



TRUST, TAXES AND TECHNOLOGY

A CALIFORNIA PLAYBOOK FOR FUNDING BIG IDEAS

MEET THE PANEL

TODAY'S PRESENTERS



RIA PAVIA

DEPUTY DIRECTOR
INNOVATION,
PERFORMANCE AND
AUDIT



**JENNIFER MCLAIN
HIRAMOTO**

EXECUTIVE
DIRECTOR,
ECONOMIC
DEVELOPMENT



**JORDAN
VILLWOCK**

DEPUTY CITY
MANAGER

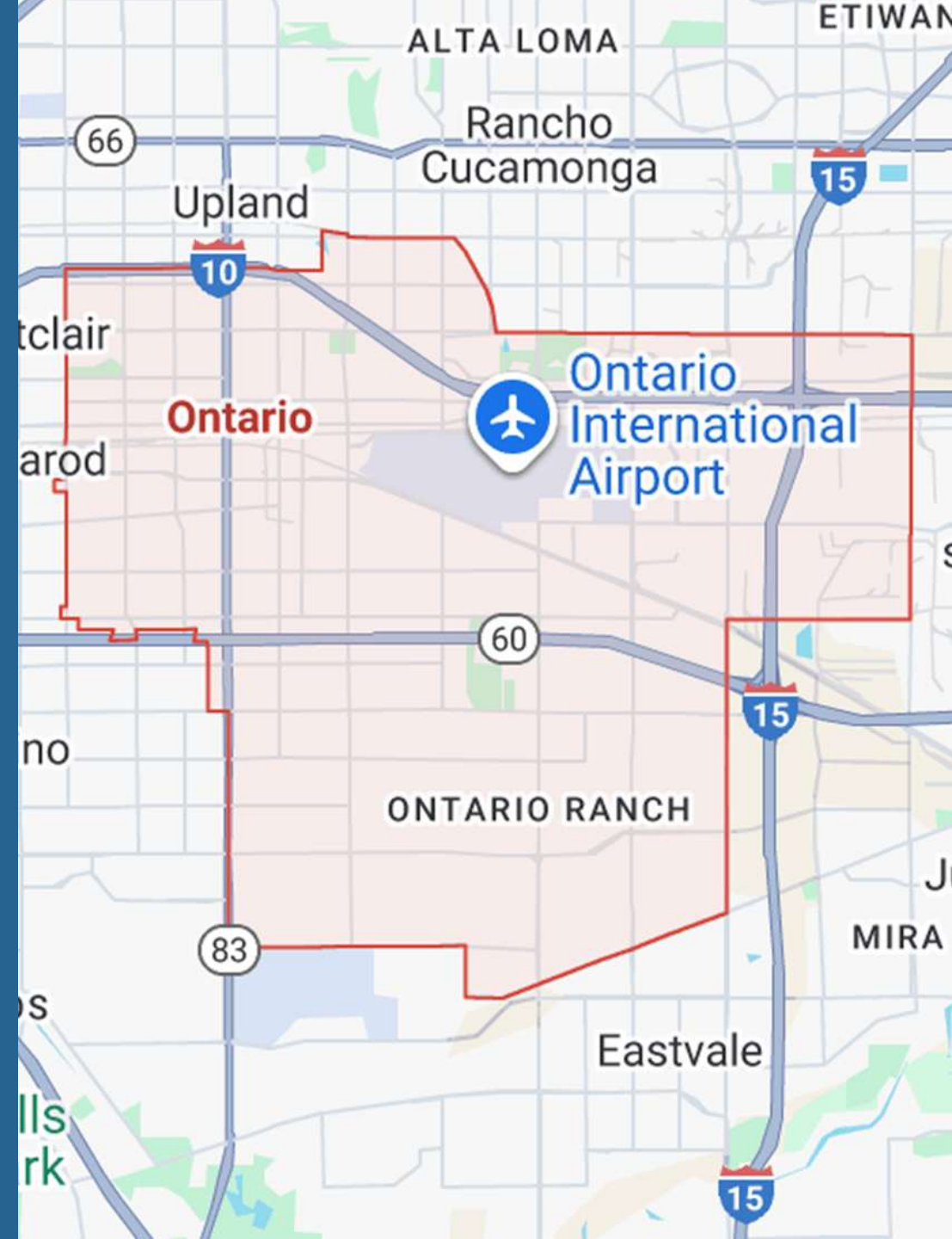


REWIND TO 2022: ONTARIO WAS READY

Ontario is a fast-growing, globally connected hub at the Center of Southern California. With the right investment, we could turn potential into action.

The City started planning well before the election

- Identified and quantified long-term needs
- Used public research and engagement to understand community priorities and opportunities
- Built alignment among Council, executive leadership and departments
- With credible needs and major opportunities, existing revenues could not support the City's full long-term vision



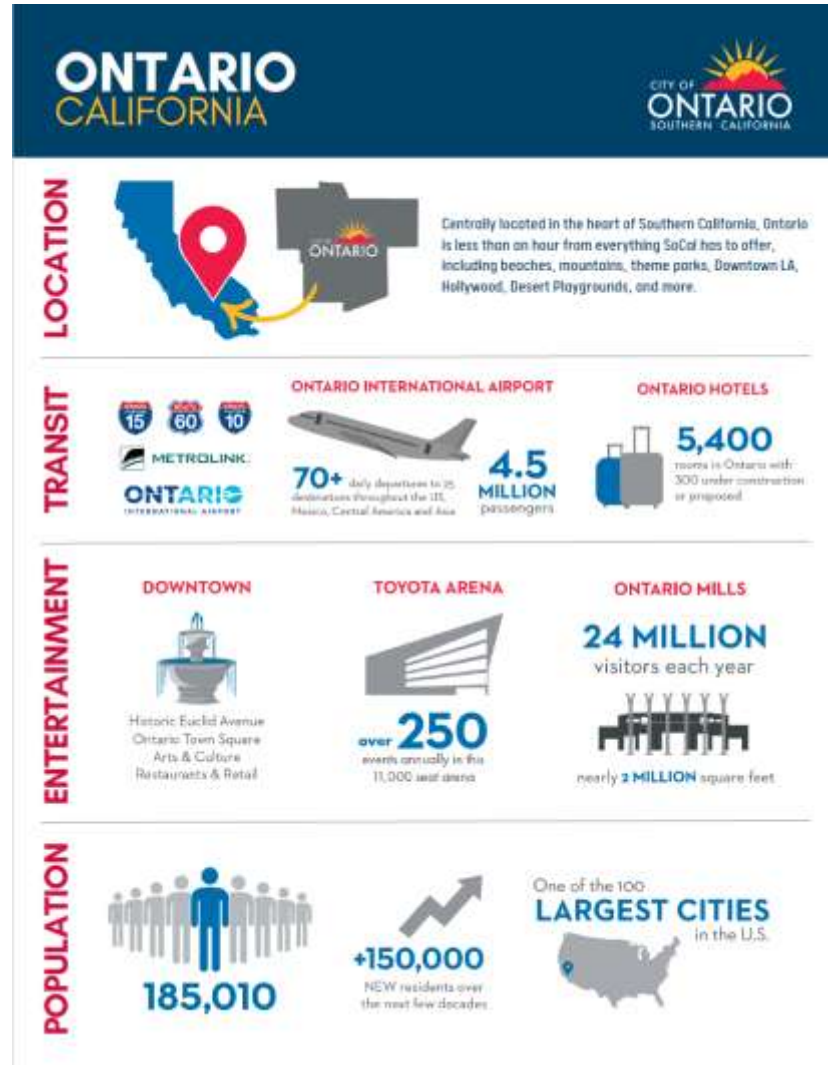
THE BOLD ASK: MEASURE Q

Ontario turned to the voters for long-term financial capacity.

- 1% general sales tax
- No sunset clause
- Promise for significant infrastructure and service needs
- Presented an ambitious vision for Ontario's growth



BEFORE WE ASKED, WE BUILT TRUST



SALES TAX MEASURE PLAYBOOK

Steps for Success

- Hire an Advocacy Firm
- Establish a Committee and Fundraise
- Develop a Timeline
- Obtain Buy in from Employees and Labor Groups
- Obtain Support from Unions but don't accept \$\$

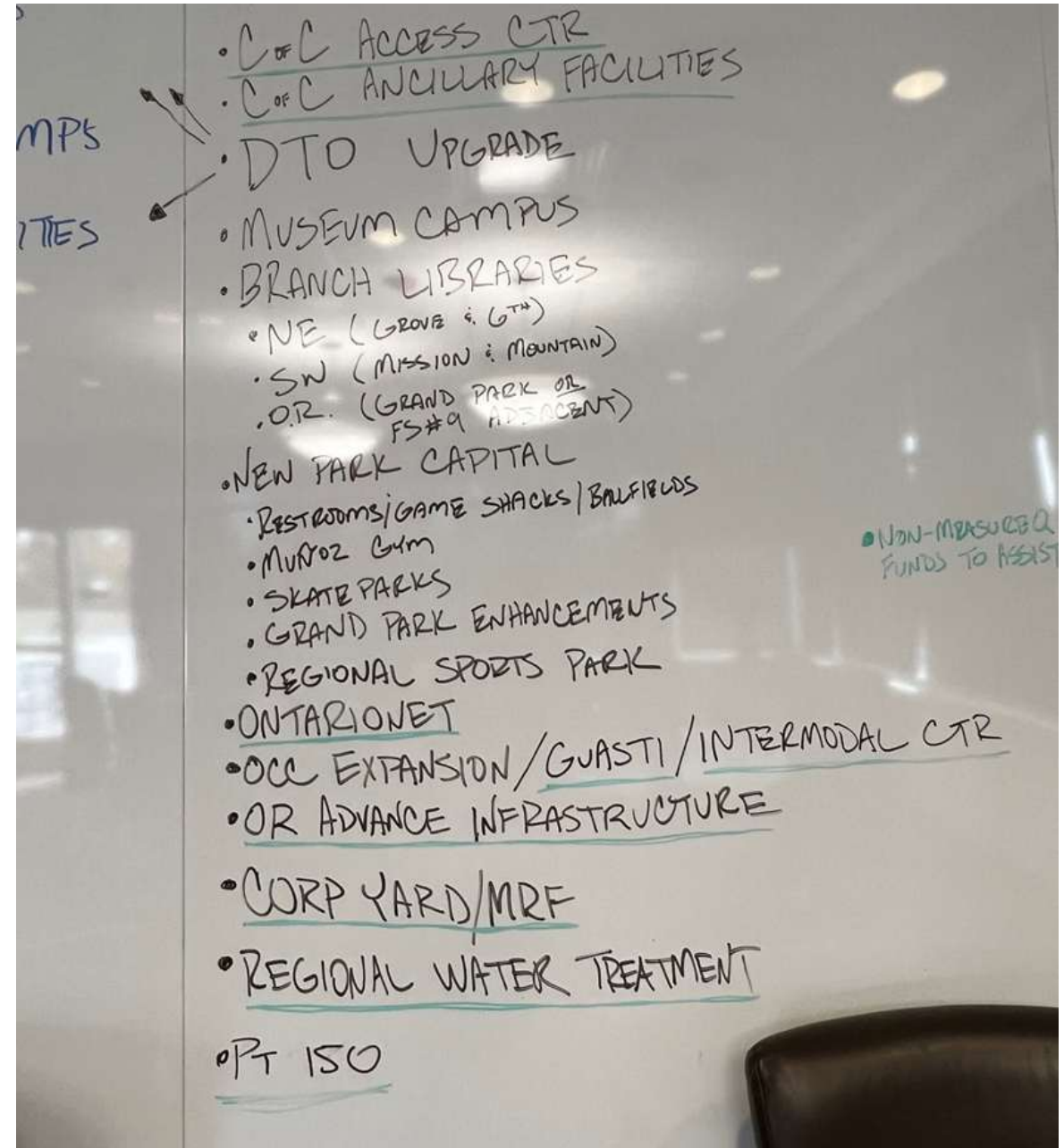


MEASURE Q PASSED! NOW WHAT?

FROM REVENUE TO GROWTH

Setting Priorities: Funding present needs and Ontario's Future

- Essential services and public safety
- Streets, storm drains, and infrastructure
- Parks and community facilities
- Housing and the Wellness Campus
- Ontario Sports Empire and destination development
- Downtown and surrounding economic districts





VOTER APPROVAL CHANGED THE ORGANIZATION

- **Measure Q Created funding, but it also created an internal mandate to perform.**
- Create clear project ownership
- Align budgets, staffing procurement, and timelines,
- Establish measurable objectives
- Give executive leadership a constant and common view of progress
- Help Employees understand and explain the larger vision
- Provide Exceptional Customer service

INTERNAL CULTURE CHANGE: STRATEGIC PLANNING AS A FOUNDATION

- Each agency was required to create a strategic plan – the city has 11 Agencies
- We got rid of outdated software for my dynamic technology.
- **INTERNAL DASHBOARDS**
 - Enabled dynamic, real-time tracking to adjust plans as needed
 - Outlined objected and measurable outcomes for quarterly reporting to the CM
 - Provided clarity on responsibilities on timelines



Agency Strategic Objectives
FY 2024-25

gresses the Agency and are outcome driven objectives that we use to communicate and commit to our mission, visions, and values. ASDs are established for each fiscal year.



Status
On Track
Some Disruption
Completed

%
36
17.9
79.6



Community Life & Culture



DOWNTOWN MIXED-USE PROJECT
COMING SOON

Economic Development



Overview

Ontario's parks projects symbolize our commitment to cultivating dynamic and inclusive indoor and outdoor spaces for our community. Our focus on revitalizing playgrounds, installing new fitness equipment, and adding new amenities aims to elevate the recreational experience and foster an active and engaging environment for residents of all ages.

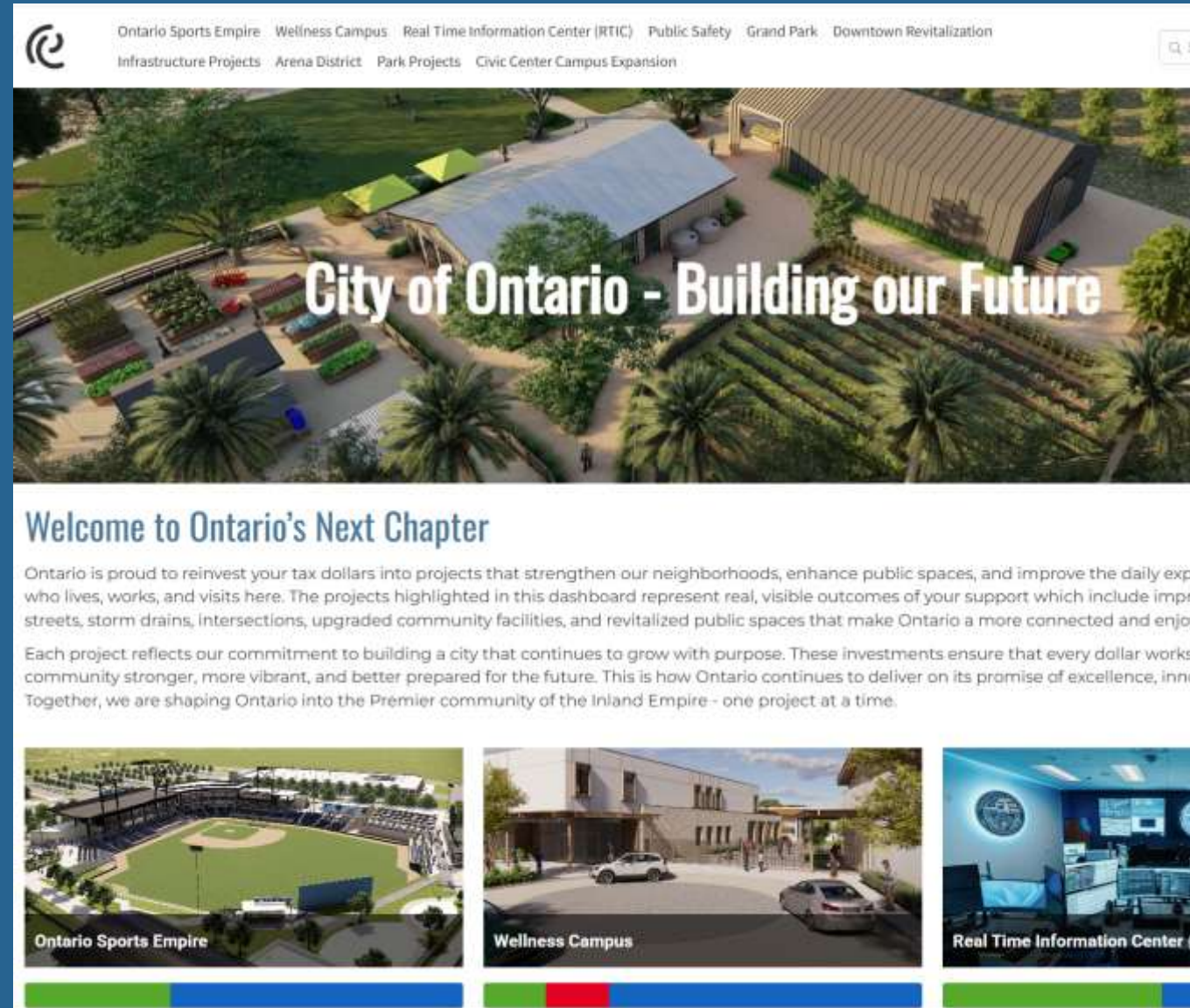
As we continue to invest in our parks, we strive to create welcoming spaces that promote community engagement, physical well-being, and the overall enjoyment of nature within the heart of Ontario.

Below, you'll find park projects funded by Measure Q. Click through for additional details.

Description	Progress	Status
Bon View Park Playground Replacement	100%	Completed
Celebration Park North Improvement	100%	Completed
De Anza Park Improvements	33%	On Track
Fence Replacement at Schimmel Dog Park	100%	Completed
Game Shacks at Various Park Locations		Status Pending
George Gibbs Park Improvements		Status Pending
Historic Euclid Avenue Restoration		Status Pending
Homer F. Briggs Park Improvements	69%	On Track
James R. Bryant Park Improvements	100%	Completed
John Galvin Park Improvements	47%	On Track
Quinn-Tamm Senior Center Building and Restroom Renovation		

EXTERNAL COMMUNICATION: PUBLIC DASHBOARD

- Wanted to remain accountable for our promises
- Construction Updates
- Generate excitement
- Transparency
- Pulled from Internal Dashboards – No Duplicative work



feet of public open space that includes a pedestrian friendly plaza for special events. Future elements are planned to include a luxury hotel and a 60,000 square foot performing arts theater creating a walkable district where residents and visitors can live, dine, shop, and enjoy year round entertainment in one place.

Arena District



DescriptionProgress

Status

Arena District

In FY 2023–24, the City acquired key Arena District parcels around Toyota Arena and advanced entitlements for Adept’s mixed-use development, which will bring four new residential and retail buildings with hundreds of apartments and tens of thousands of square feet of ground floor commercial space to the Piemonte area. In this same period, the City launched design and pre-construction work for the new Ontario Arena Plaza on the east side of Toyota Arena, selecting SWA Group to prepare detailed construction documents and working in partnership with Adept and Legends Global on a two acre public plaza that will feature custom water features, enhanced paving, lighting, food and beverage pavilions, and generous pedestrian gathering space. This is slated for completion in 2028.



LARGE INITIATIVES REQUIRE PLANNING AND CHANGE MANAGEMENT

...A LOT OF IT



CULTURE CHANGE IS A MARATHON, NOT
A SPRINT



CONTENT AND FREQUENCY OF
MESSAGING IS IMPORTANT



EVERYTHING MUST COME FROM THE
TOP



IT'S HELPFUL TO HAVE TEAMS TO
CHAMPION AND CARRY THE VISION

WHAT THE CAPACITY MADE POSSIBLE: BOLD INVESTMENTS IN ECONOMIC DEVELOPMENT

Mission: Promote investment and prosperity for our residents and businesses by enhancing the physical, social and economic fabric of the community.





1. ONTARIO SPORTS EMPIRE

Price Tag: \$850 M



Completion Dates

- ONT Field: April 2026
- Complex: October 2026
- Hotel: 2027
- Flight Tower: 2027

Parking

- Stadium Garage
- Vineyard Garage
- Surface Lots

Future Phase

- Mixed-Use Development
- Indoor Sports Facility
- Additional Parking Structure



Economic Development Tools Used

Tools Used:

Aside from Bond Financing & One Cent Sales Tax Measure, City Used...

Eminent Domain

Purchase and Sale Agreements

Venue Stadium Agreement

Fast Track Permitting

Incentives

Offsite Support

Parking District

And still developing more...

Why:

Generates new revenue, opportunity, identity...on a dairy farm!



On Track for Delivery



ONT Field Stadium

New Professional Baseball Stadium:

- Home to Los Angeles Dodgers Single-A Minor League Baseball Affiliate Team
- 4,500 Fixed Seats; 6,500 Capacity
- Opening Day: April 2, 2026



Sports Empire Main Entrance

200-Acre Regional Sports Complex (Riverside Dr. & Cucamonga Creek):

- 20 Long Fields/Diamonds | 6 Concession Areas
- 1.2 Million Annual Visitors | \$1.5 Million in New Tax Revenue | 600+ Full-Time
- Opening Day: October 24, 2026







Stadiums Generate an Anchor – But the Key is Surrounding Development

Ontario Sports Empire



ASSEMBLY
Ontario Ranch



Diamond Baseball Holding's Proposed Commercial Development.

More Development is On the Way

DELIVERY DATE: SPRING 2027



DELIVERY DATE: DEPENDS ON FUTURE FUNDING

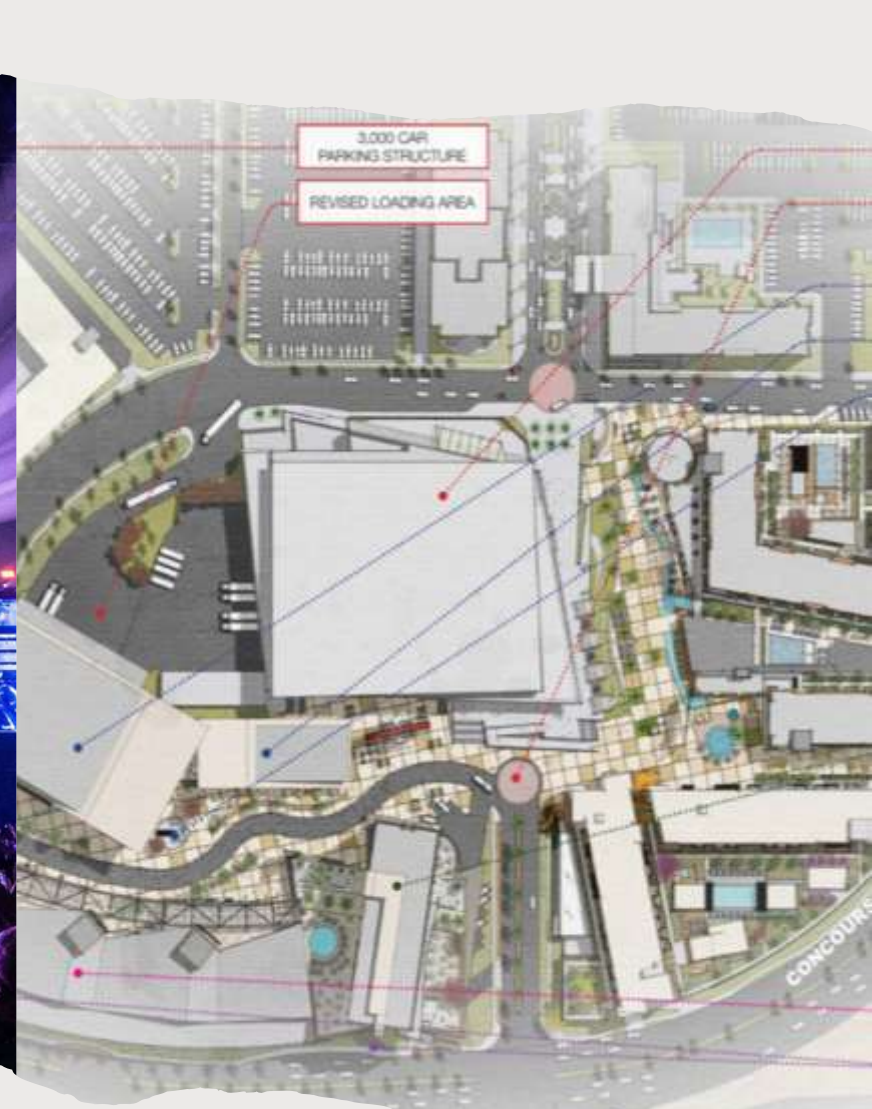


DELIVERY DATE: SPRING 2028



A green highway sign with the word "Ontario" in white. Below the text are three white downward-pointing arrows. The sign is mounted on a metal structure. Above the sign, the tail and wings of a blue and white airplane are visible against a blue sky with some clouds.

Ontario



2. CAPITAL CITY PUBLIC PLAZA PRICE TAG: \$25 M



Economic Development Tools Used

Tools Used:

Aside from Measure Q funding, City used...

Visitors and Convention Bureau

Long Term Ground Lease

Parking District

Fee Deferral

Off-Site Support

Infrastructure/Plaza Development

Why?

Elevates Brand

New revenue

Captures investment



3.AFFORDABLE HOUSING DEVELOPMENT Price Tag: \$64M

- ECON DEV & HOUSING
- Emporia Phase II -
- *Site Acquisition - \$10 M*
- Mission/Mountain
- *Site Acquisition - \$7 M*
- Temporary Access Center -
- *Site Acquisition - \$5 M*
- Permanent Access Center
- *Site Acquisition - \$12 M*
- *Project Cost - \$30 M*

City of Ontario
General Fund Revenue Detail
FY 2024-25 Adopted Budget

	2022-23 Actuals	2023-24 Adopted Budget	2023-24 Current Budget	2024-25 Adopted Budget
<u>Sales Tax</u>				
40101 - Sales & Use Tax	\$ 123,674,682	\$ 127,723,000	\$ 118,800,000	\$ 125,000,000
40101 - Public Safety Tax Prop 172	3,145,425	3,342,000	3,342,000	3,375,000
40101 - Transactions & Use Tax - Measure Q	13,680,957	95,792,000	65,000,000	66,000,000
Total Sales Tax	\$ 140,501,064	\$ 226,857,000	\$ 187,142,000	\$ 194,375,000

Measure Q Funded Capital Improvement Program Projects:

- FY 2024-25 are \$258,634,690
- FY 2025-26 are \$598,089,085

THE TALE OF THE TAPE

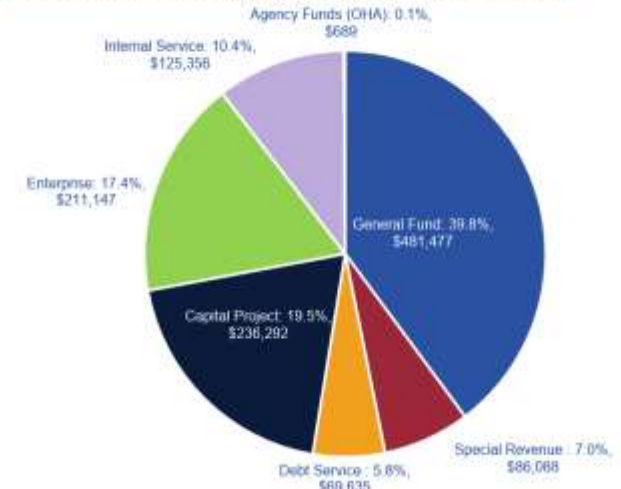
- Projected vs. Actual Measure Q Revenue
- The revenue created significant capacity but did not unfold exactly as projected.
 - Capital Commitments
 - Revenue assumptions changed

REVENUE GENERATORS

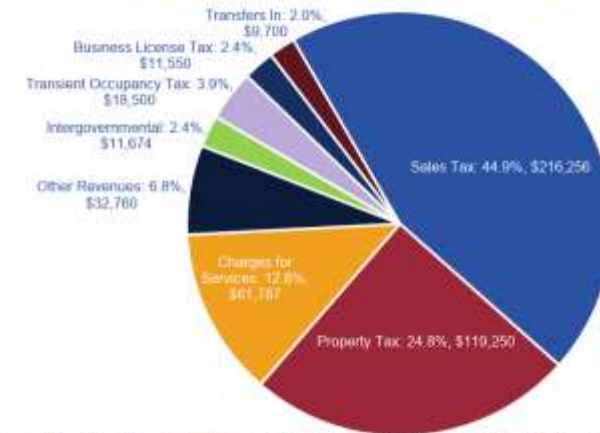
- **Total City Budget is \$1.2 Billion (2026/27) – Big Three**
 - General Fund - \$481M
 - Capital Project - \$236M
 - Enterprise Fund - \$211M
- **Notable Revenue Generators**
 - Sales Tax – 45%
 - Property Tax – 25%
 - Transient Occupancy Tax – 4%
 - Development Impact Fees – 13%

Revenues	FY 2025-26 Estimated Year-End	FY 2026-27 Adopted	\$ Increase/ (Decrease)	% Change
Sales Tax	\$ 210,815,000	\$ 216,255,543	\$ 5,440,543	2.6%
Property Tax	113,337,000	119,250,000	5,913,000	5.2%
Transient Occupancy Tax	17,000,000	18,500,000	1,500,000	8.8%
Business License Tax	11,500,000	11,550,000	50,000	0.4%
Other Taxes	10,700,000	11,527,068	827,068	7.7%
License & Permits	9,835,160	10,065,160	230,000	2.3%
Intergovernmental	11,122,947	11,674,368	551,421	5.0%
Charges for Services	59,232,809	61,786,777	2,553,968	4.3%
Use of Money & Property	2,915,000	2,015,000	(900,000)	(30.9%)
Fines & Forfeitures	2,471,000	2,546,000	75,000	3.0%
Miscellaneous	8,553,479	6,607,129	(1,946,350)	(22.8%)
Transfers In	2,433,378	9,700,000	7,266,622	298.6%
Total General Fund Revenues	\$ 459,915,773	\$ 481,477,045	\$ 21,561,272	4.7%

Total Revenues by Fund Type - \$1,210,684 (\$Thousands)



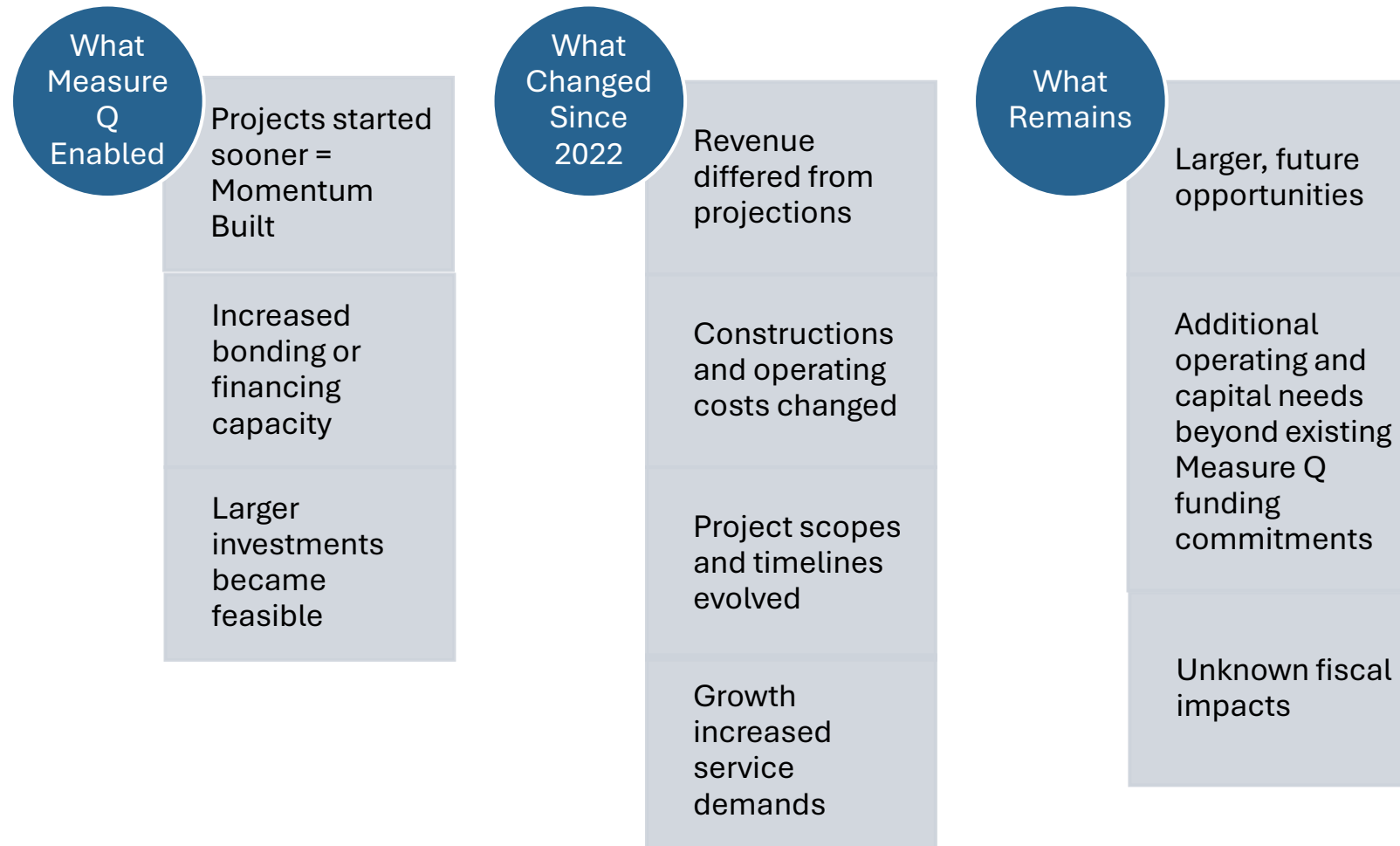
Revenues by Category - \$481,477 (\$ Thousands)



*Other Revenues includes Franchise Tax, Parking Tax, Property Transfer Tax, Licenses & Permits, Use of Money & Property, Fines & Forfeitures, Miscellaneous, and Transfers-In



MEASURE Q HELPED ONTARIO BUILD THE FUTURE



The next question is how to operate, maintain, and continue investing in the city that is emerging.

FOUR YEARS LATER.. THE TRUST TEST IS HARDER

DID WE EARN THE RIGHT TO ASK AGAIN?

- Residents can see real projects and progress. They can also see what remains unfinished.
- Financial pressures on residents may be different.
- The City cannot simply repeat its 2022 strategy.
- Trust from Measure Q does not automatically transfer to another request.



MEASURE H

Letting the Voters Decide on our Continued Capacity

- Additionally one-half cent local sales tax
 - 8.75% to 9.25%
- Approximately 32.5 million annually
- Election day is November 3



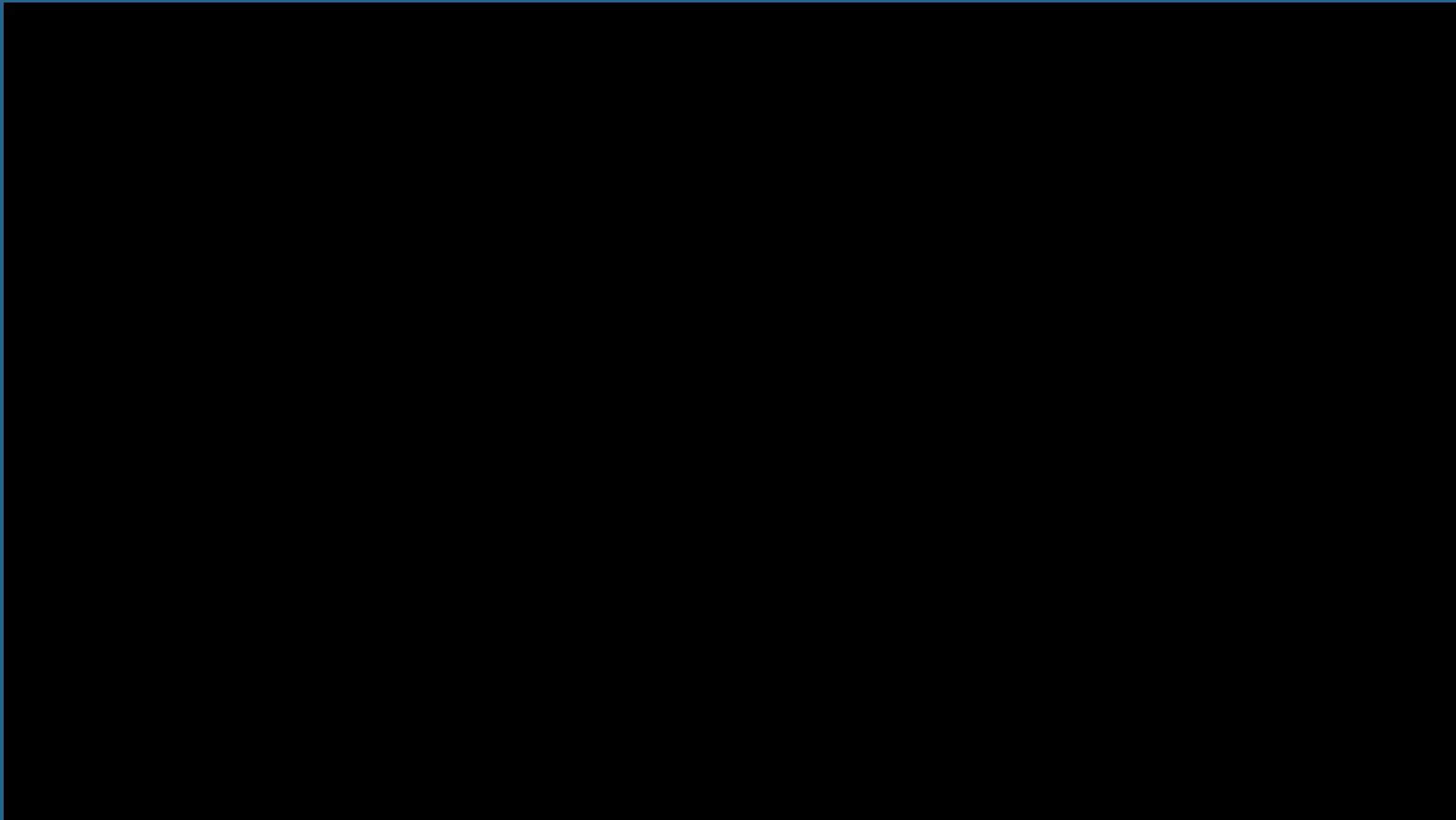
A Different Story...

Measure Q Conversation

- Here is the future we want to build
- Trust us to use new capacity responsibly
- These are our long-term needs
- We will create accountability systems
- Help Ontario move forward

Measure H Conversation

- Here is what we have started and delivered
- Evaluate what we did with the capacity you approved
- These needs remain as growth and costs continue
- Here are the dashboards and public reports
- Decide whether Ontario should continue the momentum



OUR STORY IS STILL BEING WRITTEN

What We've Learned

TAXES CREATED CAPACITY

Revenue gave Ontario the ability to think bigger and move faster.

ECONOMIC DEVELOPMENT TURNED CAPACITY INTO OPPORTUNITY

Investment transformed financial capacity into projects, places, jobs
and long-term economic value.

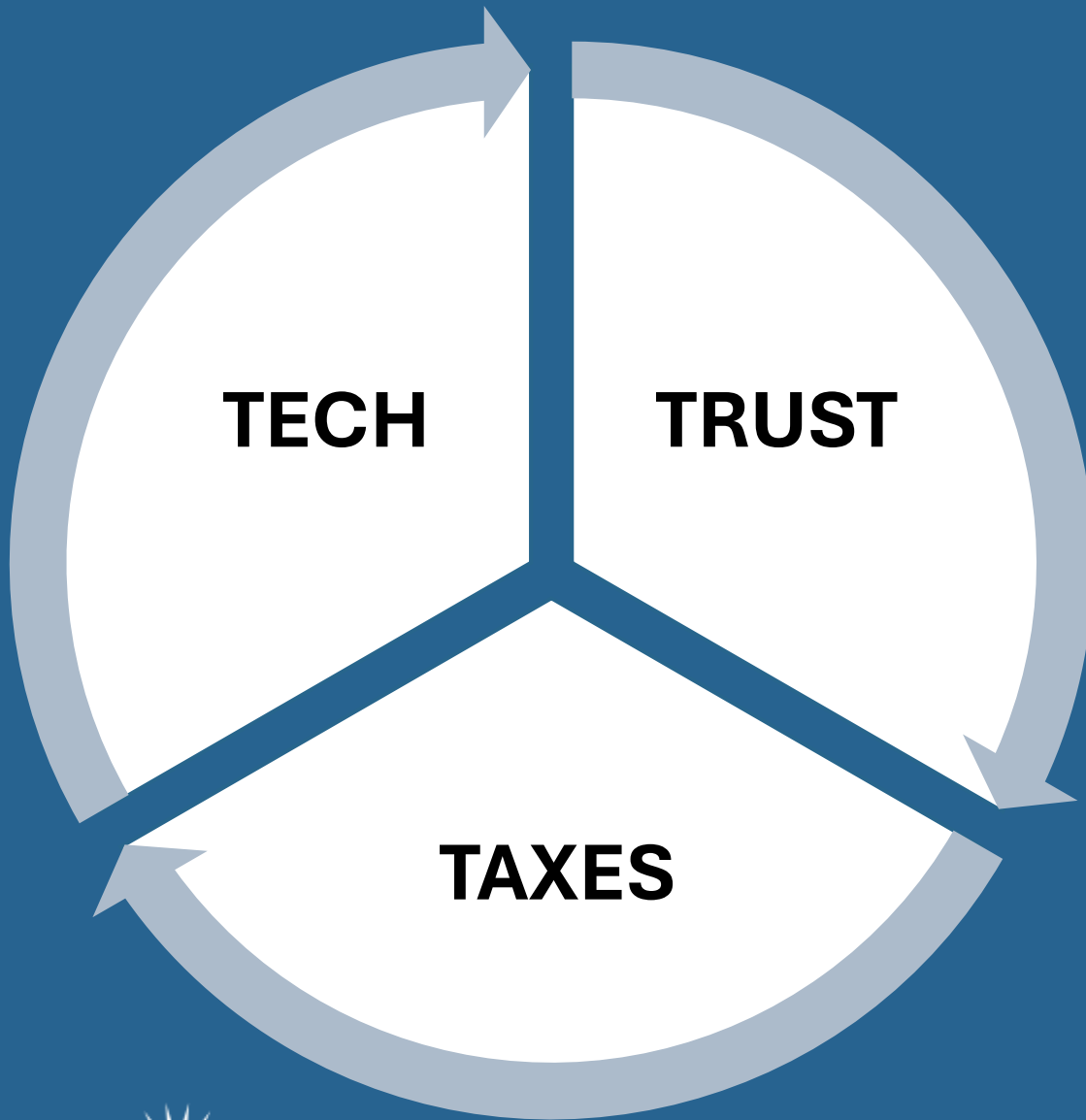
TECHNOLOGY MADE PROGRESS VISIBLE

Planning systems and dashboards helped manage delivery and gave
the public a way to see the work.

TRUST DETERMINES WHAT COMES NEXT

Residents ultimately decide whether the results justify continued
investment.





LESSONS LEARNED

There's never a right time
But make sure you know your polling.

What problem are you trying to solve for?
Physical projects land better than using it to balance a budget or pay for pensions.

Make sure your Council understands why
Asking your Elected Officials and key stakeholders to support a tax increase is never easy. Help educate them – and at least hope they work with you to get it on the ballot...and not actively oppose it!

Celebrate your wins!!
Showy videos, social media campaigns, and ribbon cuttings will go along way.

But most important...
Deliver on your promises!

QUESTIONS?

THANK YOU !