
SUPPORTABLE NEW STORES BASED
ON ESTIMATED RETAIL SALES LEAKAGE**

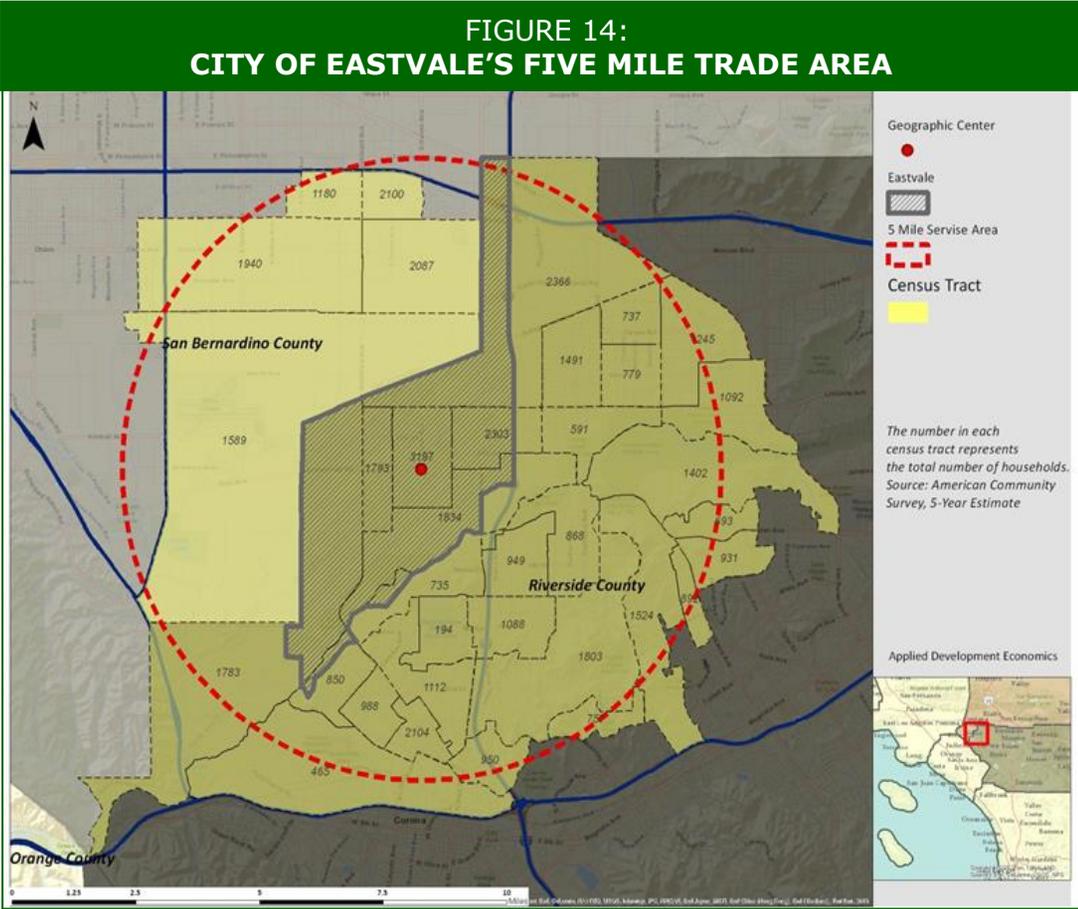
Retail Group	Sales Leakages	Benchmark Sales Per Establishment	Supportable New Stores
Total	\$184,402,796		72.4
Apparel Store Group	\$6,922,545		6.1
Women's Apparel	\$3,292,915	\$1,209,228	2.7
Men's Apparel	\$1,351,728	\$1,138,841	1.2
Family Clothing	\$0	\$3,301,672	0.0
Shoe Stores	\$2,277,902	\$1,047,919	2.2
General Merchandise Group	\$18,590,902		10.4
Department Stores	\$0	\$27,231,333	0.0
Other General Merchandise	\$13,581,471	\$1,434,885	9.5
Drug & Proprietary Stores	\$5,009,431	\$5,333,229	0.9
Specialty Retail Group	\$9,093,004		7.8
Gifts & Novelties	\$0	\$571,422	0.0
Sporting Goods	\$0	\$3,215,139	0.0
Florists	\$765,351	\$351,929	2.2
Photographic Equipment	\$0	\$2,175,566	0.0
Records & Music	\$1,502,855	\$1,174,026	1.3
Books & Stationery	\$3,604,876	\$2,252,848	1.6
Office Supplies/Computer/Equip.	\$0	\$2,377,091	0.0
Jewelry	\$3,219,921	\$1,169,318	2.8
Other Specialty Retail	\$0	\$1,088,697	0.0
Food, Eating & Drinking Group	\$46,002,137		30.0
Grocery Stores	\$22,208,642	\$7,975,198	2.8
Specialty Food Stores	\$643,709	\$723,752	0.9
Liquor Stores	\$2,889,299	\$1,280,056	2.3
Eating Places	\$20,260,486	\$841,488	24.1
Building Materials and Home Furnishings Group	\$19,197,325		11.2
Furniture & Home Furnishings	\$13,328,215	\$1,843,725	7.2
Household Appliances & Electronics	\$0	\$2,381,549	0.0
Used Merchandise	\$901,568	\$578,527	1.6
Nurseries & Garden Supply Stores	\$4,406,192	\$2,144,199	2.1

Retail Group	Sales Leakages	Benchmark Sales Per Establishment	Supportable New Stores
Nurseries & Garden Supply Stores	\$4,406,192	\$2,144,199	2.1
Lumber & Other Building Materials	\$0	\$3,279,398	0.0
Home Centers & Hardware Stores	\$0	\$21,520,322	0.0
Paint & Wallpaper	\$561,350	\$1,419,496	0.4
Automotive Group	\$84,596,884		6.8
New Cars & RVs	\$74,319,991	\$30,667,358	2.4
Used Car Dealers	\$5,471,508	\$2,787,147	2.0
Gasoline Service Stations	\$0	\$4,209,379	0.0
Mobile Homes & Trailers	\$33,617	\$6,822,726	0.0
Auto Parts & Accessories	\$2,524,714	\$1,377,195	1.8
Other Vehicles	\$2,247,054	\$3,597,267	0.6

Source: ADE Inc., based on average store sales data from ULI and the Census of Retail Trade.

FIVE MILE RADIUS MARKET AREA

Figure 14 below indicates the five-mile trade area for Eastvale. Table 4 shows the number of households and the income profile for this area. Based on these income characteristics, we have estimated total retail demand for this area, as shown in Table 17. Total retail demand is estimated at about \$1.5 billion annually, compared to just under \$0.5 billion for Eastvale proper. Although there are existing retail centers in some of these areas, the main retail centers in Eastvale are within easy freeway proximity to the residential neighborhoods within the five-mile trade area.



**TABLE 17:
HOUSEHOLD COUNT BY INCOME RANGE,
FIVE MILE RADIUS SERVICE AREA, EASTVALE, CALIFORNIA**

Income Range	Households	Total Income	Average Income	Percent of Total
Under \$20,000	3,368	\$36,973,621	\$10,978	7.3%
\$20,000 to \$29,999	2,366	\$59,155,790	\$25,000	5.1%
\$30,000 to \$39,999	3,504	\$120,470,441	\$34,378	7.6%
\$40,000 to \$49,999	3,100	\$141,432,929	\$45,630	6.7%
\$50,000 to \$69,999	6,841	\$410,461,541	\$59,998	14.7%
\$70,000 to \$99,999	9,324	\$797,583,844	\$85,544	20.1%
\$100,000 to \$119,999	4,971	\$546,841,934	\$110,000	10.7%
\$120,000 to \$149,999	5,521	\$740,560,367	\$134,124	11.9%
\$150,000 and Over	7,416	\$2,740,611,310	\$369,541	16.0%
TOTAL	46,412	\$5,594,091,776	\$120,531	

Source: ADE, American Community Survey, 5-Year Estimates

**TABLE 18:
RETAIL DEMAND WITHIN FIVE MILE TRADE
AREA, EASTVALE, CA**

Retail Group	Household Retail Demand
Total	\$1,444,911,175
Apparel Store Group	\$64,270,229
Women's Apparel	\$17,191,418
Men's Apparel	\$4,773,527
Family Clothing	\$29,906,998
Shoe Stores	\$12,398,287
General Merchandise Group	\$259,534,607
Department Stores	\$129,292,039
Other General Merchandise	\$75,582,301
Drug & Proprietary Stores	\$54,660,267

Retail Group	Household Retail Demand
Specialty Retail Group	\$97,921,098
Gifts & Novelties	\$5,963,994
Sporting Goods	\$11,129,334
Florists	\$2,658,990
Photographic Equipment	\$1,316,168
Records & Music	\$5,243,943
Books & Stationery	\$12,349,800
Office Supplies/Computer/Equip.	\$14,637,792
Jewelry	\$11,343,558
Other Specialty Retail	\$33,277,518
Food, Eating and Drinking Group	\$415,313,679
Grocery Stores	\$201,362,359
Specialty Food Stores	\$5,689,909
Liquor Stores	\$10,305,402
Eating Places	\$197,956,010
Building Materials and Home Furnishings Group	\$154,113,349
Furniture & Home Furnishings	\$45,932,955
Household Appliances & Electronics	\$29,482,557
Used Merchandise	\$3,146,855
Nurseries & Garden Supply Stores	\$15,396,629
Lumber & Other Building Materials	\$36,162,452
Home Centers & Hardware Stores	\$22,030,993
Paint & Wallpaper	\$1,960,909

Retail Group	Household Retail Demand
Automotive Group	\$453,758,212
New Cars & RVs	\$257,583,215
Used Car Dealers	\$18,957,759
Gasoline Service Stations	\$153,475,421
Mobile Homes & Trailers	\$121,150
Auto Parts & Accessories	\$14,391,187
Other Vehicles	\$9,229,478

APPENDIX D: BROADBAND

Reported Broadband Service and Speeds for Services Providers in the Eastvale Area, California Public Utilities Broadband Interactive Map, as of June, 2012.

In addition to providing information for residents for California residents to be able to access information about the broadband services available to them, it is used to inform public policies intended to make sure broadband is available throughout California, and to promote digital literacy and broadband usage. Data collected by the CPUC is also used by the federal government for the same policy purposes. The limitations of the data are described below.

Eastvale's goals include optimizing the City's economic development potential and providing high quality public facilities and infrastructure. High speed Internet connectivity (broadband) is an essential 21st infrastructure and business climate asset. The need to improve broadband access and capacity was identified by businesses, residents and the City during the strategic planning process. Cell phone coverage is also variable.

What exactly is broadband? The broadband information the PUC collects is determined by NTIA's Notice of Funds Availability (NOFA) July 8, 2009 which defines broadband as a "two-way data transmission to and from the Internet with advertised speeds of at least 768 kilobits per second (kbps) downstream and at least 200 kbps upstream to end users." Further, only when new service requests can be provisioned within a normal service interval of 10 days or fewer is service considered "available." Thus, most business services are not represented on the Map, as they generally take longer to be provisioned. The PUC's minimum service benchmark is at least one provider offering 6 Mbps down and 1.5 Mbps up. The minimum speeds defined by the NTIA and PUC are not considered to be those which are optimum for a 21st century economy, and for many of the new uses and demands on infrastructure and capacity that are rapidly coming into the marketplace.

How accurate is the Map's representation of broadband availability? It is important to understand that the map is not accurate down to the individual household. Rather, the Map uses the smallest geographic area established by the U.S. Census Bureau – the "census block." Data is collected at the census block level for census blocks 2 square miles or smaller. For larger census blocks, the PUC collects data at the road segment level. So, if the census block (or portion of a street) in which you live is shown as served, that means there is service somewhere by at least one provider that includes at least one address in the same census block (or street segment) in which you live. The Map will provide a link to the web site of each provider in the area so that you can further research the availability, speed, quality and prices of service available to you.

The PUC's data will be continuously improved in many ways. For example, providers will update their data every 6 months as the area and technical aspects of their service changes. New providers will be added as they enter the market and make themselves known to us. The PUC will be introducing new and better verification techniques, and will soon be rating each provider's data on a reliability scale.

PUC Disclaimer: While every effort has been made to produce an interactive map that is both accurate and current, it is possible that some information might not reflect actual available broadband service. The Map is a very good starting point, but neither the PUC nor the providers can warrant the accuracy of the data. Because of this, the Map may show service available within a given census block although not all addresses within that census block have to access the service. Other factors such as hills or foliage may affect wireless broadband access in certain areas even though service is available. Finally, while the PUC shows satellite providers available throughout the state, the ability to receive a usable signal at any given location will depend on having a direct view of the sky where the satellite orbits.

One of the PUC's programs intended to support the development of, access to and adoption of broadband technologies is through a network of regional broadband consortia, which are currently in the process of identifying critical gaps and strategies to improve broadband infrastructure, access and use in underserved areas, and to support economic development. Eastvale is located in the consortium that includes Riverside and San Bernardino counties - the Inland Empire Broadband Consortium: Smart Riverside is the fiscal agent for the consortium and manager for Riverside County (see www.iebroadband.com).

EASTVALE SERVICE PROVIDERS AND LEVELS OF SPEED

The following is PUC information on service providers, speeds and technologies for the Eastvale area surrounding the location of City Hall, 12363 Limonite Ave, Eastvale, CA, 91752. See Link to Map of Broadband Speeds (State Broadband Mapping Program) - <http://www.broadbandmap.ca.gov/v2.0/>.

According to the PUC data, there are eight fixed and mobile providers for this area of the City (three fixed and five mobile) and four satellite providers, for residential service. The "fixed" category includes all those services which are delivered to a particular, stationary location. Such services are provided using several different technologies, including "wireline" technologies such as xDSL, Cable Modem, or Fiber to the Home. These technologies use wires or cables that make a physical connection from the provider to the user. However, "fixed wireless" solutions use wireless radio waves at a particular frequency, such as Wi-Fi, to make a "point-to-point" connection between the provider and the user at a fixed location.

By contrast, the “mobile” category includes “wireless” technologies, such as 2G, 3G or 4G to provide service to users who can receive a broadband signal while the user is in motion. The “satellite” category includes those providers who use a connection via satellite to the customer to provide service. Each technology has its own speed and quality characteristics. The best solution for any individual depends on availability, speed, whether mobility is required, and a host of other factors, including price. There may be some different providers for business services.

Most of the providers had levels of speed for residential service that was at or just above the minimum PUC or NTIA (federal) levels. Only one provider, Charter Communications, Inc., had speed levels that were significantly higher. The information is summarized below for each provider. Similar information can be obtained for the remainder of the City and surrounding areas.

Available Service Providers by Type, Advertised Speed and Technology in Eastvale City Hall Area :

Fixed

Mobile

Satellite

Boundaries

CHARTER COMMUNICATIONS INC. - FIXED

Maximum Advertised Downstream Speed: Greater than or equal to 100 mbps and less than 1 gbps

Maximum Advertised Upstream Speed: Greater than or equal to 3 mbps and less than 6 mbps

Technology Type: Cable Modem - DOCSIS 3.0 Down

Contact: <http://www.charter.com>

AT&T California - FIXED

Maximum Advertised Downstream Speed: Greater than or equal to 10 mbps and less than 25 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 1.5 mbps and less than 3 mbps

Technology Type: Optical Carrier/Fiber to the End User

Contact: <http://www.att.com>

MegaPath - FIXED

Maximum Advertised Downstream Speed: Greater than or equal to 10 mbps and less than 25 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 10 mbps and less than 25 mbps

Technology Type: Other Copper Wireline

Contact: <http://www.megapath.com>

T-Mobile - MOBILE

Maximum Advertised Downstream Speed: Greater than or equal to 10 mbps and less than 25 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 1.5 mbps and less than 3 mbps

Technology Type: Terrestrial Mobile Wireless

Contact: <http://www.t-mobile.com>

Verizon Wireless - MOBILE

Maximum Advertised Downstream Speed: Greater than or equal to 10 mbps and less than 25 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 3 mbps and less than 6 mbps

Technology Type: Terrestrial Mobile Wireless

Contact: <http://www.verizonwireless.com>

AT&T Mobility - MOBILE

Maximum Advertised Downstream Speed: Greater than or equal to 3 mbps and less than 6 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 1.5 mbps and less than 3 mbps

Technology Type: Terrestrial Mobile Wireless

Contact: <http://www.att.com>

MetroPCS - MOBILE

Maximum Advertised Downstream Speed: Greater than or equal to 768 kbps and less than 1.5 mbps

Maximum Advertised Upstream Speed: Greater than 200 kbps and less than 768 kbps

Technology Type: Terrestrial Mobile Wireless

Contact: <http://www.metropcs.com>

Sprint - MOBILE

Maximum Advertised Downstream Speed: Greater than or equal to 768 kbps and less than 1.5 mbps

Maximum Advertised Upstream Speed: Greater than 200 kbps and less than 768 kbps

Technology Type: Terrestrial Mobile Wireless

Contact: <http://www.sprint.com>

ViaSat Communications - SATELLITE

Maximum Advertised Downstream Speed: Greater than or equal to 10 mbps and less than 25 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 3 mbps and less than 6 mbps

Technology Type: Satellite

Contact: <http://www.viasat.com>

Skycasters, LLC - SATELLITE

Maximum Advertised Downstream Speed: Greater than or equal to 6 mbps and less than 10 mbps

Maximum Advertised Upstream Speed: Greater than or equal to 1.5 mbps and less than 3 mbps

Technology Type: Satellite

Contact: <http://www.skycasters.com/>

Hughes.net - SATELLITE

Maximum Advertised Downstream Speed: Greater than or equal to 1.5 mbps and less than 3 mbps

Maximum Advertised Upstream Speed: Greater than 200 kbps and less than 768 kbps

Technology Type: Satellite

Contact: <http://www.hughesnet.com/>

Starband - SATELLITE

Maximum Advertised Downstream Speed: Greater than or equal to 768 kbps and less than 1.5 mbps

Maximum Advertised Upstream Speed: Greater than 200 kbps and less than 768 kbps

Technology Type: Satellite

Contact: <http://www.starband.net>

County Name: RIVERSIDE
Zip Code: 91752
Full Census Tract Code: 06065040615
OBJECTID_12:314026
Census Block Square Mileage: 0.165
FullFIPS/Census Block Code: 060650406151001
Census Block Population 2010:842
Census Block Households 2010:248
Service: Served
Average Downstream Speed (mbps):18.067
Average Upstream Speed (mbps):2.6125
Number of Providers: 8
OBJECTID: 371421
Census Block Population Density 2010 (Sq.Mi.): 5,103.5204
State Senate District Number: 31
State Assembly District Number: 71
Congressional District Number: 44

This is the link to the methodology for the CPUC Broadband Map: <http://www.broadbandmap.ca.gov/>. Optional Survey. The Map gives you the opportunity to give the PUC feedback about broadband service at your location. Residents are urged to join the PUC in making improvements to the Map by providing the PUC with more information through your participation.