



Data-Driven Decision-Making in the City of Ontario



Ontario needed strategic direction to guide downtown revitalization

The City of Ontario is located in southwestern San Bernardino County in California, and, lying just east of Los Angeles County, it is part of the Greater Los Angeles Area. The city is home to the Ontario International Airport and handles the mass of freight travelling throughout the country from Los Angeles and Long Beach ports.

Ontario wanted to revitalize its downtown district and invest in the growth and evolution of the City's economy, but they needed help to identify the needs of residents, consumers, and businesses, to determine what types of retail and service establishments would be successful, and to optimize lease rates and sale prices of commercial spaces. To answer these important strategic questions the City of Ontario commissioned Competitive Analytics to conduct a comprehensive retail market analysis for the prospective redevelopment of its downtown district. Competitive analytics' work included a retail market study, residential product segmentation analysis, and pricing recommendations for affordable housing.

Efficient data blending enabled identification and forecasting of demographic and psychographic profiles

Competitive Analytics collected a huge amount of data from the City and numerous third-party sources. This data was quickly prepared and blended, yielding a comprehensive database with which the city was assessed from multiple lenses. Using the aggregated data, Competitive Analytics identified current and forecasted demographic and psychographic profiles for the City of Ontario's population. To further enrich findings, the same analyses were done for several comparable cities in California, the State of California as a whole, and the entire nation. With the population segmented into household income groups, age groups, and ethnicity, insights could be drawn at very granular levels.

Robust forecasting of property and retail demand across population segments

Competitive Analytics used the large database it created to assess demand for different real-estate product types and demand for retail stores both by type and affordability across the various groups of the population. Using demographic and psychographic profiles, demand for rental homes, for-sale homes, retail property, offices, and hotels was forecasted. Neighborhood retail research identified shopping patterns and estimated current and future demand by type of retail.

Scenario Analysis enabled Ontario to explore multiple potential outcomes

Competitive Analytics conducted a Scenario Analysis designed as a strategic tool to assist the City of Ontario to develop “what-if” retail development strategies for the downtown area. Twenty-five different Retail Viability Scenarios were generated to provide the City the flexibility to explore multiple potential outcomes. Ontario was then able to see what would happen in different competitive situations and determine the implications of the options they were considering. Using this information, Ontario was able to set the most appropriate development and retail combination based on its product segmentation strategy.

Prescriptive analytics revealed the optimal mix of retail stores and property pricing to maximize growth

Using advanced analytics and a wealth of primary and secondary data, Competitive Analytics isolated target drivers for economic expansion. These findings were extrapolated to provide detailed recommendations for the types of stores that should be promoted across retail categories and property price levels that would stimulate investment. The recommended commercial segmentation showed not only what types of stores should be opened but also where the stores should be placed and what luxury level of store should be selected to optimize demand.



Competitive Analytics' prescriptive analytics enabled the City of Ontario to make informed decisions supported by robust analytic findings

Based on the robustness of our methodology, Ontario had the confidence to make better city planning and economic development decisions for their constituents. The key improvements our prescriptive analytics achieved include:

- **Data blending:** Enabled the City to tap into the insights held in its own data and leverage information held in credible external data sources to expand and enrich findings.
- **Price optimization:** Identified the highest and best use of land downtown and optimized property prices to attract desired businesses.
- **Accurate Forecasts:** Constructed accurate scenario forecasting of the demand for retail and property and the associated economic development.