

# ECONOMIC SUSTAINABILITY ELEMENT

## ELEMENT DESCRIPTION FOR HOMEPAGE

The Economic Sustainability Element envisions a sustainable local economy, which provides an array of quality job and business opportunities for residents, entrepreneurs and investors across multiple local and regional-serving industries. It also includes a diversity of retail and other commercial services that meet the consumer needs and preferences of residents. Finally, it is supported by local government policies and services that prioritize quality job retention, expansion and attraction, as well as public decision-making that considers the long-term economic and fiscal health of the community and City.

To maintain and grow Upland’s economy over the long-term requires judicious preservation of employment lands, on-going support and communication with the existing business community, and outreach and attraction of firms in growth industries that provide quality jobs, as well as retailers that provide new goods and services for Upland residents. City resources should be dedicated to programs that accomplish these, and other, General Plan goals in such a way that ensures long-term success in the most efficient and effective way possible.

## OVERARCHING GOAL

A strong and flexible local economy that provides high quality jobs for residents, opportunity for existing businesses to expand and new businesses to form or locate in Upland, and an array of commercial services to meet resident needs.

## GOAL, POLICIES AND ACTIONS SECTIONS

- Job Opportunity & Access
- Business Climate
- Retail Diversity
- Fiscal Sustainability

## BACKGROUND DOCUMENTS

- Upland General Plan Existing Economic Conditions Report
- Memorandum regarding Potential for Mixed Use and Office Uses
- College Heights Existing Economic Conditions and Opportunities Assessment
- College Heights Economic Development Strategy

## BUSINESS CLIMATE

<b>Goal ES-1</b>	<b>A sustainable business environment that supports local entrepreneurial growth and attracts commercial and industrial investment and revitalization.</b>
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## Policies

### Policy ES-1.1

**Comprehensive Economic Development Strategy.** Implement and update a comprehensive Economic Development Strategy every three years to enhance the City's long-term prosperity. Include such strategies as:

- A. Regularly evaluate economic conditions to determine the industries, sectors, and locations that are most significant to regional and local economic growth and creation of quality jobs.
- B. Regularly evaluate citywide economic conditions and economic indicators as new data becomes available and provide regular economic reports to decision makers.
- C. Regularly identify the need for new economic development strategies and priorities for public investment.
- C. Develop and maintain programs and services that address the changing needs of the local business community.
- D. Develop and maintain business incentive programs for desirable industries that contribute to revitalization and expansion.
- E. Facilitate the retention and attraction of existing and new businesses based upon beneficial factors, such as the following:
  - a. Target Industries. Attract industries and businesses that are appropriate for a specific location. For example, target high-skilled manufacturing, biotech/medical device manufacturing and specialty food production for their potential for long-term growth, job quality and high-density employment for College Heights, and professional and medical support firms near San Antonio Community Hospital. In commercial areas, target key anchor and niche retailers/restaurants/entertainment venues appropriate for Upland's demographic character, which are currently missing from Downtown and Upland as a whole, by both business type and market orientation.
  - b. Job Quality. Target industries that offer high quality jobs that offer long-term job stability, good benefits and salaries which meet or exceed a living wage. In addition to wages, consider targeting jobs that offer mid-or-long term on-the-job training since they are generally of a higher quality, due to the investment required in each employee.
  - c. Growth Potential. Target businesses that demonstrate a potential for long-term growth and the eventual provision of a significant number of jobs (i.e. 15 plus jobs).
  - d. Job Density. Target businesses that provide a high job density in terms of the number of jobs per square foot of built space to generate the maximum amount of employment. For example, a research and development business which employs 10 people over 10,000 square feet would be prioritized over a warehouse, which might employ 3 people over 50,000 square feet.
  - e. Jobs at a Range of Skill Levels. Target industries that offer high-quality jobs for a variety of educational and skill levels.

- Policy ES-1.2      **Employment Districts.** Encourage the expansion and intensification of existing industrial and commercial developments to facilitate business and employment growth that serves the daily and occasional needs of the community. Where appropriate, encourage the consolidation of smaller parcels into large format business complexes and commercial developments that are pedestrian-oriented in design and function.
- Policy ES-1.3      **Business Enhancement.** Where feasible, prioritize public improvement projects that assist in the revitalization of business districts.
- Policy ES-1.4      **Development Incentives.** For the highest-priority businesses, offer tailored packages of development incentives, which might include tax rebates, fee reductions or other financial or regulatory incentives.
- Policy ES-1.5      **Business Regulatory Process.** Align existing local government business license, permitting and approvals policies and procedures to minimize the burden of regulatory processes.
- Policy ES-1.6      **Local Assets for Business Development.** Pursue business development opportunities that capitalize on nearby institutions and other assets, including San Antonio Community Hospital and Claremont Colleges, or significant transit amenities.

## JOB OPPORTUNITY AND ACCESS

<b>Goal ES-2</b>	<b>A diverse local economy that offers an array of accessible, high quality job opportunities for Upland residents.</b>
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### Policies

- Policy ES-2.1      **Job Expansion.** Increase the number of quality jobs in Upland to improve the balance of jobs and housing.
- Policy ES-2.2      **High Quality Jobs.** Retain, expand and attract firms that provide a variety of high quality job opportunities that meet the array of educational backgrounds and job-skills sets of Upland residents.
- Policy ES-2.3      **Employment Support.** Support existing and new employment uses that offer opportunity for training and advancement of Upland residents and workers.
- Policy ES-2.4      **Access to Jobs.** Improve local walking, biking and transit access to Upland employment centers, as well as Metrorail commuter rail and Gold Line light rail stations, in order to reduce commute burden and vehicle miles travelled and improve job access and livability.

## RETAIL DIVERSITY

<b>Goal ES-3</b>	<b>A vital Downtown and corridor shopping districts that meet the consumer needs and preferences of Upland residents and strengthen the City's economic and fiscal base.</b>
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## Policies

- Policy ES-3.1 **Business Attraction.** As part of the Comprehensive Economic Development Strategy, identify and pursue new businesses offering contemporary eating, entertainment and shopping experiences that fit the demographic character of Upland’s households and complement existing businesses.
- Policy ES-3.2 **Distinctive Shopping Centers and Districts.** Ensure regulations facilitate commercial centers that are designed to meet the growing need for convenience and good design to attract consumers, such as pedestrian-oriented “Main Street” or village type development.
- Policy ES-3.3 **Commercial Revitalization.** Encourage the renovation or redevelopment of existing strip commercial development, through lot consolidation of smaller, single parcels into larger sites, to facilitate the creation of distinctive shopping centers and districts.
- Policy ES-3.4 **Night-time Uses.** Increase and diversify night-time uses including entertainment venues, sit-down restaurants, and tasting rooms.
- Policy ES-3.5 **Anchor Businesses.** Target and attract appropriate new anchor businesses to Downtown that will expand its offerings, attract new customers and drive additional foot traffic to existing stores.
- Policy ES-3.6 **Key Commercial Corridors.** Support the compact redevelopment of key commercial corridors to better accommodate current trends in retail formats and mixed use development and improve the quality of place in select corridors.
- Policy ES-3.7 **Retail Development.** Direct new retail development to Downtown or shopping nodes along commercial corridors targeted for intensification.
- Policy ES-3.8 **Ground-floor Retail.** Attract retail uses to the ground floor level in Downtown in coordination with policies and standards in the Historic Downtown Upland Specific Plan.
- Policy ES-3.9 **Residential Density.** Increase residential densities in appropriate locations to provide a customer base for new and existing commercial uses.
- Policy ES-3.10 **Gateway Areas.** Better delineate gateway areas to Downtown and distinct retail areas along commercial arterials to identify and brand them as shopping districts.

## FISCAL SUSTAINABILITY

Goal ES-4	<b>Fiscally sustainable municipal finance system and decision-making that supports the long-term livability, economic stability, and prosperity of the community as a whole.</b>
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## Policies

- Policy ES-4.1 **Budget Process and General Plan Vision Alignment.** Use the City’s municipal finance system and annual budget process to implement long-term city-wide goals and policies articulated in the General Plan and other strategic planning documents.
- Policy ES-4.2 **Capital Improvement Program.** Ensure the capital improvement program supports the goals and policies articulated in the General Plan.
- Policy ES-4.3 **Economic Impacts of Land Conversion.** Consider long-term fiscal and economic impacts of any conversion of employment lands to other uses when updating zoning.
- Policy ES-4.4 **New Development, Zoning, and Policy.** Consider fiscal and economic sustainability as one of a number of citywide goals when evaluating new development, zoning or public policy.
- Policy ES-4.5 **Development Impact Fees.** Evaluate Development Impact Fees on a regular basis to ensure that increased demands on infrastructure and services as a result of new development are adequately funded.

