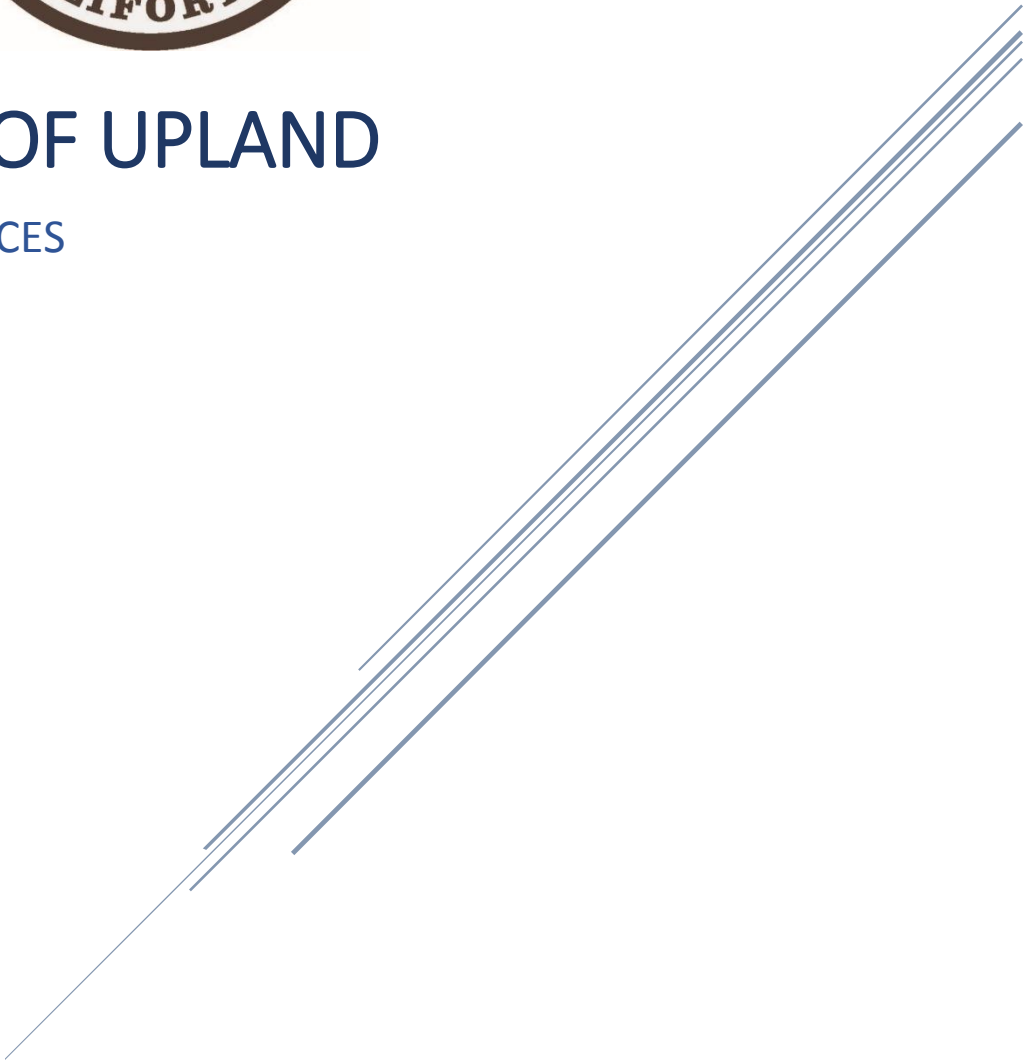




CITY OF UPLAND

APPENDICES



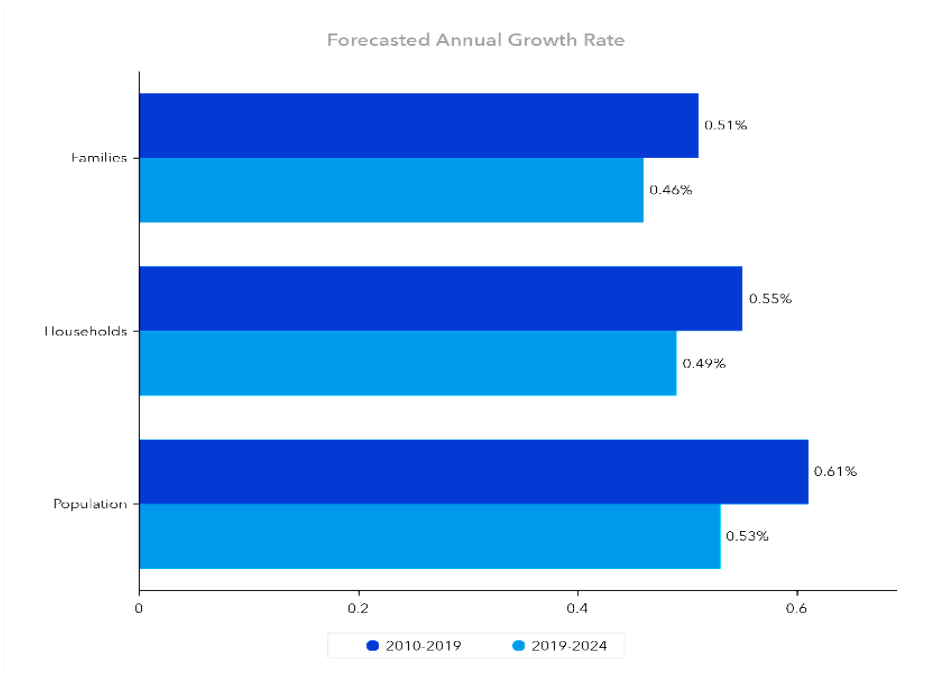
COMMUNITY PROFILE

A. Population Demographics

Population Patterns

Over the past 10 years, the City of Upland has shown a steady increase in population; in 2019 the population was 78,029. From 2010-2014, there was an increase by roughly 1,500 persons and from 2015-2019, the population significantly increased by almost 3,000 persons - a 200% increase as compared to 2010-2014. **Chart 1** shows the annual growth rate comparison between 2010-2019 and 2019-2024. The growth rate is projected to be 0.53% from 2019 to 2024.

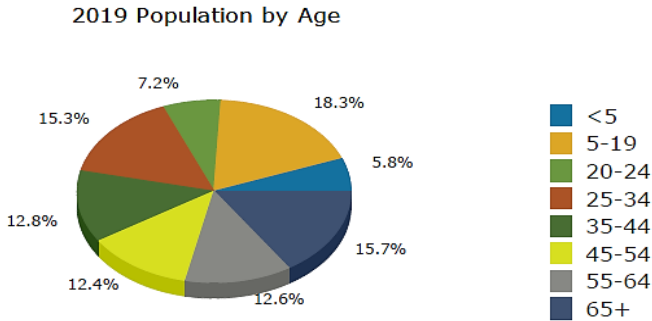
CHART 1



Population by Age

Chart 2 shows that 60.3% of Upland’s population is comprised of persons 20-64 years of age. The next largest age group, 25-34, comprises 15.3% of the population. The smallest segment of the population in Upland is between the ages of 0-5, at 5.8%.

CHART 2

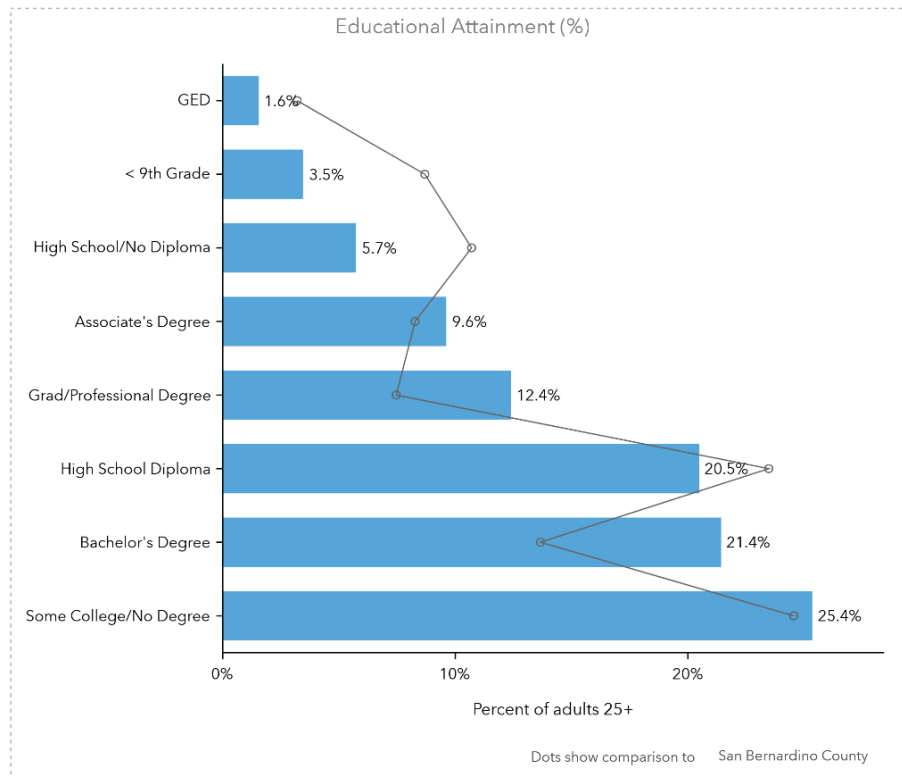


B. Household Socioeconomics

Highest Education Attainment

Chart 3 provides a snapshot of the educational attainment of Upland’s current population. Upland’s population, whose highest educational attainment is a high school diploma, is below the County average, which may be attributed to Upland’s younger population. In comparison, there are significantly more Bachelor degrees and graduate/professional degree recipients in the City of Upland than in San Bernardino County.

CHART 3



Household and Per Capita Income Data

Table 1a compares Upland’s median household income of \$70,399 to that of San Bernardino County’s median household income at \$60,761.

TABLE 1a

Households By Income

The largest group: \$50,000 - \$74,999 (18.8%)

The smallest group: \$15,000 - \$24,999 (6.4%)

Indicator	Value	Difference	San Bernardino County
<\$15,000	8.4%	-0.9%	Bar showing deviation from San Bernardino County
\$15,000 - \$24,999	6.4%	-2.3%	Bar showing deviation from San Bernardino County
\$25,000 - \$34,999	8.5%	-0.5%	Bar showing deviation from San Bernardino County
\$35,000 - \$49,999	10.4%	-2.4%	Bar showing deviation from San Bernardino County
\$50,000 - \$74,999	18.8%	-0.5%	Bar showing deviation from San Bernardino County
\$75,000 - \$99,999	13.4%	-0.1%	Bar showing deviation from San Bernardino County
\$100,000 - \$149,999	17.6%	+1.7%	Bar showing deviation from San Bernardino County
\$150,000 - \$199,999	8.7%	+2.3%	Bar showing deviation from San Bernardino County
\$200,000+	7.8%	+2.7%	Bar showing deviation from San Bernardino County

Upland’s median household income is expected to increase by 11.9 % to \$78,805 over the next 5 years; as shown in **Table 1b**.

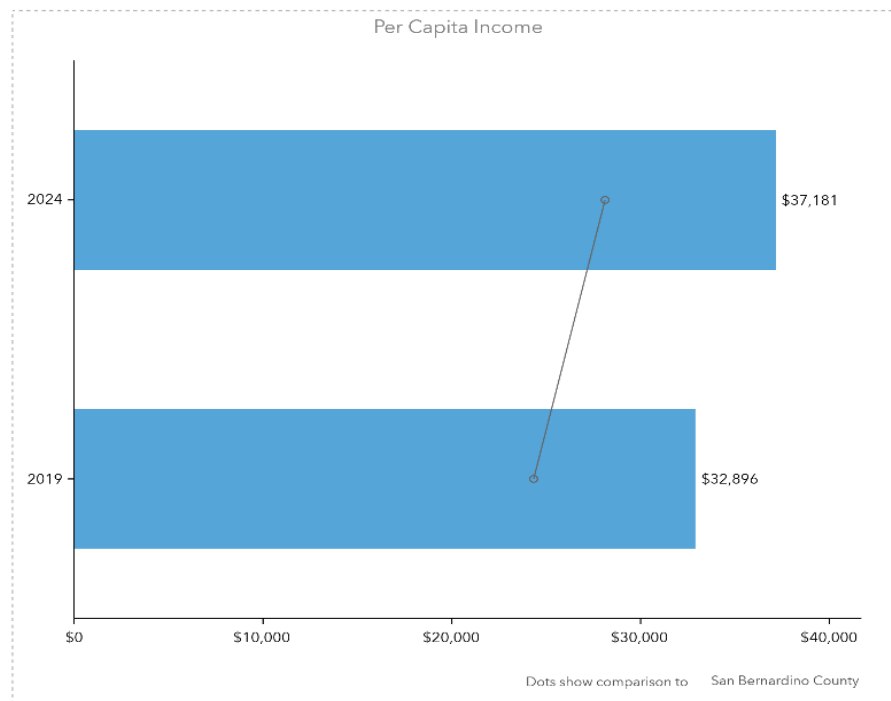
TABLE 1b

Households by Income	2019		2024	
	Number	Percent	Number	Percent
<\$15,000	2,277	8.4%	1,944	7.0%
\$15,000 - \$24,999	1,746	6.4%	1,460	5.2%
\$25,000 - \$34,999	2,310	8.5%	2,045	7.3%
\$35,000 - \$49,999	2,826	10.4%	2,612	9.4%
\$50,000 - \$74,999	5,119	18.8%	5,114	18.4%
\$75,000 - \$99,999	3,639	13.4%	3,850	13.8%
\$100,000 - \$149,999	4,785	17.6%	5,319	19.1%
\$150,000 - \$199,999	2,358	8.7%	2,923	10.5%
\$200,000+	2,114	7.8%	2,580	9.3%
Median Household Income	\$70,399		\$78,805	
Average Household Income	\$94,421		\$106,948	
Per Capita Income	\$32,896		\$37,181	

Median Income Per Capita

Chart 4 shows the median per capita income for Upland in 2019 was \$32,896; whereas San Bernardino County, illustrated by the gray dots on the graph, was much lower. A similar economic trend is expected for Upland in 2024, the median per capita income is expected to increase to \$37,181 which will be well above San Bernardino County’s median per capita income.

CHART 4



C. Labor Force and Employment Characteristics

Employment Rate

The City of Upland has an employment rate of 95.3% (unemployment rate of 4.7% pre-COVID-19) as compared to San Bernardino County's employment rate of 92.6% (unemployment rate of 7.4%). The low unemployment rate is attributed to the increased number of Bachelor's degrees and graduate/professional degrees present in the City in comparison to San Bernardino County.

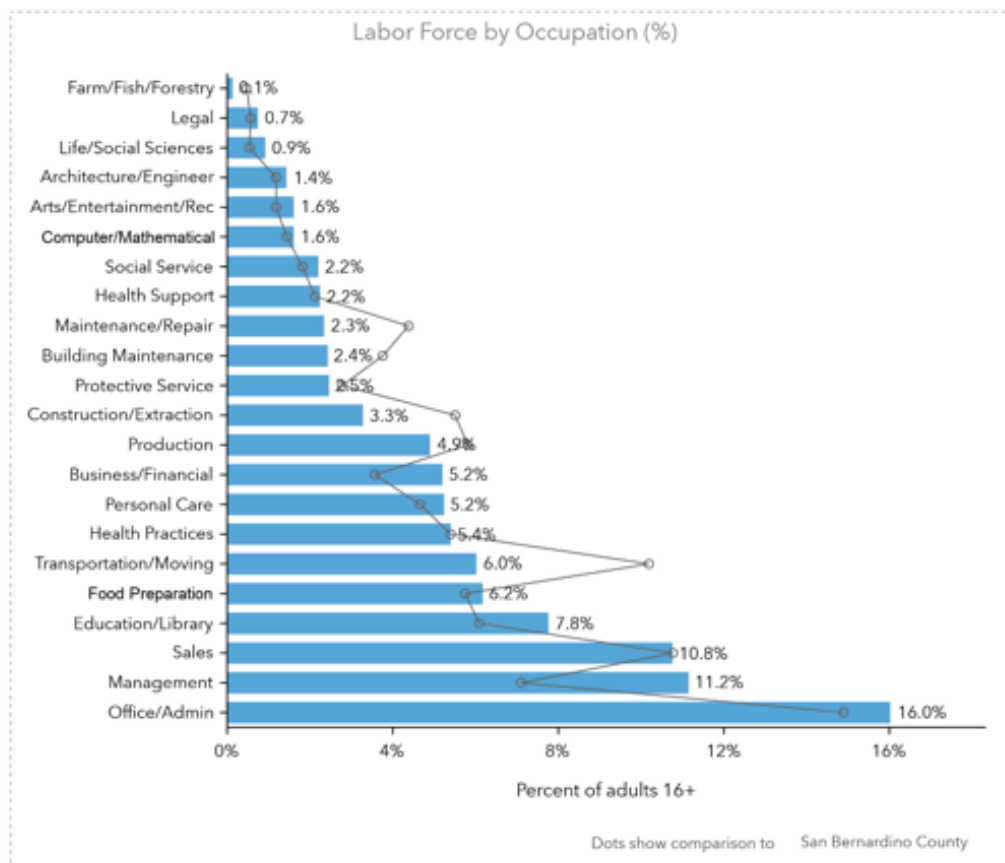
Workforce

52% of Upland's workforce is employed by one of the top five labor industries in the area, as shown in **Chart 5a**. Four of the five industries (Office/Administration, Management, Education/Library, and Food Preparation), surpass San Bernardino County's percentages. The fifth industry, Sales, has the same percentage as San Bernardino County.

The top five labor industries and respective employment percentages for Upland are:

1. Office/Administration 16.0%
2. Management 11.2%
3. Sales 10.8%
4. Education/Library 7.8%
5. Food Preparation 6.2%

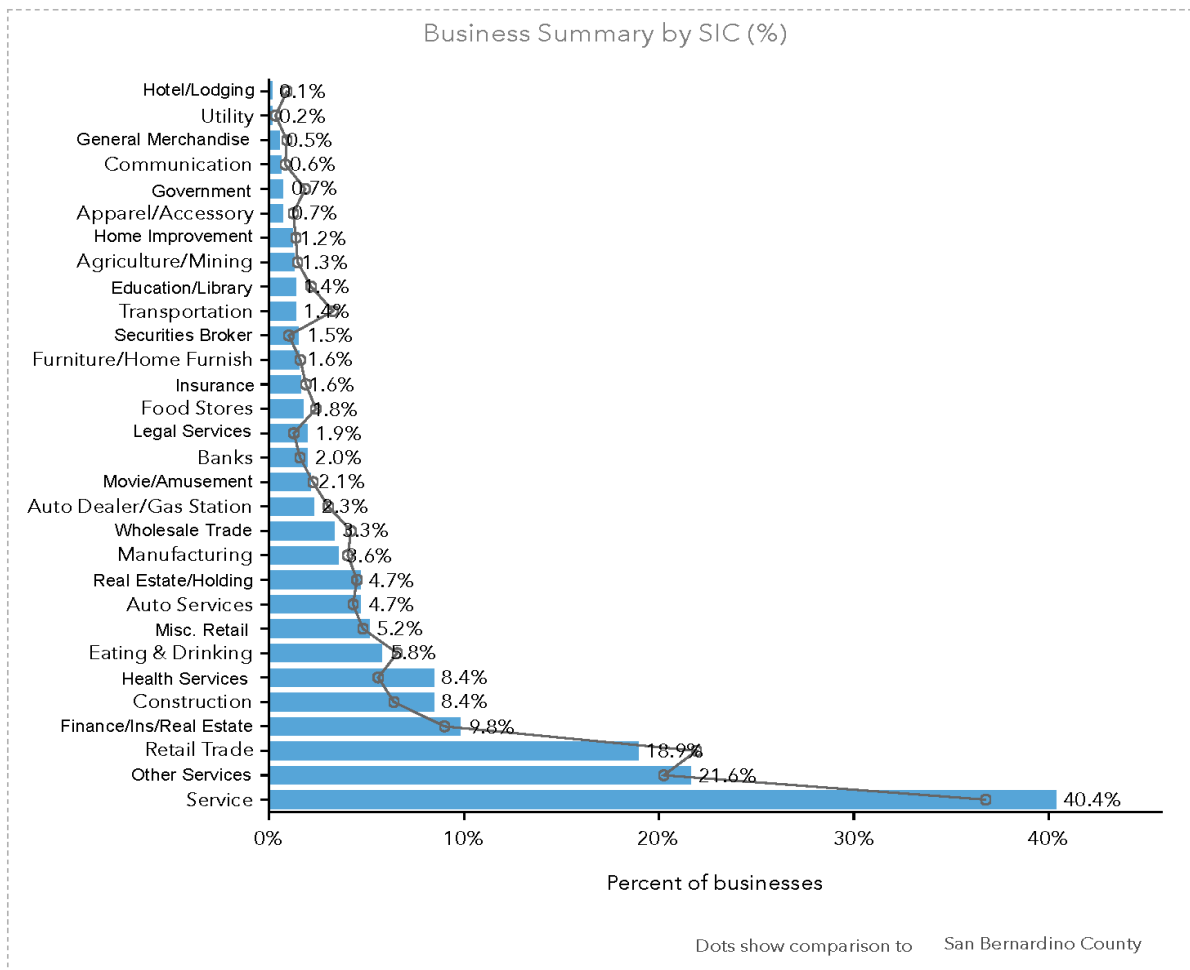
CHART 5a



Jobs in Upland

In 2019 there were 3,848 businesses in the City of Upland, employing approximately 29,026 individuals, which can be seen in **Chart 5b**. Of the businesses in the City, 86.9% fall into a “Service” Industry subcategory, as set by the Standard Industrial Classifications (SIC). The balance of businesses-13% are in a Goods Producing Industry as in: “Agriculture/Mining”, “Manufacturing”, and “Construction”. As a result of the COVID-19 pandemic, cities and counties nationwide will be updating records and reconciling 2020 employment and business data. Reconciliation standards will be set by State and Federal Agencies.

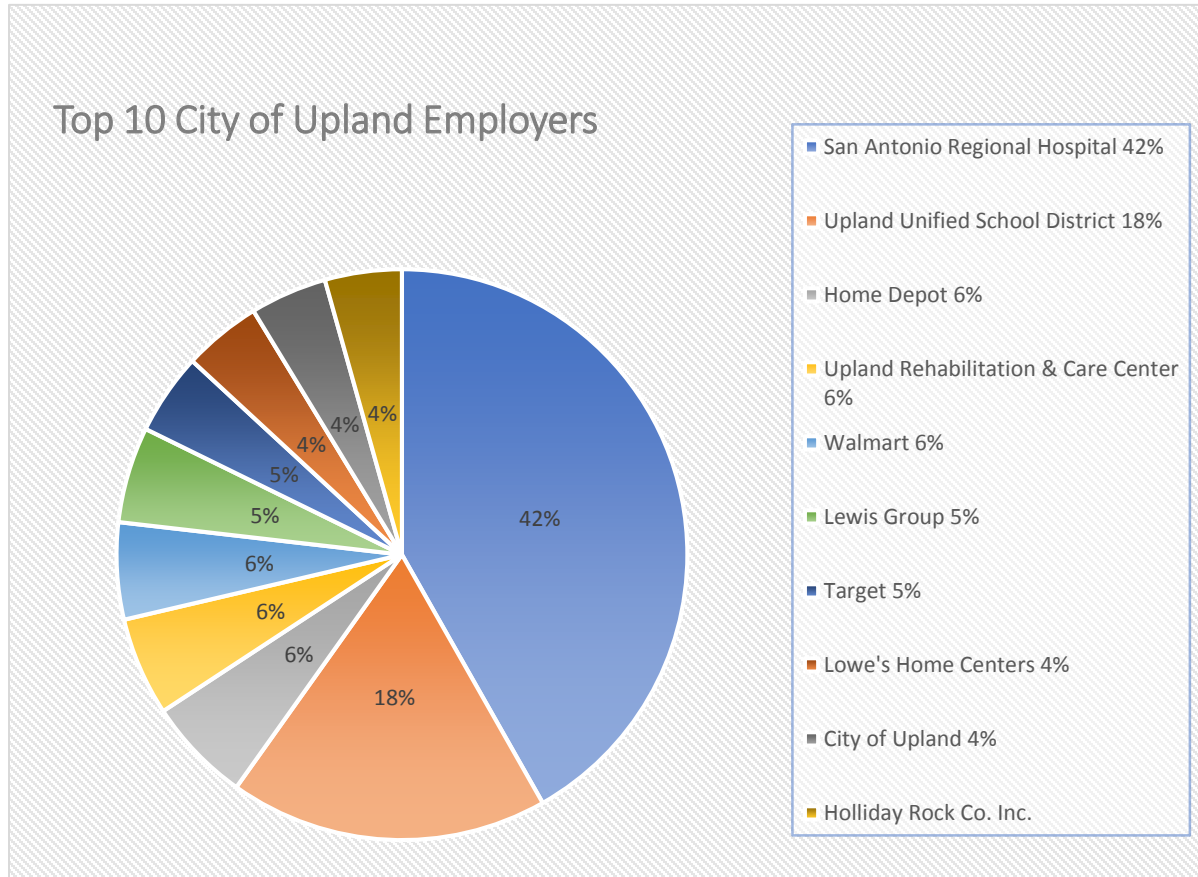
CHART 5b



Employers with Largest Number of Employees

The top ten employers in the City of Upland employ 19.8% of the workforce population as shown in **Chart 6a**, whereas the top ten employers of San Bernardino County, shown on the following page in **Chart 6b**, employ 4.2% of the County's workforce.

CHART 6a

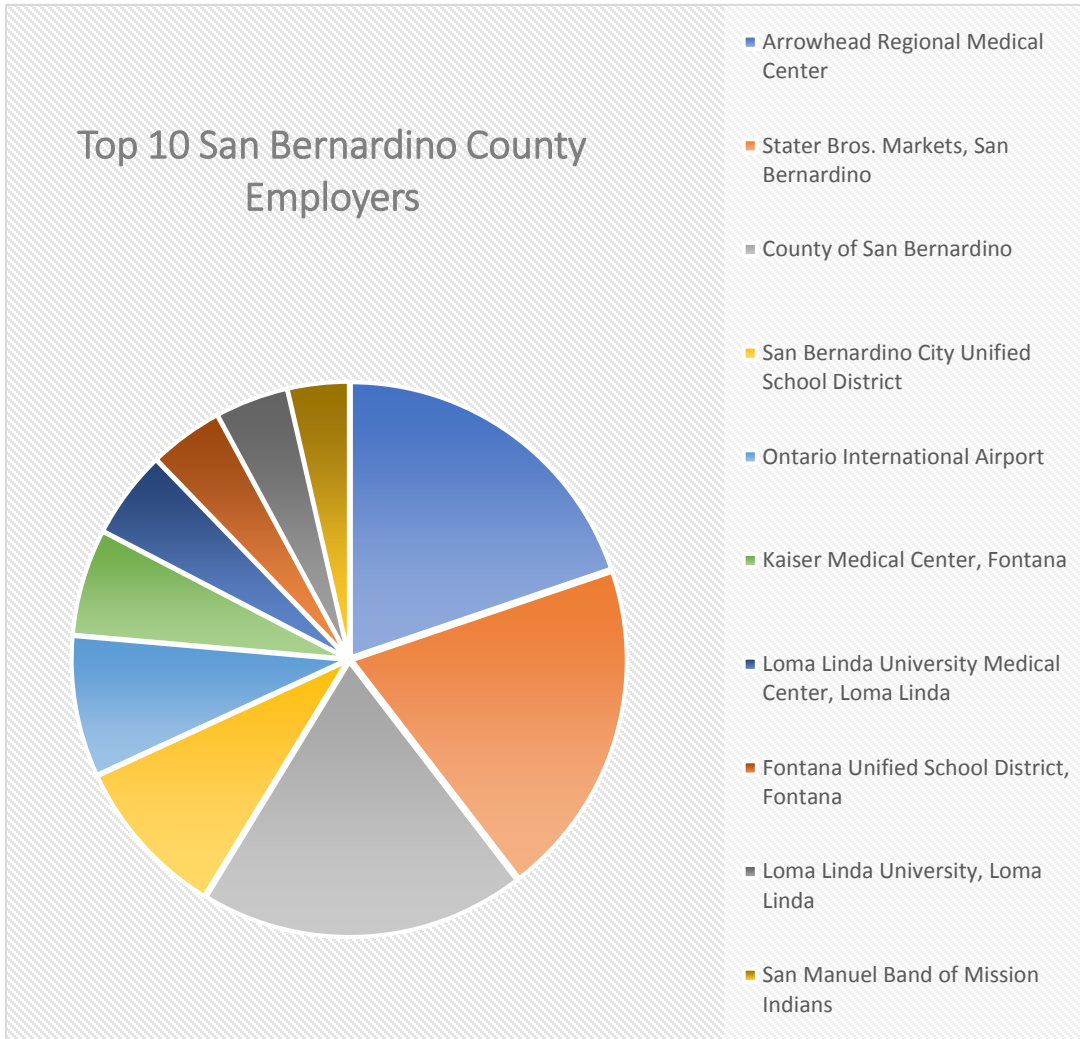


Upland's Top 10 Employers with the Largest Numbers of Employees:

1. *San Antonio Regional Hospital – 2,400*
2. *Upland Unified School District – 1,037*
3. *Home Depot – 340*
4. *Upland Rehabilitation & Care Center – 320*
5. *Walmart – 315*
6. *Lewis Group – 312*
7. *Target – 265*
8. *Lowe's Home Center – 254*
9. *City of Upland – 250*
10. *Holliday Rock Co. Inc. - 250*

Chart 6b shows San Bernardino County’s 10 largest employers who employ 4.2% of the County’s workforce.

CHART 6b



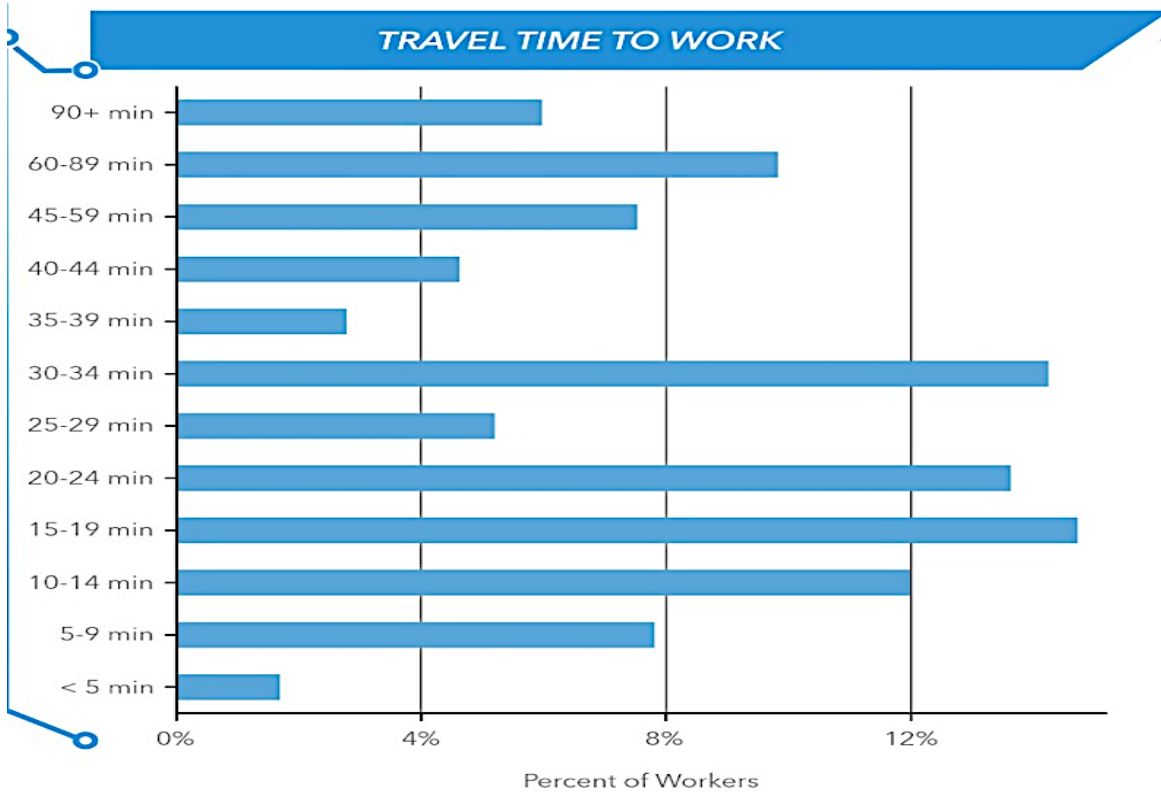
San Bernardino County’s Top 10 Employers with the Largest Numbers of Employees:

1. *Arrowhead Regional Medical Center, Colton-18,000*
2. *Stater Bros. Markets, San Bernardino-18,000*
3. *County of San Bernardino, San Bernardino-17,395*
4. *San Bernardino City Unified School District-8,574*
5. *Ontario International Airport, Ontario-7,500*
6. *Kaiser Medical Center, Fontana-5,682*
7. *Loma Linda University Medical Center, Loma Linda-4,676*
8. *Fontana Unified School District, Fontana-3,953*
9. *Loma Linda University, Loma Linda-3,906*
10. *San Manuel Band of Mission Indians-3,261*

Commuting Patterns

Data from ESRI reveals that the vast majority of people who live in Upland work outside the City, with only 4% of residents working in the City. This conclusion was drawn from observing the percentage of workers, as shown in **Chart 7**, whose estimated travel time was a 10 minute or less commute from any point in the City.

CHART 7

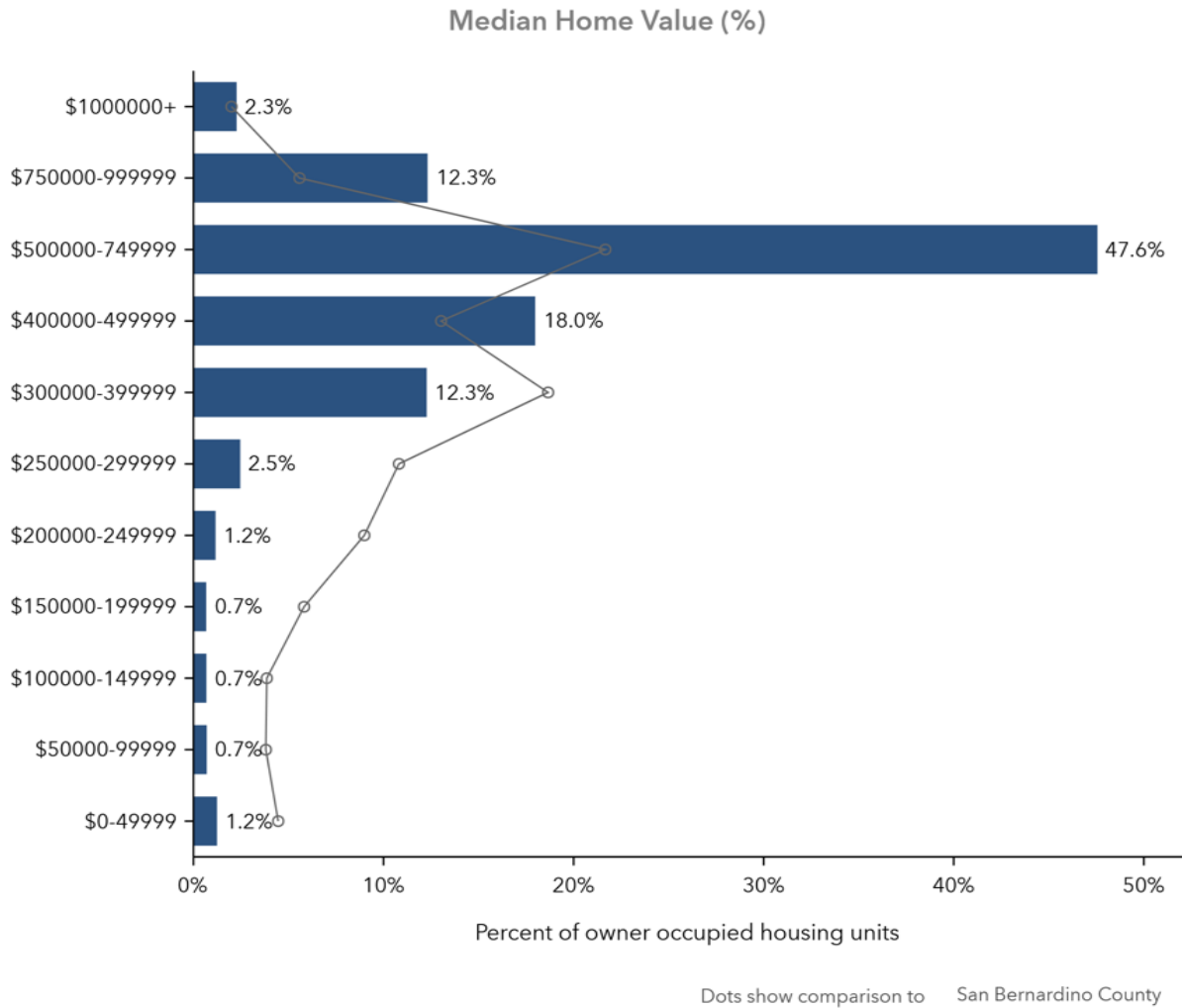


D. Real Estate Trends -2019

Housing Values

More than 40% of the homes in Upland are valued between \$500,000 and \$750,000. **Chart 8** illustrates how the City has significantly more homes with a higher median home value than San Bernardino County.

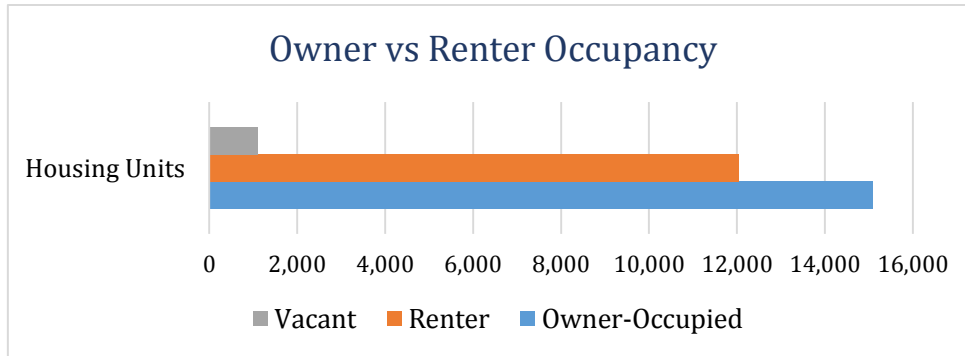
CHART 8



Owner vs. Renter Occupancy

In 2019 there were 27,116 households in the City of Upland with only 28,225 available housing units. **Chart 9** illustrates how 55.6%, or 15,076 units are owner-occupied with approximately 13,149 rental units (SFR and Multi-Family)

CHART 9

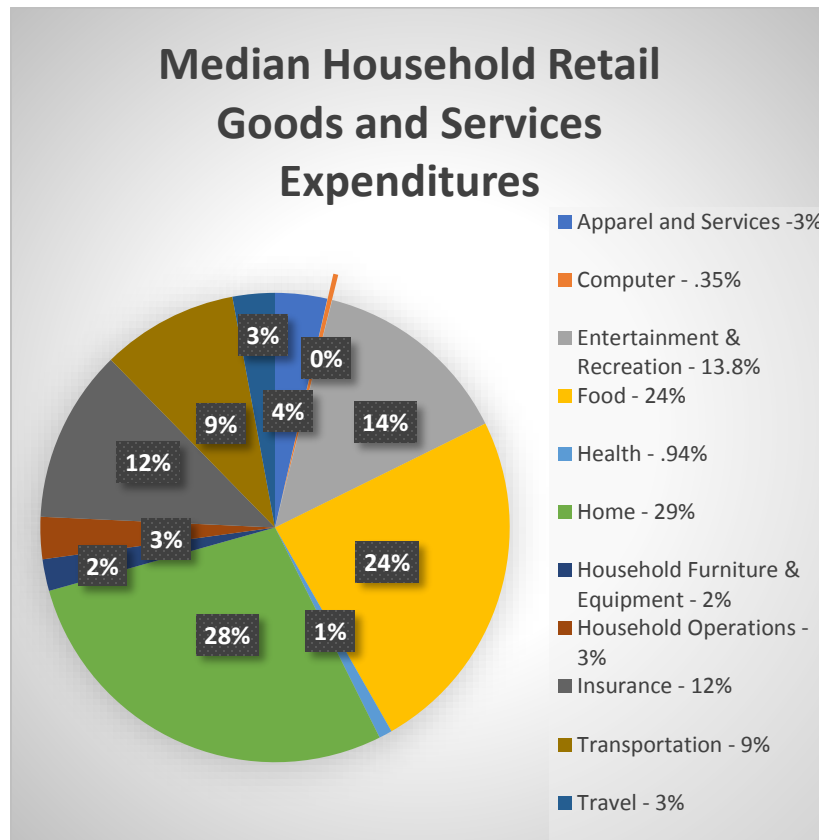


E. Population Demand and Market Supply

Retail Expenditures

Chart 10 shows the median household retail expenditures for Goods and Services and serves as a snap shot and introduction to understanding the City's retail sales leakage and surplus.

CHART 10



Understanding the Leakage/Surplus Factor

“The Leakage/Surplus Factor measures the balance between the volume of retail sales (supply) generated by retail businesses and the volume of retail potential (demand) produced by household spending on retail goods within the same industry. The Leakage/Surplus Factor, [calculated by ESRI], is the result of a more sophisticated approach for normalization of the gap between supply and demand. The result is an index scaled to upper and lower bound values ranging from -100 to +100. Using the Leakage/Surplus Factor allows users a simple way to identify business opportunities.”¹ As well as, the saturation of an industry in the City of Upland.

“Leakage in an area represents a condition where demand exceeds supply. In other words, retailers outside the market area are fulfilling the demand for retail products; therefore, demand is "leaking" out of the trade area. Such a condition highlights an opportunity for new retailers to enter the trade area or for existing retailers to extend their marketing outreach to accommodate the excess demand.”² **Chart 11**, on the following page, shows that Leakage is indicated by a positive value, and conversely Surplus is indicated by a negative value.

CHART 11 provides a thorough listing of all major SIC Industries and charts the Retail Sales Leakage/Surplus of each respective Industry. It’s important to remember that data being presented is from a regional perspective and not exclusive to the City of Upland.

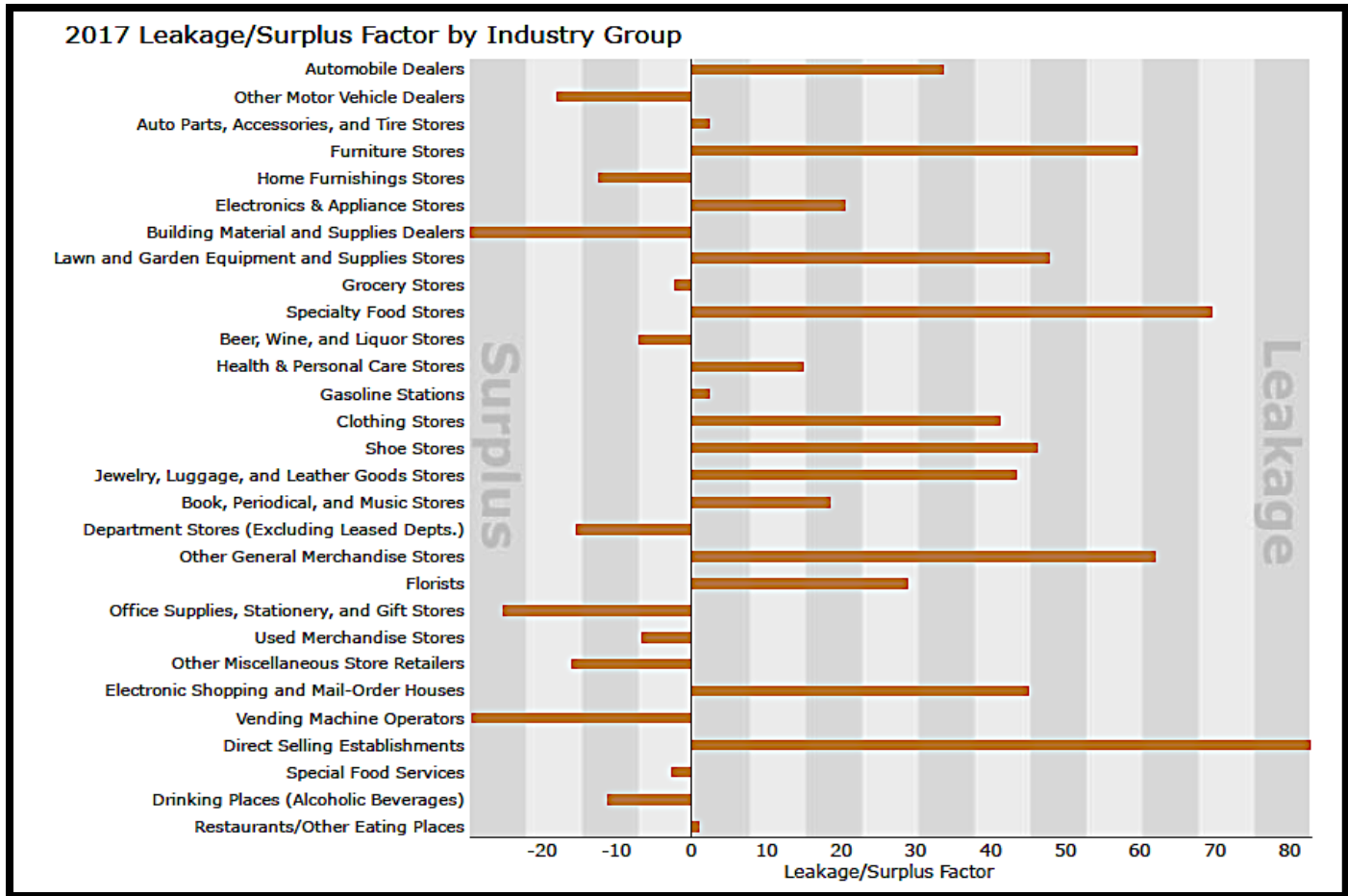
“Surplus in an area represents a condition where supply exceeds the area's demand. Retailers are attracting shoppers that reside outside the trade area; the "surplus" is in market supply. Brand positioning and product mix are key differentiators in these types of markets.”³ In the chart below, surplus is indicated by a negative value Leakage/Surplus Factor. While the Leakage/Surplus study is designed and geared toward the City of Upland, the methodology of developing the list of those industries showing a leakage to other cities does not necessarily incorporate the general and broader market demand for such retailers or services.

¹ https://doc.arcgis.com/en/esri-demographics/data/retail-marketplace.htm#ESRI_SECTION1_C89F2A173DD649E3902647FE64B9BD38

² https://doc.arcgis.com/en/esri-demographics/data/retail-marketplace.htm#ESRI_SECTION1_C89F2A173DD649E3902647FE64B9BD38

³ https://doc.arcgis.com/en/esri-demographics/data/retail-marketplace.htm#ESRI_SECTION1_C89F2A173DD649E3902647FE64B9BD38

CHART 11



The specific industries that are shown as areas of retail leakage in the City but that are not significant retail opportunities and expanding industries for the City as new businesses include the following:

- **Automobile Dealers**

While leakage is shown in the automobile industry, the City has two dealerships, Chevrolet and Ford. There is also an exotic car resale dealership and several used car dealerships. The dealerships that are not represented in the City are generally foreign car manufacturers which at this juncture, are all represented in the adjoining cities including the City of Ontario. The proximity of these dealerships to the City of Upland, from a Leakage/Surplus Factor, would prohibit the same manufacturers from creating a new point of sales in Upland.

- **Electronics and Appliance Stores**

Electronic store sales have been significantly reduced by direct sales over the Internet. Expansion of stores such as Best Buy are extremely limited and, at this time, new store openings are not forecasted. However, the City has several small appliance stores, as well as a Home Depot and Lowe’s, both who actively provide appliances for homeowners and builders/contractors. These industry leaders would limit the opportunity for further expansion by similar businesses in Upland. Another factor impacting the potential of attracting popular

electronics and appliance retailers is the proximity to major outlets and big box wholesalers located in the cities of Ontario, Rancho Cucamonga, and Chino.

- **Lawn and Garden Equipment and Supplies**

The presence of Lowe's and Home Depot as major suppliers limits the expansion of other similar suppliers. With the loss of Orchard Supply Hardware (OSH), formerly owned by Lowe's, the only larger independent business in this category is ACE Hardware. Ace Hardware stores are franchised and depending on the resistance to expand into the Upland market, an investor may consider vetting such an opportunity.

- **Clothing Stores/Shoe Stores/Jewelry, Luggage and Leather Goods Stores**

All are shown as areas of leakage within the City. Specialized stores offering these soft goods as those noted in the leakage chart are currently located within major shopping malls in the adjoining cities of Ontario, Montclair, Chino and Chino Hills. The proximity of these locations precludes the opportunity for these specialized national retailers in Upland. The closure of Kohl's, a family oriented soft goods and furniture department store, due to soft sales suggests that leakage is caused by shopping in adjoining cities.

- **Books, Periodicals and Music**

Many of these businesses, services, and purchases have been replaced by online and direct selling businesses. There is a strong possibility of creating smaller shops across multiple retail industries that cater to the local community and provide added value by offering an interactive experience for its guests. In addition to providing trade specific services and products, today's brick and mortar retailers are offering consumers a venue with an experience. Retailers are creating a reason for the consumer to linger and enjoy the ambience, offering light food and drinks, performances by local talent, and free Wi-Fi.

- **Non-Store Retailers**

Electronic Shopping and Mail Order/Direct Selling Establishments. This is an area of continued growth in American society. The proximity and development of an Amazon fulfillment center within the City will complement this NAICS code noted for leakage within the City. Online sales have soared and based on the current and projected buying habits over the next 5 years, spurred on by COVID-19, online sales will continue to increase. Home Depot, Lowe's, Sprouts, Stater Bros., Vons, Ralphs, and other retailers are seeing increases in sales, with a percentage of sales increases attributed to online purchasing. These companies are utilizing both in-house delivery, as well as 3rd party distributors and fulfillers (smaller local delivery services providing last mile distribution) such as Amazon, United Parcel Service-UPS, FedEx, United States Postal Service-USPS, and other local distributors. Distributors and fulfillers have been growing to keep up with the demand and continue providing on time fulfillment and delivery. Traditional soft goods retailers are also increasing online sales and utilizing distributors and fulfillers. Currently the presence of COVID-19 is adding to the continued decline of the usual brick and mortar retailers for purchases and placing an increased emphasis towards online purchases and returns. Current shopping trends continue to expose the potential excess amount of existing retail brick and mortar type facilities, as well as the amount of new retail square footage that will be required over the next 5 years.

COMMUNITY OUTREACH - RESIDENTIAL

In 2015, the City of Upland’s General Plan (“General Plan”) underwent a comprehensive update for the first time in 30 years. Nine elements of the General Plan were updated including the Economic Sustainability Element. As a result of the General Plan update, the City Council commissioned to develop a Five-Year Economic Development Action Plan (“Five-Year Action Plan/Action Plan”) in support of “maintaining a strong and flexible local economy that provides an excellent quality of life”.¹

A critical component of developing a unified vision for the City and the successful preparation of a relevant Five-Year Action Plan was the solicitation of views, perspectives, and initiatives from City Stakeholders. This process included working with community partners, business groups, and residents, as well as conducting comprehensive surveys and focus group meetings. The City’s objectives included the development of an economic strategy in alignment with the needs and desires of City Stakeholders, actions that are achievable within existing General and Specific Plan guidelines, and current budgetary constraints.

A methodical approach for gathering information was implemented which included surveying the residential and business communities, soliciting their specific views and perspectives as they pertained to growth, quality of life, the business climate, and potential economic development policies. The goal of the survey was to secure input and opinions from individuals that live and/or own or, manage businesses in the City of Upland.

Data collected from the surveys serve as a practical implementation tool, assisting City Staff in identifying and addressing the respondents’ respective needs and attitudes as the Five-Year Action Plan is developed and refined. Additional means of engagement included Community Workshops hosted by each City Council District and facilitated with the assistance of City Staff.

A. Resident Survey Results

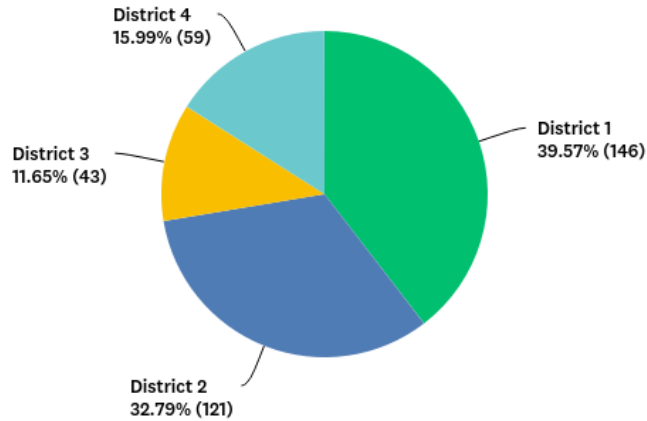
For a period of 3+ months, the Resident Survey was made available on the City’s website, distributed at each of the four City Council District Workshops (“District Workshops”), as well as the Historic Downtown Upland Merchant Presentation. Public engagement took place on the following dates:

- October 22** - **Historic Downtown Upland**
- October 30** - **District 2**
- November 20** - **District 3**
- December 4** - **District 4**
- December 17** - **District 1**

As a result of this effort, the City received a total of 473 completed surveys. Of the 473 surveys received, participation consisted of 369 resident and 104 business surveys having been submitted. The survey results are presented in a different order from that of the original survey distributed, but done so in a complementary presentation. This allows for creating key

¹ City of Upland General Plan, Economic Sustainability Element: Overarching Goal, Page ES-1

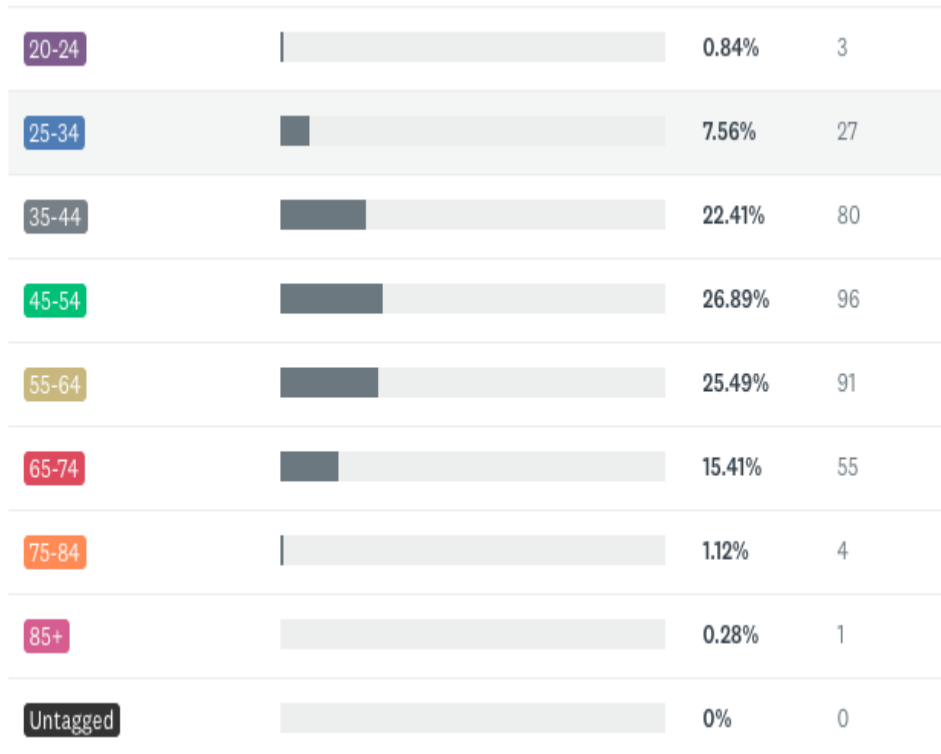
CHART 1



Age of Resident Survey Respondents

Chart 2 provides a snap shot of Surveyed Respondents’ age, sorted in ascending order. Participants between the ages of 18 and 35 were noticeably under-represented in the responses contrary to statistics showing that 18-35 year olds are the City’s largest population sector. Residents 45 years and older, specifically in the 55 to 74 age bracket, were over represented in the survey responses, which is an inaccurate representation and is not consistent with Upland’s actual population distribution.

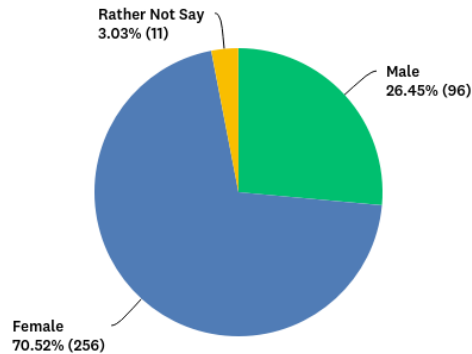
CHART 2



Gender of Resident Survey Respondents

Chart 3 illustrates the gender distribution of the Survey Respondents. Females represented 70.52% of the survey respondents.

CHART 3



Household Size of Resident Survey Respondents

Chart 4a indicates that most Survey Respondents-60.43% live in a two-person household. 80.5% of respondents, see **Chart 4b** on the following page, indicated that children live in the household, with an average of two adult persons per household. The average household size of Survey Respondents was 3 persons. Two-person households were over represented in the survey which could be attributable to the high participation rate of 45+ year olds (empty nesters) which explains the under representation of the one person household which would have likely been found among 20-34 year olds. **Chart 4b**, on the following page, illustrates the household breakdown of children 17 years and younger.

CHART 4a *Number of Adults (18 and Over) per household*

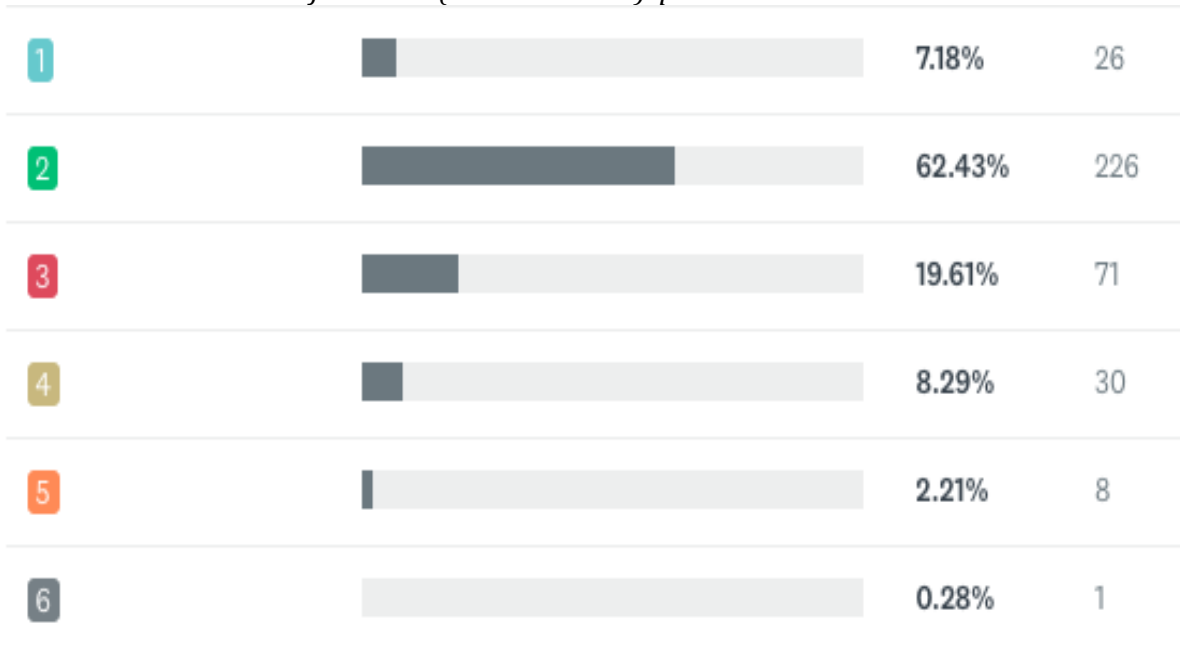
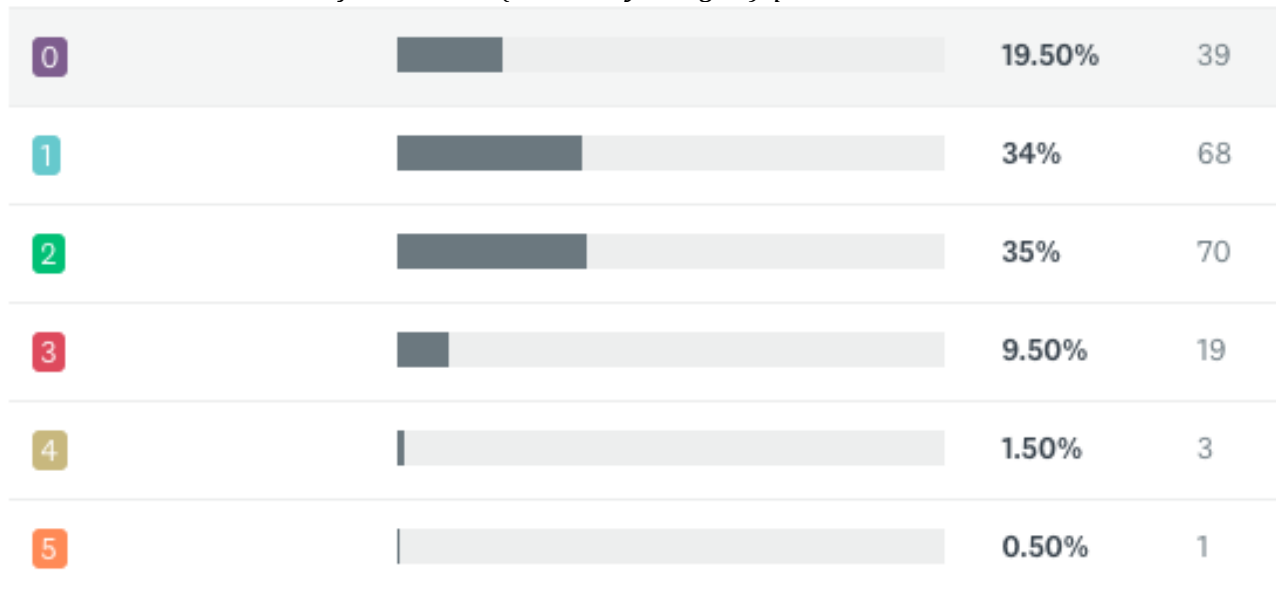


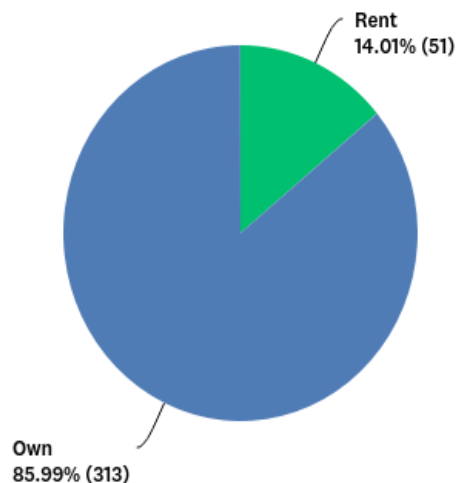
CHART 4b *Number of Children (17 and younger) per household*



Housing Tenure of Resident Survey Respondents

Chart 5 shows the housing tenure for Survey Respondents. 86% percent of the Survey Respondents own their home whereas only 14% of the Respondents were renters. The Survey Respondents' housing tenure is not representative of the City when compared to 2019 ESRI data showing home-ownership being 55.6% and renters 44.4%.

CHART 5

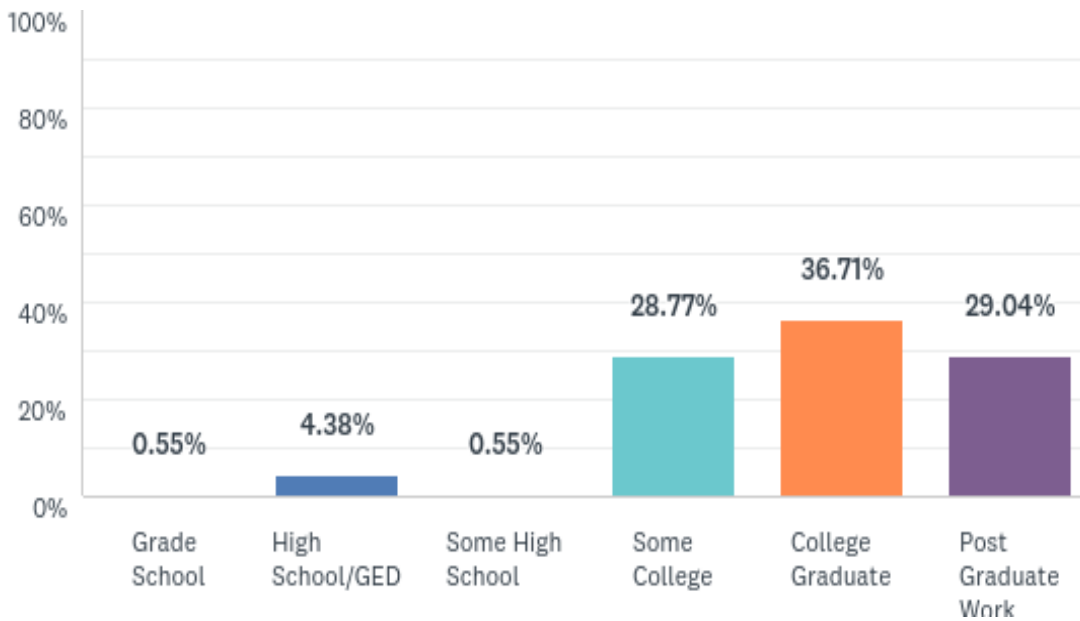


Educational Attainment of Resident Survey Respondents

Chart 6, on the following page, shows the educational attainment for Survey Respondents compared to all residents of San Bernardino County. Survey responses under represented residents with degrees: 13.7% with a Bachelor's degree and 7.5% with post-graduate degrees. A

reason for this discrepancy, as previously mentioned in “*Chart 2 - Age of Resident Survey Respondents*” could be due to the high participation rate of survey respondents that were 45 years and older, specifically in the 55–74 age bracket, which is an inaccurate representation of Upland’s actual population.

CHART 6



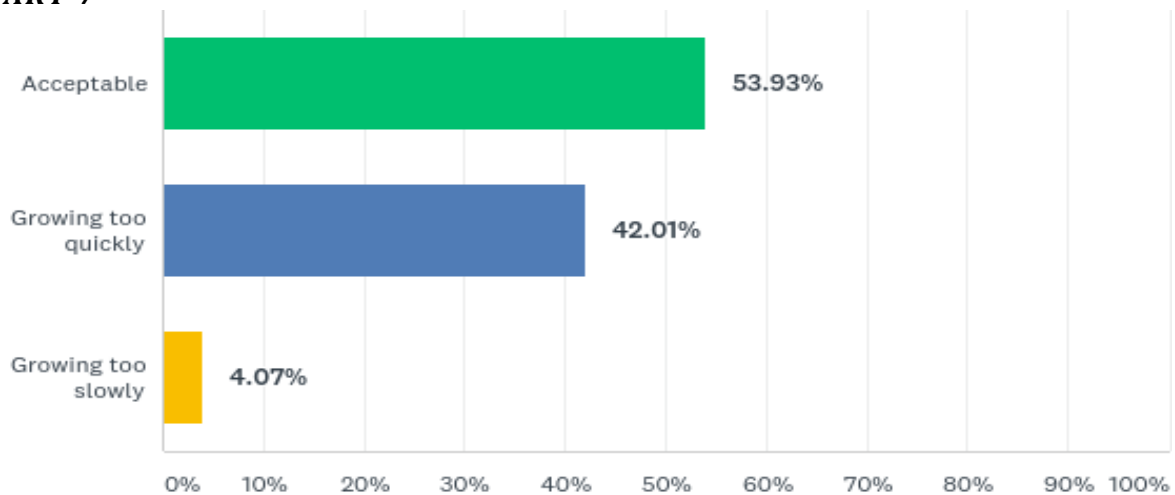
SECTION B: GROWTH AND QUALITY OF LIFE

Quality of life is comprised of all tangible and non-tangible elements that create communities that are healthy, safe, and a good place to live. Pertinent contributing factors include a high quality education, availability of fair wage jobs, access to recreational and cultural amenities, affordable housing, good environmental quality, as well as other qualitative and quantitative elements. The survey asked respondents questions about the City’s growth rate, the importance of certain characteristics in establishing a high quality of life, the quality of current services and amenities in the City, and the availability of job training and education.

Resident Survey Respondents’ Opinion Regarding City’s Growth Rate

The survey asked Resident Respondents their opinion about the City’s projected population growth rate. **Chart 7**, on the following page, illustrates that 53.9% of the Residents Surveyed responded that the projected population growth was acceptable. 42% percent of those surveyed indicated that the population was growing too quickly, and 4.1% of the residents surveyed indicated that the City was growing too slowly. The City’s projected growth rate of .61% for 2019-2024 is slightly lower than the County’s projected Annual Growth Rate of .79% over the same time period.

CHART 7



Resident Survey Respondents’ Opinion Regarding the Importance of the Identified Characteristics for Establishing a High Quality of Life

Table 1, on the following page, shows how Survey Respondents perceived and rated the importance of the provided characteristic in establishing a “High Quality of Life”. Individual characteristics were ranked by the mean score; where 1=very positive and 5=very negative.

Responses tended to be overwhelmingly decisive as to which characteristics were believed to be important in establishing a “High Quality of Life”. Each of the 14 characteristics received a rating of “Very Important” or “Important” with no one characteristic being rated less than a combined 50%.

The top five rated characteristics from highest to lowest rating are:

1. *Quality of Education System*
2. *Environmental Quality*
3. *Access to Recreation*
4. *Parks*
5. *Access to Higher Education*

Conversely, five characteristics were also selected, but identified as being “Very Unimportant” or “Unimportant” in establishing a High Quality Of Life and received a combined rating of 20.16% or less:

1. *Affordable Housing*
2. *Variety of Housing Choices*
3. *Access to Performing Arts*
4. *Transportation Options*
5. *Diverse Economic Base*

TABLE 1

	VERY IMPORTANT	IMPORTANT	NEUTRAL	UNIMPORTANT	VERY UNIMPORTANT	NOT SURE	TOTAL	WEIGHTED AVERAGE
Affordable Housing	25.07% 92	29.97% 110	24.52% 90	13.35% 49	6.81% 25	0.27% 1	367	4.52
Variety of housing choices	16.71% 61	33.70% 123	28.77% 105	15.62% 57	4.11% 15	1.10% 4	365	4.40
Parks	47.83% 176	39.40% 145	9.78% 36	1.90% 7	1.09% 4	0.00% 0	368	5.31
Access to recreation	40.71% 149	47.27% 173	10.11% 37	1.37% 5	0.27% 1	0.27% 1	366	5.26
Quality education system	83.47% 308	13.01% 48	2.17% 8	0.54% 2	0.54% 2	0.27% 1	369	5.78
Access to higher education	54.08% 199	31.25% 115	11.68% 43	1.90% 7	0.82% 3	0.27% 1	368	5.35
Diverse economic base	27.45% 101	35.60% 131	25.82% 95	7.07% 26	3.53% 13	0.54% 2	368	4.75
Living wage jobs	39.78% 146	40.60% 149	15.26% 56	3.27% 12	1.09% 4	0.00% 0	367	5.15
Environmental quality	59.13% 217	31.06% 114	7.36% 27	1.09% 4	1.09% 4	0.27% 1	367	5.45
Natural resources and habitat protection	46.07% 170	31.71% 117	17.07% 63	3.79% 14	0.81% 3	0.54% 2	369	5.17
Access to a performing arts center	21.95% 81	31.44% 116	30.89% 114	11.38% 42	3.25% 12	1.08% 4	369	4.54
Variety of Shopping opportunities	42.12% 155	38.86% 143	13.86% 51	3.80% 14	0.82% 3	0.54% 2	368	5.16
Transportation options	25.68% 94	34.15% 125	28.42% 104	7.38% 27	3.28% 12	1.09% 4	366	4.68
Variety of health care choices	32.97% 121	41.69% 153	18.53% 68	3.81% 14	1.63% 6	1.36% 5	367	4.96

Resident Survey Respondents' Opinion Regarding the Current Quality of Services and Amenities in the City for Establishing a High Quality of Life

The results presented in **Table 1** as compared to **Table 2**, on the following page, show that there was a discernable gap between the Respondents' opinion of characteristics they perceived as important in establishing a high quality of life as compared to the high percentage of neutral responses attributed to the current quality of services and amenities. The high neutral rating of the current quality of the education system, demonstrates this discernable gap.

Table 1 Characteristics important in establishing a High Quality of Life for a Quality Education System:

- 96.48% rated "Very Important" or "Important"
- 2.17% rated "Neutral"
- 1.08% rated "Unimportant" or "Very Unimportant"

Table 2 Current Quality of Services and Amenities in the City for a Quality of Education System:

- 51.81% rated “Very Good” or “Good”
- 32.41% rated “Neutral”
- 15.79% rated “Poor” or “Very Poor”

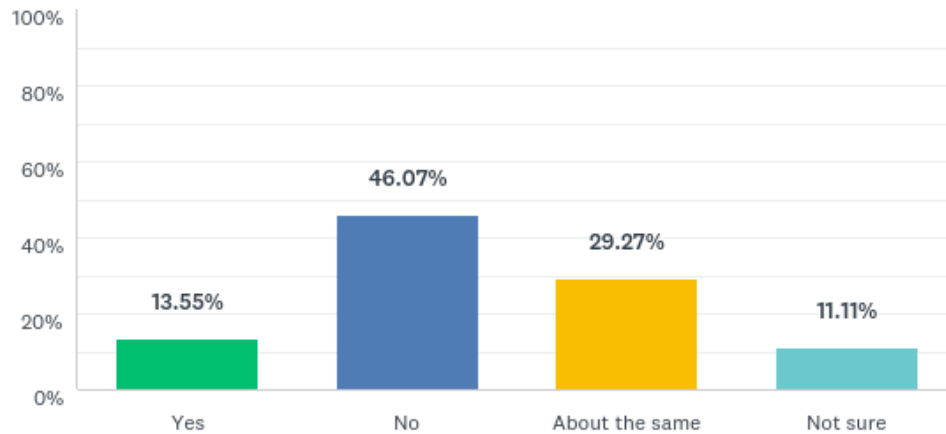
TABLE 2

	VERY GOOD	GOOD	NEUTRAL	POOR	VERY POOR	TOTAL	WEIGHTED AVERAGE
Housing affordability	5.22% 19	32.97% 120	40.11% 146	17.86% 65	3.85% 14	364	3.18
Variety of housing choices	8.82% 32	47.93% 174	33.33% 121	8.54% 31	1.38% 5	363	3.54
Parks	9.09% 33	51.79% 188	21.49% 78	15.98% 58	1.65% 6	363	3.51
Access to recreation	6.61% 24	48.21% 175	30.58% 111	12.95% 47	1.65% 6	363	3.45
Quality of the education system	9.70% 35	42.11% 152	32.41% 117	13.85% 50	1.94% 7	361	3.44
Access to higher education	4.42% 16	27.62% 100	45.86% 166	18.78% 68	3.31% 12	362	3.11
Diversity of the economic base	4.42% 16	37.85% 137	44.48% 161	11.33% 41	1.93% 7	362	3.31
Availability of living wage jobs	2.20% 8	27.55% 100	45.18% 164	20.66% 75	4.41% 16	363	3.02
Environmental quality	2.22% 8	42.11% 152	39.06% 141	15.24% 55	1.39% 5	361	3.29
Natural resources and habitat protection	1.39% 5	30.19% 109	47.37% 171	18.01% 65	3.05% 11	361	3.09
Access to performing arts center	1.93% 7	19.06% 69	50.83% 184	24.03% 87	4.14% 15	362	2.91
Variety of shopping opportunities	7.44% 27	42.70% 155	25.90% 94	19.56% 71	4.41% 16	363	3.29
Transportation options	3.85% 14	32.14% 117	44.23% 161	15.66% 57	4.12% 15	364	3.16
Variety of health care choices	7.48% 27	41.83% 151	44.60% 161	5.26% 19	0.83% 3	361	3.50

Resident Survey Respondents' Opinion Whether the Quality of Life Is Better Now Than 5 Years Ago

Chart 8 illustrates Respondents' opinion of whether the "Quality of Life" in the City of Upland is better now as compared to 5 years ago. The overall consensus indicates that 46.2% do not believe they are better off than 5 years ago and 29.2% believe they are "About the same", which could be interpreted as 75.4% not seeing any improvement in their quality life as compared to 5 years ago.

CHART 8

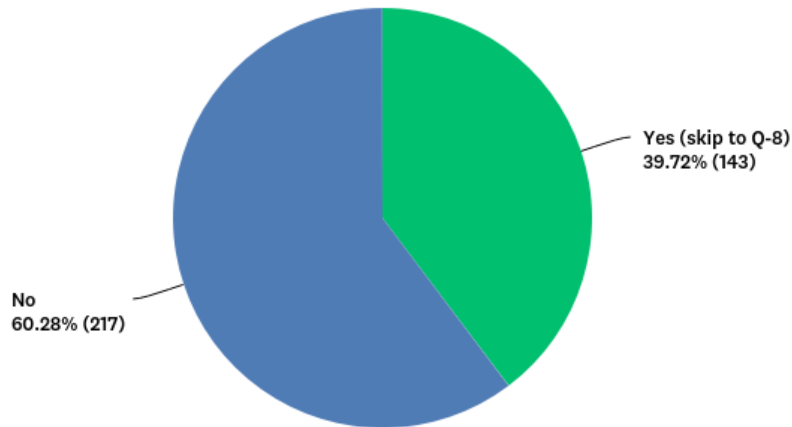


SECTION C: JOB TRAINING AND EDUCATIONAL OPPORTUNITIES

As part of any Economic Development Strategy, a sustainable and robust local economy is central to the long-term economic and fiscal health of the City and its respective communities. Providing a diverse selection of quality jobs and business opportunities that meet an array of educational backgrounds and skill sets is a key element to a robust local economy. A complementary and necessary component is providing work force development options, continuing education opportunities, and fostering relationships with local industry leaders and educational resources for ongoing professional growth, resilience, and relevance.

Resident Survey Respondents were asked their opinion regarding opportunities for job training and education in Upland. **Chart 9**, on the following page, illustrates the Respondents' answers; 60.3% answered No there are not sufficient job training and higher education opportunities and 39.7% answered Yes.

CHART 9



Resident Survey Respondents' Opinion as to What Type of Training or Educational Opportunity Would be the Most Helpful

The top five industry sectors Respondents selected, ranked from highest to lowest:

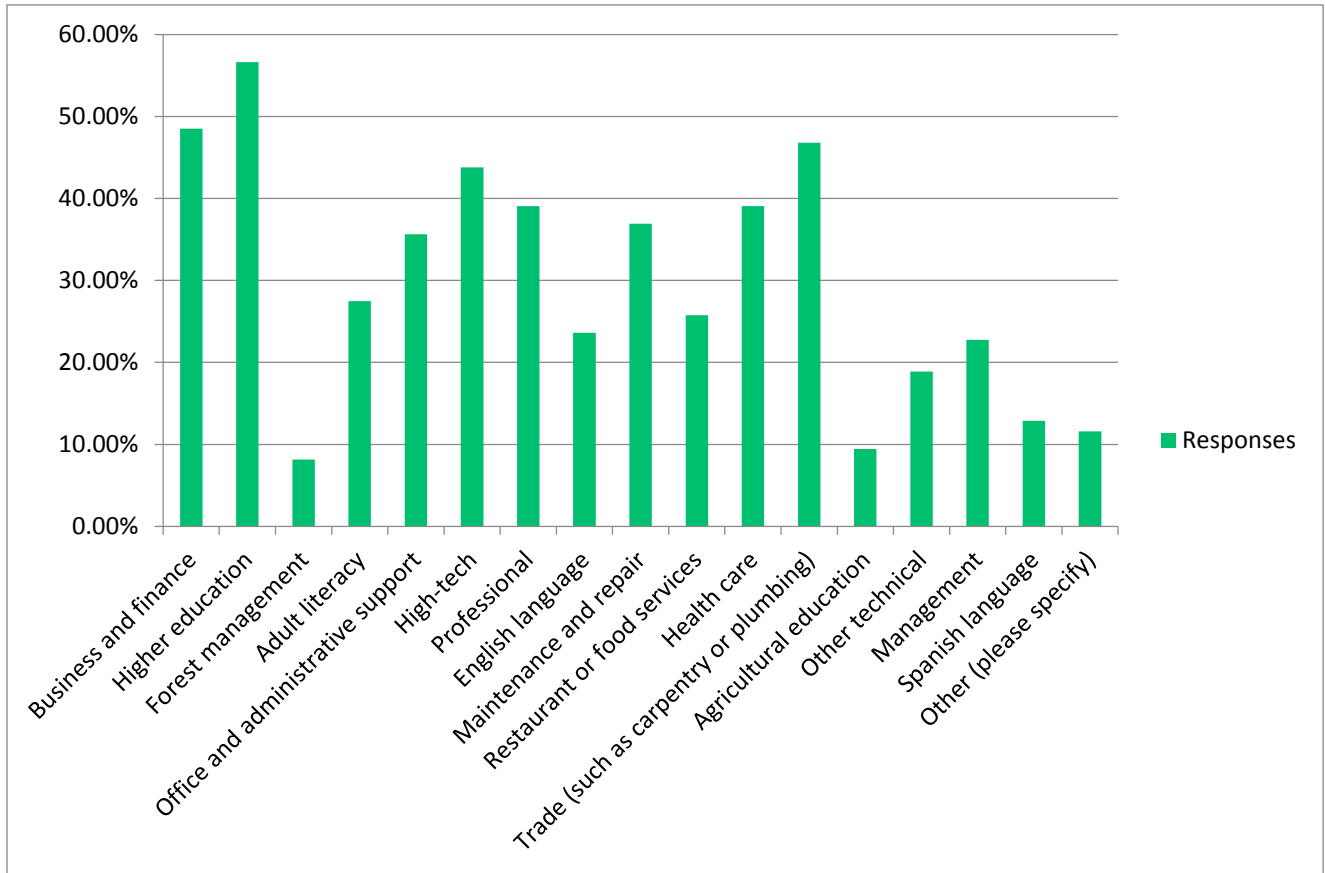
1. Higher Education..... 56.7%
2. Business and Finance..... 48.5%
3. Trade (carpentry or plumbing)..... 46.8%
4. High-tech..... 43.8%
5. Health Care and Professional..... 39.1%

The five industry sectors Respondents selected and ranked as the least helpful were:

1. Maintenance and Repair..... 36.9%
2. Adult Literacy..... 27.5%
3. Restaurant or Food Services..... 25.8%
4. English Language..... 23.6%
5. Management..... 22.8%

Chart 10, on the following page, illustrates and identifies all industry sectors and responses from the total number of Resident Respondents.

CHART 10



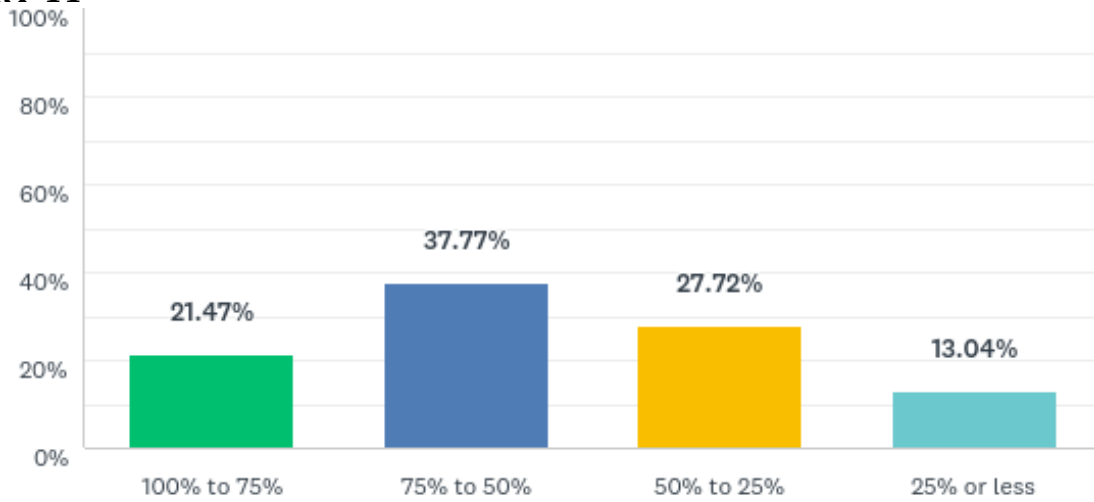
SECTION D: CONSUMER-RELATED DATA

The survey asked Respondents about their shopping habits, including frequency, preference of products and services sought in the City, and reasons for shopping elsewhere. Consumer-related data will be incorporated and used in conjunction with responses from Section E: Merchant Void Analysis and Leakage Summary. Relevant data will be used in developing a comprehensive Consumer and Community profile, Retail and Business attraction plan, and sustainable Economic Development Strategies. Strategies and Programs will be used for immediate, short term, and long term implementation over the next 5, 10, and 15 year periods.

Percentage of Shopping done by Resident Respondents within the City

Chart 11, on the following page, shows the percentage of Respondents shopping within the City of Upland. 59.2% of Respondents do 50% or more of their shopping in the City, followed by 27.7% of the Respondents doing 25% to 50% of their shopping in City. Overall 78.5% of Respondents purchased up to 75% of their goods and services in the City and the smallest percentage of Respondents-13.04% did only 25% or less of their shopping in Upland.

CHART 11

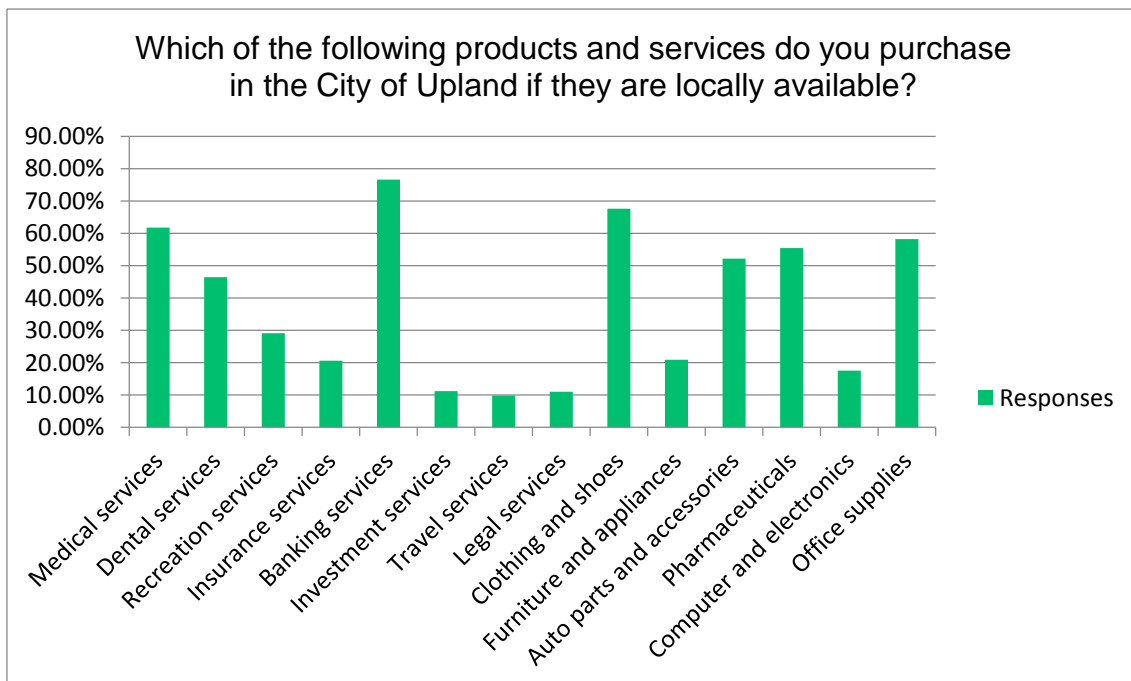


Types of Products and Services Survey Respondents purchase in Upland when Locally Available

The following products and services were identified as being purchased when locally available as shown in Chart 12, below.

- Banking..... 76.7%
- Clothing and shoes..... 67.6%
- Office supplies..... 58.2%
- Medical..... 61.8%
- Pharmaceuticals..... 55.5%

CHART 12



Conversely the following services and products were the least likely to be purchased locally and making purchases outside the City could be attributed to limited service options and product quality, or possibly a retail void.

- Furniture and appliances.....20.9%
- Insurance.....20.6%
- Computers and electronics..... 17.6%
- Investment services..... 11.3%
- Legal services..... 10.9%
- Travel services..... 9.9%

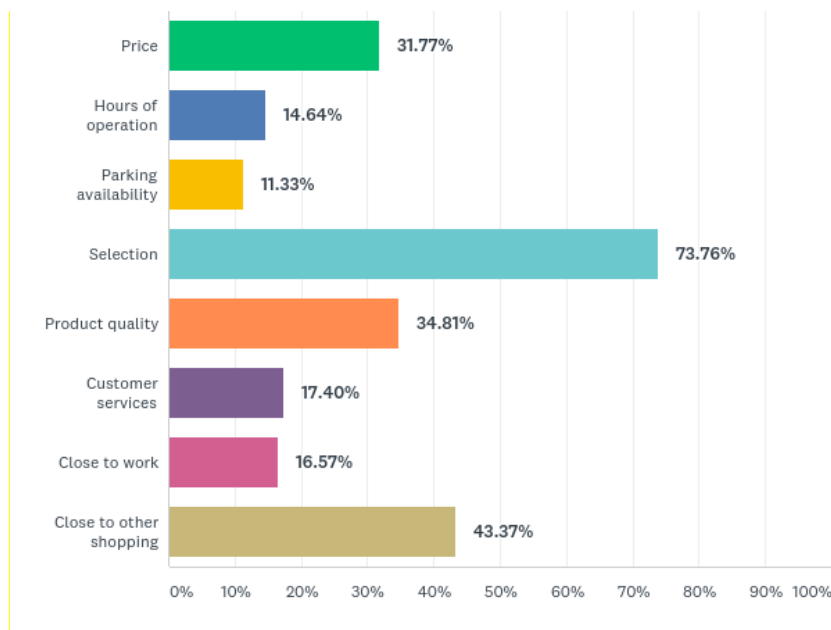
Resident Survey Respondents' Reasons for Shopping Outside of Upland

Chart 13 illustrates Respondents' reasons for shopping outside of Upland. The majority of Respondents indicated that “Selection” and “Close to other Shopping” were reasons for shopping outside the City. 73.8% was attributed to lack of “Selection” and 43.4% was attributed to being “Close to other Shopping”.

After further assessing the category choices, there is a high probability the common denominator and underlying reason for shopping outside the City is due to limited diversity of:

- retail quality
- price point, styles
- caliber of product
- consumer needs/selection
- limited time to shop at a second location

CHART 13



SECTION E: MERCHANT VOID ANALYSIS & LEAKAGE

To further understand the existing Merchant Void and Consumer Leakage, Respondents were asked three key questions focusing on why purchases were made outside of the City, with each subsequent question focusing on the specifics of the purchase. The three questions presented in the survey were meant to work in tandem and complement the product types and specific service categories that Respondents want to see in their City. An open ended platform was used to solicit participation and impartial responses as to which products and services are purchased outside the City. In many instances this approach, if used as the only method of soliciting input, could potentially garner too wide a range of unrelated responses, but when used with other solicitation approaches, it provides for additional candor and participant buy-in. Additionally, it is important to mention that participants at District Workshops also provided similar responses to the following three questions as those provided on the survey.

Products or Services Survey Respondents Purchase Outside the City

Respondents sought the following products and services when shopping outside of the City. Since the question was asked in an open ended manner, many of the responses received were not restricted to only products and services, but also included the specific names of businesses. Responses included:

- Warehouse/Outlet Shopping: Victoria Gardens, Ontario Mills, Claremont, Montclair
- Cafes/Patio Dining/Fine Dining/Family Sit-Down And Entertainment
- Groceries/Specialty: Trader Joe's-or similar
- Clothing/Shoes/Department Stores: Diverse Products, Price Points, Product Caliber
- Furniture/Appliances/Electronics: Best Buy, HomeGoods
- Movie Theater/Entertainment

Specific Products or Services Resident Respondents Would Like to See Brought into the City which are Not Currently Available

The following bullet points represent a cross section of specific products and services Respondents would like to see brought into the City. Since the question was asked in an open ended manner, responses were not restricted to a specific product or service, but also included specific business names and industry categories. The most popular responses included:

- Warehouse/Bulk Purchases: Costco, Sam's Club
- Cafes/Patio Dining/High End Dining/Family Sit-Down and Entertainment: Porto's
- Groceries/Specialty: Trader Joe's or similar
- Kid Stores/Department Stores/Boutiques/Quality Chains: Old Navy
- Furniture/Appliances/Electronics: Best Buy, HomeGoods
- Movie Theater/Entertainment

Names of 2 or 3 Stores or Businesses, Currently Not in the City, that Survey Respondents Would Like to See in the City of Upland

The following bullet points represent the trade names of the most popular stores and businesses that Respondents would like to see in the City. Since the question was asked in an open ended manner, responses were not restricted to specific store and business trade names. The most frequently identified store and business trade names included:

- Costco/ Sam's Club
- Trader Joe's or similar/Aldi
- Old Navy/Bath Body Works/Barnes & Noble
- Macys/Target: Department Stores
- HomeGoods/Ikea
- Best Buy: Electronics
- Porto's/Red Robin/California Pizza Kitchen/Cheesecake Factory: Fine Dining Family Sit-Down
- AMC: Movie Theater, Entertainment

SECTION F: CITY POLICIES RELATED TO ECONOMIC DEVELOPMENT

In the spirit of the General Plan's Economic Sustainability Element, the City is looking ahead at ways to support the economic growth and vitality for current and future generations. An important element to maintaining and growing the City's economy over the long term is to require that the City have in place policies that are supported by local government and public decision makers. Services must be prioritized, focusing on quality job retention, expansion, attraction and taking into consideration the long-term economic and fiscal health of the community and City. ²

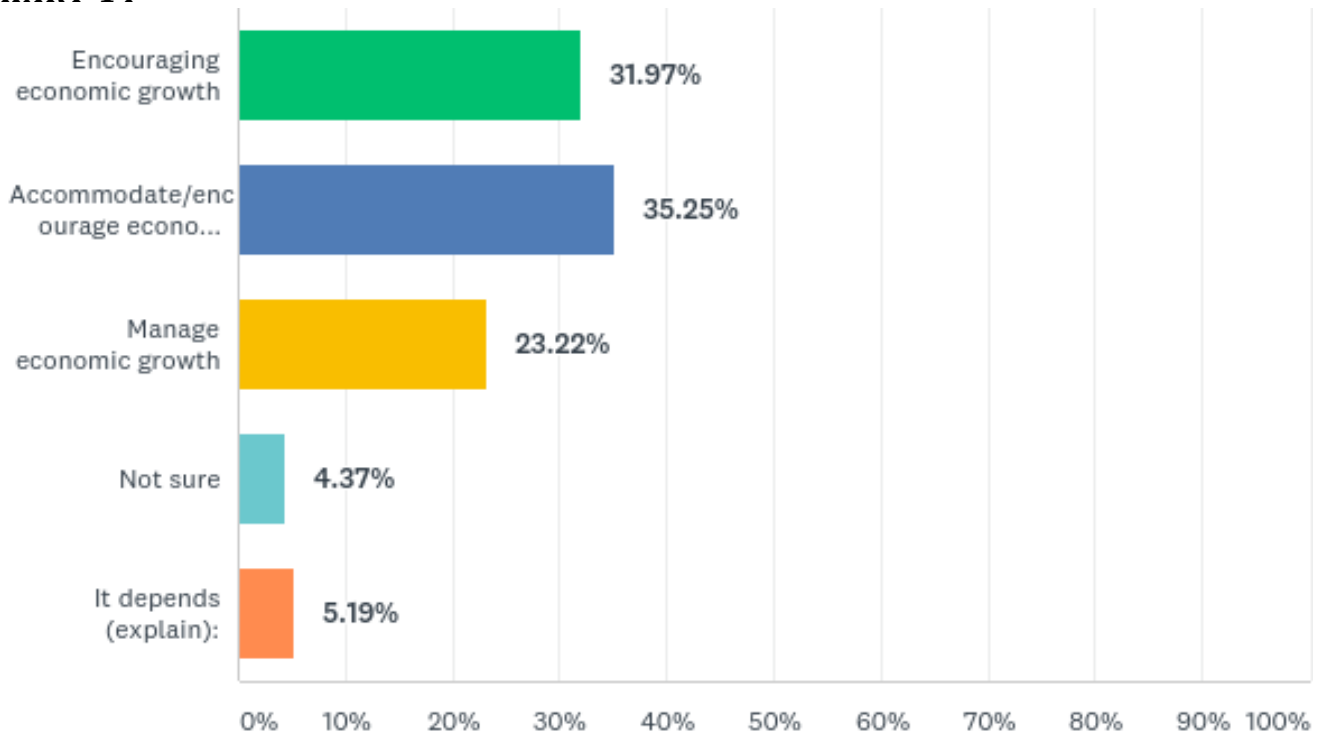
Resident Survey Respondents' Opinion Regarding Which City Policy Should be in Place for Economic Growth

Respondents concur that the City should have some type of policy in place related to economic growth. Chart 14, on the following page, illustrates the Respondents' opinion of the three proposed policies under consideration:

- 31.9% selected "Encourage economic growth"
- 35.3% selected "Accommodate economic growth"
- 23.2% selected "Manage economic growth"
- 9.6% was attributed to responses that were either "Not sure" or "It depends"

² City of Upland General Plan 2015, Economic Sustainability Element

CHART 14



Resident Survey Respondents’ Opinion if the City of Upland Should Make an Effort to Attract New Businesses

The following Table 3 highlights Respondents’ opinion regarding a City policy related to attracting new businesses. There is a significant show of support for establishing policies:

- 83.3% “Strongly Agree” or “Agree” of attracting new businesses whereas
- 8.5% “Neither Agree nor Disagree”.
- 8.2% either “Disagree”, “Strongly Disagree”, or are “Not Sure”

TABLE 3

ANSWER CHOICES	RESPONSES	
Strongly Agree	55.62%	203
Agree	27.67%	101
Neither Agree nor Disagree	8.49%	31
Disagree	0.55%	2
Strongly Disagree	1.92%	7
Not Sure (please specify)	5.75%	21
TOTAL		365

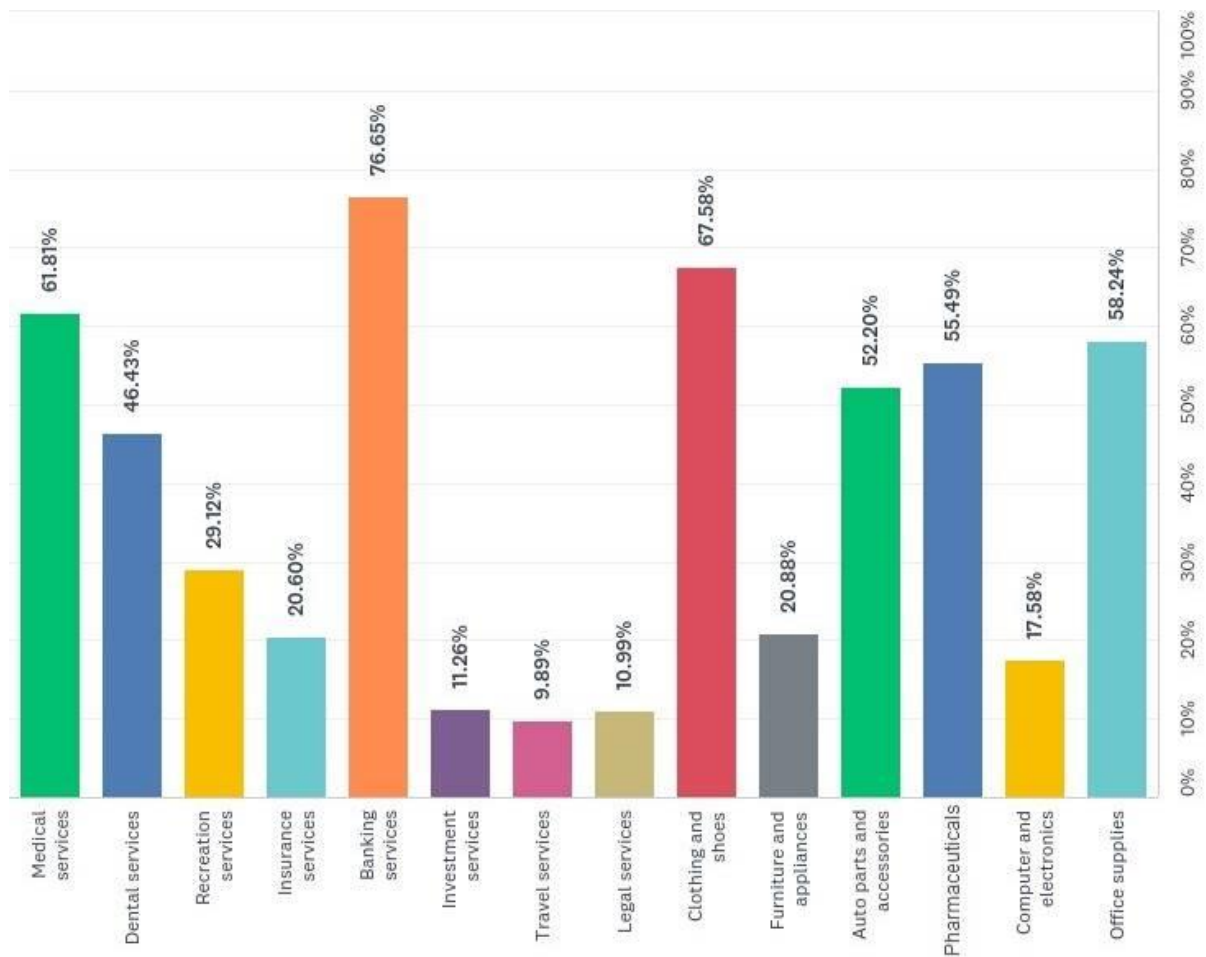
Resident Survey Respondents Were Asked Their Opinion Regarding the Types of Businesses the City Should Recruit

Chart 15 illustrates the types of businesses Respondents think that the City should recruit.

The top three most popular selections include:

1. 76.3% selected "Eating/drinking Establishments"
2. 43.3% selected "Retail Trade"
3. 35.5% selected "Lodging"

CHART 15



New Businesses That Resident Respondents Would Like to See in Upland if the City were Recruiting

The following bullet points represent a cross section of businesses that Resident Respondents think the City should recruit. Due to the open ended manner in which the question was asked, responses received were not restricted to naming a particular business. It is also important to mention that participants, both Residents and Businesses, at District Workshops provided similar verbal responses to those received on the survey.

The following list of businesses represents responses and input received by all participant Respondents:

- *Trader Joe's or similar/Aldi: Mainstream Shopping*
- *Costco/Sam's Club*
- *Old Navy: Children's Clothing*
- *HomeGoods: Furniture Stores*
- *Best Buy/ Apple Store: Electronics*
- *P.F. Chang's/ Porto's: Fine Dining, Outdoor Cafes*
- *SteelCraft Brewery: Urban Destinations*
- *Dave & Buster's: Multi-Function Family Venues*
- *Education/Services*
- *Movie Theaters/Entertainment*
- *Hotel Options*

Resident Survey Respondents Listed Products or Services Currently Not Available in the City

The following bullet points represent a cross section of products and services that Respondents identified as not being available within the City. Due to the open ended manner in which the question was asked, responses were not restricted to only naming products and services. It is also important to reiterate that verbal input received from District Workshop participants, Residents and Businesses, was similar and in some instances identical to answers provided on the survey and as such, has been included.

The most frequently identified businesses not found in the City included:

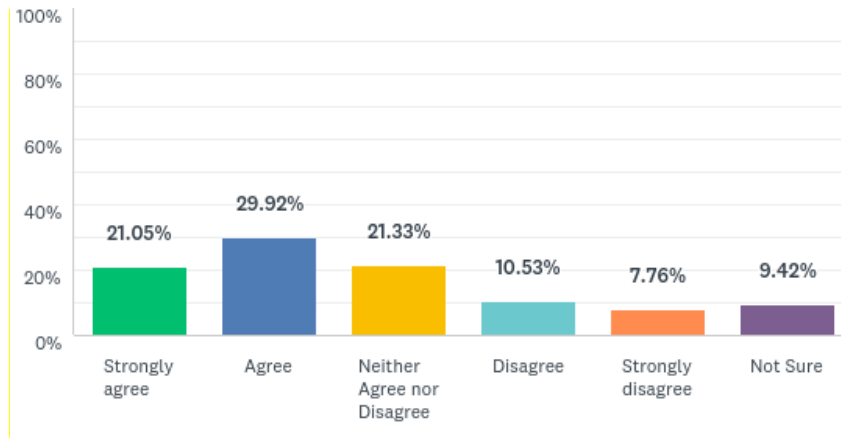
- *Clothing Retailers/Children And Adult Apparel: Variety in Selection, Quality, Price Point*
- *Department Stores/Quality Chain (Non-Discount)*
- *Recreation/Sports Retailer*
- *Shoe Stores*
- *Furniture/Appliance Retailers*
- *Restaurants: Fine Dining, Outdoor Café, Family Sit-Down (Non-Fast Food)*
- *Micro-Brewery/Urban Cafes*
- *Movie Theatres/Entertainment: Family And Night Life*
- *Hotel*

Resident Survey Respondents' Opinion Regarding Whether or Not the City Should Provide Economic Incentives to Attract New Businesses

Chart 16, on the following page, reflects Respondents' opinion offering economic incentives to attract new businesses.

- *50.97%, the majority of the respondents, either "Strongly agree" or "Agree" that economic incentives should be offered to attract new businesses.*
- *27.71% of the respondents either "Disagree", "Strongly disagree" or are "Not Sure" the City should provide economic incentives to attract new businesses.*

CHART 16

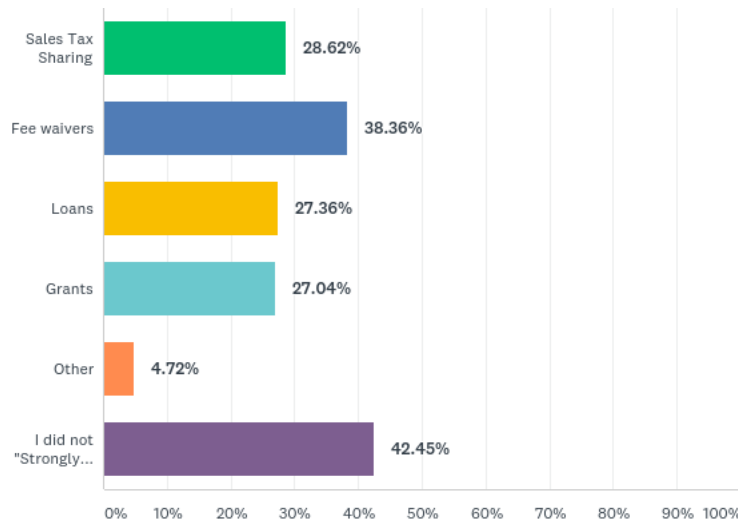


Types of Financial Incentives Survey Respondents Believe Should Be Used By the City to Attract New Businesses

The Respondents were given six options to consider and could select as many or few as applied. **Chart 17** reflects the Survey Respondents’ opinion, who selected “Strongly Agree” or “Agree” to offer financial incentives, of the type of incentives the City should provide to new businesses.

- 57.5% believe some type of financial incentive should be provided: Loans/Grants
- 38.4% selected “Fee Waivers”
- 42.5% selected “I did not Strongly Agree” with providing any type of financial incentive.

CHART 17



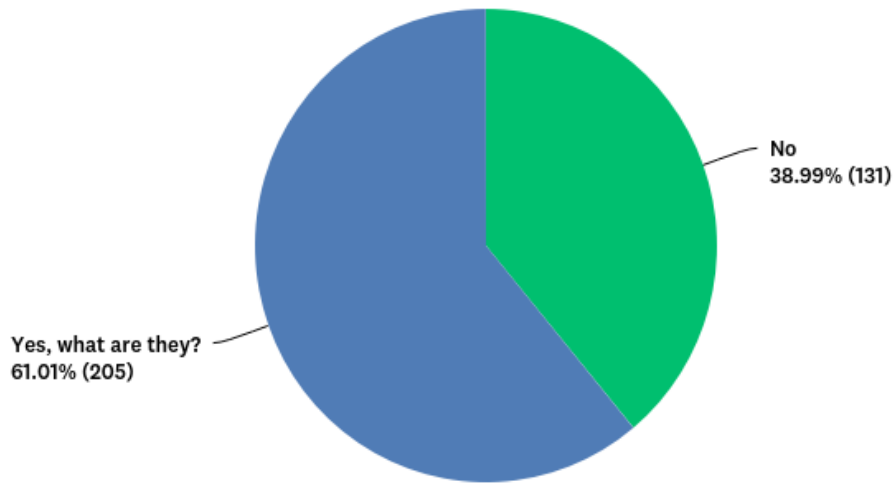
Resident Survey Respondents’ Opinion Whether They Believe Economic Development Barriers Exist in the City of Upland

Chart 18, on the following page, represents the Respondents’ opinion about whether there are existing barriers to economic development.

Responses were solicited in an open ended manner and although opinions varied, 61% of the respondents identified the following three categories as barriers to economic growth and development:

- *City Rules/Regulations*
- *High Costs/Fees*
- *Lack of Desirable Space*

CHART 18



Resident Survey Respondents’ Opinion of What They Think the City Should Do Regarding Local Economic Development Policies and Strategies

Table 4, on the following page, represents 16 options for local Economic Development Policies and Strategies, and whether the selection was “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, “Strongly Disagree”, or “Unsure”.

The three most popular options selected were as follows:

1. *81.1% believe the City should take steps to help retain and expand existing businesses*
2. *80.6 % believe the City should have strong policies to maintain environmental quality*
3. *79.6% believe the City should actively recruit businesses*

The three least popular options selected were as follows:

1. *33.9% believe the City should adopt policies that will create more affordable housing for workers*
2. *32.9% believe the City should provide assistance to businesses facing financial difficulty*
3. *28.3 % believe the City should have more industrial lands available for development*

TABLE 4

With Regards to Whether the City Should Actively Recruit Businesses:

Approval Rate	Ranking Qualifier
39.50%	Strongly Agree
40.06%	Agree
14.29%	Neutral
1.96%	Disagree
3.36%	Strongly Disagree
0.84%	Unsure

With Regards to Whether the City Should Reduce Development Fees:

Approval Rate	Ranking Qualifier
15.17%	Strongly Agree
27.25%	Agree
33.71%	Neutral
11.24%	Disagree
6.18%	Strongly Disagree
6.46%	Unsure

With Regards to Whether the City Should Have More Industrial Lands Available for Development:

Approval Rate	Ranking Qualifier
10.36%	Strongly "Agree
17.93%	Agree
26.05%	Neutral
24.09%	Disagree
18.49%	Strongly Disagree
3.08 %	Unsure

With Regards to Whether the City Should Have Strong Policies to Maintain Environmental Quality:

Approval Rate	Ranking Qualifier
39.89%	Strongly Agree
40.73%	Agree
15.45%	Neutral
1.12%	Disagree
1.69%	Strongly Disagree
1.12%	Unsure

TABLE 4 CONTINUED ON THE FOLLOWING PAGE

TABLE 4

With Regards to Whether the City Should Streamline the Development Permitting Process:

Approval Rate	Ranking Qualifier
25.49%	Strongly Agree
36.41%	Agree
22.69%	Neutral
6.72%	Disagree
1.96%	Strongly Disagree
6.72%	Unsure

With Regards to Whether the City Should Provide Financial Incentives to Attract New Employment:

Approval Rate	Ranking Qualifier
20.17%	Strongly Agree
36.69%	Agree
24.65%	Neutral
10.08%	Disagree
3.08%	Strongly Disagree
5.32%	Unsure

With Regards to Whether the City Should Provide Financial Incentives, Such as Sales Tax Sharing, Fee Waivers, Loans, or Grants, to Businesses Located Currently in the City to Encourage Business Growth:

Approval Rate	Ranking Qualifier
17.75%	Strongly Agree
30.14%	Agree
27.32%	Neutral
13.24%	Disagree
5.35%	Strongly "Disagree
6.20%	Unsure

With Regards to Whether the City Should Adopt Policies to Create More Affordable Housing for Workers:

Approval Rate	Ranking Qualifier
14.57%	Strongly Agree
19.33%	Agree
30.81%	Neutral
21.85%	Disagree
11.48%	Strongly Disagree
1.96%	Unsure

TABLE 4 CONTINUED ON THE FOLLOWING PAGE

TABLE 4

With Regards to Whether the City Should Take Steps to Help Retain and Expand Existing Businesses:

Approval Rate	Ranking Qualifier
32.31%	Strongly Agree
48.75%	Agree
12.26%	Neutral
3.62%	Disagree
1.11%	Strongly Disagree
1.95%	Unsure

With Regards to Whether the City Should Provide Assistance to Businesses Facing Financial Difficulty:

Approval Rate	Ranking Qualifier
9.55%	Strongly Agree
23.03%	Agree
30.34%	Neutral
25.28%	Disagree
6.18%	Strongly Disagree
5.62%	Unsure

With Regards to Whether the City Should Provide Employee Recruitment Services to Businesses:

Approval Rate	Ranking Qualifier
11.48%	Strongly Agree
24.93%	Agree
33.61%	Neutral
19.33%	Disagree
5.04%	Strongly Disagree
5.60%	Unsure

With Regards to Whether the City Should Provide Employee Training Opportunities:

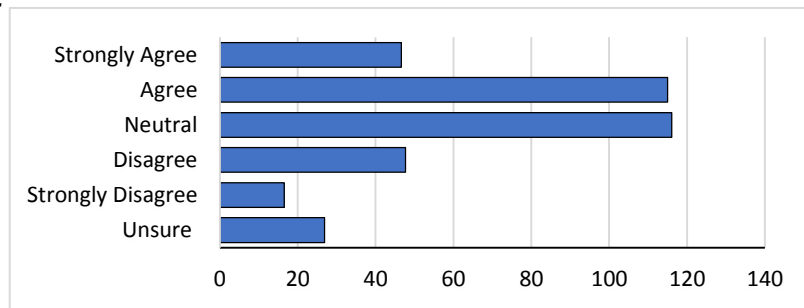
Approval Rate	Ranking Qualifier
12.04%	Strongly Agree
31.37%	Agree
31.09%	Neutral
17.09%	Disagree
4.76%	Strongly Disagree
3.64%	Unsure

TABLE 4 CONTINUED ON THE FOLLOWING PAGE

TABLE 4

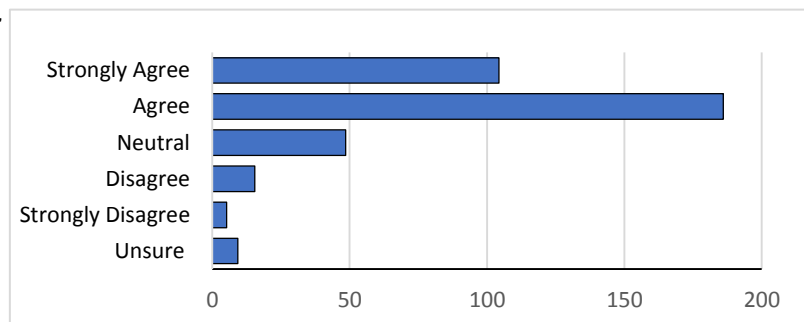
With Regards to Whether the City Should Engage in Public/Private Partnerships with Businesses:

Approval Rate	Ranking Qualifier
12.64 %	Strongly Agree
31.18%	Agree
31.46%	Neutral
12.92%	Disagree
4.49%	Strongly Disagree
7.30%	Unsure



With Regards to Whether the City Should Market Itself to New Businesses:

Approval Rate	Ranking Qualifier
28.29%	Strongly Agree
50.42%	Agree
13.17%	Neutral
4.20%	Disagree
1.40%	Strongly Disagree
2.52%	Unsure



With Regards to Whether the City Should Represent Local Firms at Trade Shows:

Approval Rate	Ranking Qualifier
12.36%	Strongly Agree
27.81%	Agree
34.27%	Neutral
12.08%	Disagree
5.06%	Strongly Disagree
8.43%	Unsure

With Regards to Whether the City Should Assist Businesses in Identifying New Markets:

Approval Rate	Ranking Qualifier
15.17%	Strongly Agree
31.46%	Agree
31.18%	Neutral
12.36%	Disagree
3.93%	Strongly Disagree
5.90%	Unsure

Resident Respondents' Opinion Regarding Projects and Services the City Should Prioritize As either High, Medium, or Low Priority for Future Spending, or Spend No Money

Table 5 highlights the opinion of Respondents as to which Projects and Services should be prioritized for the City to consider future spending.

The top three projects and services ranked as high priority are as follows:

1. 60.94% selected Revitalizing Downtown
2. 56.94% selected Communicating with Residents
3. 51.52% selected Revitalizing Outdated Commercial Centers

The top three projects and services ranked as low priority are as follows:

1. 30.08% selected making more services available online
2. 25.96% selected attracting jobs
3. 13.69% selected beautifying street medians and public landscaping

The top three projects and services selected for no future City spending are as follows:

1. 10.31% selected make more services available online
2. 7.96% selected attracting jobs
3. 3.33% selected communicating with residents

TABLE 5

With Regards to Attracting Jobs:

Approval Rate	Ranking Qualifier
23.30%	High Priority
42.77%	Medium Priority
25.96%	Low Priority
7.96%	Spend no Money

With Regards to Beautifying Street Medians and Public Landscaping:

Approval Rate	Ranking Qualifier
46.93%	High Priority
37.15%	Medium Priority
13.69%	Low Priority
2.23%	Spend no Money

With Regards to Communicating with Residents:

Approval Rate	Ranking Qualifier
56.94%	High Priority
31.67%	Medium Priority
8.06%	Low Priority
3.33%	Spend no Money

TABLE 5 CONTINUED ON THE FOLLOWING PAGE

TABLE 5

With Regards to Strengthening the Business Community:

Approval Rate	Ranking Qualifier
40.96%	High Priority
46.33%	Medium Priority
10.45%	Low Priority
2.26%	Spend no Money

With Regards to Revitalizing Outdated Commercial Centers:

Approval Rate	Ranking Qualifier
51.52%	High Priority
33.33%	Medium Priority
12.40%	Low Priority
2.75%	Spend no Money

With Regards to Making More Services Available Online:

Approval Rate	Ranking Qualifier
23.40%	High Priority
36.21%	Medium Priority
30.08%	Low Priority
10.31%	Spend no Money

With Regards to Revitalizing Downtown:

Approval Rate	Ranking Qualifier
60.94%	High Priority
29.36%	Medium Priority
6.93%	Low Priority
2.77%	Spend no Money

COMMUNITY OUTREACH -BUSINESS

In 2015, the City of Upland's General Plan ("General Plan") underwent a comprehensive update for the first time in 30 years. Nine elements of the General Plan were updated including the Economic Sustainability Element. As a result of the General Plan update, the City Council commissioned to develop a Five-Year Economic Development Action Plan ("Five-Year Action Plan/Action Plan") in support of "maintaining a strong and flexible local economy that provides an excellent quality of life".¹

A critical component of developing a unified vision for the City and the successful preparation of a relevant Five-Year Action Plan was the solicitation of views, perspectives, and initiatives from City Stakeholders. This process included working with community partners, business groups, and residents, as well as conducting comprehensive surveys and focus group meetings. The City's objectives included the development of an economic strategy in alignment with the needs and desires of City Stakeholders; actions that are achievable within existing General and Specific Plan guidelines, and current budgetary constraints.

A methodical approach for gathering information was implemented which included surveying the residential and business communities, soliciting their specific views and perspectives as they pertain to growth, quality of life, the business climate, and potential economic development policies. The goal of the survey was to secure input and opinions from individuals that live and/or own or, manage businesses in the City of Upland.

Data collected from the surveys will serve as a practical implementation tool, to assist City Staff in identifying and addressing the Respondents' respective needs and attitudes as the Five-Year Action Plan is developed and refined. Additional means of engagement included Community Workshops hosted by each City Council District and facilitated with the assistance of City Staff.

A. Business Survey Results

The consensus of the 104 participating Businesses surveyed was positive with an optimistic perspective for the future.

- Over 63% of current businesses rated Upland as an excellent place to do business.
- 56.67% rated the City's "Quality of Life" as the number one attribute most attractive to employers.
- 54% of the business community believe that there are barriers to economic development such as; City rules/regulations, high costs/fees, and lack of vacant land.
- 54% of the respondents believe that the City should be instrumental and assist businesses in identifying new markets; and
- Over 45% were of the opinion that the City provides fee waivers such as; lower taxes, reduction in regulations and fees, availability of capital, and streamlining the permitting process.

¹ City of Upland General Plan, Economic Sustainability Element: Overarching Goal, Page ES-1

- Over 53% of existing businesses are planning to expand over the next 5 years and of those 73%, plan to expand within the City of Upland.

It can be said that the overriding sentiment of the business community is confident of future growth and prosperity.

For a period of 3+ months, the Business Survey was made available on the City’s website, distributed at each of the four City Council District Workshops (“District Workshops”), as well as the Historic Downtown Upland Merchant Presentation. Public engagement took place on the following dates:

October 22 - Historic Downtown Upland
October 30 - District 2
November 20 - District 3
December 4 - District 4
December 17 - District 1

As a result of this effort, the City received a total of 473 completed surveys. Of the 473 surveys received, participation consisted of 369 resident and 104 business surveys having been submitted.

Survey results have been grouped in a different but logical order from that of the original survey. Doing so allows for creating key categories of related information, ultimately building a profile representative of the respondents’ attitudes. The core of the businesses’ profile focuses on key issues affecting economic development, creating a commercial/business friendly environment, and access to sustainable opportunities and financial incentives in support of business growth and expansion.

Survey results are divided into the following categories, Sections A-E:

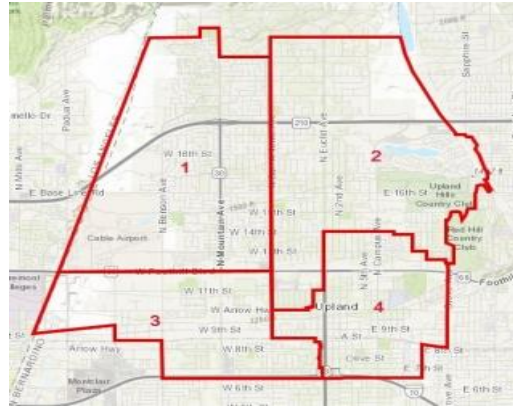
- Section A Characteristics of Business Respondents
- Section B Business Climate
- Section C Economic Development and Government
- Section D City Policy Related to Economic Development
- Section E Business Growth and Expansion

The Business Survey review concludes with a series of open ended and multiple choice questions regarding the City’s economic development policies and growth and expansion plans for existing businesses. The City recognizes the importance of having policies in place which are supported by local government and also maintain and cultivate a robust economy over the long term.

Cultivating a robust and sustainable economy is accomplished by providing services that prioritize quality job retention, expansion, and attraction. The City is cognizant of the need to continuously work on updating policies that impact the City’s business, commercial, and residential communities’ quality of life. As such, the review and analysis of the survey concludes with the subject of policy and its impact on businesses choosing the City of Upland as a place to grow and expand their business investment.

District Workshops were attended by both Residents and Business Owners. To encourage participation and candid dialogue, questions were presented in an open ended manner. A summary of Workshop comments is provided in **Appendix 6**.

City of Upland District Map



SECTION A: CHARACTERISTICS OF BUSINESS RESPONDENTS

Business Survey Respondents’ Industry or Profession

The survey sample for businesses was stratified by industry. Survey Respondents were asked to indicate the type of industry or profession that most accurately described their business; this information is shown in **Table 1**. Similar demographic information is presented in Appendix 1, Community Profile and generally aligns with the results of the businesses surveyed.

The following industries and professions represent over 45% of the Business Respondents Surveyed:

- 12.12% selected Business Services
- 12.12% selected Finance, Insurance, Real Estate
- 11.11% selected Health Services
- 11.11% selected Retail Trade

TABLE 1

ANSWER CHOICES	RESPONSES
Transportation, Communication, Utilities	2.02% 2
Construction	4.04% 4
Business Services	12.12% 12
Food Processing	2.02% 2
Lodging	1.01% 1
High-tech	3.03% 3
Eating/Drinking establishment	4.04% 4
Other Services	27.27% 27
Finance, Insurance, Real Estate	12.12% 12
Health Services	11.11% 11
Wood Projects Manufacturing	1.01% 1
Retail Trade	11.11% 11
Education or Training	3.03% 3
Wholesale Trade	1.01% 1
Other Manufacturing	5.05% 5
TOTAL	99

Business Respondents Located in the City of Upland

Chart 1a shows that 93.94% of the Business Respondents indicated that their business is based in the City of Upland as shown below.

CHART 1a

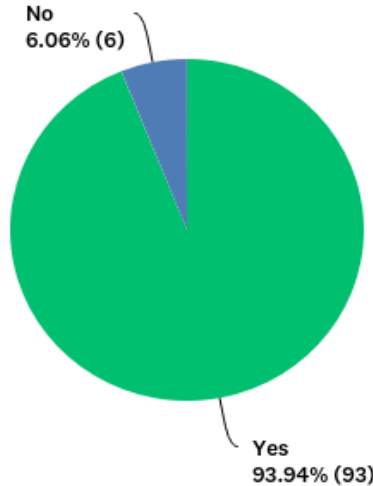
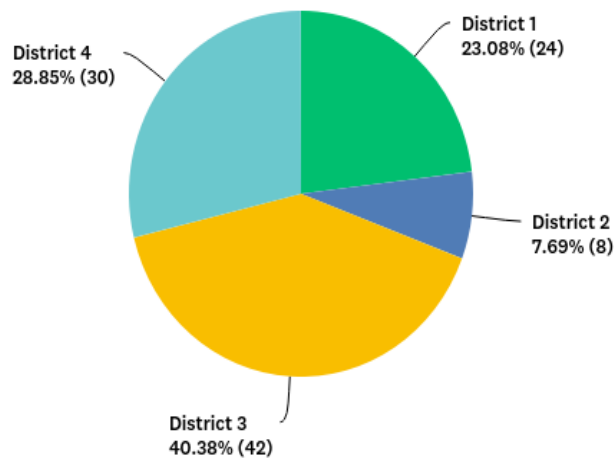


Chart 1b illustrates the council district in which the Respondents' business resides, breakdown is as follows:

- 23.08% of the respondents' businesses are located in District 1.
- 7.69% of the respondents' businesses are located in District 2.
- 40.38% of the respondents' businesses are located in District 3.
- 28.85% of the respondents' businesses are located in District 4.

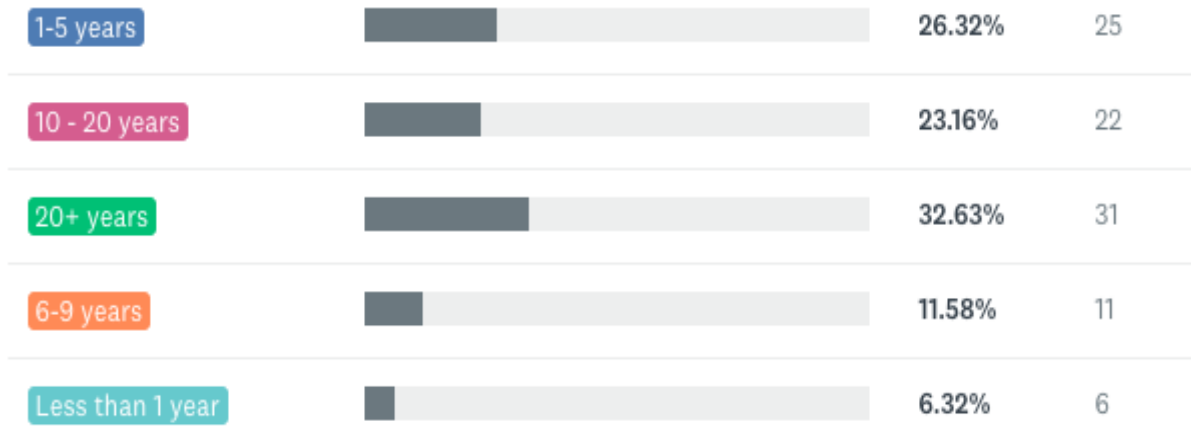
CHART 1b



Tenure of Business Respondents Operating Their Company in the City

Chart 2 addresses the tenure of businesses operating in the City. 44.22% of businesses have been operating in Upland for nine years or less. Over 55% of businesses have been operating in Upland for over 10 years and of those 32.63% have been operating for 20+ years.

CHART 2



Number of Full and Part-Time Employees Currently Working with Business Respondents

Chart 3a illustrates that the majority of businesses-64.71%, employ 1-5 full-time personnel and as few as 2.36% employ 100-200+ full-time personnel.

CHART 3a

Full-Time Employees

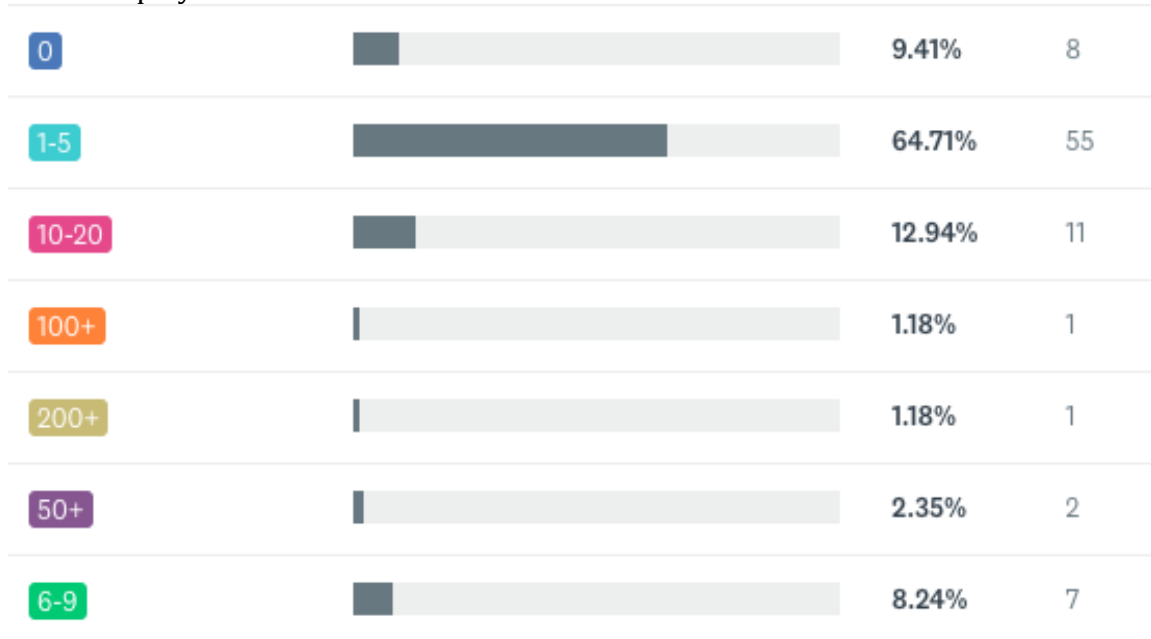
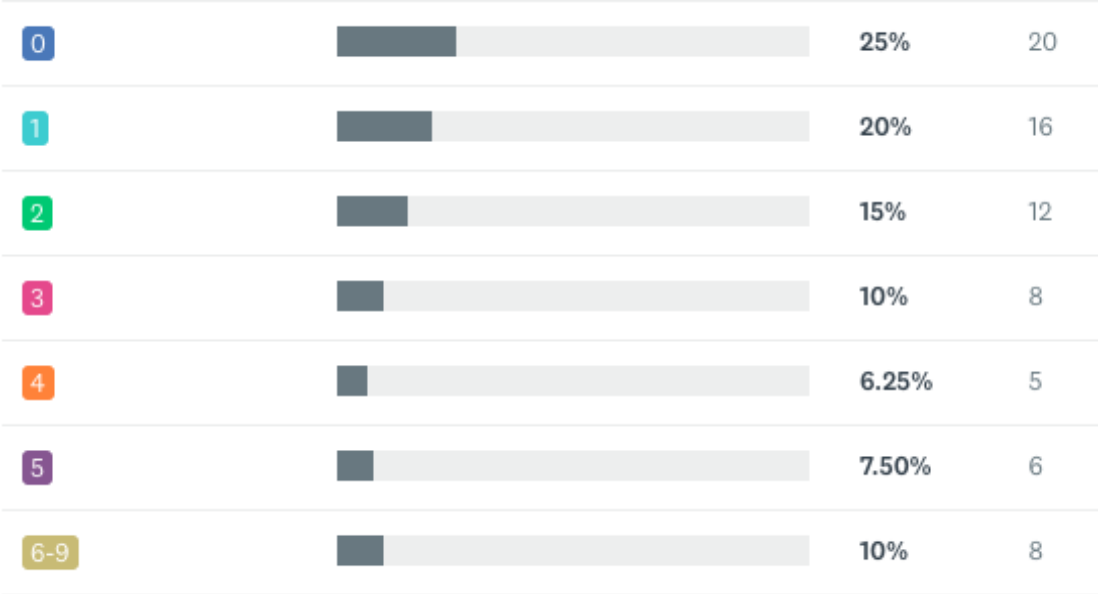


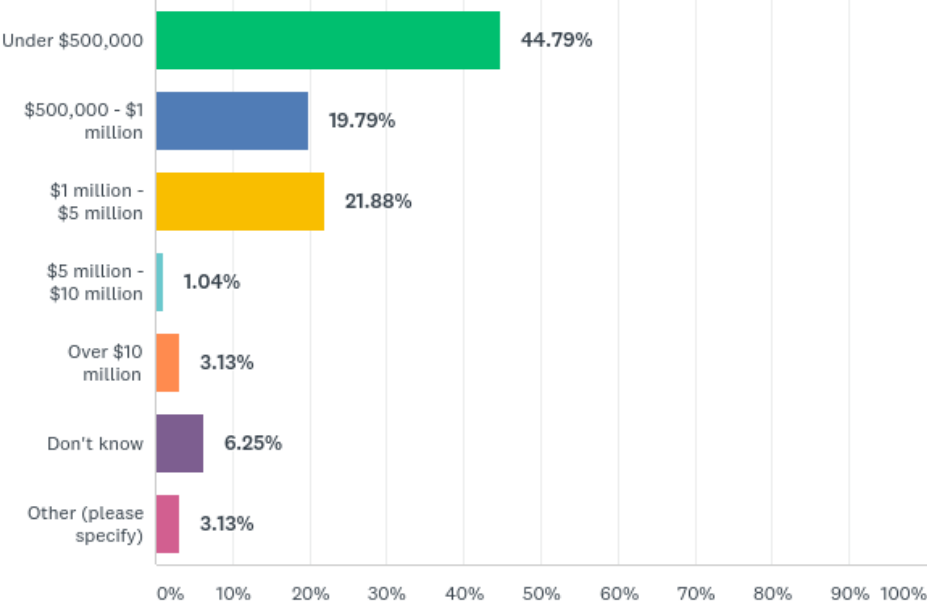
Chart 3b represents the same pool of Respondents as in **Chart 3a** and illustrates that the majority of businesses-60%, employ two or less part-time personnel.

CHART 3b
Full-Time Employees



Business Respondents’ Gross Revenues for the Most Recent Completed Fiscal Year
Chart 4, shows a breakdown of all gross revenues collected, with the majority of businesses- 44.79%, earning under \$500,000 and a minority number of businesses- 1.04%, earning \$5 million - \$10 million.

CHART 4



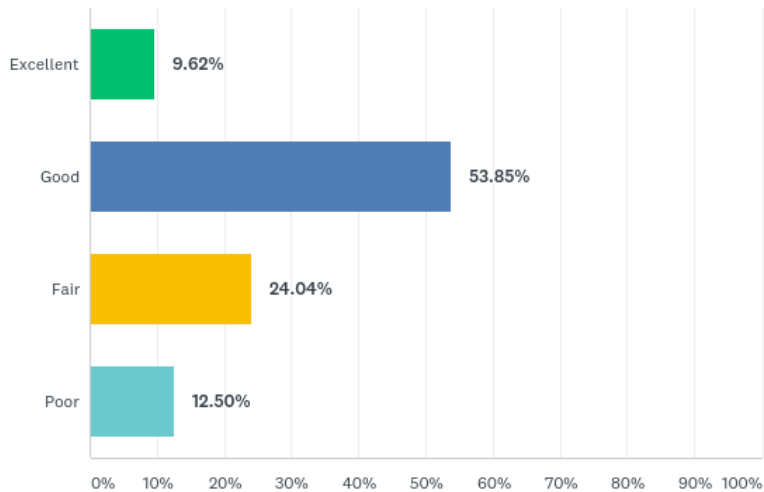
SECTION B: BUSINESS CLIMATE

This section begins with presenting the Business Community’s perception of the environment in which they work, followed by their opinion if the business climate has changed over the past 5 years. The survey proceeds to draw comments from the business community of their perception of which characteristics contribute to the business climate, ranked on a scale from “Very Positive” to “Very Negative”. The final phase of this section is devoted to eliciting feedback as to the perception of the Respondents on how supportive the City is of the Business Community.

Business Respondents’ Opinion of the City of Upland as a Place to Do Business

Chart 5 illustrates that over 63% of current businesses rated Upland as either an “Excellent” or “Good” place to do business, whereas slightly more than 12% rated the City as “Poor” place for doing business.

CHART 5



Business Respondents Were Asked How the City of Upland Has Changed From the Previous 5 Years as a Place To Do Business

Table 2 shows that 22.33% of Business Respondents thought the City had “Improved” as a better place to conduct business. An identical 22.33% was also attributed to responses indicating “Not sure”. 26.21% thought that it had “Worsened” and 29.13% selected “Unchanged”.

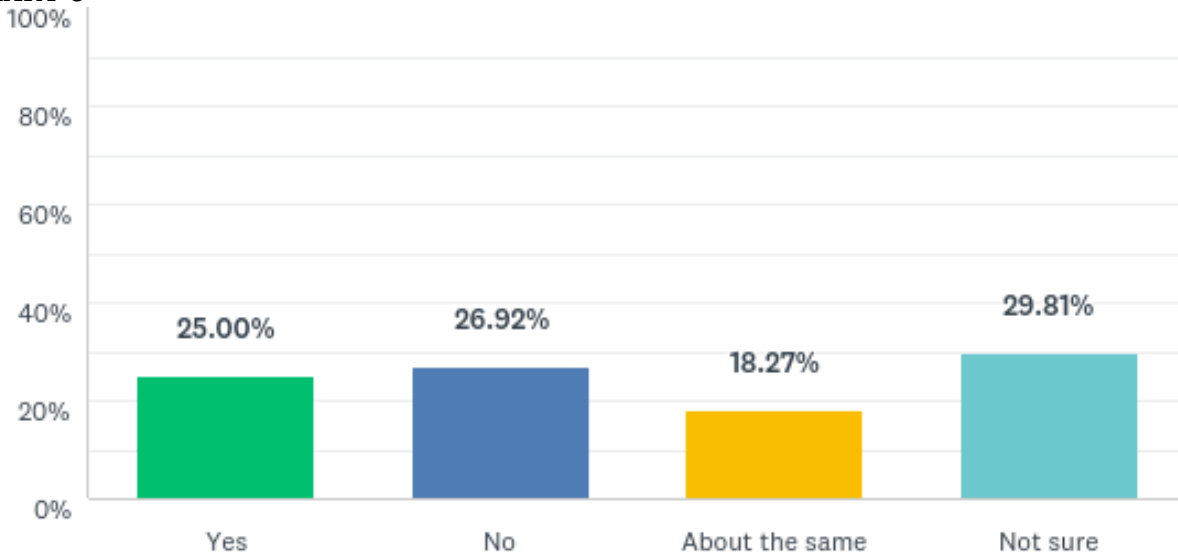
TABLE 2

ANSWER CHOICES	RESPONSES	
Improved	22.33%	23
Worsened	26.21%	27
Unchanged	29.13%	30
Not sure	22.33%	23
TOTAL		103

Businesses Respondents’ Opinion on if the City of Upland is Economically Better Off Than It Was 5 Years Ago

Chart 6 illustrates that a large percentage-29.81%, of Respondents were “Not Sure” if the City was better off economically than it was 5 years ago as compared to 25% who selected a definitive “Yes” the City was economically better off than 5 years ago.

CHART 6



Business Respondents Rank Characteristics That Affect the City of Upland as A Place to Conduct Business

Tables 3a and 3b-shown on the following page, highlight the 36 characteristics that contribute to the positive and negative perception of Respondents as it pertains to the business climate. The Tables document the ranking of Respondents' opinions of how these characteristics affect the City of Upland on a scale of "very positive" to "very negative". The seven highest and seven lowest ranking characteristics have been isolated and are shown below.

Highest Ranking Characteristics

The following seven characteristics shown in **Table 3a** have been identified as having a “Very Positive” or “Somewhat Positive” effect on Upland as a place to do business. Five of the seven characteristics are associated with Quality of Life**

TABLE 3a

<i>Approval Rate</i>	<i>Ranking Facility/Characteristic</i>
64.13%	Shopping Facilities
59.55%	Medical Facilities**
58.07%	Quality of Life**
53.33%	Environmental Quality**
51.61%	Access to Markets and Customers
50.00%	Recreation**
47.19%	Community Safety**

Lowest Ranking Characteristics

The following seven characteristics shown in **Table 3b** have been identified as having the lowest ranking percentage towards a “Very Positive” or “Somewhat Positive” effect on Upland as a place to do business. The lowest ranking characteristics pertain to regulatory** or economic issues**.

TABLE 3b

<i>Approval Rate</i>	<i>Ranking Facility/Characteristic</i>
10.98%	State and Federal Tax Policies**
13.18%	State and Federal Regulations**
15.56%	Availability of Land
17.78%	State’s Fiscal Situation**
18.89%	Cost of Living**
21.11%	Local Government Regulations**
22.22%	Availability of Raw Materials

Business Respondents Identify Top Three Strengths and Weaknesses of Upland as A Place to Conduct Business

Due to the nature of the question, most Respondents provided more than three strengths and weaknesses in rating Upland as a place to conduct business. **Table 4** provides highlights of multiple responses that have been placed in general categories to cover multiple opinions.

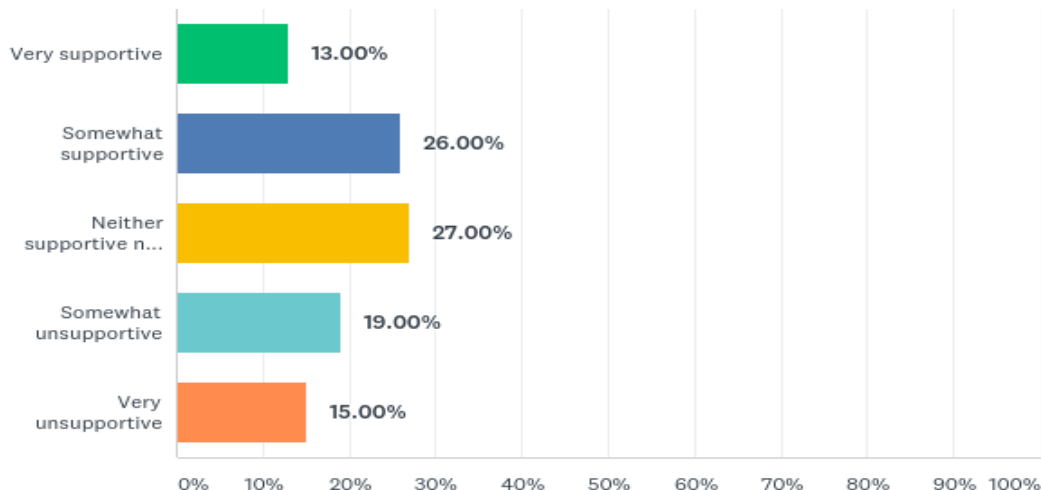
TABLE 4

STRENGTHS	WEAKNESSES
Quality of Life	Permitting Costs and Fees
Community Safety	Local Government Regulations
Access to Markets and Customers	Availability of Land
Economic Growth Potential	Cost of Living
Good Environment	State Fiscal Situation

Businesses Respondents’ Perception of How Supportive the City is Towards Local Businesses

Chart 7 illustrates Respondents perception of the City’s support for Local Businesses.

CHART 7



SECTION C: ECONOMIC DEVELOPMENT AND GOVERNMENT

This section of the Survey explores how the Business Community views City and Government regulations and their effect on the commercial viability of local small businesses. City resources should be dedicated to programs that accomplish these, and other, General Plan goals in such a way that ensures long-term goals are achieved in the most efficient and effective way possible. ²

Business Respondents' Opinion of Three Steps City Government Can Take to Improve the City as a Place to do Business

Three steps that City Government could take to improve the City as a place to do business are highlighted below. Due to the nature of the question, the responses generated were presented as multiple ideas and have been placed in three general categories.

- Improve and Help Downtown Businesses
- Provide Small Business Incentives
- Streamline Permitting Regulations and Fees

Business Respondents' Opinion of What Makes the City the Most Attractive to Employers

Table 5 provides a complete listing of all categories made available for Businesses to select.

The three most popular categories selected as being attractive to employers were:

1. 56.67% Quality of Life
2. 32.22% Natural Environment
3. 24.44% Transportation System

TABLE 5

Answer Choices	Percentages	Total Responses
Quality of Life	56.67%	51
Natural Environment	32.22%	29
Transportation System	24.44%	22
Availability of Technology	22.22%	20
Access to Medical Care	21.11%	19
Business Clusters	20.00%	18
Well-Trained Labor Force	15.56%	14
Permitting Process	17.78%	16
Educational System	15.56%	14
Public Recreation Facilities	11.11%	10
Labor Pool	10.00%	9
Affordable Housing Availability	6.67%	6
City Government	8.89%	8
Availability of Land	3.33%	3
Total Respondent Participation		90

² City of Upland General Plan, Economic Sustainability Element, E-1

Business Respondents’ Opinion of What Makes the City The Least Attractive to Employers
Table 6 provides a complete listing of all category selections and responses. Answers are ranked in order of the most to the least popular.

The three most popular categories Business Respondents selected as being the least attractive to employers were:

1. 52.33% Permitting process
2. 44.19% City government
3. 29.07% Housing availability

TABLE 6

Answer Choices	Percentages	Total Responses
Permitting Process	52.33%	45
City Government	44.19%	38
Housing Availability	29.07%	25
Availability of Land	25.58%	22
Well-Trained Labor Force	20.93%	18
Transportation System	20.93%	18
Labor Pool	17.44%	15
Business Clusters	13.95%	12
Educational System	13.95%	12
Quality of Life	12.79%	11
Availability of Technology	11.63%	10
Natural Environment	8.14%	7
Access to Medical Care	4.65%	4
Total Respondent Participation		86

SECTION D: ECONOMIC DEVELOPMENT CITY POLICIES

Economic Development 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 fiscal health of the community and the City. ³ This section strategically solicits responses from the Business Community that are meant to build on consensus rather than to polarize and remain status quo. A series of questions were asked in a fashion that ultimately aided the Respondents to narrow down high level ideas to general specific options and potential problem solving alternatives.

³ City of Upland General Plan, Economic Sustainability Element, E-1

Business Respondents' Opinion Regarding the City of Upland's Policy towards Economic Growth

Table 7 presents the Business Respondents' opinion regarding a City policy related to economic development. Over 82% of the Business Community is in agreement that the City should have policies in place to either "Accommodate/encourage economic growth" or "Encourage economic growth". This means that 45.54% of Respondents would prefer that the City be an active participant in facilitating economic growth of the business community.

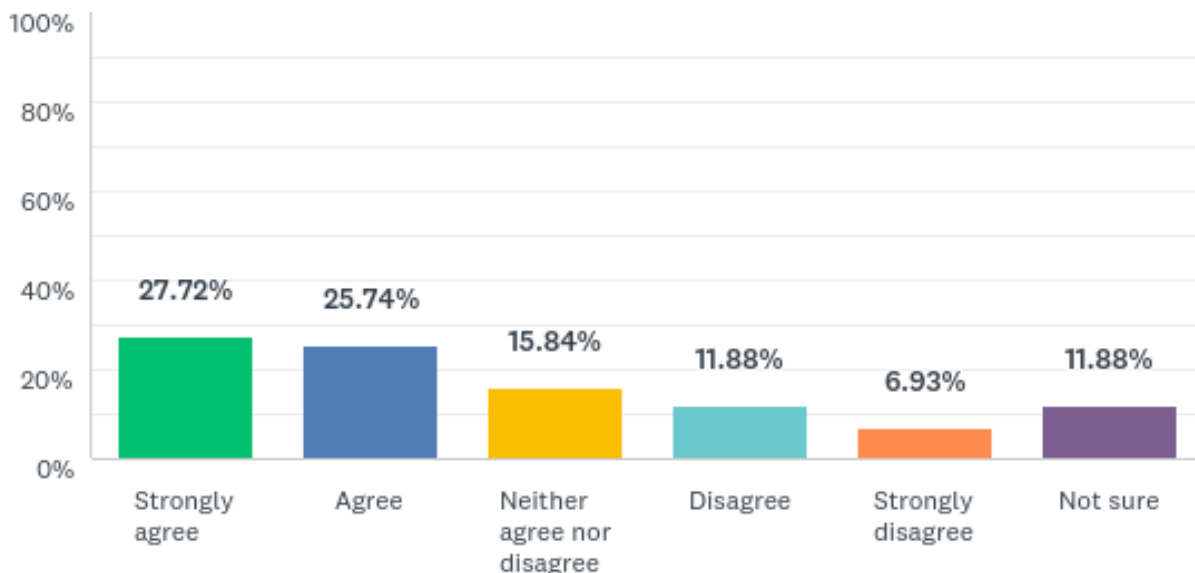
TABLE 7

Answer Choices	Percentages	Total Responses
Accommodate/Encourage Economic Growth	45.54%	46
Encourage Economic Growth	36.63%	37
Not Sure	13.86%	14
Discourage/Economic Growth	3.96%	4
Total Respondent Participation		101

Business Respondents' Opinion Regarding Whether the City Should Provide Financial Incentives

Chart 8 illustrates the Respondents' opinion regarding a City policy of providing financial incentives for attracting new businesses. The majority of businesses-53.46%, believe that financial incentives should be offered; selecting either "Strongly agree" or "Agree". Whereas only 18.81% of businesses did not concur and selected either "Disagree" or "Strongly disagree".

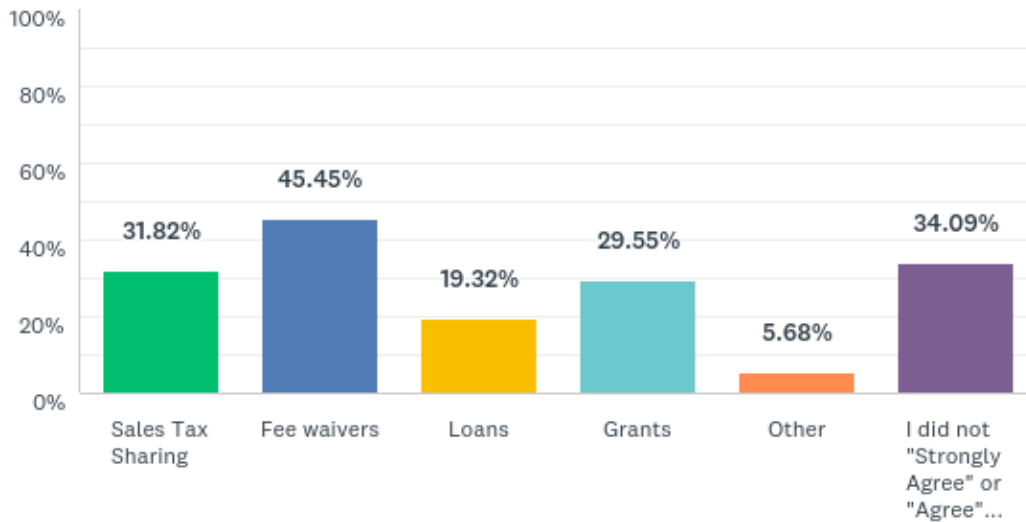
CHART 8



Business Respondents' Opinion as to the Types of Incentives the City Should Offer for Attracting New Businesses

Chart 9 illustrates the Respondents' opinion regarding the types of financial incentives the City should offer to attract new businesses. "Fee waivers" was the most favorable incentive, garnering over 45% approval, whereas "Loans" was the least popular with only 19.32% of the Respondents selecting this incentive.

CHART 9



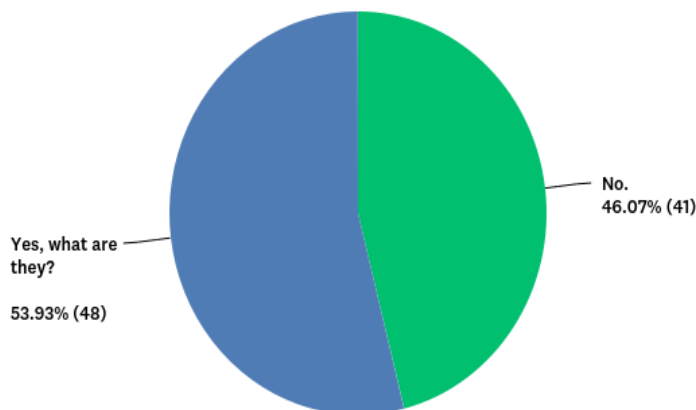
Business Respondents' Opinion On Whether or Not There Exists Barriers to Economic Development in the City of Upland and If So, To List

Chart 10 illustrates the general sentiment of the business community. Over 53% concur that economic development barriers do exist.

Top three answers:

1. City Rules/Regulations
2. High Costs/Fees
3. Lack of Vacant Land

CHART 10



Business Respondents' Opinion Regarding What the City of Upland Should Do in Regards to Local Economic Development Policies Strategies

The top six selections for what the City of Upland should consider for economic development, are ranked in order of importance; selecting either "Strongly Agree" or "Agree".

1. 83.67% agree that the City should take steps to retain and expand existing businesses.
2. 76.05% agree that the City should streamline the development permitting process.
3. 70.70% agree the City should actively recruit businesses.
4. 63.15% agree the City should market itself to new businesses.
5. 62.50% agree the City should provide financial incentives to attract new businesses.
6. 61.85% agree the City should provide financial incentives E.g.; sales tax sharing, waivers, loans, or grants to businesses currently located in the City for business growth.

Table 8 represents the ranking of all 16 selections and has been reformatted for easier reading.

TABLE 8

With Regards to Whether the City Should Actively Recruit Businesses:

Approval Rate	Ranking Qualifier
28.28%	Strongly Agree
42.42%	Agree
19.19%	Neutral
1.01%	Disagree
2.02%	Strongly Disagree
7.07%	Not Sure

With Regards to Whether the City Should Reduce Development Fees:

Approval Rate	Ranking Qualifier
27.55%	Strongly Agree
28.57%	Agree
29.59%	Neutral
5.10%	Disagree
0.00%	Strongly Disagree
9.18%	Not Sure

With Regards to Whether the City Should Have More Industrial Lands Available For Development:

Approval Rate	Ranking Qualifier
18.56%	Strongly Agree
22.68%	Agree
39.18%	Neutral
10.31%	Disagree
4.12%	Strongly Disagree
5.15%	Not Sure

TABLE 8 CONTINUED ON FOLLOWING PAGE

TABLE 8

With Regards to Whether the City Should Have Strong Policies to Maintain Environmental Quality:

Approval Rate	Ranking Qualifier
28.87%	Strongly Agree
30.93%	Agree
26.80%	Neutral
6.19%	Disagree
4.12%	Strongly Disagree
3.09%	Not Sure

With Regards to Whether the City Should Streamline the Development Permitting Process:

Approval Rate	Ranking Qualifier
41.67%	Strongly Agree
34.38%	Agree
17.71%	Neutral
3.13%	Disagree
0.00%	Strongly Disagree
3.13%	Not Sure

With Regards to Whether the City Should Provide Financial Incentives to Attract New Employment:

Approval Rate	Ranking Qualifier
33.33%	Strongly Agree
29.17%	Agree
20.83%	Neutral
8.33%	Disagree
4.17%	Strongly Disagree
4.17%	Not Sure

With Regards to Whether the City Should Provide Financial Incentives, e.g. Sales Tax Sharing, Waivers, Loans, Grants, to Businesses Currently Located in the City to Encourage Business Growth:

Approval Rate	Ranking Qualifier
35.05%	Strongly Agree
26.80%	Agree
19.59%	Neutral
10.31%	Disagree
5.15%	Strongly Disagree
3.09%	Not Sure

TABLE 8 CONTINUED ON THE FOLLOWING PAGE

TABLE 8

With Regards to Whether the City Should Adopt Policies That Will Create More Affordable Housing for Workers:

Approval Rate	Ranking Qualifier
21.43%	Strongly Agree
25.51%	Agree
29.59%	Neutral
9.18%	Disagree
9.18%	Strongly Disagree
5.10%	Not Sure

With Regards to Whether the City Should Take Steps to Help Retain and Expand Existing Businesses:

Approval Rate	Ranking Qualifier
46.94%	Strongly Agree
36.73%	Agree
10.20%	Neutral
1.02%	Disagree
2.04%	Strongly Disagree
3.06%	Not Sure

With Regards to Whether the City Should Provide Assistance to Businesses Facing Financial Difficulty:

Approval Rate	Ranking Qualifier
24.74%	Strongly Agree
22.68%	Agree
27.84%	Neutral
14.43%	Disagree
7.22%	Strongly Disagree
3.09%	Not Sure

With Regards to Whether the City Should Provide Employee Recruitment Services to Businesses:

Approval Rate	Ranking Qualifier
16.49%	Strongly Agree
26.80%	Agree
31.96%	Neutral
11.34%	Disagree
8.25%	Strongly Disagree
5.15%	Not Sure

TABLE 8 CONTINUED ON THE FOLLOWING PAGE

TABLE 8

With Regards to Whether the City Should Provide Employee-Training Opportunities:

Approval Rate	Ranking Qualifier
20.83%	Strongly Agree
19.79%	Agree
30.21%	Neutral
16.67%	Disagree
8.33%	Strongly Disagree
4.17%	Not Sure

With Regards to Whether the City Should Engage in Public/Private Partnerships with Businesses:

Approval Rate	Ranking Qualifier
22.11%	Strongly Agree
21.05%	Agree
36.84%	Neutral
7.37%	Disagree
7.37%	Strongly Disagree
5.26%	Not Sure

With Regards to Whether the City Should Market Itself to New Businesses:

Approval Rate	Ranking Qualifier
29.47%	Strongly Agree
33.68%	Agree
26.32%	Neutral
2.11%	Disagree
3.16%	Strongly Disagree
5.26%	Not Sure

With Regards to Whether the City Should Represent Local Firms at Trade Shows:

Approval Rate	Ranking Qualifier
18.95%	Strongly Agree
26.32%	Agree
31.58%	Neutral
11.58%	Disagree
5.26%	Strongly Disagree
6.32%	Not Sure

With Regards to Whether the City Should Assist Businesses in Identifying New Markets:

Approval Rate	Ranking Qualifier
28.13%	Strongly Agree
26.04%	Agree
34.38%	Neutral
4.17%	Disagree
4.17%	Strongly Disagree
3.13%	Not Sure

Business Respondents' Opinion Regarding Policy or Process in Terms of Its Impact on the City of Upland as a Place to Do Business

Responses for this question were unlike previous survey answers. The percentage for “Positive” responses was significantly lower than either the “Neutral” or “Negative” responses. It appears that the Business Community is dissatisfied with the policy and process for several key operational and development components. **Table 9a and 9b** are representative of the Business Respondents' opinion and highlights the differential, from highest to lowest, between “Positive” and “Negative” responses.

TABLE 9a

Policy or Process	Negative	Positive	Differential
Utility System Development Charges	34.74%	5.26%	29.48%
Local Tax Fees	32.63%	10.53%	22.10%
Building Permits	35.56%	15.56%	20.00%
Land Use Code	24.21%	9.47%	14.74%
Infrastructure Development (i.e. Roads, Airport, Sewer)	34.04%	21.28%	12.76%
Land Use Application	22.11%	9.47%	12.64%
Total Respondent Participation			97

Table 9b includes all questions and responses as shown on the Survey and is presented in its original format, irrespective of assigned percentage and ranking.

TABLE 9b

	POSITIVE	NEUTRAL	NEGATIVE	NOT SURE	TOTAL	WEIGHTED AVERAGE
Building permits	15.56% 14	32.22% 29	35.56% 32	16.67% 15	90	2.47
Infrastructure development (i.e. roads, airport, sewer)	21.28% 20	32.98% 31	34.04% 32	11.70% 11	94	2.64
Land use application	9.47% 9	51.58% 49	22.11% 21	16.84% 16	95	2.54
Land use code	9.47% 9	46.32% 44	24.21% 23	20.00% 19	95	2.45
Local tax fees	10.53% 10	44.21% 42	32.63% 31	12.63% 12	95	2.53
Utility system development charges	5.26% 5	43.16% 41	34.74% 33	16.84% 16	95	2.37
Other:	10.00% 3	33.33% 10	10.00% 3	46.67% 14	30	2.07

E. BUSINESS GROWTH AND EXPANSION

The overall goal of the Business Survey Study was to garner thorough feedback from the Business community in support of developing a strategic Economic Development Roadmap (“Roadmap”). The Roadmap will serve in guiding Business Growth and Expansion while maintaining a high quality of life for its residents and community partners. This final section of the Survey addresses the current and future metrics for Business Growth and Expansion and provides a snapshot of the Business Respondents’ plans for their respective businesses.

Business Respondents’ Plans for Expanding Within the Next 5 Years

Chart 11a shows respondents’ plans for business expansion over the next 5 years. Over 53% of the respondents plan to expand their businesses in the next 5 years. Of those planning expansion, over 70% plan on expanding in Upland as shown on **Chart 11b**.

CHART 11a

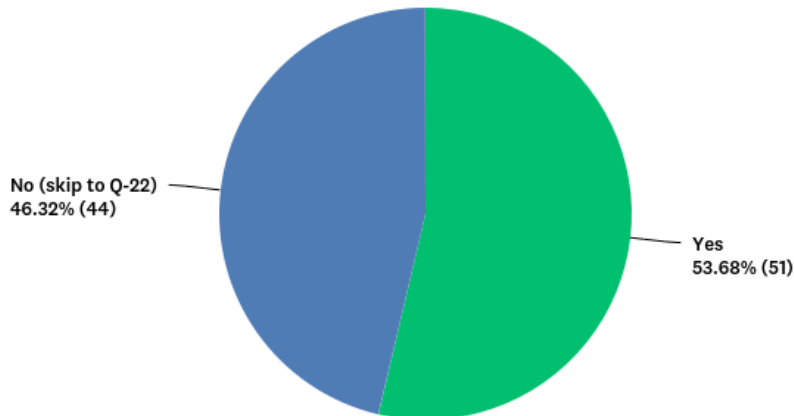
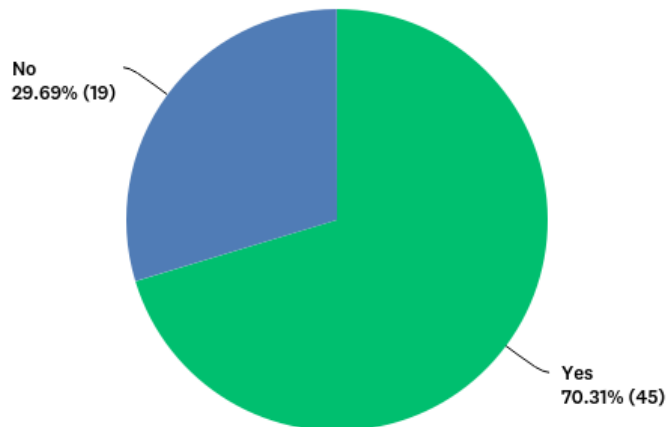


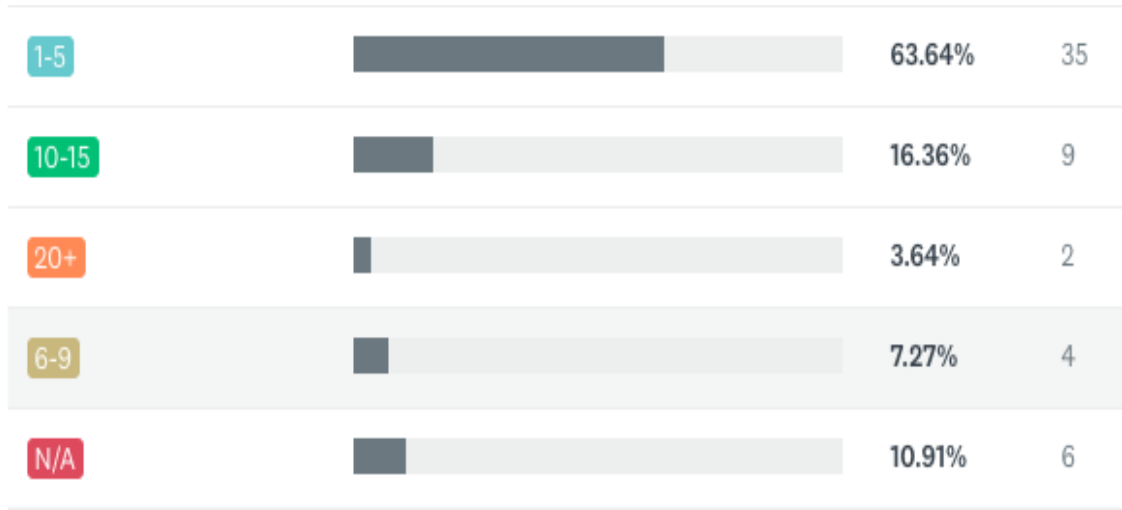
CHART 11b



How Many New Employees Business Respondents Would Need if They Plan on Expanding In the City of Upland within the Next 5 Years

Of the 50 Respondents who answered that they plan to expand their business within the next 5 years, 45 businesses indicated that they plan to add new employees. The average number of employees that businesses planned to add is 6 employees. **Chart 12** provides a breakdown of those employers requiring additional staff, showing that over 70% of businesses plan on adding 9 or less employees.

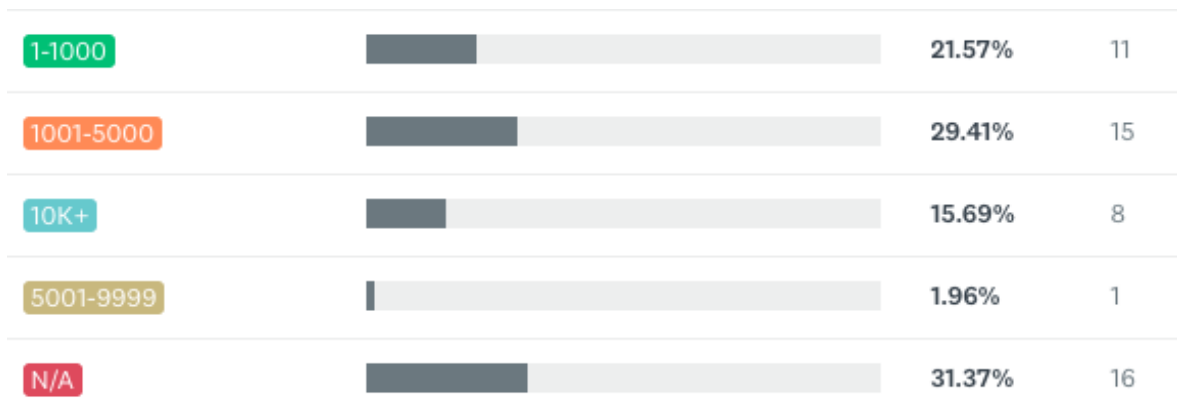
CHART 12



How Much Additional Land Business Respondents would require If They Plan on Expanding within The Next 5 Years

Chart 13 shows that over 68% of the Business Respondents will need additional land to accommodate expansion. Of those Respondents requiring additional land, over 50% indicated they would need 5000 sq. ft. or less whereas 31.37% indicated acquiring additional land was irrelevant to expansion plans.

CHART 13



Business Respondents' Opinion on Which Areas of Assistance Were Most Needed to Help Their Business Grow and Succeed

Table 10 ranks all of the Business Respondents' responses which have been resorted and ranked in order of most needed assistance.

The top five selections involve some type of financial component or streamlining of process and are as follows:

1. *Cut/lower taxes - 45.26%*
2. *Reduce regulations and fees - 38.95%*
3. *Availability of capital - 37.89%*
4. *Streamline permitting processes - 33.68%*
5. *Information about available resources - 20.00%*

Respondents indicated that the following five forms of assistance were the least significant for the growth and success of their business:

1. *Communications infrastructure - 11.58%*
2. *Employee Retention - 11.58%*
3. *Increase land availability - 11.58%*
4. *Employee education and training - 9.47%*
5. *Provide affordable housing - 5.26%*

TABLE 10

Answer Choices	Percentages	Total Responses
Cut/Lower Taxes	45.26%	43
Reduce Regulations and Fees	38.95%	37
Availability of Capital	37.89%	36
Streamline Permitting Processes	33.68%	32
Information About Available Resources	20.00%	19
Networking Groups/Business Clusters	18.95%	18
Financial Support	18.95%	18
Information on Local Market Characteristics	17.89%	17
Employee Recruitment	14.74%	14
Wage Issues/Overtime Issues	14.74%	14
Improve Transportation Infrastructure	12.63%	12
Communications Infrastructure	11.58%	11
Employee Retention	11.58%	11
Increase Land Availability	11.58%	11
Employee Education and Training	9.47%	9
Provide Affordable Housing	5.26%	5
No Assistance Needed	11.58%	11
Not Sure	11.58%	11
Other (Please Specify)	5.26%	5
Total Respondent Participation		95

METHODOLOGY AND SURVEY INSTRUMENT FOR THE RESIDENTIAL SURVEY AND THE BUSINESS SURVEY

The primary research tool was the preparation of two individual but complementary surveys; one targeting the residential community of Upland and the other developed specifically for Upland's business community. Surveys were made available for a period of 3+ months to ensure exposure, encourage participation, and solicit candid responses:

1. Residential and Business Surveys were advertised and made available on the City's website.
2. City Staff utilized constant contact and emailed all interested businesses requesting to participate in the survey.
3. Surveys were also printed and made available at City Hall's Customer Service front desk and local Library.
4. An informational flyer was prepared for the City's Recreation and Community Services Division and was distributed by the Division's respective Staff at their community and senior centers.
5. Workshops for each City Council District were advertised on the City's website and newspaper, and conducted over a three month period. Workshops were open to the entire community, inclusive of residents and business owners; providing attendees an additional opportunity to complete and submit the survey in person.
6. A presentation and open Q&A was conducted for the Historic Downtown Upland Business Merchants ("HDU") during a regularly scheduled HDU member meeting. Surveys were distributed to all who attended and they were also advised that surveys could also be completed online on the City's website.

For a period of 3+ months, the Residential and Business Surveys were made available on the City's website, distributed at each of the four City Council District Workshops ("District Workshops"), as well as the Historic Downtown Upland Merchant Presentation. Public engagement took place on the following dates:

October 22	-	Historic Downtown Upland
October 30	-	District 2
November 20	-	District 3
December 4	-	District 4
December 17	-	District 1

As a result of this effort, the City received a total of 473 completed surveys. Of the 473 surveys received, participation consisted of 369 resident and 104 business surveys having been submitted.

Limitations of the Survey Study are Applicable to Both the Residential and Business Surveys

A key limitation of any random sample survey is non-response bias. If one were to assume that the sample was perfectly random and that there was no response bias, then the survey would have a margin of error of $\pm 7\%$ at the 95% confidence level based on the sample size relative to the surveyed population. This means that if the survey were conducted 100 times, we would expect responses from 95 of the participants and subsequently end up with $\pm 7\%$ margin of error.

Non-response bias is an issue in all surveys, but it is particularly important in surveys which are distributed via mail or email, due to response rates. When compared to Upland's population, the Residential Survey had a 4.72% participation rate and the Business Survey had a 1.03% response rate. One can use the comparisons of the demographics for survey respondents to evaluate how representative the samples are as presented in Appendix 1 Community Profile.

RESIDENTIAL SURVEY INSTRUMENT AND BUSINESS SURVEY INSTRUMENT
ON FOLLOWING PAGES



Residential Survey
Page 1 of 13
City Manager's Office
Telephone (909) 931-4106
Facsimile (909) 931-4301

Dear Resident of the City of Upland,

The City of Upland is in the process of developing a five year economic development action plan with the assistance of Tierra West Advisors. This plan will serve as a roadmap for staff and will better focus our efforts to increase our economic development opportunities in the City. The action plan will include such components as market analytics, consumer profiles, consumer demand and market supply assessments, and business and retail attraction data.

As such, the City is asking residents their opinions on growth, quality of life, and economic development efforts within the City. We encourage you to take 15 minutes to complete the attached survey as it provides an avenue to express your opinions.

This survey will be an important part of understanding what growth and economic development policies residents support. The more responses we receive from residents, the better informed we will be to address key issues about our local economy. All responses will be kept confidential. The results of this survey will be used to better the economic development policies of the City. Tierra West Advisors is conducting the survey on behalf of the City of Upland and this survey is available on the City's website, as well as at upcoming City Council District public workshops. For further information regarding these upcoming meetings, please check the City's website.

Your opinions are important to us. Please complete the survey no later than **January 31, 2020**. If you have any questions regarding the survey, please feel free to contact Melecio Picazo at (909) 931-4317.

Thank you for your participation!

Rosemary Hoerning, PE, PLS, MPA
Interim City Manager



CITY OF UPLAND ECONOMIC DEVELOPMENT SURVEY

Instructions: The City of Upland is interested in better understanding the opinions of residents related to growth and economic development in the City. This survey is being made available to all City of Upland residents. The City will use the results to develop economic development policies and all information will be treated as confidential.

This survey is intended to reflect the opinions of all residents. You should complete the survey based on your individual opinions and experiences as a resident in Upland. Please read each question carefully and answer to the best of your ability. Please complete the survey no later than **January 31, 2020**.

If you have questions regarding this survey, please contact Melecio Picazo at (909) 931-4317.

Please indicate what Upland City Council District you reside in.

- District 1
- District 2
- District 3
- District 4



FIRST, WE WOULD LIKE TO ASK SOME QUESTIONS ABOUT GROWTH AND QUALITY OF LIFE:

Q-1. Per the 2019 California Department of Finance data profile, the City of Upland’s population is 78,481 as of January 2019. Looking forward, Upland’s population is expected to continue increasing at a moderate and consistent pace, commensurate with the population growth and rate of the County of San Bernardino and the State of California.

Considering the above information, what’s your opinion of the current growth pattern?

- Acceptable
- Growing too quickly
- Growing too slowly



Q-2. If the City government could change one thing to make Upland a better place to live now and in the future, what change would you like to see?

Q-3. How important do you think each of the following characteristics is in establishing a high quality of life?

Characteristic	Very Important	Important	Neutral	Unimportant	Very Unimportant	Not Sure
Affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of housing choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality education system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diverse economic base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Living wage jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Natural resources and habitat protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to a performing arts center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of shopping opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of health care choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Q-4. Is the quality of life in the City of Upland better off than it was five years ago?

- Yes
- No
- About the same
- Not sure

NEXT, WE WOULD LIKE TO ASK SOME QUESTIONS ABOUT LIVING IN THE CITY OF UPLAND.

Q-5. Are there sufficient opportunities for job training and higher education in the City of Upland?

- Yes (**skip to Q-7**)
- No

Q-6. If you answered "no" to **Q-5**, what types of job training or education would be most helpful? (Please check all that apply.)

- | | |
|--|--|
| <input type="checkbox"/> Business and finance | <input type="checkbox"/> Maintenance and repair |
| <input type="checkbox"/> Higher education | <input type="checkbox"/> Restaurant or food services |
| <input type="checkbox"/> Forest management | <input type="checkbox"/> Health care |
| <input type="checkbox"/> Adult literacy | <input type="checkbox"/> Trade (such as carpentry or plumbing) |
| <input type="checkbox"/> Office and administrative support | <input type="checkbox"/> Agricultural education |
| <input type="checkbox"/> High-tech | <input type="checkbox"/> Other technical |
| <input type="checkbox"/> Professional | <input type="checkbox"/> Management |
| <input type="checkbox"/> English language | <input type="checkbox"/> Spanish language |
| <input type="checkbox"/> Other (please specify): _____ | |

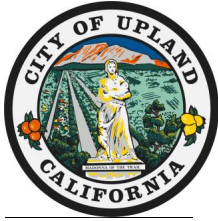


Q-7. Please rate the current quality of the following services and amenities in the City of Upland.

Characteristic	Very Good	Good	Neutral	Poor	Very Poor
Housing affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of housing choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of the education system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to higher education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity of the economic base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of living wage jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Natural resources and habitat protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to performing arts center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of shopping opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Variety of health care choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q-8. What percentage of your shopping do you do in the City of Upland?

- 100% to 75%
- 75% to 50%
- 50% to 25%
- 25% or less



Q-9. Which of the following products and services do you purchase in the City of Upland if they are locally available? (Please check all that apply.)

- | | |
|--|---|
| <input type="checkbox"/> Medical services | <input type="checkbox"/> Legal services |
| <input type="checkbox"/> Dental services | <input type="checkbox"/> Clothing and shoes |
| <input type="checkbox"/> Recreation services | <input type="checkbox"/> Furniture and appliances |
| <input type="checkbox"/> Insurance services | <input type="checkbox"/> Auto parts and accessories |
| <input type="checkbox"/> Banking services | <input type="checkbox"/> Pharmaceuticals |
| <input type="checkbox"/> Investment services | <input type="checkbox"/> Computers and electronics |
| <input type="checkbox"/> Travel services | <input type="checkbox"/> Office supplies |

Q-10. If you shop outside of the City of Upland, what are your reasons for doing so? (Please check all that apply.)

- | | |
|---|--|
| <input type="checkbox"/> Price | <input type="checkbox"/> Product quality |
| <input type="checkbox"/> Hours of operation | <input type="checkbox"/> Customer service |
| <input type="checkbox"/> Parking availability | <input type="checkbox"/> Close to work |
| <input type="checkbox"/> Selection | <input type="checkbox"/> Close to other shopping |

Q-11. If you are shopping outside of the City, so we may better understand your needs, please list those products or services which you purchase or seek outside the City.

Q-12. If there is any specific product or service you would like to see brought into the City which is not currently available, please list.



Q-13. What are the names of 2 or 3 stores or businesses, not in the City, that you would like to see in the City of Upland?

NEXT, WE WOULD LIKE TO ASK SOME QUESTIONS ABOUT ECONOMIC DEVELOPMENT POLICIES:

Q-14. Please indicate what you think the City of Upland government's policy should be towards economic growth.

- Encourage economic growth
- Accommodate/encourage economic growth
- Manage economic growth
- Not sure
- It depends (explain):

Q-15. Do you agree that the City of Upland should work to attract new businesses?

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Not sure



Q-16. If the City of Upland was to recruit new business into the City, what types of business should the City work to recruit? (Please check all that apply).

- Transportation, Communication, Utilities
- Construction
- Business Services
- Food Processing
- Lodging
- High-tech
- Eating/Drinking Establishment
- Other Services
- Other (please specify): _____
- Finance, Insurance, Real Estate
- Health Services
- Wood Projects Manufacturing
- Retail Trade
- Education or Training
- Wholesale Trade
- Other Manufacturing

Q-17. Are there particular businesses you would like to see present in the City of Upland?
Please list.

Q-18. Please list those products or services which are not available within the City of Upland.



Q-19. Do you think that the City of Upland should use financial incentives, such as sales tax sharing, reduction of City fees, or loans, to attract new businesses to the City?

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Not sure

Q-20. If you answered "Strongly Agree" or "Agree" to Question 19, what types of financial incentives should the City of Upland use to attract new business? (Please check all that apply.)

- Sales Tax Sharing
- Fee Waivers
- Loans
- Grants
- Other
- I did not "Strongly Agree" or "Agree" with Question 19.

Q-21. Do you think there are barriers to economic development in the City of Upland?

- No
- Yes, what are they?



Q-22. Please check the box that best represents your opinion regarding what the City of Upland *should* do with regard to local economic development policies and strategies.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
The City should actively recruit businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should reduce development fees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should have more industrial lands available for development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should have strong policies to maintain environmental quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should streamline the development permitting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide financial incentives to attract new employment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide financial incentives, such as sales tax sharing, waivers, loans, or grants, to businesses currently located in the City to encourage business growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should adopt policies that will create more affordable housing for workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should take steps to help retain and expand existing businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide assistance to businesses facing financial difficulty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide employee recruitment services to businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide employee-training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
The City should engage in public/private partnerships with businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should market itself to new businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should represent local firms at trade shows.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should assist businesses in identifying new markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should engage in public/private partnerships with businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q-23. The City of Upland has limited financial resources to provide some of the projects and services desired by residents. Because the City cannot fund every project and service, the City must set priorities. Please indicate whether you think the City should make the item a high priority, a medium priority, or a low priority for future City spending. If you feel the City should not spend any money on this item, just say so. Please keep in mind that not all of the items can be high priorities.

Statement	High Priority	Medium Priority	Low Priority	Spend No Money
Attracting Jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beautifying street medians and public landscaping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicating with residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthening the business community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revitalizing outdated commercial centers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making more services available online	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revitalizing the downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



FINALLY, WE WOULD LIKE TO ASK YOU SOME QUESTIONS ABOUT YOURSELF:

Q-24. What is your age? _____ years

Q-25. What is your gender?

Male

Female

Q-26. How many people live in your household, including yourself?

_____ Adults (18 and over) _____ Children (17 and under)

Q-27. Which zip code do you reside in? _____

Q-28. Do you rent or own the home in which you presently live?

Rent

Own

Q-29. What is the highest level of education that you have completed?

Grade School

High School/GED

Some High School

Some College

College Graduate

Post Graduate Work



Please share any additional comments that you would like to share about the quality of life, growth, or economic development in the City of Upland.

**Thank you for completing the City of Upland Economic
Development survey!**

ALL RESPONSES WILL BE KEPT CONFIDENTIAL



Dear Business Owners of the City of Upland,

The City of Upland is in the process of developing a five year economic development action plan with the assistance of Tierra West Advisors. This plan will serve as a roadmap for staff and will better focus our efforts to increase our economic development opportunities in the City. The action plan will include such components as market analytics, consumer profiles, consumer demand and market supply assessments, and business and retail attraction data.

The City is asking its business owners for their opinions on growth and economic development efforts within the City. This survey has been made available to all businesses in the City and sent to local business representatives throughout the community. Tierra West Advisors is conducting the survey on behalf of the City of Upland and this survey is available on the City's website, as well as at upcoming City Council District public workshops. For further information regarding these upcoming meetings, please check the City's website.

We encourage you to take 15 minutes to complete the attached survey as it provides an avenue to express your opinions. This survey is intended to reflect the opinions of local business leaders. The person who makes primary business decisions at your business should complete the survey. We ask that you complete the survey based on your individual opinions and experiences in conducting business in Upland. Please read each question carefully and answer to the best of your ability and complete the survey no later than **January 31, 2020**.

If you have any questions regarding the survey, please feel free to contact Melecio Picazo at (909) 931-4317.

Thank you for your participation!

Rosemary Hoerning, PE, PLS, MPA
Interim City Manager



CITY OF UPLAND ECONOMIC DEVELOPMENT SURVEY

Instructions: The City of Upland is interested in better understanding the opinions of businesses related to growth and economic development in the City. This survey is being made available to all City of Upland businesses. The City will use the results to develop economic development policies and all information will be treated as confidential.

This survey is intended to reflect the opinions of all businesses. You should complete the survey based on your individual opinions and experiences as a resident in Upland. Please read each question carefully and answer to the best of your ability. Please complete the survey no later than **January 31, 2020**.

If you have questions regarding this survey, please contact Melecio Picazo at (909) 931-4317.

Please indicate what Upland City Council District your business is located in.

- District 1
- District 2
- District 3
- District 4



FIRST, WE WOULD LIKE TO ASK SOME QUESTIONS ABOUT YOUR PERCEPTIONS OF THE BUSINESS CLIMATE IN UPLAND:

Q-1. Overall, how would you rate the City of Upland as a place to do business at this time?

- Excellent
- Good
- Fair
- Poor

Q-2. How has the City of Upland changed as a place to conduct business from five years ago (or since you began conducting business in the City)?

- Improved
- Worsened
- Unchanged
- Not sure



Q-3. Is the City of Upland economically better off than it was five years ago?

- Yes, Why? _____
- No, Why? _____
- About the same
- Not sure

Q-4. The following is a list of characteristics that can affect views of the local business climate. Please rate these characteristics in terms of their effect on the City of Upland as a place to do business.

Characteristic	Affect					
	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Not Sure
1. Access to markets and customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Affordable housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Availability of capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Availability of land	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Availability of raw materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Availability of technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Community attitudes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Community safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Competitive pressure from other businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Cost of doing business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Cost of living	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Diverse economic base	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Economic growth potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Environmental quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Growth management policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Local government regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Local tax policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Medical facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Permitting requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Population density	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Characteristic	Affect					
	Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Not Sure
23. Public education system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Quality of life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Recreation opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Shopping facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. State's fiscal situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. State and Federal regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. State and Federal tax policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Traffic congestion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Transportation system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Utilities cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Vital downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Workforce availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Workforce quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q-5. Using the list of characteristics presented in Q-4, please indicate the top three strengths and weaknesses of doing business in the City of Upland.

Strengths	Weaknesses
1.	1.
2.	2.
3.	3.



Q-6. Please indicate how supportive the City of Upland is to local businesses.

- Very supportive
- Somewhat supportive
- Neither supportive nor unsupportive
- Somewhat unsupportive
- Very unsupportive

NEXT, WE WOULD LIKE TO ASK SOME QUESTIONS REGARDING YOUR OPINIONS ABOUT THE CITY OF UPLAND'S GOVERNMENT AND ECONOMIC DEVELOPMENT:

Q-7. Please list the top three steps the City of Upland could take to improve the city as a place to do business.

1. _____
2. _____
3. _____

Q-8. What are the three things that make the City of Upland **most** attractive to employers? (Please check all that apply)

- Well trained labor force
- Availability of technology
- City government
- Quality of life
- Permitting process
- Natural environment
- Business clusters
- Access to medical care
- Transportation system
- Availability of land
- Labor pool
- Educational system
- Affordable Housing availability
- Public Recreation Facilities



Q-9. What are the three things that make the City of Upland **least** attractive to employers?
(Please check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Well trained labor force | <input type="checkbox"/> Transportation system |
| <input type="checkbox"/> Availability of technology | <input type="checkbox"/> Availability of land |
| <input type="checkbox"/> City government | <input type="checkbox"/> Labor pool |
| <input type="checkbox"/> Quality of life | <input type="checkbox"/> Educational system |
| <input type="checkbox"/> Permitting process | <input type="checkbox"/> Housing availability |
| <input type="checkbox"/> Natural environment | <input type="checkbox"/> Access to medical care |
| <input type="checkbox"/> Business clusters | |

NEXT, WE WOULD LIKE TO ASK YOU SOME QUESTIONS ABOUT ECONOMIC DEVELOPMENT POLICIES:

Q-10. Please indicate what you think the City of Upland policy should be towards economic growth.

- Encourage economic growth
- Accommodate/encourage economic growth
- Discourage economic growth
- Not sure

Q-11. Do you think that the City of Upland should use financial incentives, such as sales tax sharing, reduction of City fees, or loans, to attract new businesses to the City?

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree
- Not sure



Q-12. If you answered "Strongly Agree" or "Agree" to Question 11, what types of financial incentives should the City of Upland use to attract new business? (Please check all that apply.)

- Sales tax sharing
- Fee waivers
- Loans
- Grants
- Other
- I did not "Strongly Agree" or "Agree" with Question 11.

Q-13. Do you think there are barriers to economic development in the City of Upland?

- No
- Yes, what are they?

Q-14. Please check the box that best represents your opinion regarding what the City of Upland should do with regard to local economic development policies and strategies.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
The City should actively recruit businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should reduce development fees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should have more industrial lands available for development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should have strong policies to maintain environmental quality.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Sure
The City should streamline the development permitting process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide financial incentives to attract new business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide financial incentives, such as sales tax sharing, waivers, loans, or grants, to businesses currently located in the City for business growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should adopt policies that will create more affordable housing for workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should take steps to retain and expand existing businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide assistance to businesses facing financial difficulty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide employee recruitment services to businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should provide employee-training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should engage in public/private partnerships with businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should market itself to new businesses.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should represent local firms at trade shows.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The City should assist businesses in identifying new markets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Q-15. Please evaluate each policy or process in terms of its impact on the City of Upland as a place to do business.

Local Policies and Processes	Positive	Neutral	Negative	Not Sure
Building permits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure development (i.e. roads, airport, sewer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land use code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local tax fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Utility system development charges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NOW, WE WOULD LIKE TO ASK YOU SOME QUESTIONS ABOUT YOUR PLANS FOR GROWTH OR EXPANSION OF YOUR BUSINESS:

Q-16. Do you plan to expand your business in the next *five* years?

- Yes
- No (**skip to Q-21**)

Q-17. If you plan to expand your business in the next five years, will you expand it in Upland?

- Yes
- No

Q-18. Please indicate the number of new employees needed for business expansion in the next five years.

_____ (full-time equivalent)

Q-19. Please indicate the additional land area needed for business expansion in the next five years.

_____ (acres)



Q-20. Please indicate the additional floor area needed for business expansion in the next five years.

_____ (sq. ft.)

Q-21. What areas of assistance are most needed to help your business grow and succeed?
(Please check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Availability of capital | <input type="checkbox"/> Information on local market characteristics |
| <input type="checkbox"/> Communications infrastructure | <input type="checkbox"/> Networking groups/business clusters |
| <input type="checkbox"/> Cut/lower taxes | <input type="checkbox"/> Provide affordable housing |
| <input type="checkbox"/> Employee education and training | <input type="checkbox"/> Reduce regulations & fees |
| <input type="checkbox"/> Employee recruitment | <input type="checkbox"/> Streamline permitting processes |
| <input type="checkbox"/> Employee retention | <input type="checkbox"/> Wage issues/overtime issues |
| <input type="checkbox"/> Financial support | <input type="checkbox"/> No assistance needed |
| <input type="checkbox"/> Improve transportation infrastructure | <input type="checkbox"/> Not sure |
| <input type="checkbox"/> Increase land availability | <input type="checkbox"/> Other |
| <input type="checkbox"/> Information about available resources | |

FINALLY, WE WOULD LIKE TO ASK SOME QUESTIONS ABOUT THE CHARACTERISTICS OF YOUR BUSINESS:

Q-22. What is your zip code? _____

Q-23. Is your company based in the City of Upland?

- Yes
 No

Q-24. How long has your company been operating in Upland?

_____ Year(s)



Q-25. How many full and part-time employees are currently employed by your business?

Part-time employees: _____

Full-time employees: _____

Q-26. Please indicate the type of industry or profession that most accurately describes your business.
(Please check only one.)

- Transportation, Communication, Utilities
- Construction
- Business Services
- Food Processing
- Lodging
- High-tech
- Eating/Drinking Establishment
- Other Services
- Finance, Insurance, Real Estate
- Health Services
- Wood Projects Manufacturing
- Retail Trade
- Education or Training
- Wholesale Trade
- Other Manufacturing

Q-27. Please indicate your gross revenues for the most recent complete fiscal year.

- Under \$500,000
 - \$500,000 - \$1 million
 - \$1 million - \$5 million
 - \$5 million - \$10 million
 - Over \$ 10 million
 - Don't know
- Other (please specify): _____



Q-28. Please share any other comments you have in the space below.

ALL RESPONSES WILL BE KEPT CONFIDENTIAL
Thank you for completing the City of Upland Business Survey!

DISTRICT 1 WORKSHOP December 16, 2019 6:30-9:00 PM

District 1, Councilmember Janice Elliott, Mayor. Note taker was Melecio Picazo, Economic Development Coordinator.

Questions:

- Why so many Starbucks?

Like:

- Like pepper trees - positive effects
- Like schools-historical
- ATI –P Packing House provide more detail?
- 1st and A Street—what to develop
- School district is doing well – Regional Occupation Program (ROP) Pathways
- Downtown improving – people shopping
- Colonies strategically placed
- Downtown street improvement – great

Improvements:

- Retailer further south/ 2 of everything/
- Curb appeal i.e., light fixtures
- Lacking family-friendly venues / i.e. Downtown
- See more family-friendly uses / entertainment
- Center Hobby Lobby – location opportunity
- Larger restaurant
- No destination place / place to gather /entertain
- Leakage to other cities

Where do you go?

- Small selection of restaurants – BJ's /Mediterranean
- I want to eat and entertain
- Retail / i.e. Claremont – destination
- 20th/Campus – traffic- Starbucks - not planned well, traffic light (review)
- AM/PM traffic pattern / freeway
- Need lodging / mid-range hotels/ place to stay
- 20th Street – only one way in/out – development
- DIF pay for improvements at 20th/Campus
- Intolerable at times -20th re-route? Give thought?

Vision – What to create to make welcoming

- Discount stores, gas stations, overall vision – look ahead
- Colonies – higher end restaurants (Morton's) did not come in –want land
- Not listening – Planning Commission. Grocery not disclosed, why?
- Planning communities – Impact – traffic. Need to fix /Mesa Court –traffic /children – dangerous
- City Council aware of projects /P.C. rubber stamping
- No vision - Bongiovanni – look at Victoria Gardens
- Walmart Center – Ghetto/ we can do better, leadership failed
- We need something there – Bongiovanni not affected by plane crashes
- Foothill Hotel –concern
- Need affordable housing / Downtown temporary parking lots need work
- Buying clothes
- 20th –alternate routes
- Traffic – Eugene Ct Upland Village
- 24 hour Fitness – foot traffic – trash/pavement
- Global view –good developments e.g. Colonies
- Foothill –hodgepodge – needs revitalization
- Good job with fire station downtown
- Plan to incorporate – Claremont revitalization
- Vision in historic Downtown / housing bring in people
- Vision with land available
- Trade / land – vision for historical downtown

DISTRICT 2 WORKSHOP October 30, 2019 6-8:30 PM

District 2, Councilmember Janice Elliott, Mayor Pro Tem. Note takers were Robert Dalquest, Development Services Director and Melecio Picazo, Economic Development Coordinator.

Public Comments:

- Want a nice hotel in the city.
- Likes neighborhood they live in – District 2.
- Safety of Upland is very good great - great police chief.
- Lived in Upland 50 years on 14th St. Neighborhood is quiet and location is convenient - convenient shopping within 5 miles.
- Walkable. Like that kids can walk to school, close to YMCA, shops, safety
- Like mix of people in neighborhoods – new property owners and longtime owners; like that street trees are being taken care of, although some are dying.
- Neighborhood in transition.
- Likes Euclid Trail.
- Likes re-zoning of neighborhoods, value of R-1, proximity, keep business the way it is.
- Convenience in immediate area of what they need.
- Live on 14th and 2nd; families are moving in, which makes it a cohesive, stable neighborhood, close to a park, neighborhood is quiet.
- Street is a nice cul-de-sac. Trees are in need of maintenance, heaving up sidewalks, both need maintenance. Like no alleys.
- Like to have more safety for bicyclists – need designated street for bikes and/or Class 1 bike track to get kids and bicyclists to Downtown and other areas but also safety for pedestrians.
- Tree maintenance is not good, needs improvement. Need to allow owner repair to replace trees and sidewalk damage.
- Reduce speed on streets - problem with cars speeding through school zones – 16th, Foothill, Euclid, Campus area.
- Need basic safety improvements – warning lights, etc.
- More than one family living in the home – causes parking problems, over usage.
- Would like a Costco.
- Would like a movie theater.
- Do not have an electronics retailer like Best Buy.
- Businesses are old generally; would like to see revitalization of Downtown with more special businesses.
- Have to buy business clothing and furniture outside city.
- Would like higher end food businesses and destination businesses.
- New mini Victorian gardens; Downtown could be that type of place.
- Would like to see more options for pharmacies – CVS in Upland has homeless problems; must go outside the city. Heights only.
- I go to Montclair Place or Victoria Gardens to go to nice restaurants.
- Goes out of town to get a nice experience; go to Claremont so they can walk around and enjoy environment of performers, ambiance, good ethnic food,

different – diversity and kids can move around. Want to spend a couple of hours to visit multiple businesses.

- Want different ethnic restaurants.
- Downtown Upland is unique; it has Mom & Pop businesses – would like to see Downtown stay Mom & Pop business. Is it large enough?
- Cannot compare Downtown with Claremont – Upland does not have universities with thousands of students and faculty.
- Would should not limit own imagination when it comes to the Downtown; it needs revitalization and ambiance.
- Metrolink runs consistently and is an asset for the area (goldmine) – should capitalize.
- Cooper Museum owner – group of people in Downtown that cause problems--vandalism and crime.
- Downtown needs a hotel nearby and more people living near Downtown and foot traffic.
- Hotel would do well at the 50-acre Bongiovanni property.
- Three-story housing in Downtown.
- Need stores:
 - Restaurants
 - Best Buy
 - Porto's
 - Educational uses
 - Improvements along Foothill
 - Trade colleges (vocational: beauty, culinary arts)
 - Satellite Chaffey College campus
 - School at old Kohl's site.
 - Lemonade
- Survey link to website, water bill.

DISTRICT 3 WORKSHOP November 20, 2019 6:30-9:00 PM

District 3, Councilmember Ricky Felix. Note taker was Melecio Picazo, Economic Development Coordinator.

Questions:

- How does Upland compare to other cities relative to owner-occupied/renter-occupied ratio?

What do you like?

- No stack/pack –mountains, quaint
- Residential /gas stations
- What is affordable housing?
- Need major improvements in roads/infrastructure
- Street resurfacing needed
- Stop putting in what we already have / put in different things. For example don't need two of Wendy's and In-N-Out Burgers
- Like safety, sense of security
- Like vintage, Downtown, Craftsman homes, history
- Greenery in city
- Best schools/ SF Res –walkable- not 7 story colonies
- Good Police Dept. /vision
- Parks / shops are close by
- Online /entertainment/out –away/destination
- More places to eat outside, outdoor dining – take advantage of good climate
- Shop Ontario Mills, Victoria Gardens, clothing, commodities –one location
- What Upland does not have:
 - Can't shop in bulk in Upland, shop Target
 - I go to Macy's clothes, Ulta cosmetics
 - Lucile's BBQ, P.F. Chang's
 - Downtown gym, mini gardens, sit down restaurant, CA Fish Grill
- Downtown needs work, nicer restaurants-it's nice to stroll, music playing
- Got to movies, one stop entertainment, destination, multiple purchases
- Best Buy, Big Al's movie theaters, restaurants entertainment
- Old Toys R US-entertainment?
- Upland movies, Home Goods, furniture store, Stonefire Grill, no fluidity in colonies –connectivity-entertainment.
- Destination –retail with entertainment /Sam's?
- Walkability /how lay out- destination
- Walmart – aesthetics and improve Mountain (blight) Mimi's (looks bad-closed, not inviting)
- Round 2, Dave & Buster's /multi-function
- Rundown / transients-not feel safe like Colonies Center, should be more inviting

- Burlington looks bad /Eugene Court entrance cleaned up, looks inviting and taken care of
- Look at the details, curb appeal, City should look into
- Aldi – more general
- RC Willey furniture store, shop for kids’ needs
- Nice restaurants
- Gas stations –Euclid (east of) buy outside of Upland
- Upland –residential focus
- ARCO gas/same owner/East of Campus –not allow monopoly
- Vision –how to meet needs of tomorrow
- Enough medical, Starbucks and Burger King
- Don’t need more car washes
- Some duplication is okay
- How to create/build/develop
- Ok to let some things come in to bring money into the city-capability
- Hotel –revenue
- West area of city –make exciting –attractive gateway /good neighbor
- Best Buy/Fry’s
- Products /Goods
- No piano instruction
- Keep trying, retail studying –if vacant like it or not
- Why can’t get tenants in Downtown, subway
- Demolition of old buildings-not meet the needs of business
- No demographics, old city, reworked, City compete
- Infrastructure improvements –business needs or will not come.
- Curb appeal to work on
- Arcadia has 626 Night Market at Santa Anita racetrack
- OC night market in Costa Mesa
- NorCal Market in the Bay area (third example of weekend gathering for an event)

DISTRICT 4 WORKSHOP December. 4, 2019 6:30-9:00 PM

District 4, Councilmember Rudy Zuniga, Mayor Pro Tem. Note taker was Melecio Picazo, Economic Development Coordinator.

Like:

- Was a better community
- Trees, character, beauty
- Small businesses
- Small town feel, not too small
 - Like Downtown /history
 - Build forward / hometown feel
- Eclectic feel, not cookie cutter
- Like Metrolink – downtown/ walk/ benefit
 - Walking distance /eat/ produce/energy
- Tenants walk to job/ bus/ different needs
- Trees, large park (asset), Euclid, walkability/several places
- Charm / accessibility
- Safe in neighborhood, not in downtown
- Feel safe, need for improvement – areas south of Arrow/SP
- Parks feel safe
- Less officers / understaffed/ officer per person
- Post-recession – safety
- Kids in alleyway late night /more lights/ neighborhood level
- S.F./no cookie cutter, established, several generations
- School close/ but not enough schools/ support/balance?
- See improvements/more lighting/future growth
- Maintained/focus as such – historic/unique niche
- Stack in park – Low income housing
- Crime, lack of sidewalks, Imp/tree trimming/ safety needs to be addressed

Improvements:

- Infrastructure, roads, sidewalks i.e., blind person walking in sidewalk/safety issues.
- Accident /sidewalk opened/future kids want /improve roads, multi-model/scooter/ bike/ enable to walk –slow down roads
- Parks improvement/ maintenance, landscaping, trees, speed
- Able to ride skateboard- bike path
- Multi-model
- This is a walkable community, colonies are not
- 37 year olds leave Upland / family events

Shop outside:

- Movies, Trader Joe's, decent hotels
- The Canyon in Montclair (music venue)
- Shop in Claremont
- Don't like to drive far /local/ go to Claremont
- Movie and dine in the same place
- I shop here
- Stater Bros market
- Mixed community – go to Ontario/Superior/Now I shop Trader Joe's
- Go to Rancho for Latin/Asian
- Services- spas-- have nail shops and have dry cleaners
- Don't eat much
- No more McDonalds or Wendy's
- No more fast food
- Trader Joe's / Porto's / higher end dining
- Only JD Allison's Bar Grill –too small
- SteelCraft (craft beer and urban eatery)

Like to see:

- Events – Lemon Festival / love events in Upland
- To make them go to (patronize) the stores
- How to get them to go to the restaurant thru events?
- Having the events should help and promote the stores
- Shop Upland- a program to promote small businesses
- Movie theatre/ family-friendly / SteelCraft (craft beer and urban eatery)/ music, games all in one place
- Need ethnic diversity
- Creating more open space /Grove/ warehouses to theaters
- Art Center /Downtown
- Jump Around (jumper rentals)
- Restaurant like Daddy O's Rockin Café (unique) enough chains
- Trends-eating habits different/plant-based
- Transition –current to where want to be
- How do you do it? Realistic, doable –has money- attract them
- Children – not live in Upland, go to college and don't come back. Older generation staying. Group gone
- 2nd high school? Attendance
- Attract businesses – create jobs /buy homes
- Don't see the benefit/staff conducting business in touch with Trader Joe's for example. Staff contacting/reaching out to convince to come to Upland.
- Infrastructure
- ICSC follow-up
- Business assistance –improve business model to make business prosper

- Affordability /density/kids stay here—all feeds with each other
- Systemic / innovation/ grow with business-prefer locally-owned businesses
- No more MOD Pizzas (fast food)
- Sponsored by City Art
- Like to see –businesses personal interest in Upland
- Owners need to buy in/ fit needs of community-Meet with owners
- Restaurants Hispanic (PC) successful restaurants, new homes with developers, life work
- Sustainable – thought out
- Business - Farmer’s Market - farm to table restaurant, near airport –Cable Airport / green zones
- What brings people/ keep in Upland/ drive outside Upland /SteelCraft people will come to Upland if it is unique and different
- Voodoo Donuts