Business Expansion & Recruitment Program

March 3, 2015

Prepared By:

Kosmont Companies

Project Background & Status

- Kosmont was retained by the City for the preparation and initial implementation of Business Expansion and Recruitment Program
- The purpose of the Program is to evaluate existing market conditions (with a focus on retail and industrial) and effectuate the recommended strategies to successfully promote economic growth within the City
- An overview of the Program is presented herein

Plan Outline

1. **Analysis**
   a) Economic & Demographic Profile
   b) Market Demand Analysis
2. **Strategy**
   a) Trade Area Retailer Voids
   b) Opportunity Site Assessment & Prioritization
3. **Implementation**
   a) Summary of Findings
   b) Financing & Incentives
   c) Next Steps

1. Analysis

a) **Economic & Demographic Profile**
   - i. *Population & Household Demographics*
   - ii. *Unemployment & Employment by Industry*

b) **Market Demand Analysis**
   - i. *Household & Employment Growth*
   - ii. *Supply, Vacancy & Lease Rates*
   - iii. *Taxable Retail Sales Performance*
   - iv. *Retail Sales Surplus / Leakage*

Economic & Demographic Profile

Population & Household Demographics

Demographic Highlights

Population & Households

- Population of ~97,800 and ~25,400 households within the City in 2014
- Population of ~1.03 million and ~282,400 households within 10 miles of Pedley Road & Jurupa Road

Income

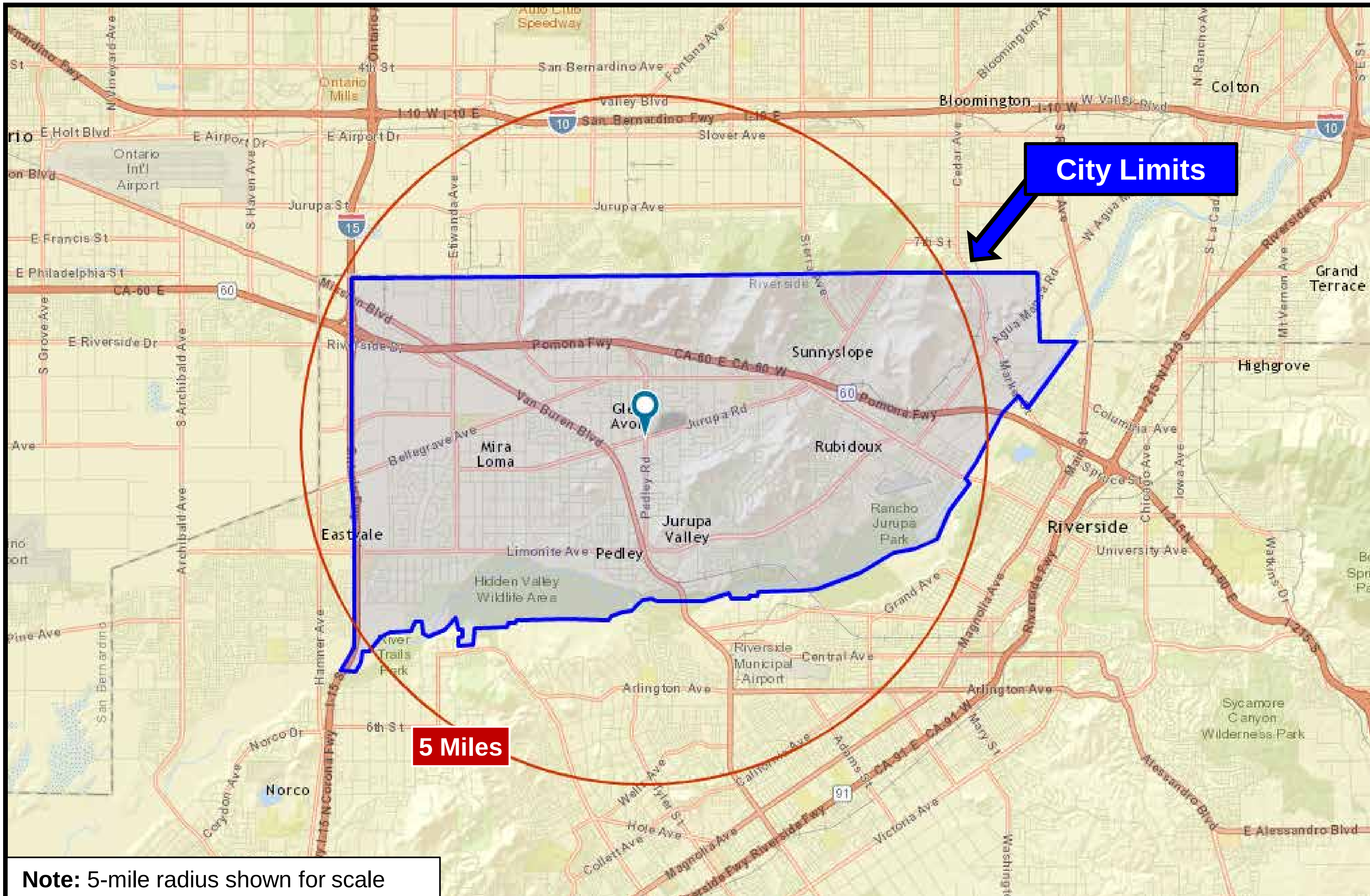
- Avg. HH income **~$67,500** in City and **~$74,000** within 10 miles
- 2.1% annual growth projected for HH income over next 5 years in City

Other Demographic Characteristics

- Average household size of 3.8 in City (relatively large)
- Median age of 31 in City (younger)
- 10% Bachelor's Degree or higher (low)
- 69% (approx.) Hispanic in City

Source: U.S. Census Bureau (2010); ESRI (2014)

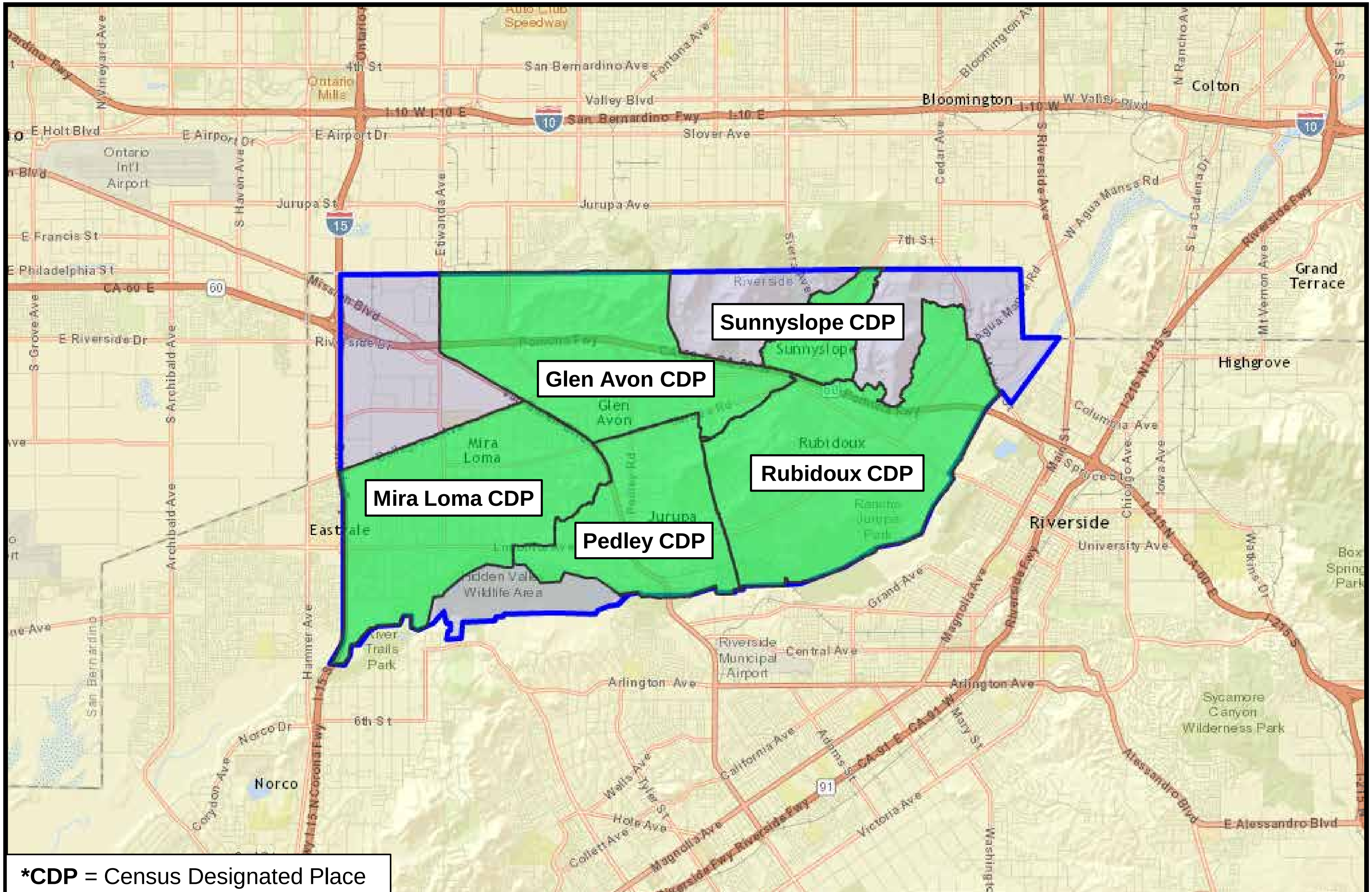
Jurupa Valley City Limits



Note: 5-mile radius shown for scale

Source: ESRI (2014)

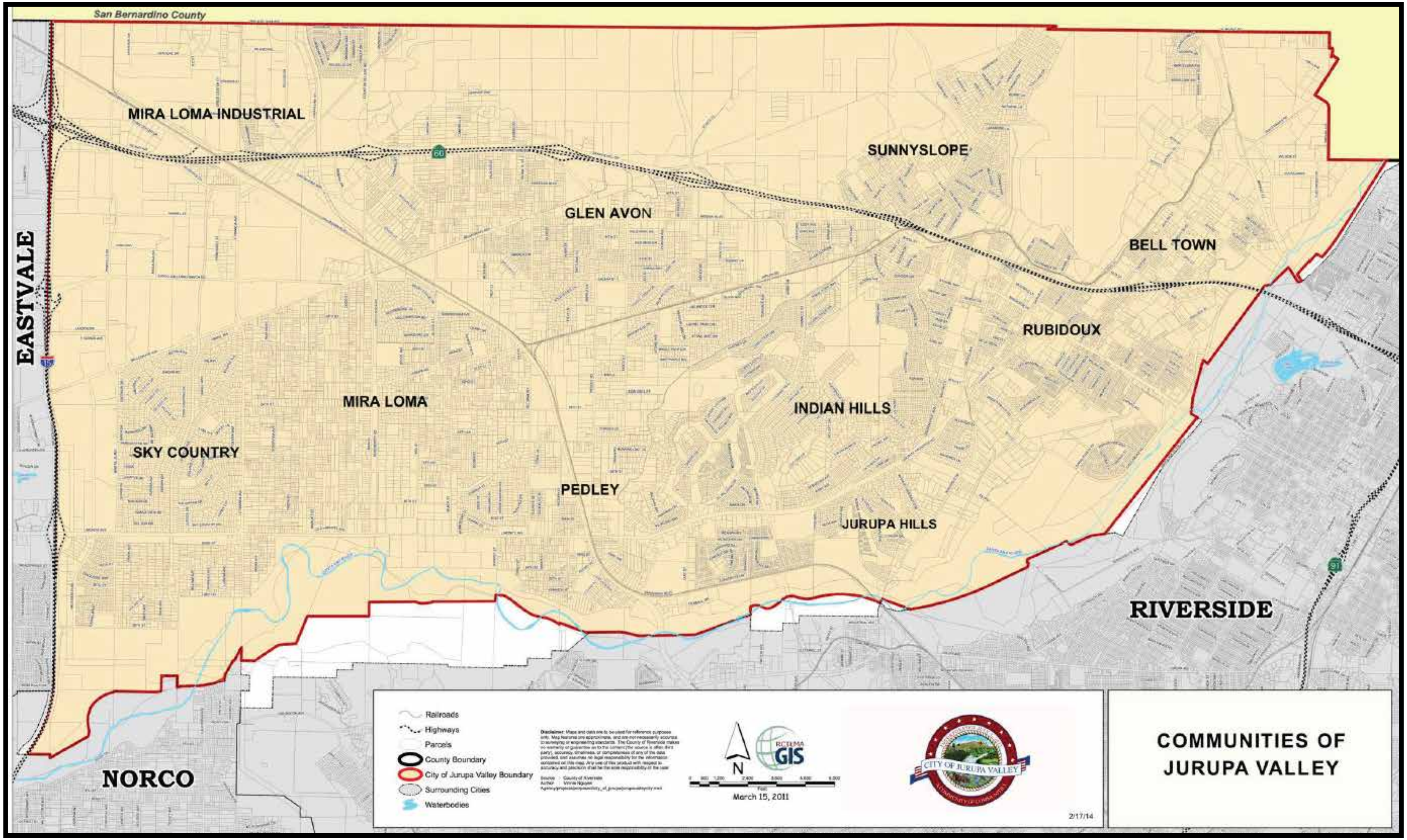
Jurupa Valley Census Designated Places



*CDP = Census Designated Place

Source: ESRI (2014)

Jurupa Valley Communities



Source: City of Jurupa Valley (2014)

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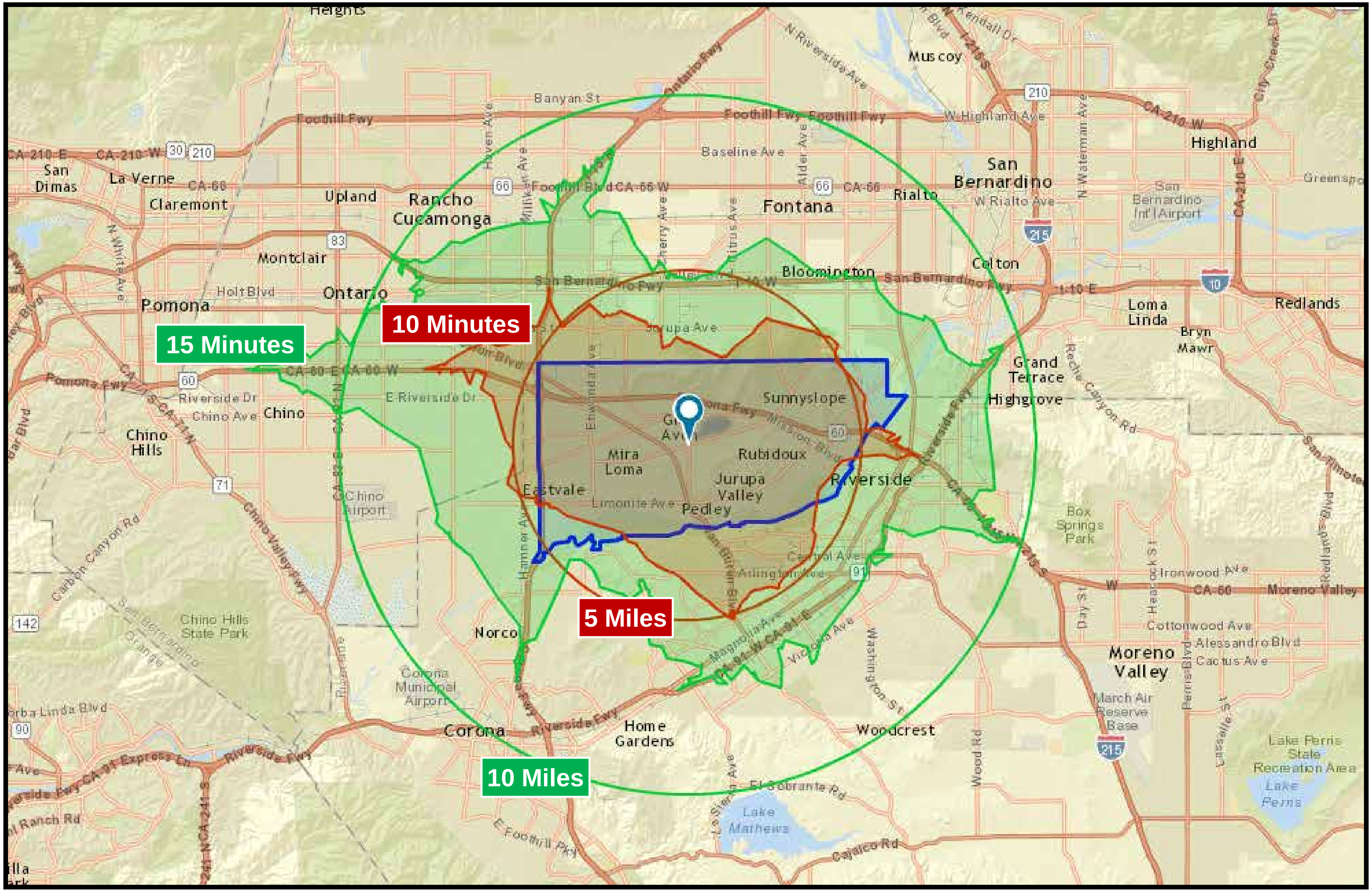
Radii & Drive Times
(from Pedley Road & Jurupa Road)



Source: ESRI (2014)

Population & Income Overview

UPDATED 10/27/14

2014	City of Jurupa Valley	Riverside County	California
Population	97,781	2,279,642	38,120,066
Households	25,362	708,873	12,837,135
Average HH Size	**3.82**	3.17	2.91
Median Age	**31.0**	34.0	35.6
% Hispanic Origin	**68.9%**	47.8%	39.0%
Per Capita Income	$17,688	$23,430	$28,657
Median HH Income	$53,215	$54,160	$58,469
Average HH Income	$67,517	$74,355	$83,845
2014-2019 Ann. Growth Rate			
Population	1.00%	1.25%	0.77%
Median HH Income	2.06%	2.65%	3.13%

Source: ESRI (2014)

Population & Income

Census Designated Places

2014	Rubidoux CDP	Mira Loma CDP	Glen Avon CDP	Pedley CDP	Sunnyslope CDP
Population	35,069	22,980	20,517	12,968	5,430
Households	9,078	5,489	5,814	3,528	1,244
Average HH Size	3.83	**4.18**	3.51	3.63	**4.26**
Median Age	**29.8**	30.9	31.9	33.7	30.3
% Hispanic Origin	**70.4%**	**70.1%**	**70.9%**	56.8%	**75.0%**
Per Capita Income	$16,781	$19,280	$15,727	$21,831	$14,499
Median HH Income	$50,996	$64,325	$41,185	$66,786	$50,178
Average HH Income	$63,917	**$80,601**	$55,130	**$79,080**	$61,490
2014-2019 Ann. Growth Rate					
Population	0.92%	1.24%	0.74%	0.96%	**1.46%**
Median HH Income	1.74%	**2.83%**	2.62%	2.55%	2.03%

CDP = Census Designated Place

Source: ESRI (2014)

Population & Income
Radii & Drive Times

2014	5-Mile Radius	10-Mile Radius	10-Minute Drive Time	15-Minute Drive Time
Population	**214,139**	**1,027,235**	168,402	**499,519**
Households	56,155	282,394	44,031	137,993
Average HH Size	**3.79**	3.56	**3.80**	3.54
Median Age	**30.5**	**30.6**	**30.4**	**30.3**
% Hispanic Origin	**68.1%**	60.1%	**68.9%**	62.5%
Per Capita Income	$19,744	$23,753	$17,431	$19,162
Median HH Income	$52,903	$55,876	$52,863	$52,461
Average HH Income	$66,541	**$73,987**	$65,863	$68,039
2014-2019 Ann. Growth Rate				
Population	0.92%	0.92%	0.95%	0.95%
Median HH Income	1.92%	**2.42%**	1.84%	2.14%

Note: Radii and drive times centered at Pedley Road and Jurupa Road

Source: ESRI (2014)

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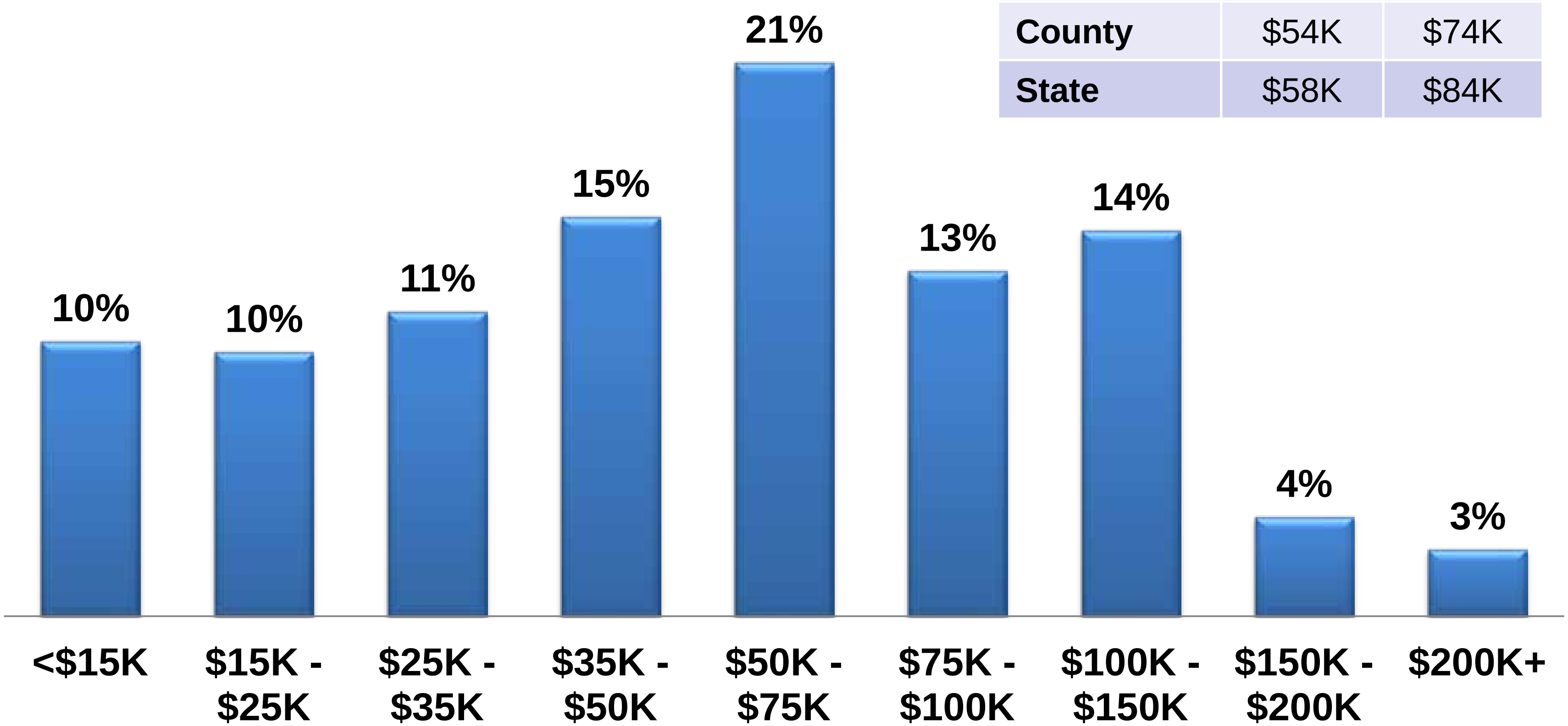
Income Profile

City of Jurupa Valley – 2014 Households by Income Bracket

HH Income	Median	Avg.
City	$53K	$68K
County	$54K	$74K
State	$58K	$84K



Source: U.S. Census Bureau (2010); ESRI (2014)

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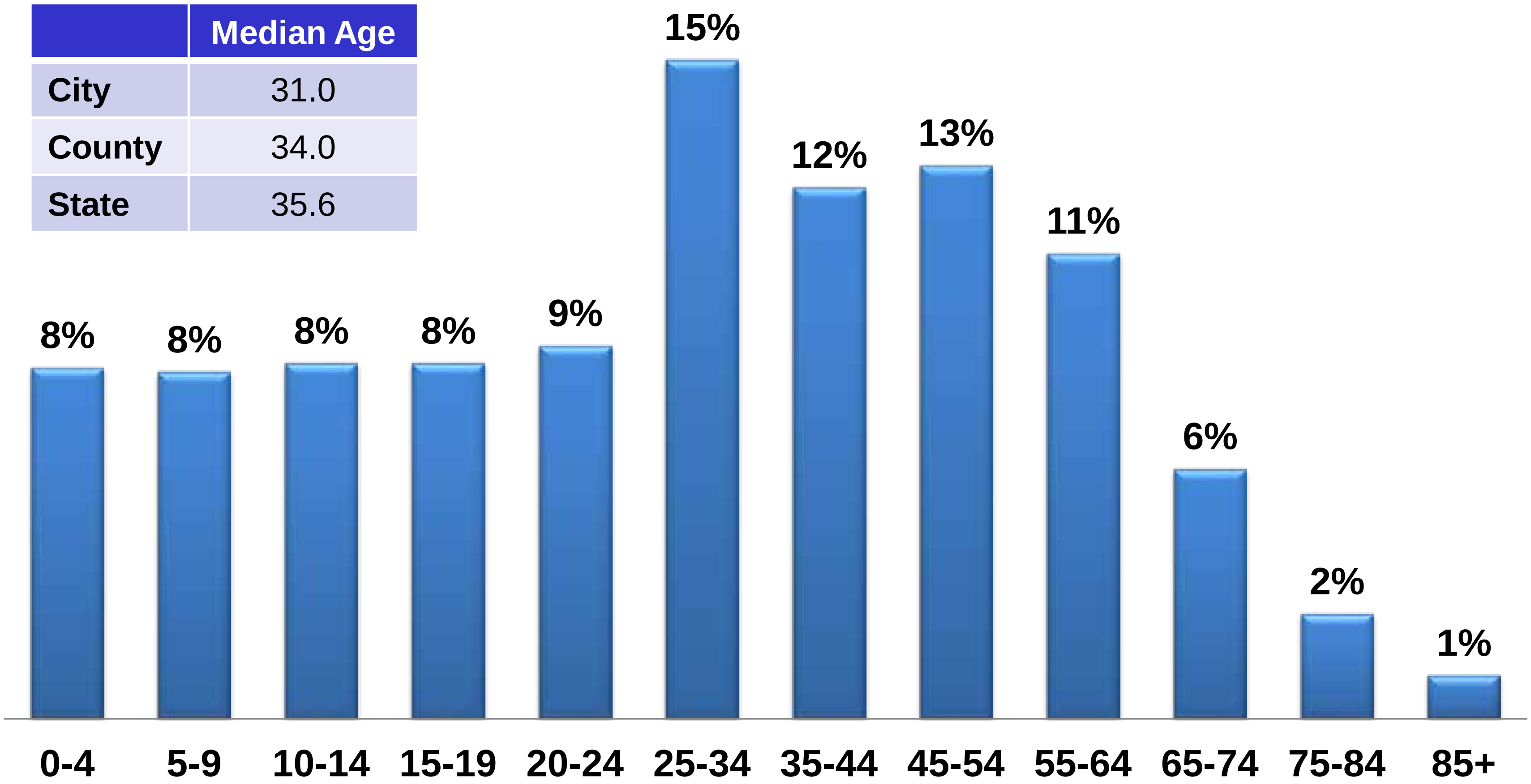
Age Profile

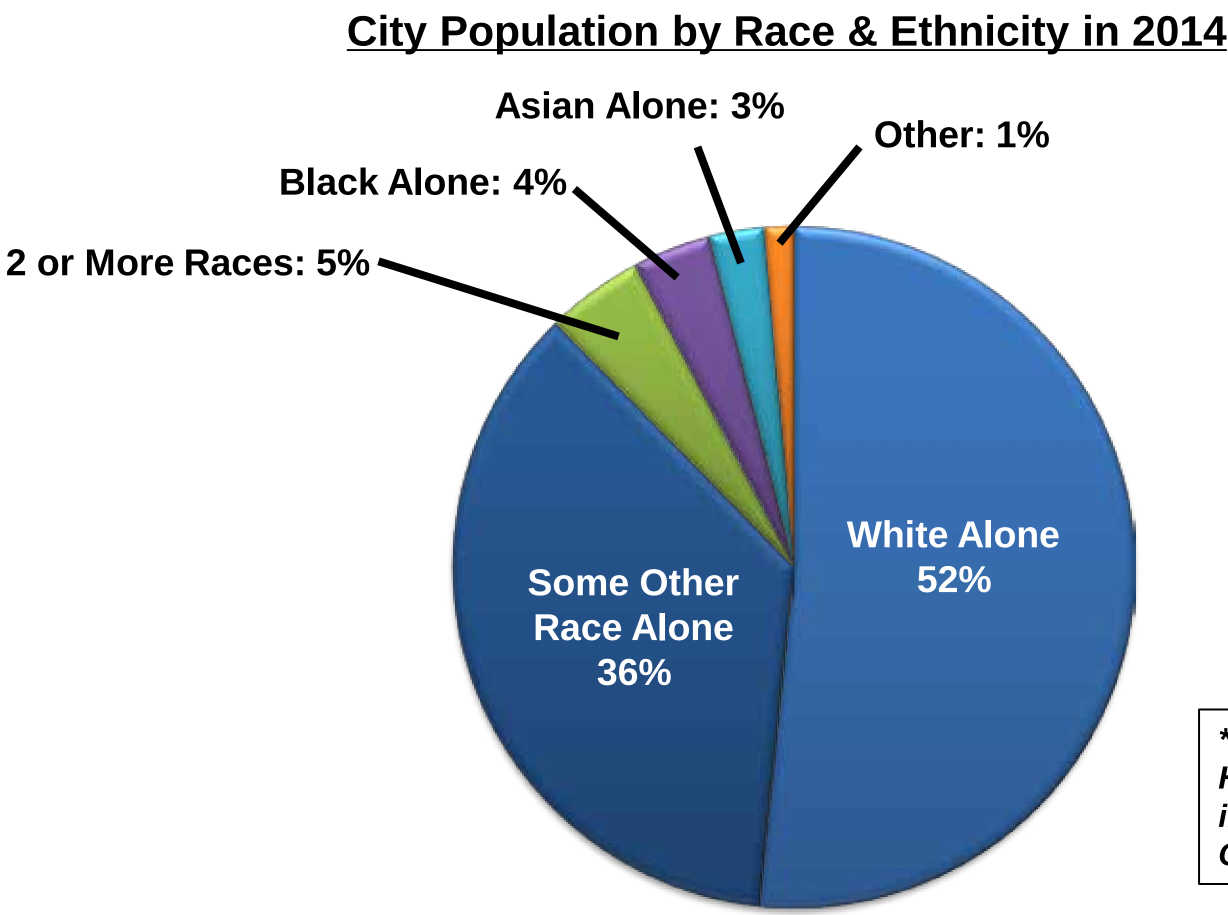
City Population by Age Bracket in 2014

	Median Age
City	31.0
County	34.0
State	35.6



Source: U.S. Census Bureau (2010); ESRI (2014)

Race & Ethnicity



Most respondents of Hispanic Origin additionally indicate "White" or "Some Other Race"

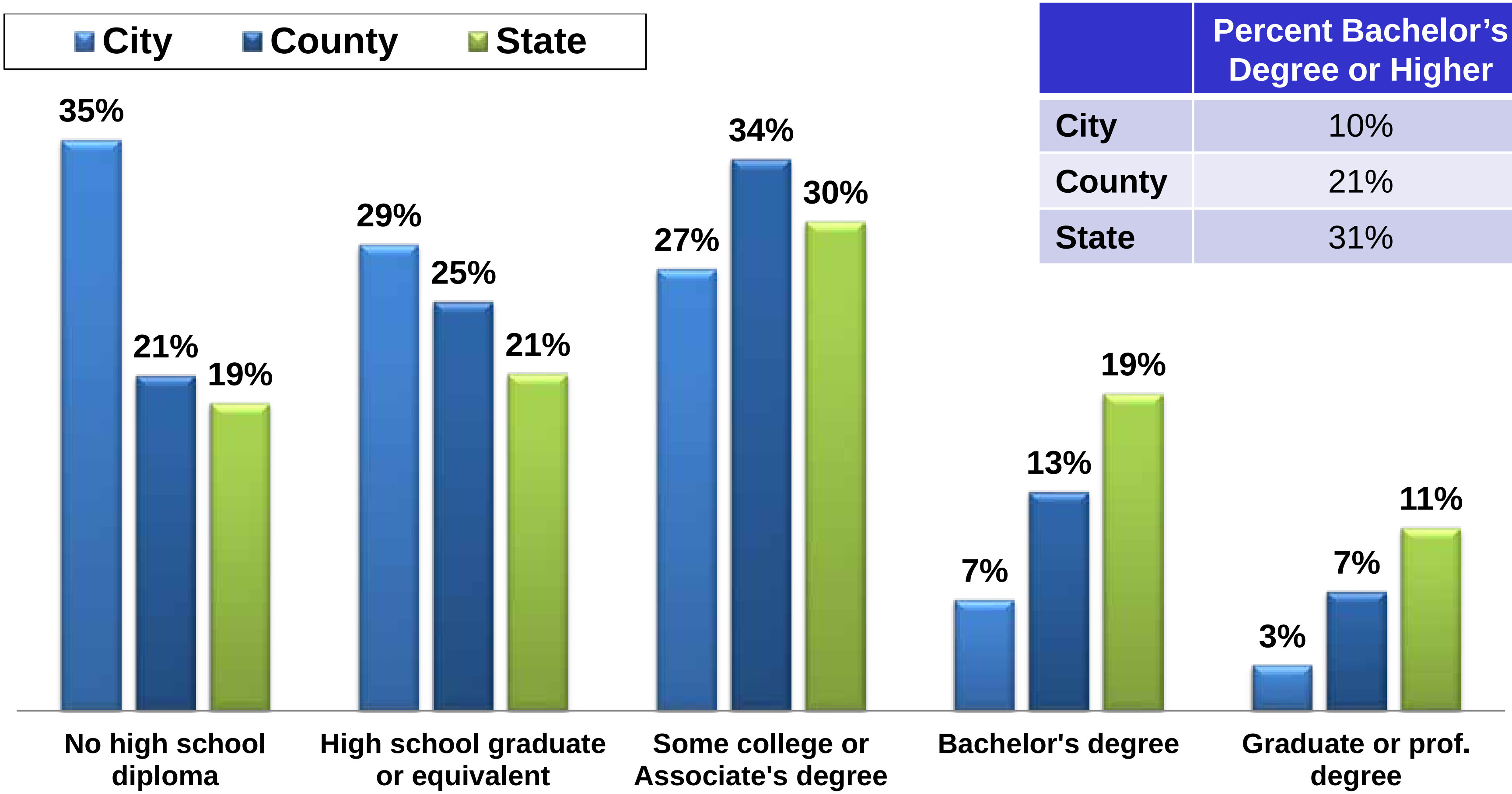
Hispanic Origin of Any Race: 69%

Note: U.S. Census Bureau defines race and ethnicity as two separate and distinct identities. One Census question asks respondents which socio-political race (of categories in pie chart above) they associate most closely with, and a separate question asks whether they associate with "Hispanic, Latino, or Spanish origin" or not (defined as ethnicity).

Source: U.S. Census Bureau (2010); ESRI (2014)

Educational Attainment

Population Aged 25+ by Educational Attainment



	Percent Bachelor's Degree or Higher
City	10%
County	21%
State	31%

Source: U.S. Census Bureau American Community Survey (2008-2012)

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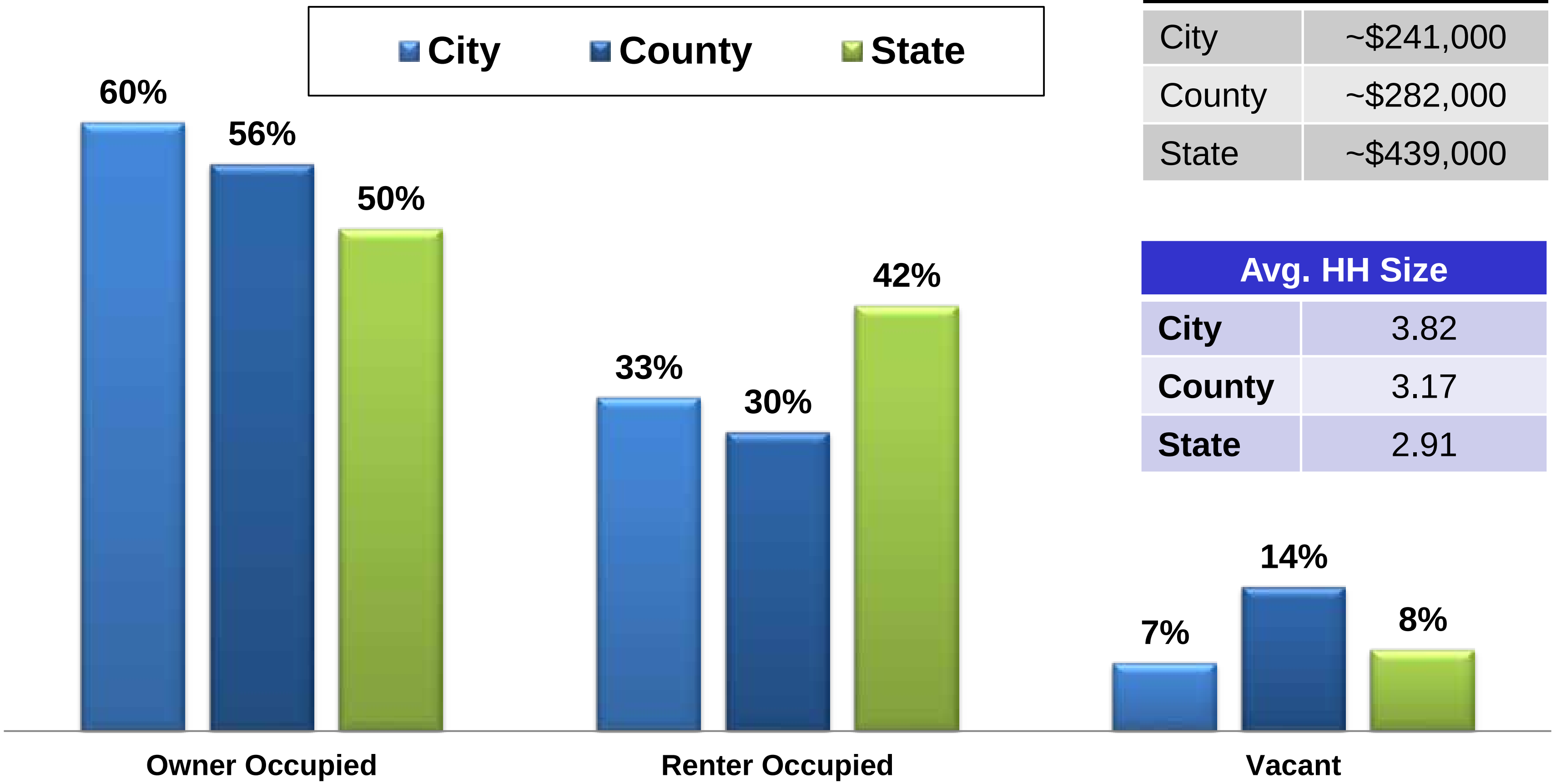
Housing & Household Size

Housing Breakdown (2014)



Avg. Home Value	
City	~$241,000
County	~$282,000
State	~$439,000

Avg. HH Size	
City	3.82
County	3.17
State	2.91

Source: U.S. Census Bureau (2010); ESRI (2014)

Population Segmentation Profile

Top 5 “Tapestries” in City	Percent	Sample Characteristics
1. Urban Villages	47%	• Hispanic, foreign-born, large families w/ kids • Young, blue collar, renters, modest spenders • Spend on home improvement, groceries, fast food, Denny’s, movies
2. Barrios Urbanos	16%	• Similar to Urban Villages, lower educational attainment, higher unemployment • Spend on necessities, do not dine out often
3. Las Casas	11%	• Similar to Urban Villages, but lower incomes • More renters, spend on kids/baby products, fast food • Shop at Ralphs, Vons, am/pm for groceries
4. Pleasantville	9%	• Older, settled households, educated, mostly married couples, high incomes (white collar) and net worth • Older, single family homes, low vacancy, • Shop online and in stores, from upscale to discount
5. Home Improvement	4%	• Married couples in single family homes in low density neighborhoods, low unemployment • East out regularly at fast food and family restaurants, spend on car maintenance

Source: ESRI (2014)

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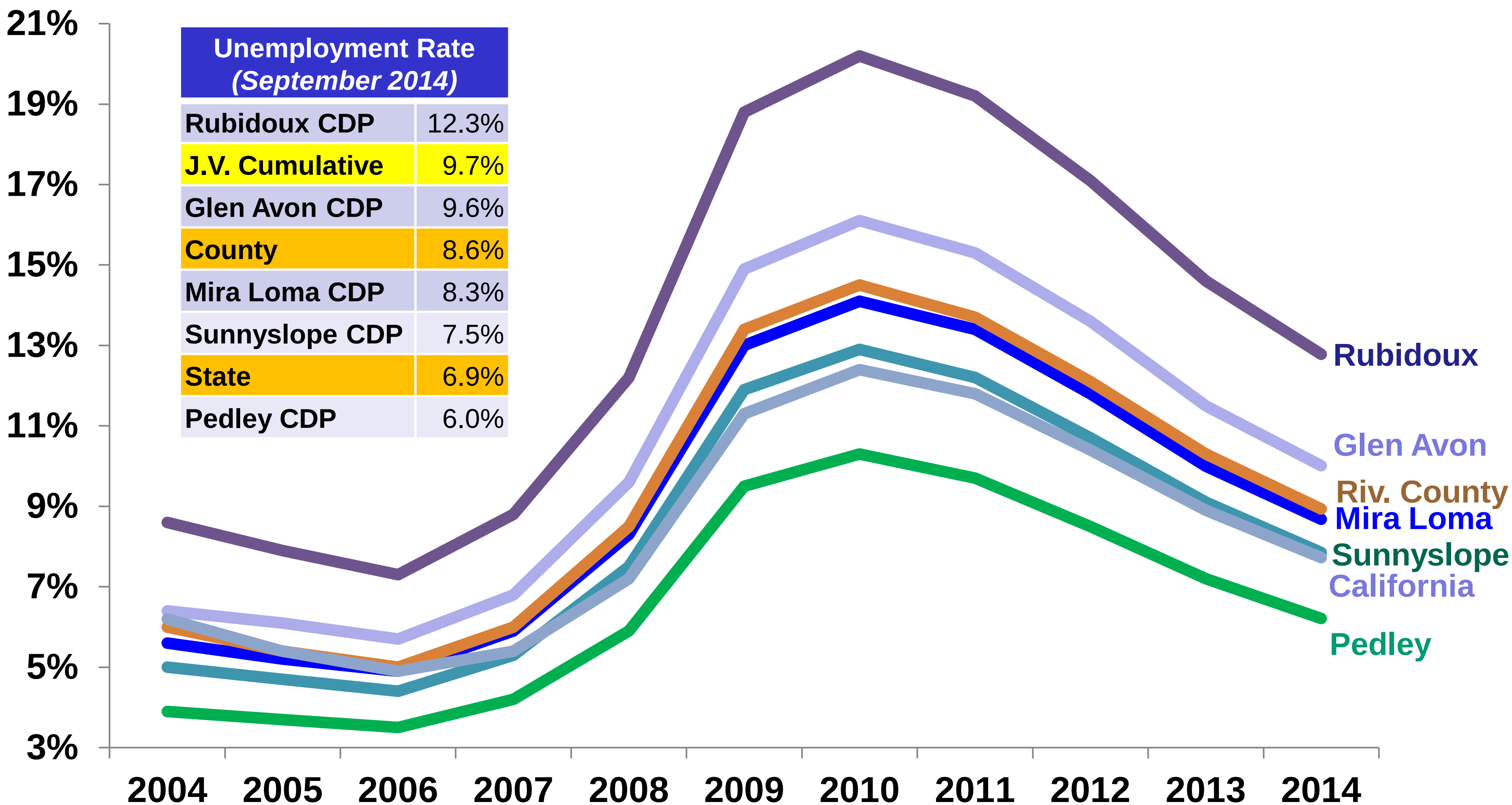
Economic & Demographic Profile

Unemployment & Employment by Industry

Unemployment

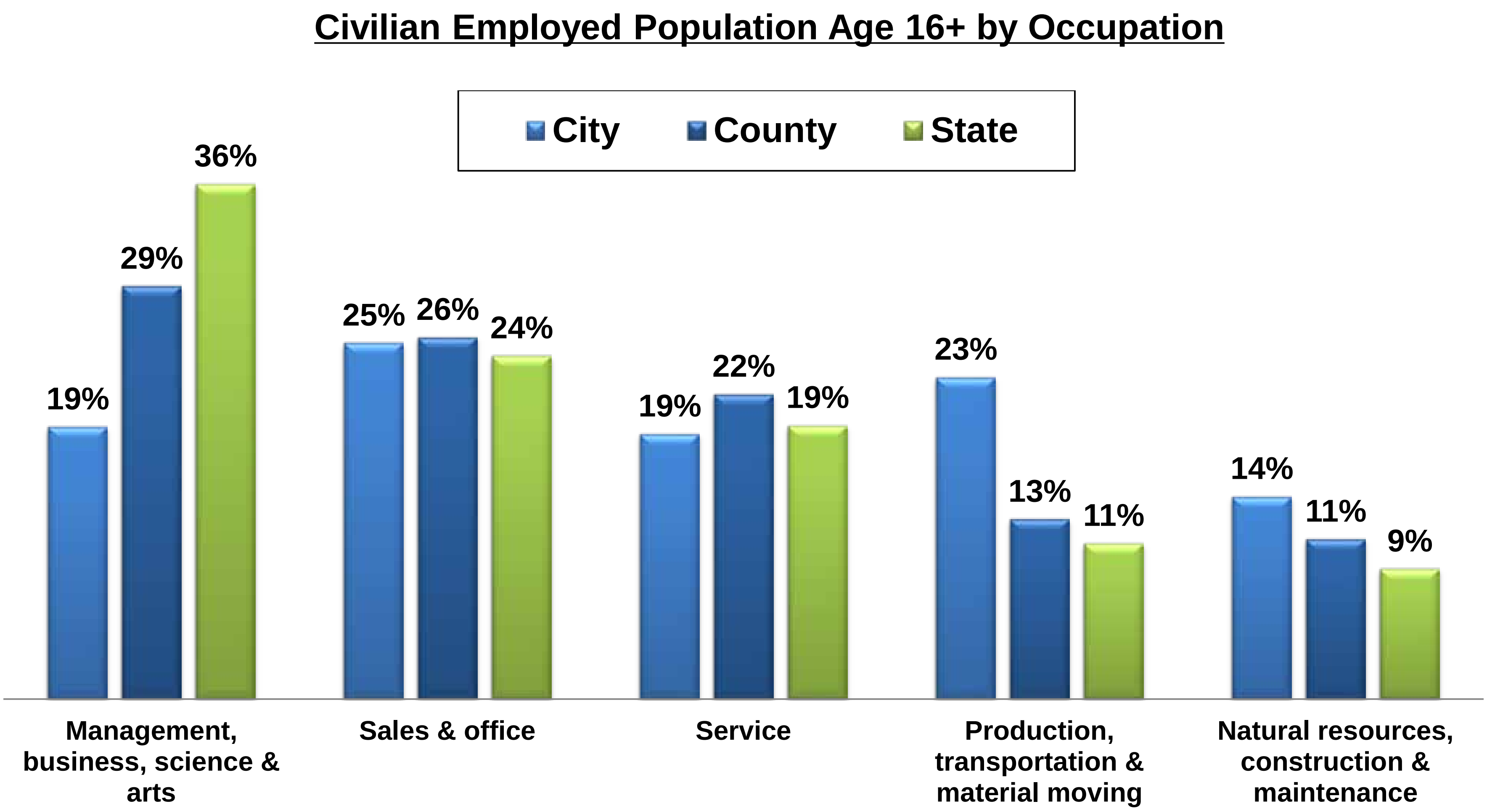
Unemployment Rate *(September 2014)*	
Rubidoux CDP	12.3%
J.V. Cumulative	9.7%
Glen Avon CDP	9.6%
County	8.6%
Mira Loma CDP	8.3%
Sunnyslope CDP	7.5%
State	6.9%
Pedley CDP	6.0%



Note: Not seasonally adjusted; annual averages (2014 = average of January through September)

Source: California Employment Development Department (2014)

Resident Employment by Occupation



Source: U.S. Census Bureau (2010); ESRI (2014)

Employment by Industry

City Resident Employed Population (Age 16+)	
Retail trade	11.9%
Manufacturing	11.4%
Healthcare & social assist.	9.6%
Educational services	9.1%
Accommodation & food services	7.9%
Admin. & support & waste mgmt.	7.5%
Construction	7.1%
Transportation & warehousing	6.1%
Wholesale trade	5.9%
Public administration	5.0%
Other services, except public admin.	5.0%
Prof., scientific & tech. services	3.8%
Finance & insurance	2.6%
Arts, entertainment & recreation	1.5%
Management of companies & enterprises	1.4%
Real estate rental & leasing	1.2%
Information	1.2%
Agriculture, forestry, fishing & hunting	1.0%
Utilities	0.9%
Mining, quarrying, oil & gas extraction	0.1%

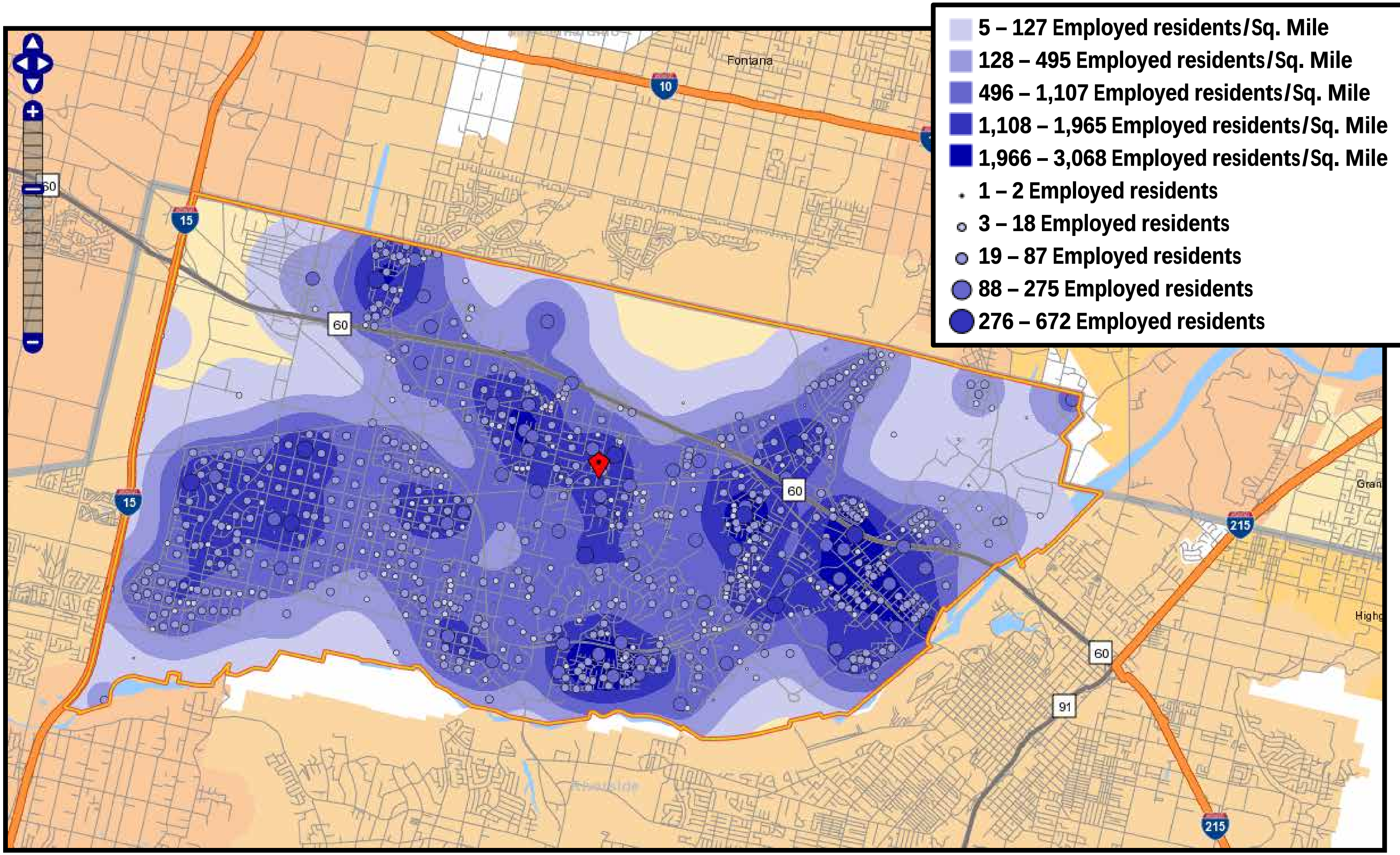
"Industries in which City residents work"

Workers Employed within City	
Transportation & warehousing	21.9%
Retail trade	11.1%
Manufacturing	11.1%
Educational services	10.0%
Construction	9.9%
Wholesale trade	6.9%
Other services, except public admin.	6.0%
Accommodation & food services	5.4%
Healthcare & social assist.	4.8%
Admin. & support & waste mgmt.	3.6%
Prof., scientific & tech. services	2.2%
Arts, entertainment & recreation	1.4%
Management of companies & enterprises	1.2%
Information	1.1%
Real estate rental & leasing	1.0%
Public administration	0.9%
Finance & insurance	0.7%
Agriculture, forestry, fishing & hunting	0.4%
Utilities	0.2%
Mining, quarrying, oil & gas extraction	0.0%

"Jobs in the City"

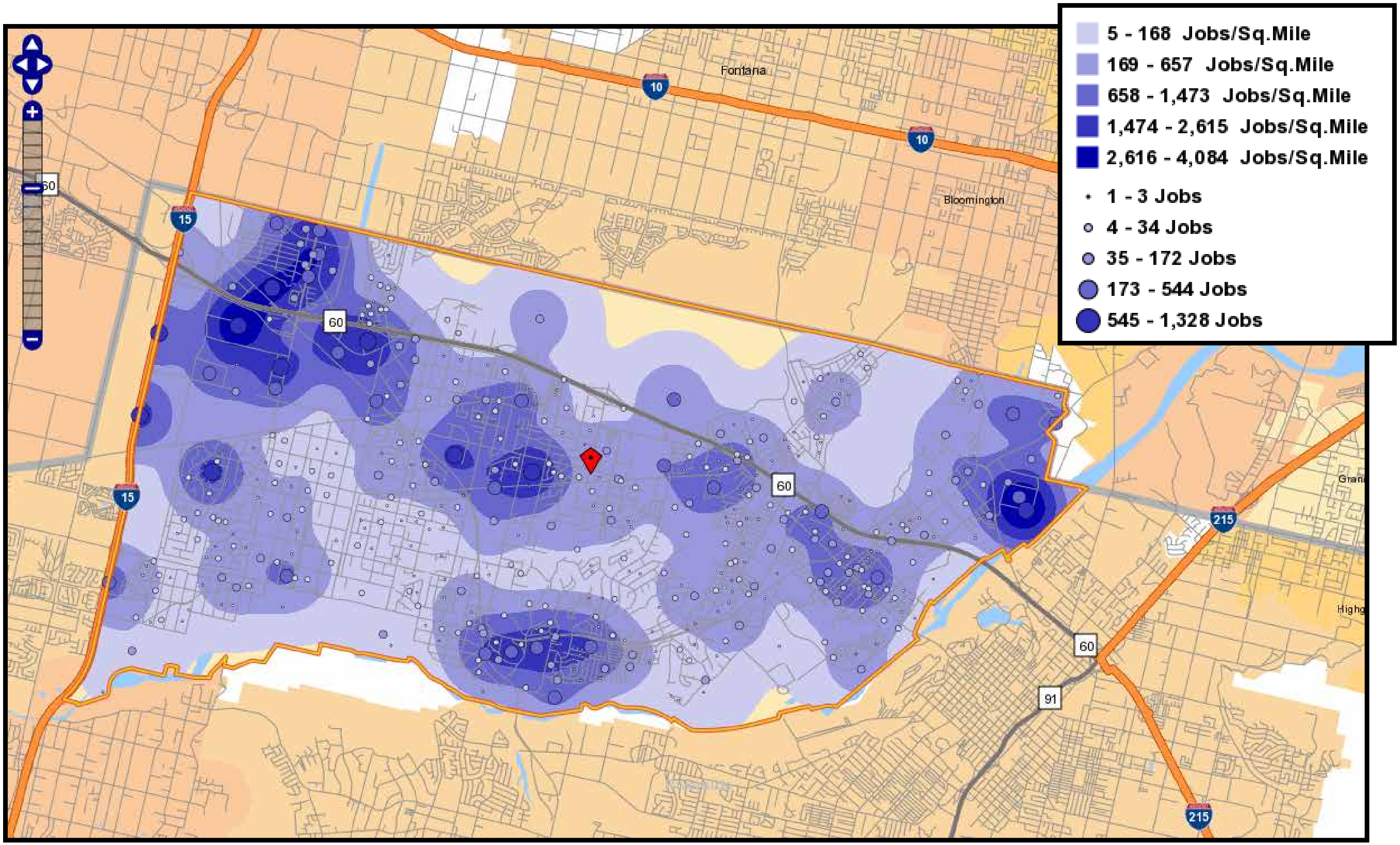
Source: U.S. Census Bureau Center for Economic Studies (2011)

Resident Concentration Within City



Source: U.S. Census Bureau Center for Economic Studies (2011)

Employment Concentration Within City



Note: Information on largest employers in the City not available
Source: U.S. Census Bureau Center for Economic Studies (2011)

Resident and Employee Commute

Employed Resident Place of Work	
Riverside	12.8%
Jurupa Valley	9.7%
Ontario	6.5%
San Bernardino	4.1%
Corona	3.9%
Rancho Cucamonga	3.5%
Anaheim	3.2%
Fontana	3.2%
Irvine	2.8%
Santa Ana	2.5%
Los Angeles	2.5%
Chino	2.5%
Pomona	1.8%
Orange	1.6%
Norco	1.4%
Rialto	1.2%
Moreno Valley	1.1%
Brea	1.0%
Redlands	1.0%
Upland	0.9%
Other	32.8%

"Where City residents work"

City Employee Origin	
Jurupa Valley	12.8%
Riverside	10.7%
Fontana	4.3%
Moreno Valley	4.3%
San Bernardino	3.6%
Ontario	3.2%
Rancho Cucamonga	2.8%
Los Angeles	2.6%
Corona	2.5%
Rialto	2.3%
Colton	1.3%
Eastvale	1.3%
Hesperia	1.2%
Pomona	1.1%
Upland	1.0%
Perris	1.0%
Anaheim	1.0%
Chino	1.0%
Chino Hills	0.9%
San Diego	0.9%
Other	40.1%

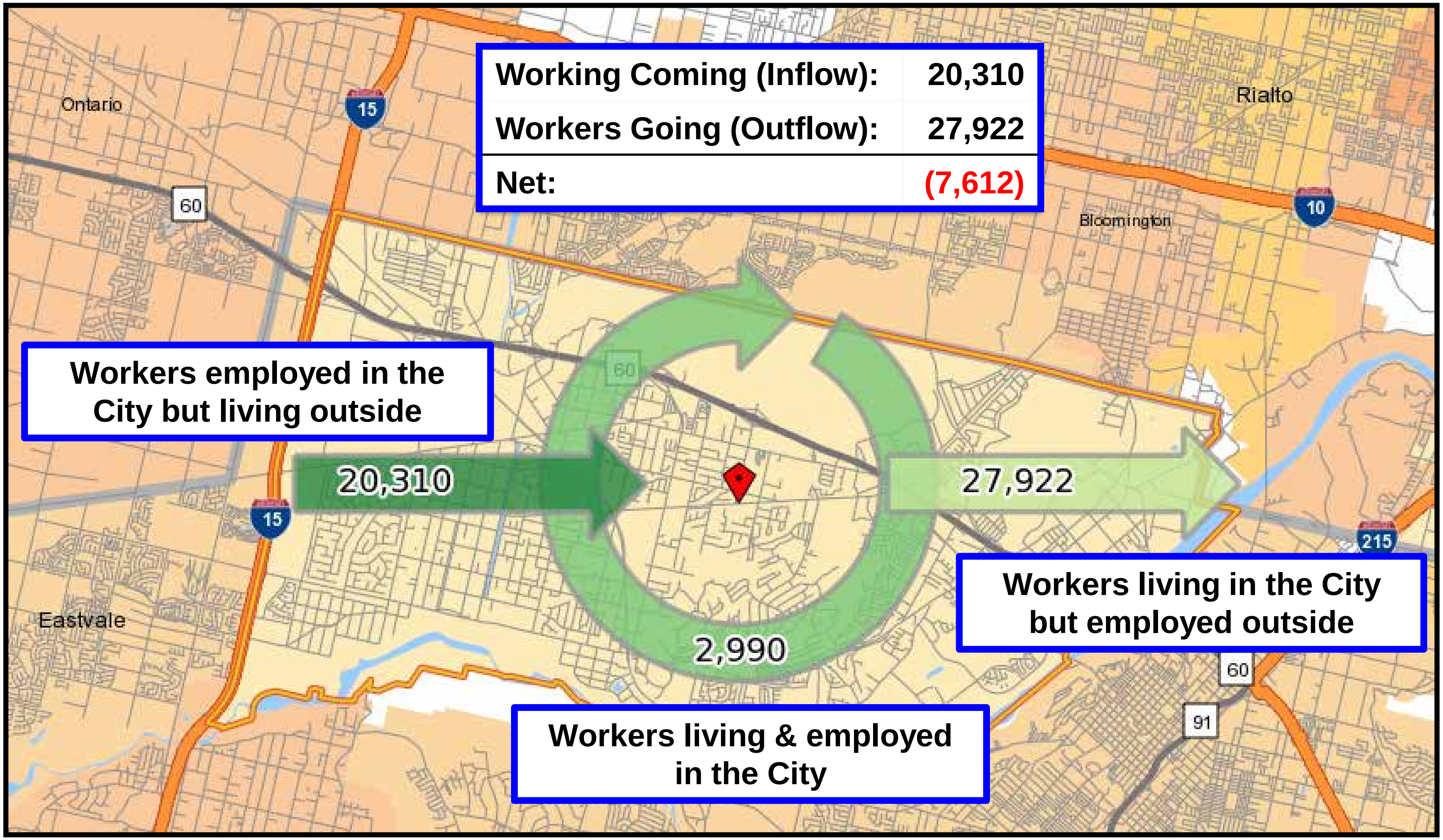
"Where people who work in the City come from"

Source: U.S. Census Bureau Center for Economic Studies (2011)

Worker Inflow / Outflow

"Are jobs coming or going?"

Working Coming (Inflow):	20,310
Workers Going (Outflow):	27,922
Net:	(7,612)



Source: U.S. Census Bureau Center for Economic Studies (2011)

Summary: Demographics and Employment

- Relatively younger, largely Hispanic and blue collar population
- Larger than average household size; home values slightly lower than County average
- Unemployment varies widely by community within the City, with some communities higher (e.g., Rubidoux, Glen Avon) or lower (e.g., Pedley) than County and State averages
- Most employees in City work in transportation and warehousing, retail trade, and manufacturing services
- City is a net exporter of jobs, with residents employed in Riverside, Jurupa Valley, Ontario, and other cities

Market Demand Analysis

Household & Employment Growth

Projected Household & Employment Growth

City of Jurupa Valley	2014	2040	Net New	Total Growth	Annual Average Growth
Households	25,362	30,763	**5,401**	**21.3%**	0.7%
Employment	25,401	33,541	**8,140**	**32.0%**	1.1%

- **5,401** new households and **8,140** new jobs projected for the City through 2040
- Employment projected to increase at a faster rate than resident households

Source: Southern California Association of Governments (SCAG); City of Jurupa Valley; U.S. Census Bureau (2010); ESRI; Dun & Bradstreet, Inc. (2014)

Employment Projections by Industry
Riverside & San Bernardino Counties

Industry	2010	2020	Annual Growth 2010-20	Total Growth 2010-20	Total Change 2010-20
Retail Trade	**155,500**	**190,800**	**2.1%**	**22.7%**	**35,300**
Professional and Business Services	123,400	156,500	2.4%	26.8%	33,100
Health Care and Social Assistance	118,200	148,800	2.3%	25.9%	30,600
Accommodation and Food Services	106,900	133,200	2.2%	24.6%	26,300
Transportation and Warehousing	**60,900**	**78,900**	**2.6%**	**29.6%**	**18,000**
Wholesale Trade	48,600	60,500	2.2%	24.5%	11,900
Construction	59,700	69,300	1.5%	16.1%	9,600
Government	234,300	243,600	0.4%	4.0%	9,300
Educational Services (Private)	15,600	21,000	3.0%	34.6%	5,400
Other Services	38,200	43,300	1.3%	13.4%	5,100
Financial Activities	41,000	45,400	1.0%	10.7%	4,400
Manufacturing	85,100	88,400	0.4%	3.9%	3,300
Arts, Entertainment, and Recreation	15,800	18,100	1.4%	14.6%	2,300
Utilities	5,800	6,400	1.0%	10.3%	600
Mining and Logging	1,000	900	-1.0%	-10.0%	(100)
Information	15,800	15,600	-0.1%	-1.3%	(200)
Total Nonfarm	1,125,900	1,320,800	1.6%	17.3%	194,900
Total Farm	15,000	14,000	-0.7%	-6.7%	(1,000)
Other	112,400	125,200	1.1%	11.4%	12,800
Total Employment	**1,253,300**	**1,460,000**	**1.5%**	**16.5%**	**206,700**

Source: California Employment Development Department, U.S. Bureau of Labor Statistics (2012)

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Market Demand Analysis

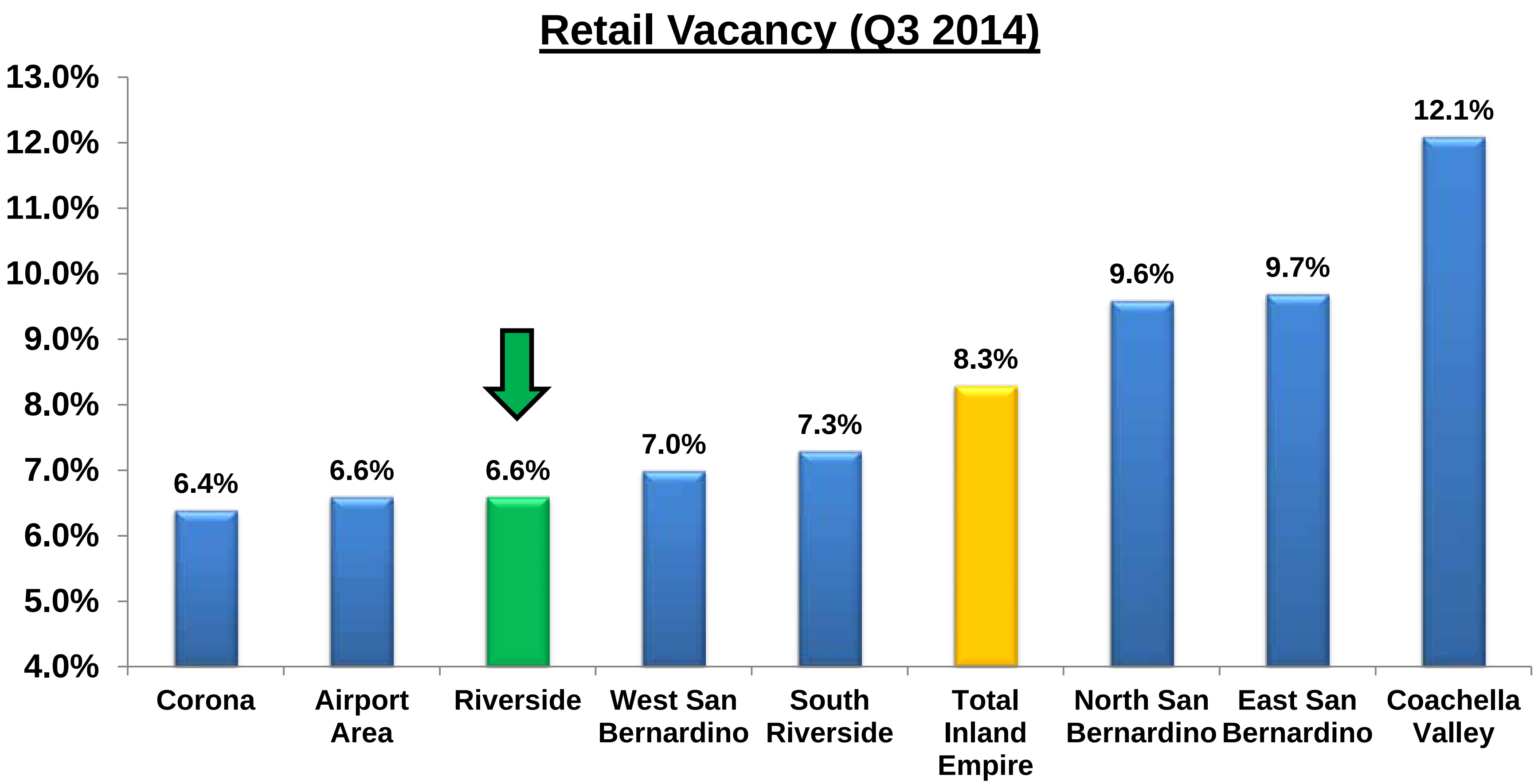
Supply, Vacancy & Lease Rates

Supply, Vacancy & Lease Rates

- Supply, vacancy, and lease rates for retail and industrial uses are compared between major Inland Empire markets
- Jurupa Valley falls within the "Riverside" submarket of the Inland Empire market area for retail (as defined by CoStar) and within the "Jurupa Valley / Eastvale" submarket for industrial (as defined by Colliers)
- Both retail and industrial vacancy within the City's submarket is estimated below the Inland Empire average
- Both retail and industrial lease rates within the City's submarket are estimated above the Inland Empire average

Source: CoStar Property, Colliers International (Q3 2014)

Retail Vacancy by Market



Total G.L.A.	6.3M	25.0M	34.6M	16.9M	30.6M	185.0M	17.2M	28.3M	26.1M

Note: Jurupa Valley falls within the "Riverside" submarket of the Inland Empire market area for retail (as defined by CoStar)
G.L.A. = Gross Leasable Area

Source: CoStar Property (Q3 2014)

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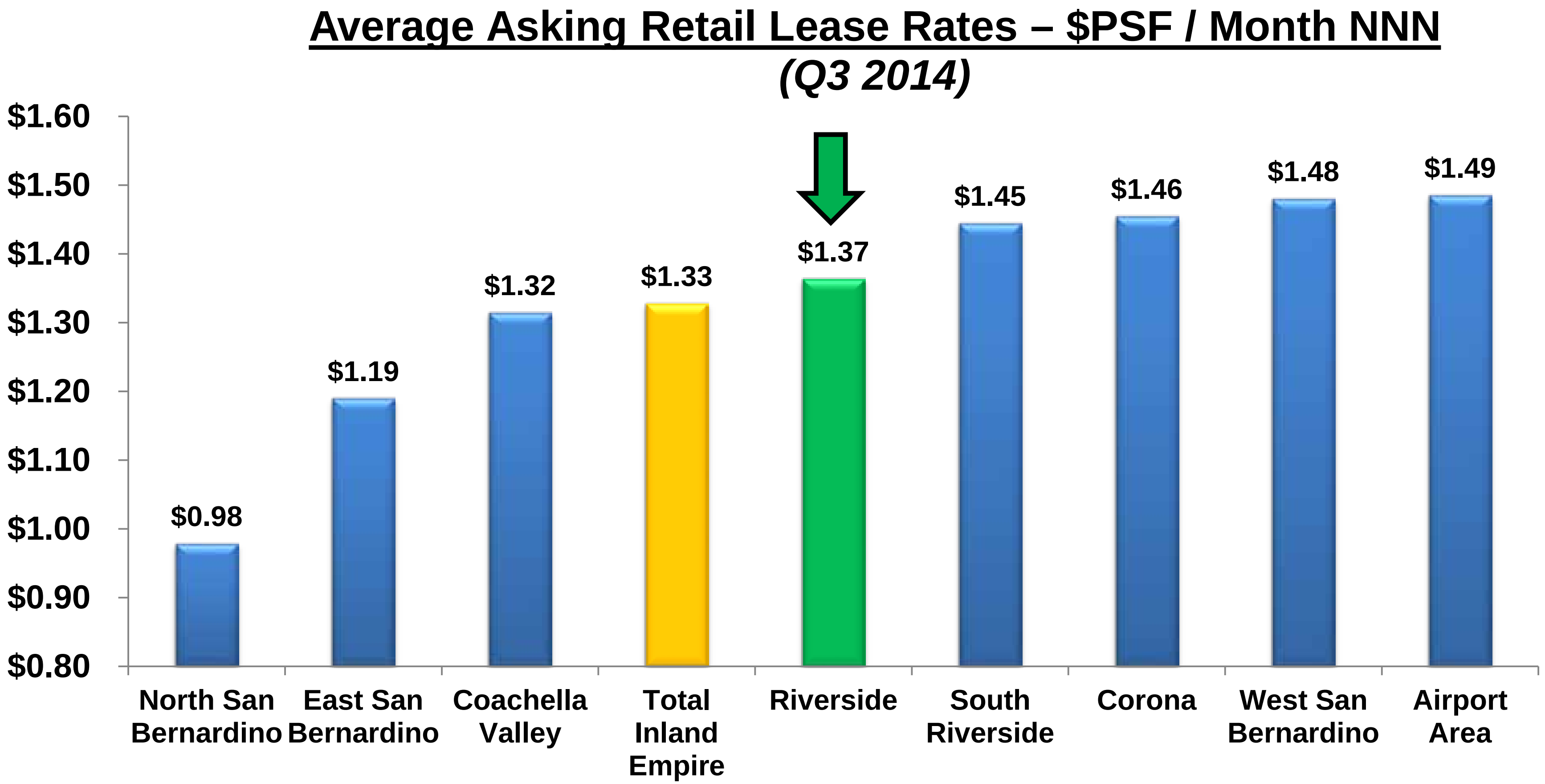
Retail Lease Rates by Market



Total G.L.A.	17.2M	28.3M	26.1M	185.0M	34.6M	30.6M	6.3M	16.9M	25.0M

Note: Jurupa Valley falls within the "Riverside" submarket of the Inland Empire market area for retail (as defined by CoStar)
G.L.A. = Gross Leasable Area

Source: CoStar Property (Q3 2014)

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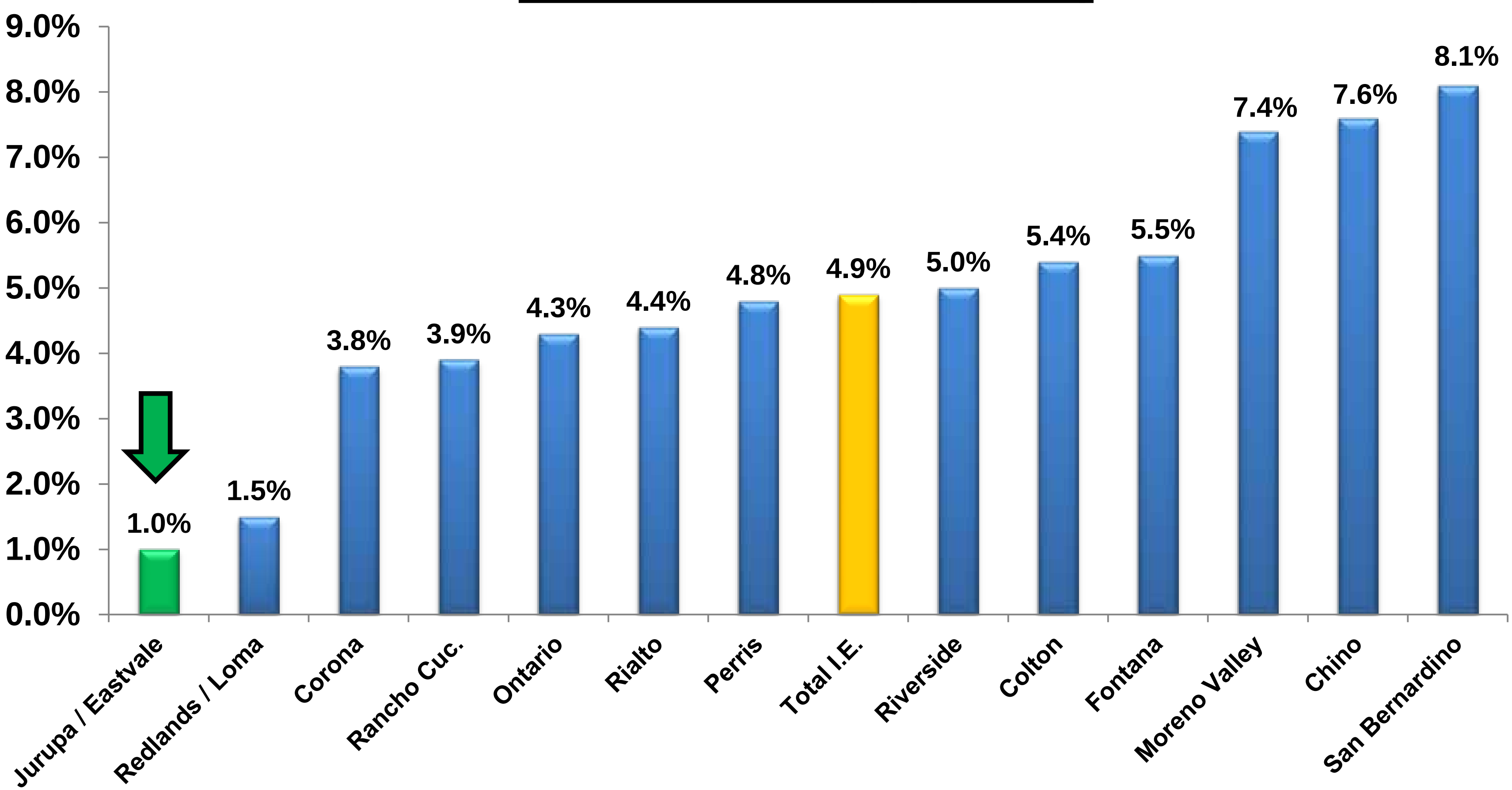
Industrial Vacancy by Market

Industrial Vacancy (Q3 2014)



Total G.L.A.	**30.7M**	**18.8M**	**25.7M**	**39.1M**	**96.5M**	**19.5M**	**15.3M**	**437.4M**	**41.8M**	**7.2M**	**50.4M**	**17.0M**	**43.4M**	**32.1M**

Note: The City falls within the "Jurupa Valley / Eastvale" submarket of the Inland Empire market area for industrial (as defined by Colliers)
G.L.A. = Gross Leasable Area

Source: Colliers International (Q3 2014)

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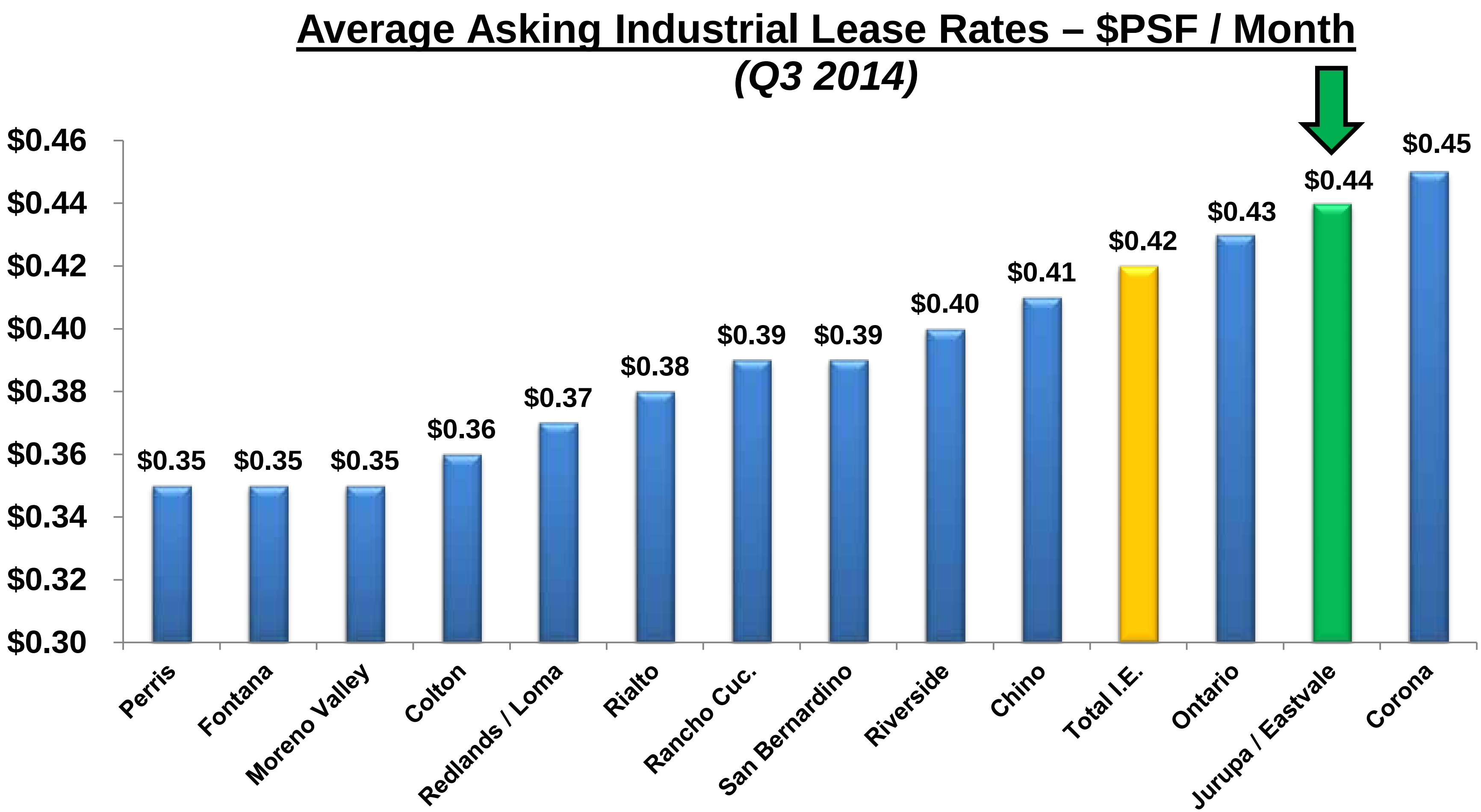
Industrial Lease Rates by Market



Total G.L.A.	15.3M	50.4M	17.0M	7.2M	18.8M	19.5M	39.1M	32.1M	41.8M	43.4M	437.4M	96.5M	30.7M	25.7M

Note: The City falls within the "Jurupa Valley / Eastvale" submarket of the Inland Empire market area for industrial (as defined by Colliers)
G.L.A. = Gross Leasable Area

Source: Colliers International (Q3 2014)

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Market Demand Analysis

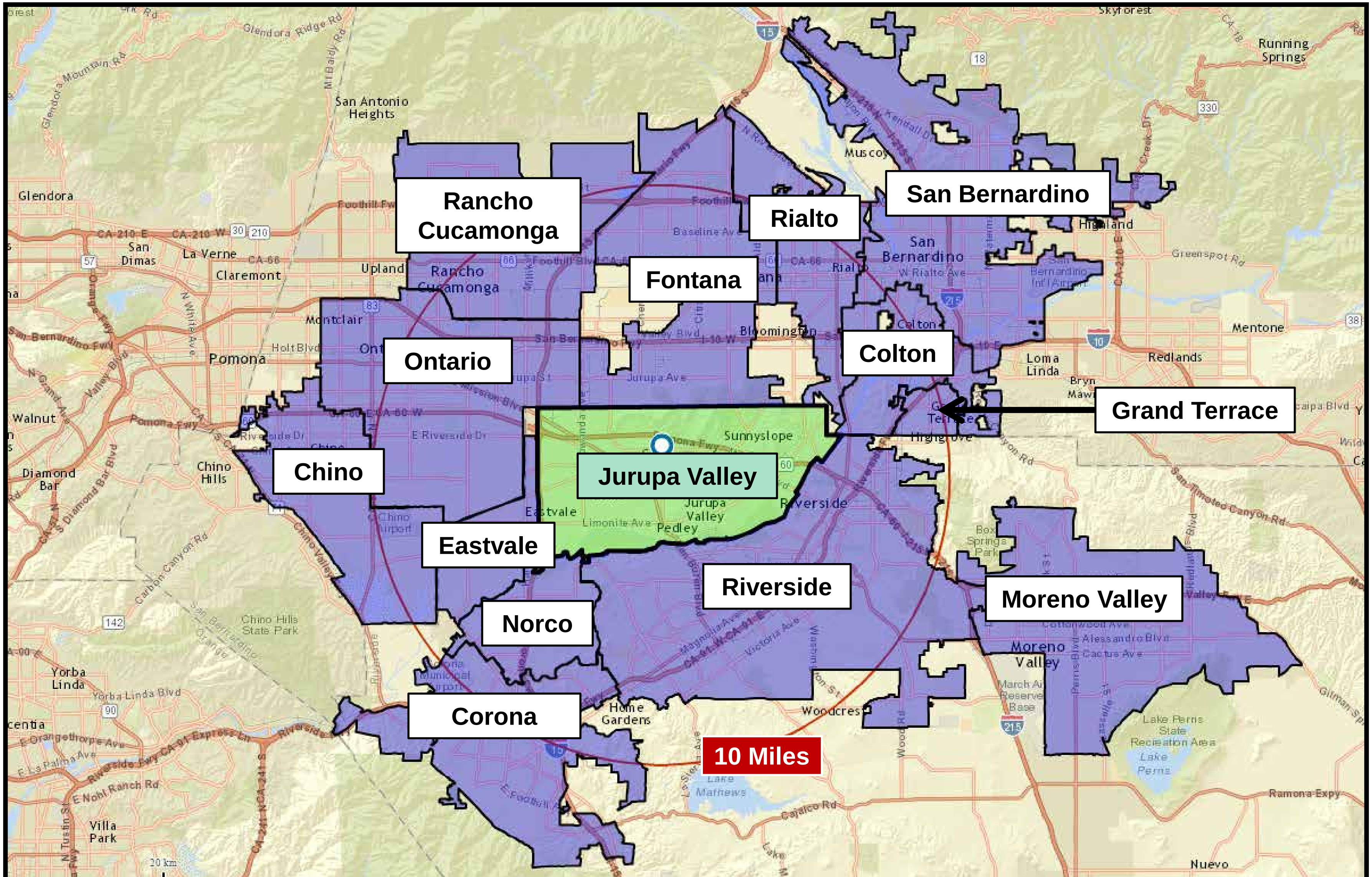
Taxable Retail Sales Performance

Taxable Retail Sales Performance

- Taxable consumer spending across retail categories is totaled and normalized for population within the City and comparison regions for the purpose of evaluating relative taxable retail sales performance
- Retail sales per capita for the City (**~$5,500**) is below average when compared to the Riverside County (~$9,400) and San Bernardino County (~$10,200) averages
- Higher performing sales categories include grocery and other retail* sales
- Lower performing retail categories include apparel, general merchandise, restaurants and bars, building materials, and automotive dealerships / supply dealers

***** "Other retail" includes sporting goods, office supply, drug stores, and other retail

Jurupa Valley & Comparison Cities



Source: ESRI (2014)

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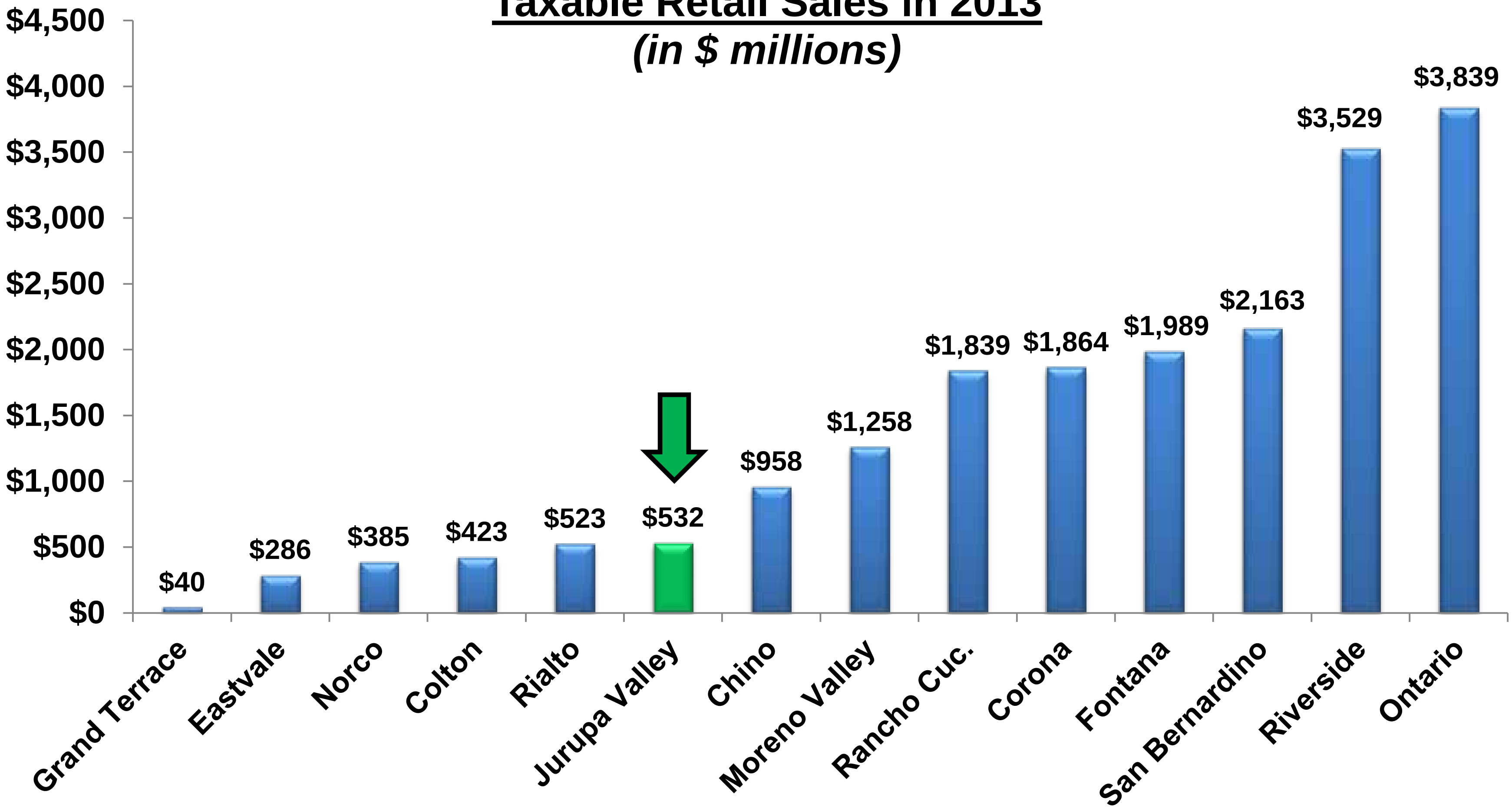
Taxable Retail Sales
Jurupa Valley & Comparison Regions

Taxable Retail Sales in 2013
(in $ millions)



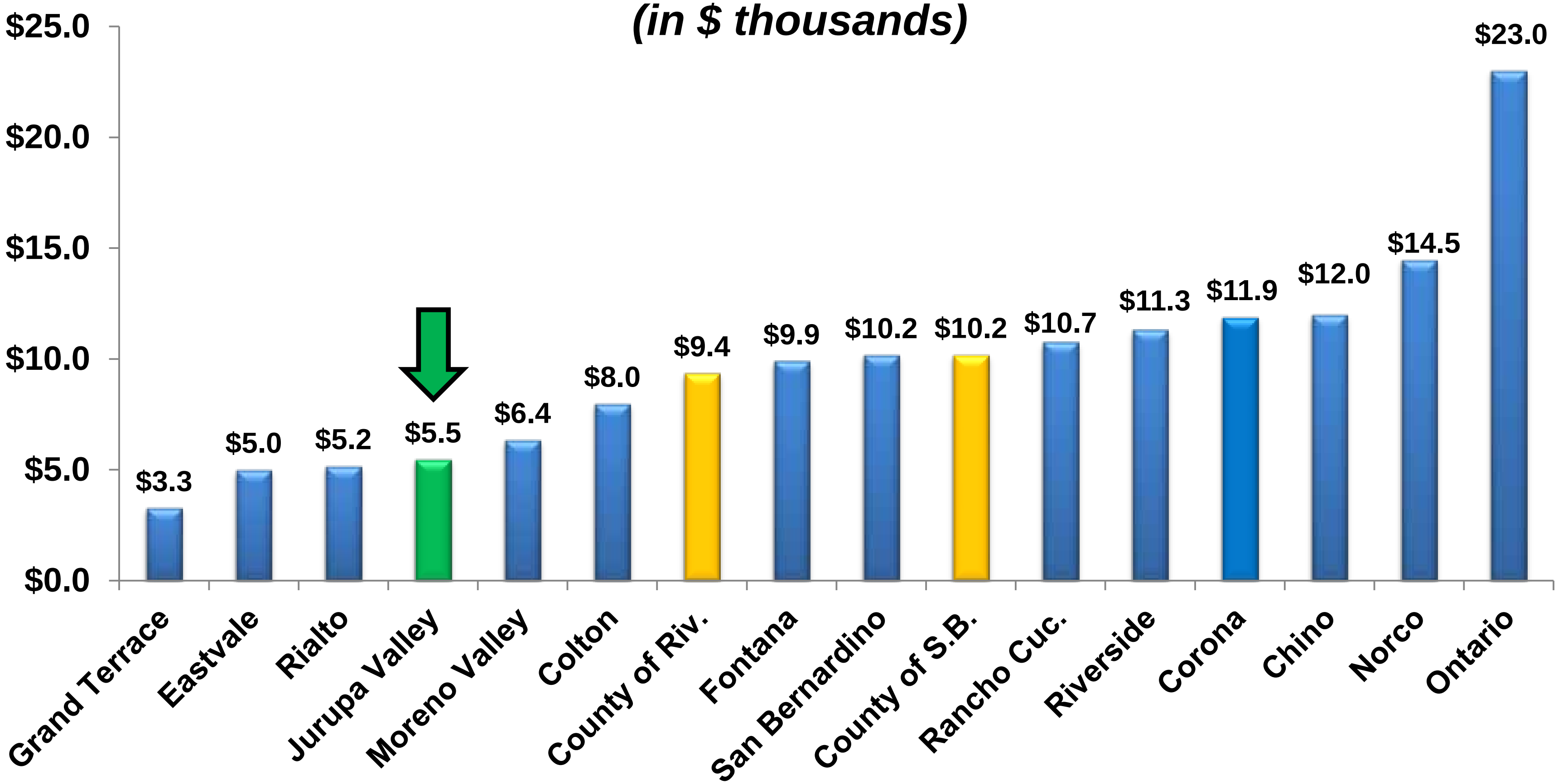
2013 Population (thousands):

12.3	57.3	26.6	53.0	101.3	97.2	79.9	198.1	171.1	156.8	201.0	212.6	312.0	166.9

Source: CA Retail Survey; CA Board of Equalization; CA Department of Finance (2014)

Per Capita Taxable Retail Sales
Jurupa Valley & Comparison Regions

Per Capita Taxable Retail Sales in 2013
(in $ thousands)



2013 Population (thousands):

12.3	57.3	101.3	97.2	198.1	53.0	2,255.1	201.0	212.6	2,076.3	171.1	312.0	156.8	79.9	26.6	166.9

Source: CA Retail Survey; CA Board of Equalization; CA Department of Finance (2014)

Retail Category Definitions

- **Shopper Goods / GAFO** (General Merchandise, Apparel & Accessories, Furniture & Other Sales)
  - Apparel Stores
  - General Merchandise
  - Home Furnishings & Appliances
  - Other Retail Stores (includes Sporting Goods, Office Supply, Drug Stores)
- **Convenience Goods**
  - Grocery Stores
  - Restaurants & Bars
- **Heavy Commercial Goods**
  - Building Materials
  - Auto Dealers & Supplies
  - Service Stations

Note: Retail Categories delineated by California Board of Equalization

Per Capita Retail Sales by Category
City & Comparison Regions

Per Capita Sales (2013)	Jurupa Valley	Fontana	Riverside	Norco	Ontario	County of Riv.	County of S.B.
Shopper Goods / GAFO							
Apparel	$137	$318	$810	$173	$2,774	$671	$659
General Merchandise	$287	$1,423	$1,381	N/A	$1,046	$1,638	$1,644
Home Furn. & App.	$177	$109	$467	$502	$1,135	$435	$463
Other Retail	$1,004	$902	$992	$2,321	$4,552	$937	$1,319
Convenience Goods							
Grocery	$776	$558	$657	$806	$496	$570	$536
Restaurants & Bars	$754	$1,001	$1,398	$2,102	$1,974	$1,247	$1,254
Heavy Commercial Goods							
Building Materials	$315	$657	$733	$744	$954	$581	$608
Auto Dealers & Supp.	$367	$3,014	$3,417	$4,262	$6,403	$1,633	$1,789
Service Stations	$1,652	$1,913	$1,459	$3,551	$3,673	$1,643	$1,910
Total Retail	$5,468	$9,895	$11,313	$14,462	$23,008	$9,356	$10,182

Key: (green) **Indicates higher value for Jurupa Valley** (pink) **Indicates lower value for Jurupa Valley**

Note: Norco data for "General Merchandise" category not available for purposes of confidentiality, included in "Other Retail" category

Source: California Retail Survey (2014)

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Market Demand Analysis

Retail Sales Surplus / Leakage

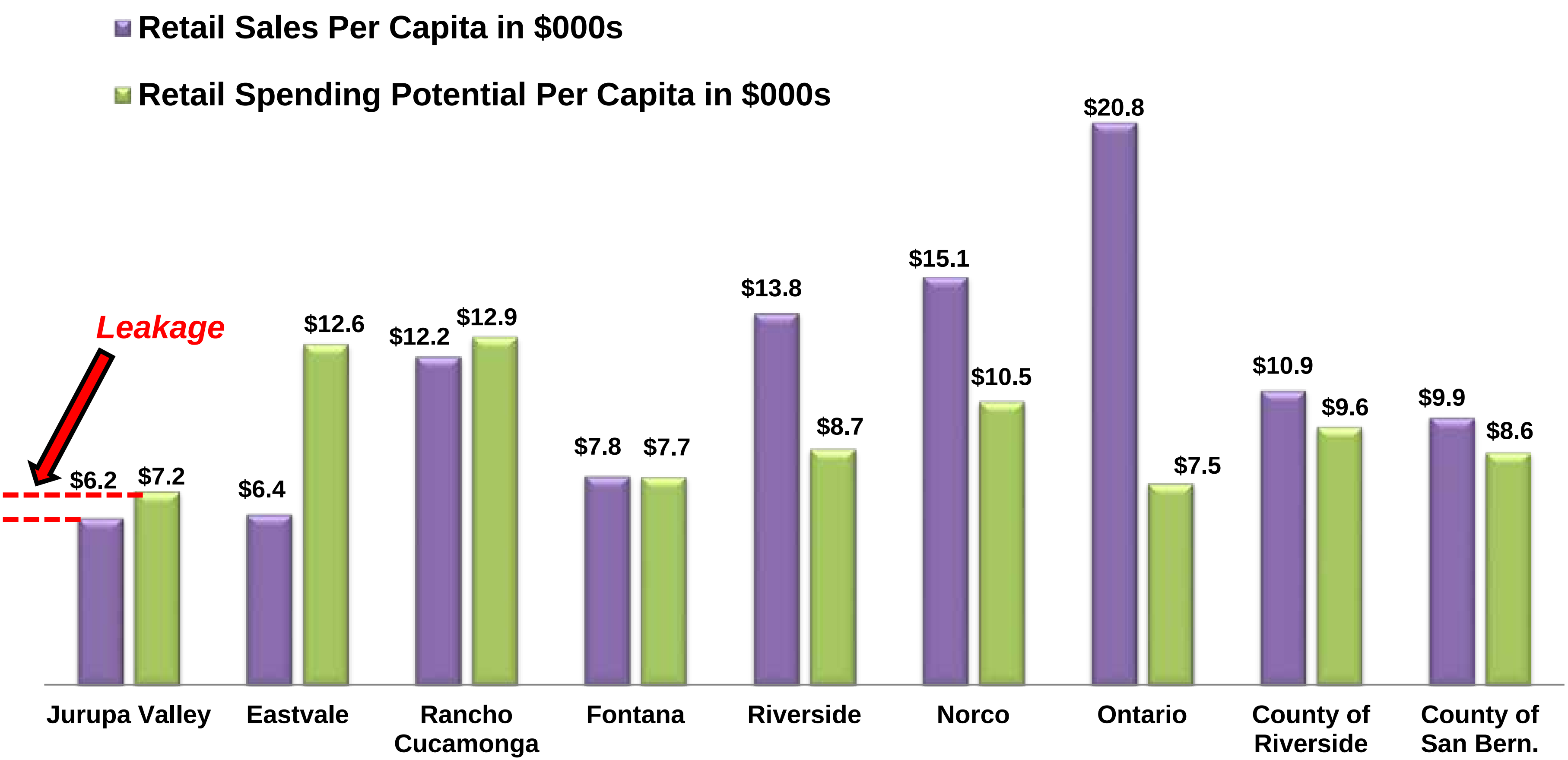
Retail Sales Surplus / Leakage

- Overall retail sales in the City are **lower** than retail spending potential based on households and average household income, suggesting that, overall, the City is likely leaking a significant portion of Jurupa Valley resident retail purchases to other jurisdictions (i.e. sales **leakage**)

- Certain categories, however, are exhibiting a retail sales surplus, including:
  - General Merchandise Stores
  - Furniture & Home Furnishings Stores
  - Electronics & Appliance Stores
  - Miscellaneous Store Retailers
  - Food & Beverage Stores
  - Building Materials, Garden Equipment & Supply Stores

Note: Includes estimated taxable and non-taxable retail sales

Retail Sales Surplus / Leakage
"Cash Registers vs. Wallets"



Sales Surplus / Leakage Per Capita in $000s:

($0.9)	($6.2)	($0.7)	$0.1	$5.0	$4.6	$13.3	$1.4	$1.3
(13%)	(50%)	(5%)	1%	58%	44%	179%	14%	15%

Note: Spending potential based on number of households, average household income, and estimated percentage of income spent on retail goods and services (includes taxable and non-taxable spending)

Source: ESRI, Dun & Bradstreet (2014)

Retail Sales Surplus / Leakage by Category

City of Jurupa Valley

Retail Category	Retail Spending Potential	Retail Sales	Retail Surplus/ (Leakage)	Percent Surplus/ (Leakage)
Shopper Goods (GAFO):				
Clothing & Clothing Accessories Stores	$43,986,971	$23,581,618	($20,405,353)	(46%)
General Merchandise Stores	$92,747,334	$166,869,235	$74,121,901	80%
Furniture & Home Furnishings Stores	$15,000,839	$21,332,661	$6,331,822	42%
Health & Personal Care Stores	$49,033,581	$18,472,368	($30,561,213)	(62%)
Sporting Goods, Hobby, Book & Music Stores	$14,833,849	$4,944,546	($9,889,303)	(67%)
Electronics & Appliance Stores	$15,822,353	$17,026,143	$1,203,790	8%
Miscellaneous Store Retailers	$19,067,031	$25,766,998	$6,699,967	35%
Nonstore Retailers	$65,201,116	$24,019,156	($41,181,960)	(63%)
Subtotal – GAFO	**$315,693,074**	**$302,012,725**	**($13,680,349)**	**(4%)**
Convenience Goods:				
Food & Beverage Stores	$113,690,995	$119,497,785	$5,806,790	5%
Food Services & Drinking Places	$71,888,150	$61,568,617	($10,319,533)	(14%)
Subtotal – Convenience	**$185,579,145**	**$181,066,402**	**($4,512,743)**	**(2%)**
Heavy Commercial Goods:				
Bldg Materials, Garden Equip. & Supply Stores	$21,668,243	$30,663,337	$8,995,094	42%
Motor Vehicle & Parts Dealers	$123,183,008	$46,929,250	($76,253,758)	(62%)
Gasoline Stations	$54,569,584	$49,060,042	($5,509,542)	(10%)
Subtotal – Heavy Commercial	**$199,420,835**	**$126,652,629**	**($72,768,206)**	**(36%)**
Total Retail	**$700,693,055**	**$609,731,755**	**($90,961,300)**	**(13%)**

Source: ESRI, Dun & Bradstreet (2014)

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Surplus/Leakage Summary by Category

Surplus Retail Categories	Leakage Retail Categories
• General Merchandise Stores • Furniture & Home Furnishings Stores • Electronics & Appliance Stores • Miscellaneous Store Retailers • Food & Beverage Stores • Building Materials, Garden Equipment & Supply Stores	• Clothing & Clothing Accessories Stores • Health & Personal Care Stores • Sporting Goods, Hobby, Book & Music Stores • Non-store Retailers • Food Services & Drinking Places • Motor Vehicle & Parts Dealers • Gasoline Stations

2. Strategy

a) Trade Area Retailer Voids

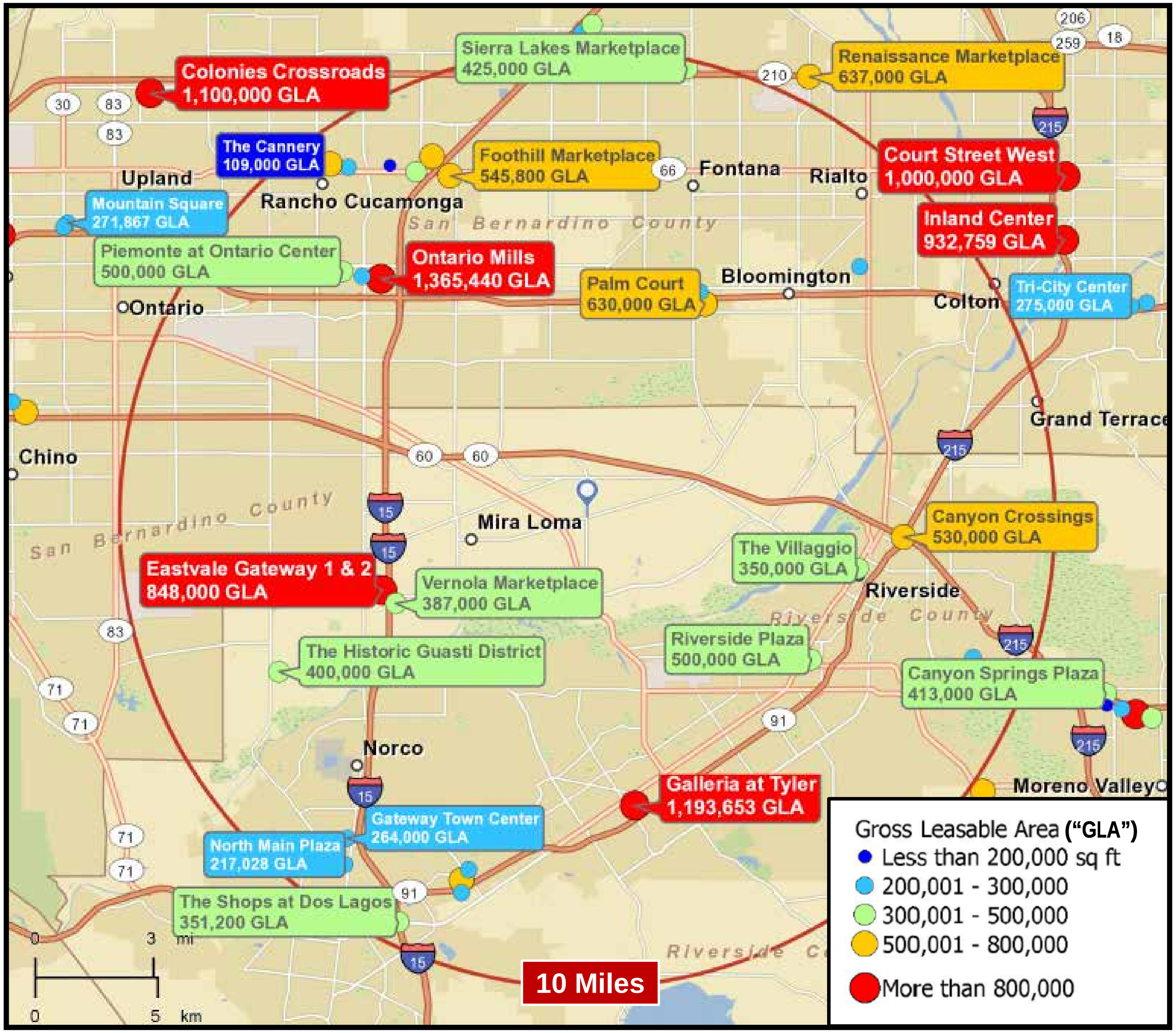
b) Opportunity Site Assessment & Prioritization

Trade Area Retailer Voids

Summary: Retailer Voids

- Retailer voids were evaluated for all major retail categories within the City and larger trade area
- Potential voids were then evaluated based on potential compatibility between trade area characteristics and retailer demographic preferences, as well as current retailer expansion activity
- Potential voids include clothing/apparel, casual and other restaurants, sporting goods, office supply, fitness, drug stores, dollar stores, office supply, wholesale, and others

Major Shopping Center Map
Jurupa Valley Trade Area



Source: Sites USA; Directory of Major Malls (2014)

National Retailer Voids
(within City Limits)

Auto Parts Tires
America's Tire
Big O Tires
Discount Tire
Goodyear
NAPA
Pep Boys
Wheel Works

Banks
AmericanWest Bank
Banco Popular North America
Bank of America
Bank of the West
California Bank-Trust
Citibank
Comerica Bank
Community Bank
Compass Bank
East West Bank
First-Citizens Bank & Trust Company
First Community Bank
HSBC
NBH Bank
Pinnacle Bank
Rabobank
Sterling Savings Bank
U.S. Bank
Umpqua Bank
Westamerica Bank

Book Stores
Barnes & Noble
Deseret Book
Half Price Books

Clothing Apparel
Abercrombie & Fitch
Aeropostale
American Eagle Outfitters
Ann Taylor
Ann Taylor Factory
Ann Taylor Loft
Ann Taylor Loft Outlet
Anthropologie
Banana Republic
BCBG Max Azria
bebe
Bon Worth
Buckle
Catherines
Charlotte Russe
Chico's
Citi Trends
Coldwater Creek
dd's DISCOUNTS
Dress Barn
Express
Factory 2-U
Fallas Paredes
Forever 21
Fossil
Gap
H And M
Hollister Co.
J. Crew
J. Jill
Jos. A. Bank
K&G Superstore
Lane Bryant
Last Call
Loehmann's
Lucky Brand Jeans
maurices
Men's Wearhouse
New York & Company
Nordstrom Rack
Old Navy
PacSun
Rainbow
Rue21
Saks OFF 5TH
Talbots
The Childrens Place
The Limited
Urban Outfitters
Victoria's Secret
Wet Seal
White House | Black Market

Computers Electronic
Apple Store
Best Buy
Fry's Electronics

Convenience Stores
ARCO AmPm
Sinclair
Texaco
Valero

Craft Fabric Stores
Aaron Brothers
Hancock Fabrics
Hobby Lobby
Jo-Ann

Custom
Sephora

Department Stores
Barneys New York
Bloomingdale's
Dillard's
JCPenney
Macy's
Neiman Marcus
Nordstrom
Saks Fifth Avenue

Discount Department Stores
Babies R Us
Burlington Coat Factory
David's Bridal
Kohl's
Marshalls
Sears
Shopko
Stein Mart
SuperTarget
Target
TJ Maxx
Toys R Us
Tuesday Morning
Wal-Mart
Wal-Mart Supercenter

Dollar Stores
Big Lots
Dollar General
Family Dollar
Just-A-Buck

Drug Stores
CVS
Savon

Fitness
Anytime Fitness
Bally Total Fitness
Curves For Women
Equinox Fitness
Gold's Gym
In-Shape
LA Fitness

Note: List to be refined for targeting purposes by City and Consultant Team

Source: Sites USA (2014)

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National Retailer Voids *(within City Limits)*

Fitness (continued)
Lifetime Fitness
Planet Fitness
Powerhouse Gym
Spectrum Athletic Clubs
World Gym
YMCA

Furniture Household
Anna's Linens
Ashley Furniture
Bassett
Cost Plus
Crate and Barrel
Ethan Allen
HomeGoods
IKEA
Jennifer Convertibles
La-Z-Boy
LAMPS PLUS
Pier 1
Pottery Barn
Relax The Back
Sur La Table
The Container Store
Thomasville
Williams-Sonoma
Z Gallerie

Grocery Stores
Albertsons
Bashas
Bel Air
Cardenas
Dean & Deluca
El Super
Food 4 Less
Food Maxx
Foods Co
Grocery Outlet
IGA
Jons Marketplace
Lucky
Neighborhood Market
Nob Hill
Northgate Market
Pavilions
Raley's
Ralphs
Safeway
Save-A-Lot
Save Mart
Sprouts
Superior Grocers
The Fresh Market
Top Valu Market
Trader Joe's
Vallarta Supermarkets
Vons
Whole Foods
WinCo Foods

Health Beauty
Bath & Body Works
Claire's
Cool Cuts 4 Kids
Cost Cutters
Fantastic Sams
M-A-C
Regis Salon
Sephora
Supercuts
ULTA

Home Improvement
Do It Best
Dunn-Edwards
Home Depot
Kelly-Moore
Orchard
Probuild
Restoration Hardware
Sherwin-Williams
Tractor Supply Company
True Value

Office Supply
Office Depot
Office Max
Staples

Pet Stores
PetsMart

Shoes Footwear
DSW
Famous Footwear
Foot Locker
Johnston & Murphy
Nike
Nine West
Nine West Outlet
Off Broadway
Rack Room Shoes

Sporting Goods
Bass Pro Shops
Big 5
Dick's
Golf Galaxy
Golfsmith
Play It Again Sports
REI
Roger Dunn Golf Shops
Sport Chalet
Sports Authority
Sportsman's Warehouse

Wholesale
Costco
Sam's Club
Smart & Final

Note: List to be refined for targeting purposes by City and Consultant Team

Source: Sites USA (2014)

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National Retailer Voids – Restaurants *(within City Limits)*

Restaurants Bakery Bagels
Bruegger's
Corner Bakery
Einstein Bros
Manhattan Bagel
Noah's
Panera Bread

Restaurants Casual
Another Broken Egg
Applebee's
Baja Fresh
Beef O' Brady's
Bennigan's
BJ's Restaurant & Brewery
Bonefish Grill
Brio
Buca Di Beppo
Buffalo's Southwest Cafe
Buffalo Wild Wings
Cafe Rio
California Pizza Kitchen
Capital Grille
Captain D's Seafood
Carino's
Chart House
Chevys
Chili's
Chipotle
Claim Jumper
Coco's
Costa Vida
Dickey's
Elephant Bar
Famous Dave's
Fleming's
Freddys
Fuddruckers
Golden Corral
Hooters
Houlihan's
IHOP
Joe's Crab Shack
Johnny Rockets
Logan's Roadhouse
Macaroni Grill
Maggiano's
Marie Callender's
McCormick & Schmick's
Mimis Cafe
Morton's
Noodles & Company
Olive Garden
On The Border
Outback Steakhouse
P.F. Chang's
Pei Wei
Pick Up Stix
Qdoba
Rainforest Cafe
Red Lobster
Red Robin
Rubio's
Ruby Tuesday
Ruth's Chris
Ryan's
Samurai Sam's
Smashburger
T.G.I. Friday's
Texas Roadhouse
The Cheesecake Factory
Uno

Restaurants Coffee Donuts
Dunkin' Donuts
It's A Grind
Krispy Kreme
Peet's
Seattle's Best Coffee
The Coffee Bean
Tully's Coffee
Winchell's

Restaurants Fast Food Major
Arby's
Dairy Queen
Sonic
Wendy's

Restaurants Fast Food Minor
A&W
Boston Market
Checkers
Chick-fil-A
El Pollo Loco
Fazoli's
Long John Silver's
Panda Express
Popeyes
Rally's
Taco Del Mar
Wienerschnitzel
Wing Stop

Restaurants Ice Cream Smoothie
Baskin-Robbins
Ben & Jerry's
Carvel
Cold Stone Creamery
Froots
Juice It Up!
MaggieMoo's
Marble Slab Creamery
NRgize
Orange Julius
Pinkberry
Planet Smoothie
Red Mango
Rita's
Robeks
Smoothie King
Surf City Squeeze
TCBY

Restaurants Pizza
Chuck E. Cheese's
CiCi's Pizza
Godfather's Pizza
Hungry Howie's
Papa John's
Papa Murphy's
Peter Piper Pizza
Pizza Patron
Rosati's
Sbarro
Shakeys

Restaurants Sandwich
Blimpie
Capriotti's
Charley's Grilled Subs
Firehouse Subs
Great Steak
Jason's Deli
Jersey Mike's
Jimmy John's
Port of Subs
Quiznos
Sandella's Flatbread
Schlotzsky's Deli
Togo's

Note: List to be refined for targeting purposes by City and Consultant Team

Source: Sites USA (2014)

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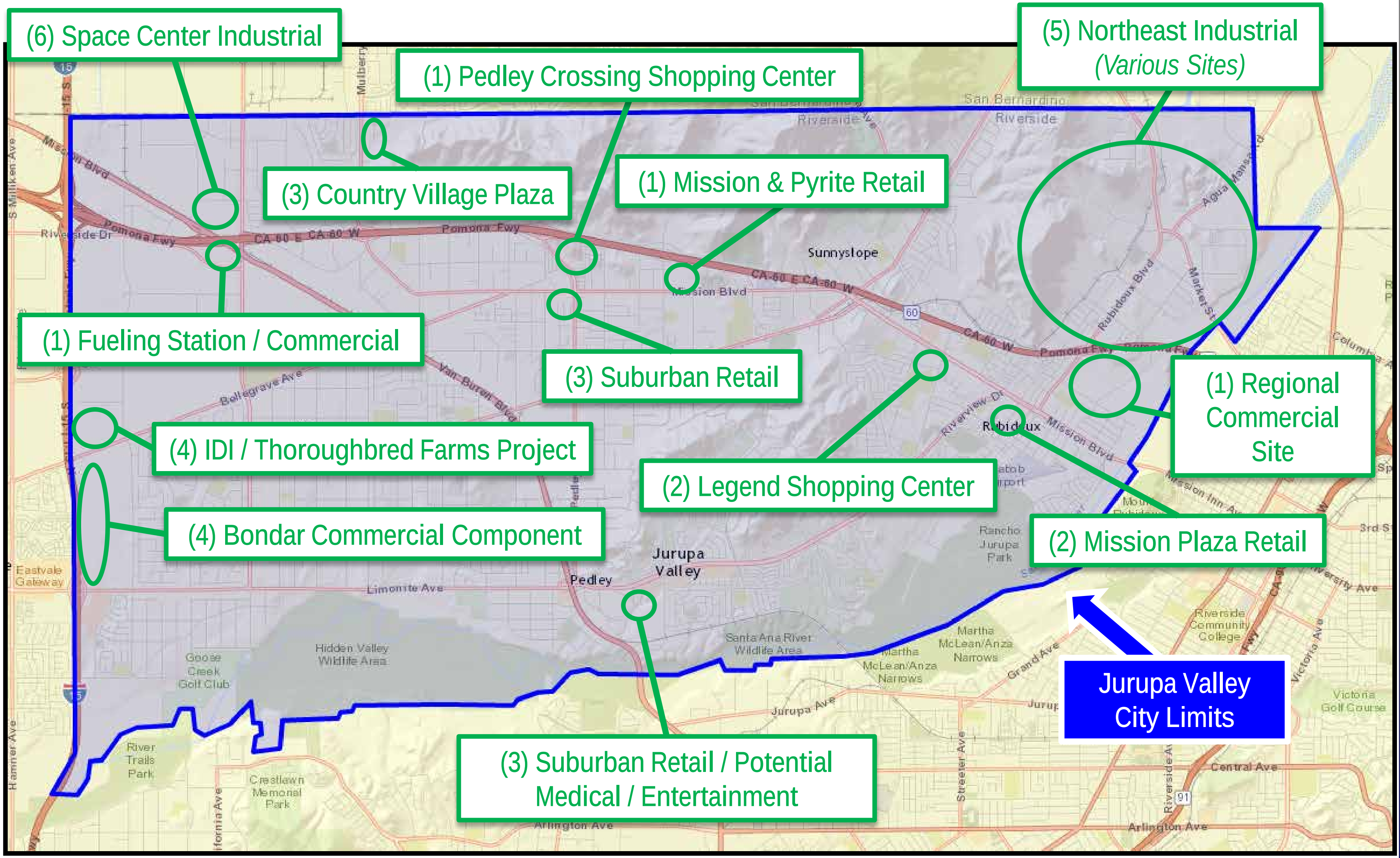
Opportunity Site Assessment & Prioritization

Opportunity Site Assessment & Prioritization

- Several locations within City were emphasized by the City and evaluated by the City/Consultant Team as potential Opportunity Sites for commercial development

- Preliminary prioritization of Opportunity Sites was based on evalauted potential economic impact, timing, and development feasibility

Economic Development Opportunity Site Map



Note: Selected Opportunity Sites shown above (partial list for prioritization purposes)

Source: ESRI (2014)

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E.D. Opportunity Site Area Summary

#	Site Area	Potential Projects
1)	**CA-60 Freeway Commercial**	• Pedley Crossing Shopping Center (~30 acres) • Mission & Pyrite Retail (~30 acres) • Truck / Auto Fueling Station & Commercial • Regional Commercial Site; various commercial uses (~200 acres)
2)	**Mission Street District Retail**	• Legend Shopping Center (~4.5 acres) • Mission Plaza Retail
3)	**Suburban Retail / Medical**	• Existing Retail Vacancy / Potential Medical / Entertainment Use • Country Village Plaza • SWC Mission and Pedley Retail
4)	**I-15 Freeway Commercial**	• IDI / Thoroughbred Farms Mixed-Use Commercial (~100 acres) • Bondar Commercial Component (~100+ acres)
5)	**Northeast Industrial**	• West Riverside Landfill Solar (~74 acres) • Fleetwood, Cement sites, other existing vacancy absorption • Eligibility for GO-Biz employment credits & related incentives
6)	**Space Center Industrial**	• Potential point-of-sale industrial uses (~50 acres)

Note: Selected Opportunity Sites listed above (partial list for prioritization purposes)

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Preliminary Prioritization Factors

Economic development opportunity site areas were evaluated with primary consideration given to fiscal / economic impact and timing / feasibility:

#	Economic Development Opportunity Site Area	Fiscal Revenue Generation	Job Creation	Overall Econ Impact*	Timing / Feasibility
1)	**CA-60 Freeway Commercial**	HIGH	HIGH	**HIGH**	**MID**
2)	**Mission Street District Retail**	HIGH	HIGH	**HIGH**	**SHORT**
3)	**Suburban Retail / Medical / Ent.**	MED	HIGH	**HIGH**	**SHORT**
4)	**I-15 Freeway Commercial**	HIGH	HIGH	**HIGH**	**MID**
5)	**Northeast Industrial**	LOW	MED	**MED**	**MID**
6)	**Space Center Industrial**	MED	MED	**MED**	**MID**

Short term = Less than 1 year; **Mid term** = 1-3 years; **Long term** = 3+ years

Notes: Overall Economic Impact represents the cumulative impacts of fiscal revenue generation and job creation

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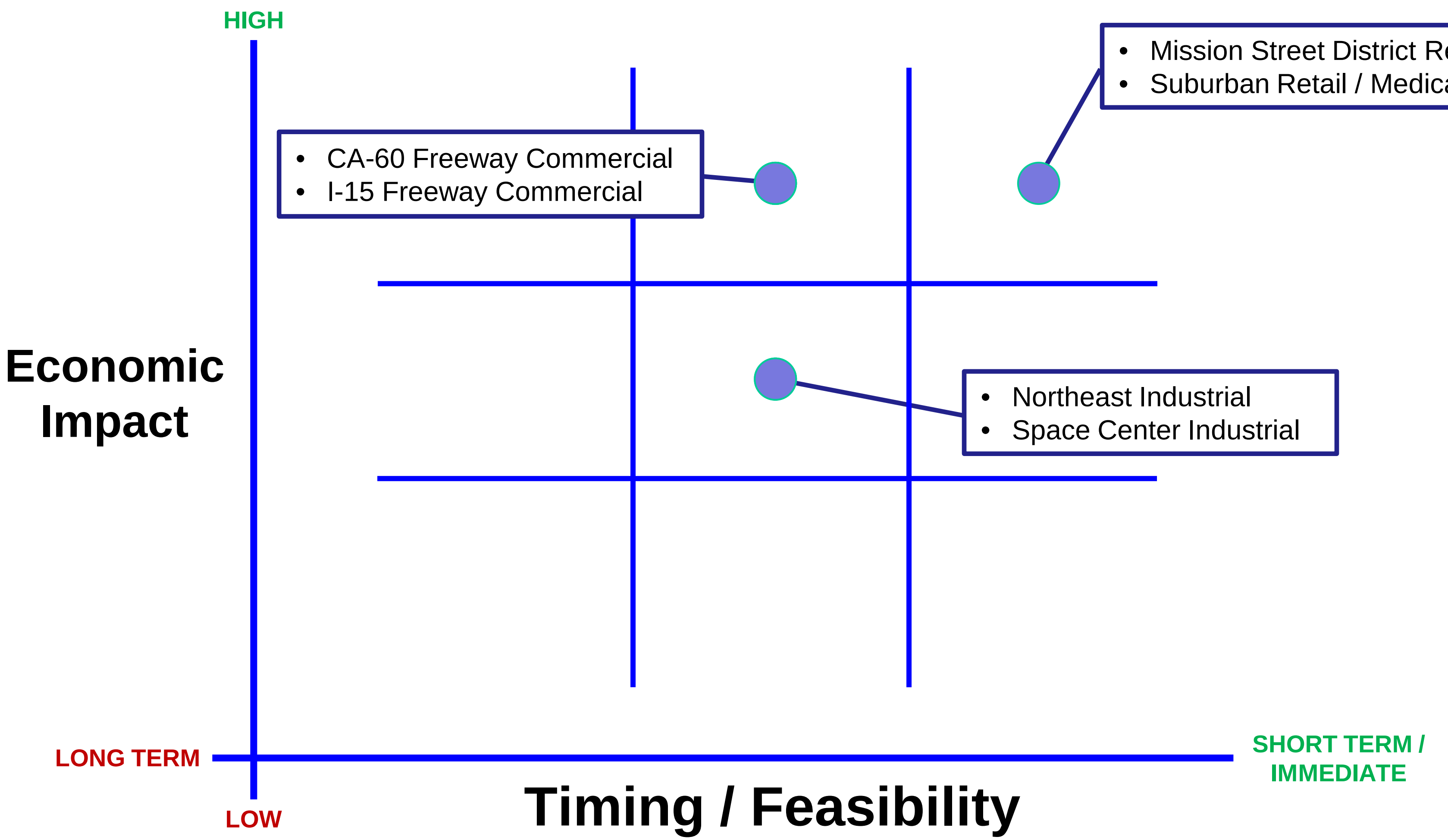
Preliminary Timing / Feasibility & Impact Summary



Preliminary Categorization by E.D. Priority

Economic Development Priority	Potential E.D. Tools	Related Focus Areas *(Partial List)*
Fiscal Revenue Generation	• Sales Tax • Transient Occupancy Tax • Franchise Fees	• CA-60 Freeway Commercial • Mission Street District Retail • I-15 Freeway Commercial
Job Creation	• Medical / Healthcare • Logistics / Distribution • Retail / Restaurants	• Suburban Retail / Medical • Northeast Industrial • Space Center Industrial

3. Implementation

a) Summary of Findings

b) Financing & Incentives

c) Next Steps

Summary of Findings

Demographics & Employment

- Younger, largely Hispanic and blue collar local population with strong incomes
- Employment concentrated within transportation and warehousing, retail trade, and manufacturing services

Retail & Industry Retention & Recruitment

- City performs below average relative to neighboring jurisdictions in terms of taxable retail sales per capita and capture of resident and non-resident spending (i.e. leakage)
- Higher performing retail categories include grocery, electronics & appliances, and miscellaneous retail sales, while lower performing retail categories include apparel, restaurants and bars, and sporting goods

Economic Development without Redevelopment

- Dissolution of redevelopment agencies will continue to have a negative effect on most California Cities and impact to health of general fund
- Alternative economic tools should be explored for Jurupa Valley to retain and improve tax base and facilitate potential public-private transactions

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Overview of Financing, Incentives & Other Economic Development Tools

- City may consider evaluation of potential economic development tools & strategies on case-by-case / transactional basis:

Local Level	State & Federal Level
• Enhanced Infrastructure Financing Districts (EIFD) • Site-specific tax revenue ("SSTR") pledges • Impact fee reductions / waivers / deferrals • Development opportunity reserve ("DOR") • Tax-exempt revenue & utility bonds • Lease-leaseback financing • Ground leases • Operating covenants	• Affordable Housing and Sustainable Communities (AHSC) Cap and Trade Funds • Small Business Administration (SBA) loans • U.S. Economic Development Administration (EDA) grants • New Market Tax Credits (NMTCs) • CA Infrastructure Bank (I-Bank) loans • EB-5 Immigrant Investment • Community Development Block Grants (CDBG) • GO-Biz employment credit and related incentives

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Suggested Focus Areas for Implementation

Suggested Focus Areas	Potential Targets
Commercial/retail projects in high-impact Opportunity Site Areas, including major transit corridors	• Mission Street District Retail (note recent County RDA settlement with DOF frees up ~$10 million for grocery retail development) • Commercial freeway opportunity sites adjacent to CA-60 and I-15
Retail / business attraction of void industries with growth potential in the trade area	• Clothing & Clothing Accessories Stores (e.g., TJ Maxx, Burlington Coat Factory) • Health & Personal Care Stores (e.g., pharmacies) • Sporting Goods (e.g., Dicks Sporting Goods, Big 5) • Food Services & Drinking Places (e.g., fast-casual restaurants) • Motor Vehicle & Parts Dealers • Gasoline Stations
New point-of-sale fulfillment center and logistics industrial projects based on low market industrial vacancies and growth in those sectors	• Point-of-sale fulfillment / e-commerce centers • Logistics / distribution centers
Educational and vocational programs to increase levels of education and job creation based on projected areas of growth	• Retail Trade • Professional and Business Services • Health Care and Social Assistance • Accommodation and Food Services • Transportation and Warehousing • Wholesale Trade

Next Steps for Implementation

- Based on Council and other stakeholder feedback, Kosmont will refine Opportunity Site prioritization for utilization and implementation by City and Consultant Team

- Based on evaluated Opportunity Sites and compatible voids, City and Consultant Team should continue outreach to targeted retailers/businesses and developers:
  - **Refine and distribute marketing collateral material to promote Opportunity Sites**
  - **Refine targeted list of retailers and developers for outreach**
  - **Continued outreach to targeted retailers (incl. email outreach, conference calls, meetings / site tours, conference participation at ICSC and other events)**

- Prioritized Program should serve as basis for future implementation, e.g. job creation, incentive programs for attraction of retail, fulfillment centers, other targeted businesses / users

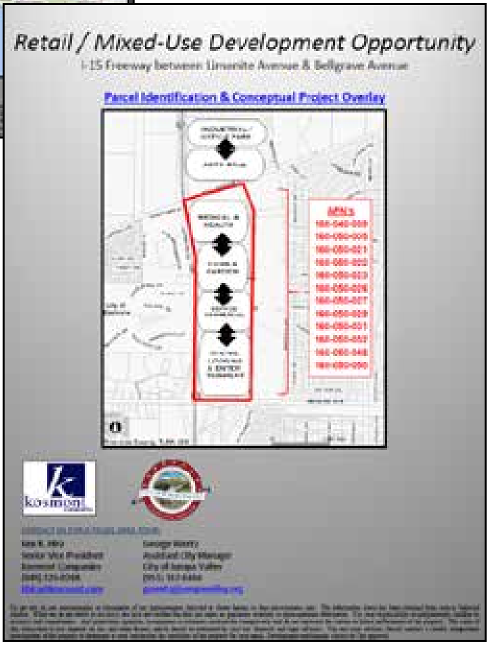
- Evaluation of financing, incentives, and other economic development tools on a transactional basis (e.g. sales tax, TOT pledges)

Marketing Flyer Samples

(Front)

(Back)

(Front)



(Back)