



## **Downtown Upland Infill Study**

### ***Summary***

This project is one of three pilot projects commissioned by the Southern California Association of Governments (SCAG) as part of the Demonstration Projects program of the Compass 2% Strategy. Working in a partnership with the City of Upland, Fregonese Calthorpe Associates (FCA), a consultant firm contracted by SCAG, set out to conduct an analysis of downtown Upland and analyze the infill potential of two city-owned parking lots in the center of the city's town center, in close proximity to established civic uses and the Metrolink station.

### ***Purpose of the report/memo***

This memo is divided into three sections, one summarizing the existing conditions of the Town Center area, as well as discussing future trends in terms of number of people, households, and jobs in the area.

The second part is an analysis of existing off-street parking in the downtown and the Town Center area. This section explains the methodology used and details the main findings.

Finally, the memo reports the infill analysis of five alternative development programs submitted by the City for the two sites. FCA analyzed the alternatives relying primarily on cost and rent information provided by the City and a return on investment analytical tool customized for this project. It is important to note that this is a preliminary study of the infill potential for the two areas. The results are not to be substituted for an in-depth pro forma analysis. More detailed analysis is warranted to reach definite conclusions as to what type of development is best suited to the two lots.

### ***Existing Conditions/Current Demographics or Downtown Upland***

Downtown Upland has withstood better than other downtowns the decades of neglect and economic isolation brought by the rapid movement of households and jobs to newly established suburbs and strip malls. Until not too long ago, the area still retained fruit packaging facilities which were some of Upland's first sources of income.



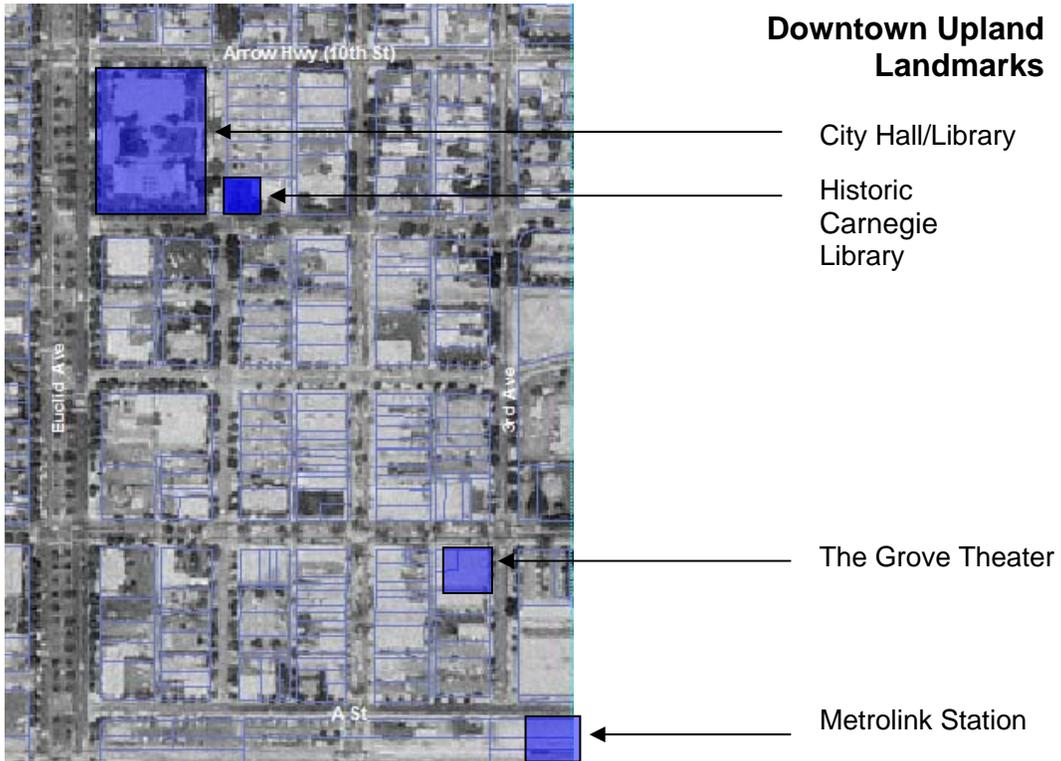
Downtown Upland

Today Upland is blessed with strong civic landmarks, including the City Hall and Library, the Carnegie Library, Hangar 18, the Grove Theater, and a lively Farmers Market.

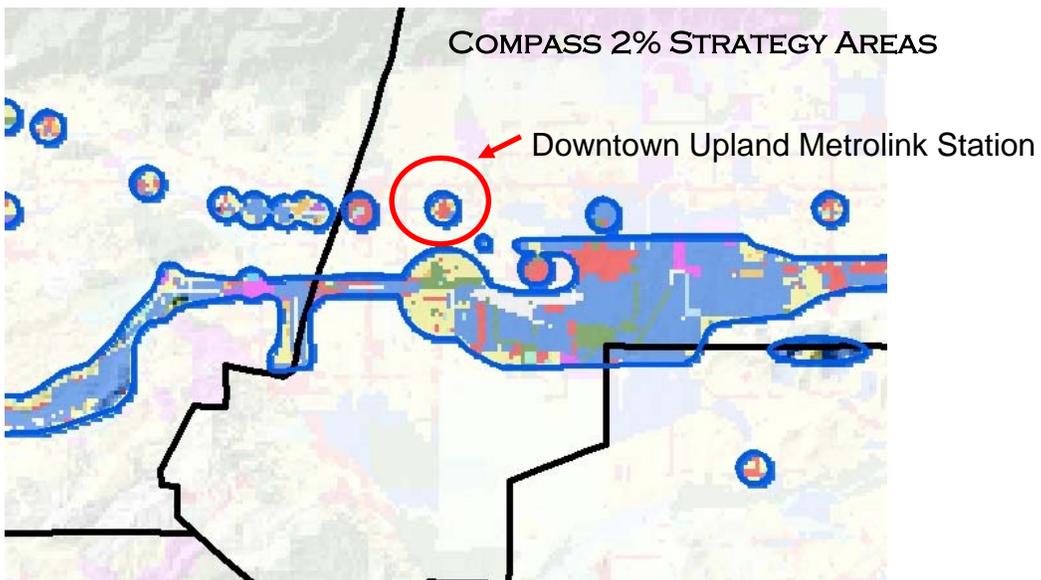
Downtown Upland is roughly bounded by Euclid on the west, Arrow to the north, Campus to the east, and 8th Street to the south. Downtown is located mostly to the north of a railroad presently used by Metrolink as a commuter rail station. This station began operation in 1992 and had become an important link between Upland and the rest of the region.



Carnegie Library



Due to the importance of the station, downtown Upland is of strategic importance to the region. SCAG identifies areas within one-half mile of rail stations as being part of the Compass 2% Strategy. This program is expected to provide assistance to many jurisdictions in the region as part of a strategy to implement positive change in small parts of the region that bring the most benefit to both the region and individual jurisdictions.

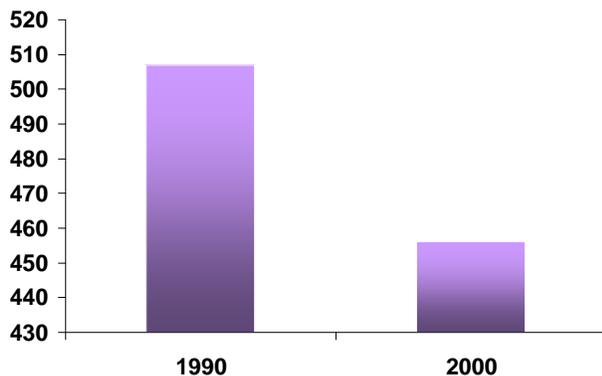




## Demographic Trends

Typical of many places in the last decade, employment shifted between 1990 and 2000 from manufacturing and wholesale/retail trade to professional services and education and the arts/entertainment/services category. Unemployment rose slightly for the census tract covered by downtown Upland – block group 5. Agriculture/mining employment also disappeared as an employment category for downtown residents between 1990 and 2000.

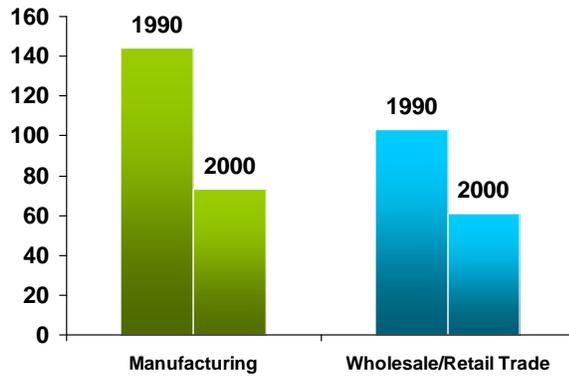
**Downtown Upland  
Residents in Labor Force 1990- 2000**



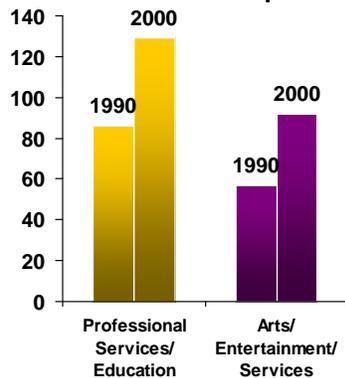
Below is a distribution of employment between 1990 and 2000 for Downtown Upland residents in key changing industries. As can be seen, there was a significant decrease in agricultural employment and an increase in the number of professional, educational, services and artistic employment.



**Loss in Manufacturing and Wholesale/  
Retail Trade Employment 1990-2000  
Downtown Upland residents**



**Increase in Professional Services/ Education and Arts/  
Entertainment/ Services Employment 1990-2000  
Downtown Upland residents**

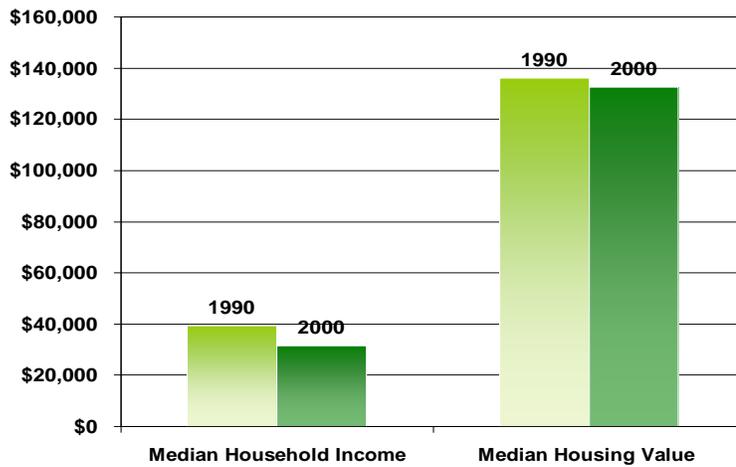


Downtown residents had a decrease in median household income between 1990 and 2000 and the median income was well below that of Upland as a whole (\$32,000 versus \$48,000). The median value of homes in block 5 was around \$140,000 according to the 2000 Census, and was \$210,000 for Upland as a whole. These housing prices reflect the reality in 1999. Between 1999 and 2005 housing prices have escalated dramatically in the entire Southern California region, and Upland has not been immune to that.

However, the poverty rate was 12% across the board in both downtown and the City of Upland in 2000.



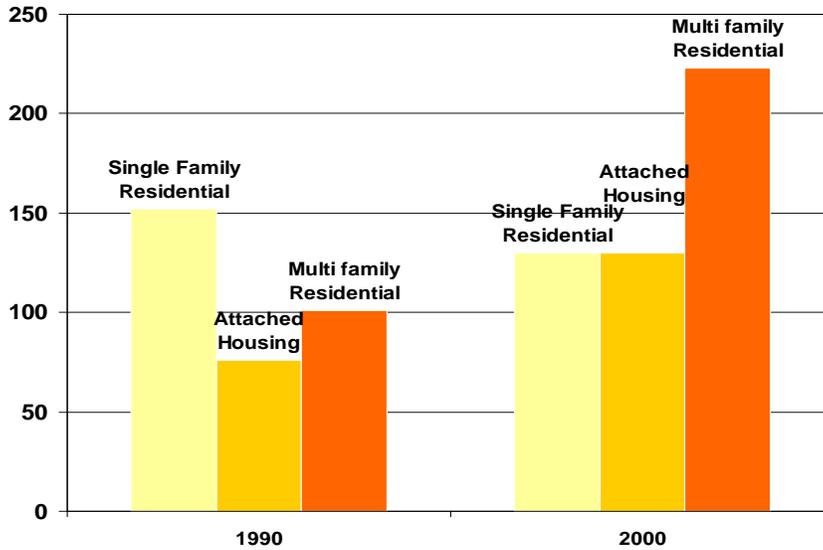
### Block Group 5 Median Household Income and Housing Value (in 1999 dollars)



The Census also reports an increase in households within the downtown district between the last two censuses, from about 375 households in 1990 to 475 households in 2000. There was also a diversification of housing types for downtown residents. Between the 1990 census and the 2000 census there was a slight decrease in the number of housing units described as "single family" and a more than twofold increase in "multi-family residential" units (the latter the result of the new senior center). This is different than Upland as a whole, where single family residential dominates other housing types.

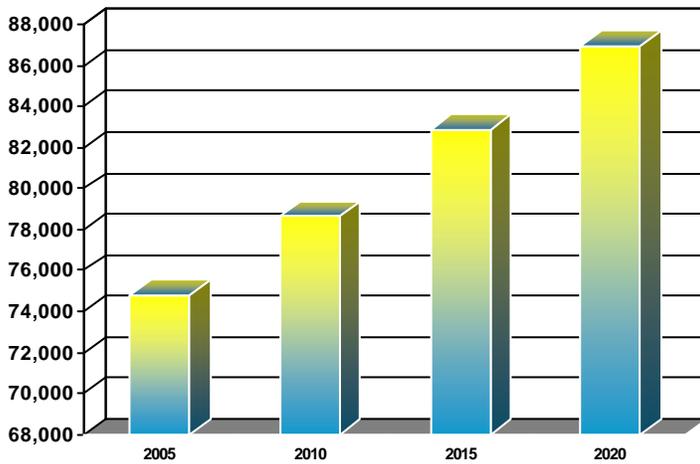


### Downtown Upland Housing by Type 2000



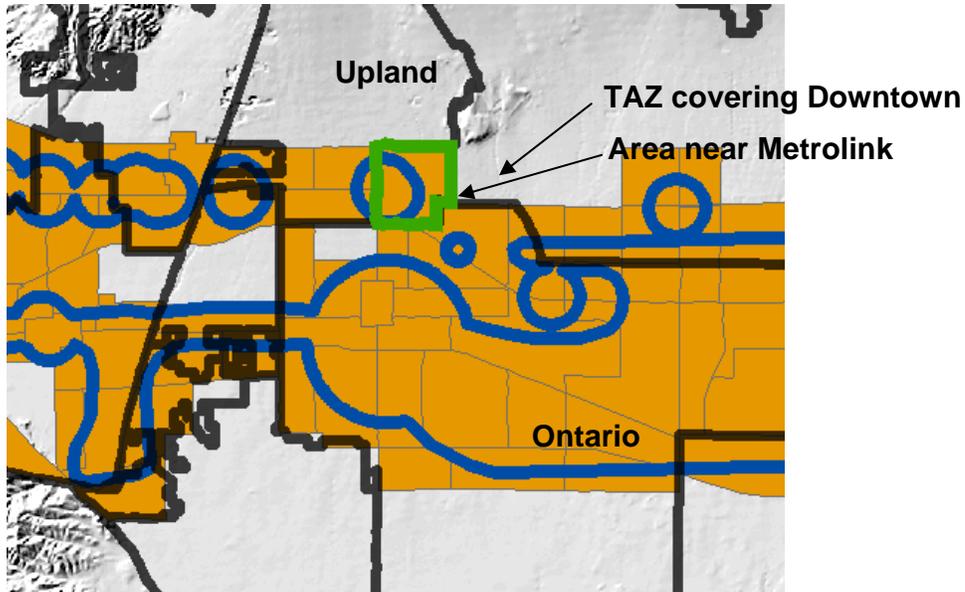
### Forecast - housing and employment

SCAG forecasts show an increase in population for Upland from the current citywide population of around 75,000 in 2005 to 87,000 by 2020 – just 15 years away.

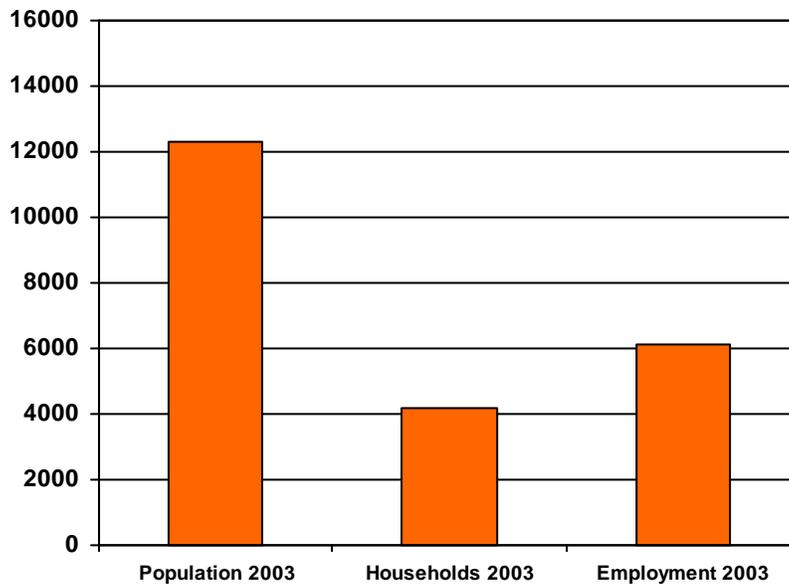


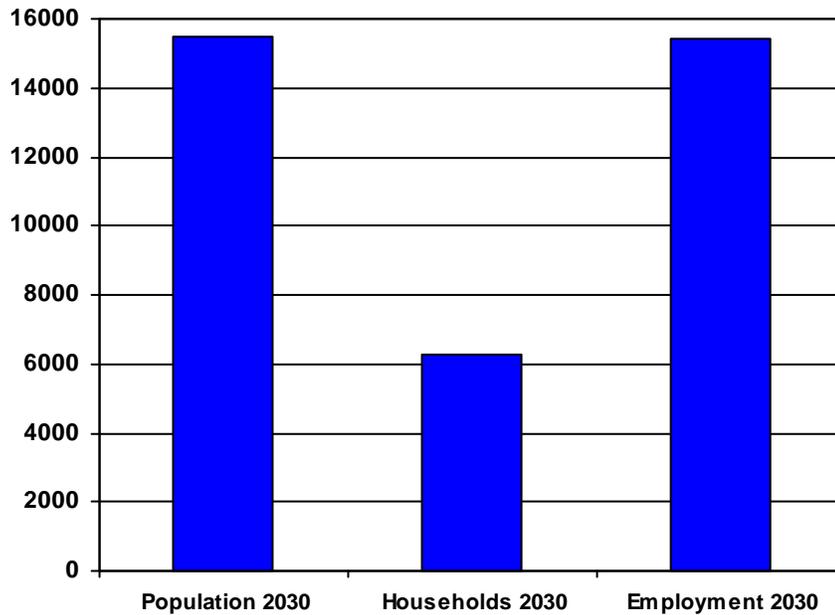


### SCAG TAZ Downtown Upland Area



Forecasts for downtown Upland specifically were derived from SCAG forecasts using TAZs – or transportation analysis zones. The TAZ covering downtown Upland, shown in green, contained in 2003 12,322 residents and 4,204 households. The same area holds 6,151 jobs as the chart below illustrates.



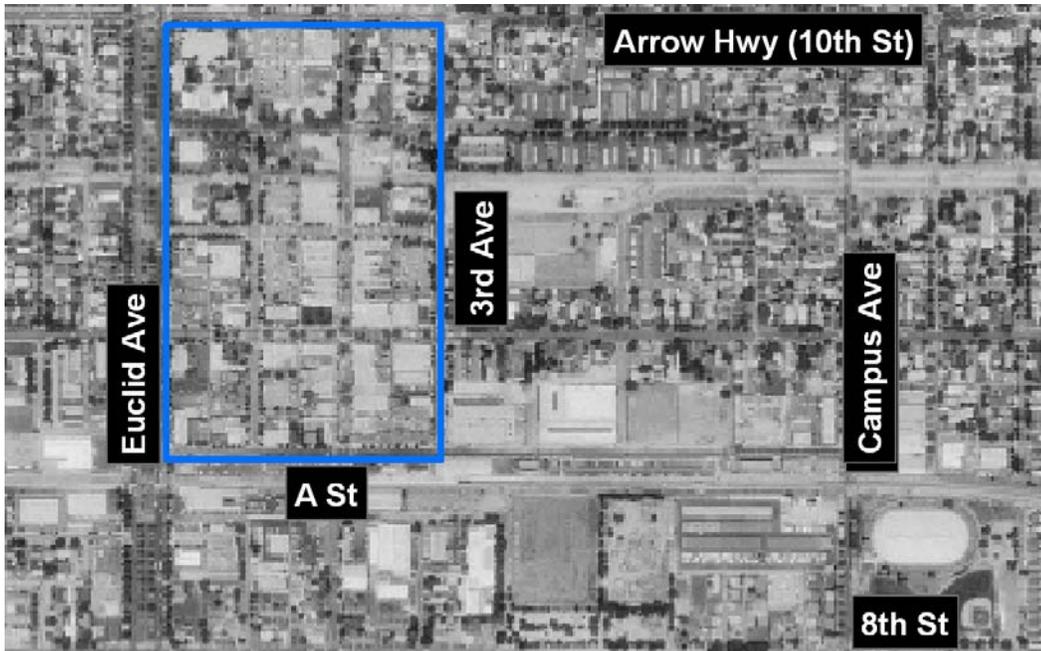


### Downtown Upland 2030 Forecast

The SCAG forecast for 2030 for downtown Upland is for a 25% increase in population to 15,458 residents making up 6,301 households. The forecast is for a much greater number of jobs in the area – a 150% increase to 15,417 jobs. It is not infeasible that a significant percentage of the expected growth could be captured by downtown Upland and the town center specifically.

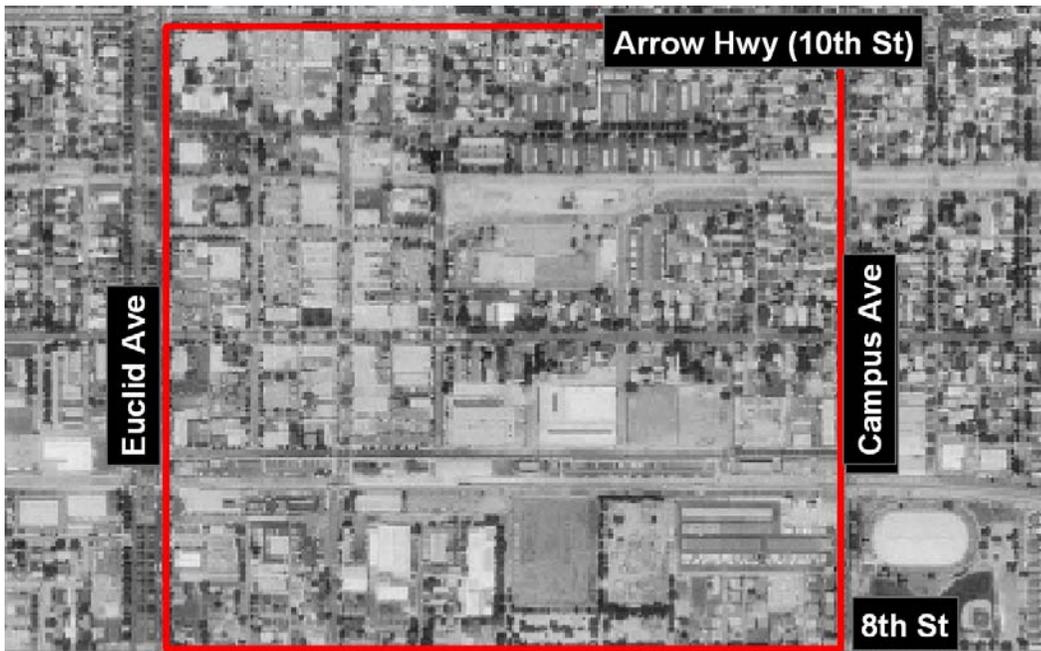
## ***Analysis of Existing Off-Street Parking in the Downtown***

The boundaries for the downtown parking analysis are displayed below. It includes the area within Euclid Avenue, Arrow Hwy, 3rd Avenue, and A Street.



Town Center sub-district

A second, larger area was used to estimate the potential number of parking spaces if vacant lots were converted into parking lots. The following map shows this larger area, bounded by Euclid Ave., Arrow Highway, Campus Ave., and 8th Street.



Parking Analysis Study Area

### **Property identification issues**

FCA relied on aerial photography to identify off-street parking in the study area. Data was gathered from the U.S. Geological Survey website. Accuracy issues may need to be double-checked as the photographs may not represent what is currently on the ground. A thorough on-the-ground review by City staff may reveal discrepancies.

### **Methodology**

Two methodologies were used for the off-street parking inventory. The first was to analyze parcels currently used for parking. The second method was to analyze vacant properties and estimate the potential for off-street parking based on a square foot calculation for a typical off-street parking space. In both instances FCA relied on a City map showing the number of parking spaces in public lots.

To estimate existing parking spaces, FCA analyzed the aerial photographs to find surface pavement areas with the stripe patterns typical of parking lots. When such stripes were identified, spaces (and vehicles) were counted.



### Current off-street parking in the Town Center

An average from these counts was used to estimate parking lots without stripes. The following map shows the distribution of existing parking in the study area.





The different colors represent the number of spaces per lot, from yellow representing small lots with 16 or fewer spaces, to red for lots with 30 or more spaces. The following table shows the results of the parking analysis. Note: of the current 885 parking spaces in the town center, 554 are public spaces, or 63% of the total.

**Downtown Upland Potential Parking Analysis**

	Parcel Count	Total Acres of Parking Lots	Total Parking Spaces
Town Center Existing	58	8.47	885
Town Center Potential	165	12.48	1,305
Study Area Potential	213	50.32	5,271

To estimate potential parking spaces, FCA relied on the average parking area per vehicle of 416 square feet per space (which reflects not only the actual parking space but also the surrounding area including the driving lanes, landscaping area, etc.).

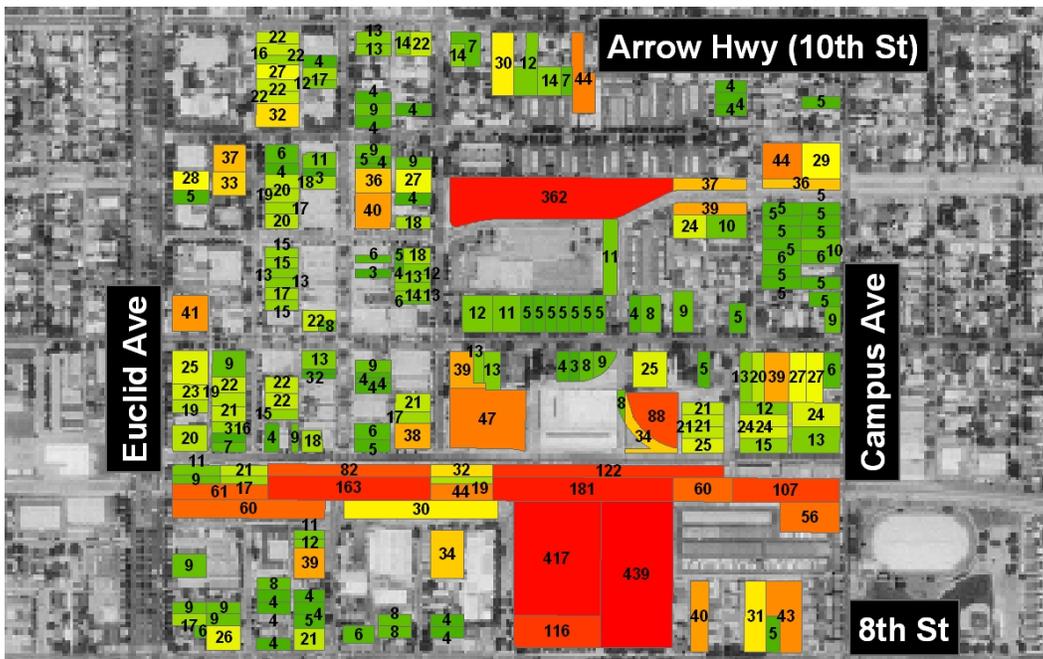
Our analysis of the Town Center section of the downtown found the potential for four additional acres of parking, over and above what exists today. Developing those potential parking spaces would result in 420 additional parking spots within the Town Center sub-district of downtown alone. With the existing 885 spaces, that would total 1,305 parking spaces within the 12 square blocks of the Town Center.

Applying those assumptions to the larger study area reveals that the potential supply of parking spaces could reach over 5,200 spaces, or almost six times the present supply. It would be helpful to conduct a study of parking demand in the downtown to see how the current supply of off-street parking is utilized and how much unmet parking demand exists.

**Potential off-street parking in the Town Center**



Potential off-street parking in the larger study area





## **Off-street parking in context of development of city-owned parking lots**

Determining the current demand for parking spaces would help determine if the city-owned parking lots A and B are truly needed to provide parking in the town center, or whether there is sufficient supply without them or there could be sufficient supply if a parking management program such as a shared parking program was established.

As will be noted below in the infill analysis section of this report, estimating whether these parking lots are needed or whether additional supply can be found elsewhere makes a great difference in the potential of the two sites. The Upland Business and Improvement District parking overlays provide an excellent way to focus the most intense development in the area of downtown where it is most fitting. This parking policy is a positive step toward redeveloping the downtown area, but to work most effectively the city needs to understand how the present supply of parking is responding to the different land uses found in the area.



## ***Analysis of City-owned Parking Lots***

Our infill analysis focused on two downtown parking lots within the town center owned by the City of Upland. Various hypothetical development scenarios were studied for these properties to provide housing, office space, retail space and parking to the town center. These were chosen because the properties are city owned and currently provide no tax revenue. We refer to the properties as parcels A and B.

Parcel A on the northeast corner at First Avenue and C Street is 23,522 square feet or .5 acres. It is made up of three parcels and currently provides 53 parking spaces.

Parcel B is on the southeast corner at First Avenue and C Street and is 36,590 square feet or .84 acres. It consists of six parcels and currently has 99 parking spaces.



Parcel A

Parcel B



## Using return on investment (ROI) analysis

FCA relied on a ROI analysis to compare the costs for each development alternative, compared to the benefit or investment return. Using ROI calculations can provide a way to compare various development scenarios, however, the assumptions and values behind the numbers need to be understood in order for ROI to be a meaningful decision making tool for the community and elected officials. The "bottom line", in this case, may not reflect the ultimate goals of the city for its downtown.

It must be noted that generally speaking a threshold of a 12% return on investment is needed for developers to be attracted to pursue development, given an average level of risk.

There are a number of ways to measure a project's success in a downtown. We would like to stress that other "benefits" above and beyond cost also be weighed.



Views of the San Gabriel Mountains and Parcel A (to the right)

## Zoning Regulation

Intended to "promote a better quality of life by providing a complimentary blend of employment, shopping, recreational, transportation and residential opportunities", the Town Center (TC) zone allows for a wide variety of uses and allows close to 100% lot coverage. The development alternatives, in fact, would require little or no variances and could be permitted under the existing code today.



Parcels A & B are located within a special parking district of downtown. The area is covered by the Zone A overlay of the "Upland Parking and Business Improvement District" which in fact relieves the need to provide *any* off-street parking for the non-residential uses, so all five of the development scenarios would meet the current parking requirements of the city. A caveat to this would be that the parking lots as they exist today allow the district to function, providing needed parking. In this case, some kind of replacement would be needed.

### **Infill Opportunities of Two City Owned Lots**

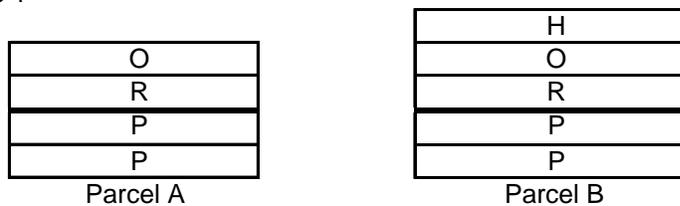
Working closely with the city, various development scenarios were envisioned to explore a wide range of development intensities – from a parking garage to a four storey urban mixed use development. Five development scenarios were analyzed for each of the two lots. And later, we crafted a sixth scenario based on the performance of the other scenarios. For purposes of this analysis, we will refer to the two lots individually, though in fact the two developments in each scenario can be complimentary. This information is also detailed in a table for a complete comparison.

The alternatives are illustrated with diagrams. The thicker line represents the ground level; H = housing, O =office, R = retail, and P = parking.

Alternative 1 illustrates two mixed-use buildings with underground parking.

- A two story retail/office building on parcel A utilizing the entire lot with two stories of underground parking.
- A three story building on parcel B utilizing the entire lot for office and retail, and 28 residential units on the third floor and two stories of underground parking.

Alternative 1



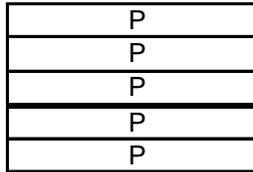
Alternative 2 provides a parking structure and the most housing units of the five alternatives.

- Parcel A has five levels of parking (three above grade) and utilizes the entire lot.

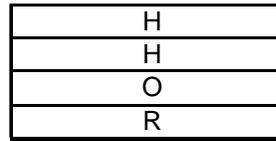


- Parcel B also utilizes the entire lot and has a four story building with retail on the ground level, office on the second level and two floors of 57 residential units above.

Alternative 2



Parcel A

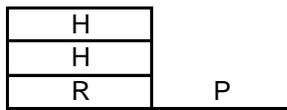


Parcel B

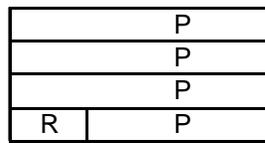
Alternative 3 shows a lower density use of parcel A, and a parking garage on parcel B.

- Parcel A utilizes 50% of the lot and provides a building with retail and surface parking on the ground floor and 28 residential units on the second and third floors.
- Parcel B utilizes the entire lot and is a four storey parking structure with a small amount of retail at street level.

Alternative 3



Parcel A



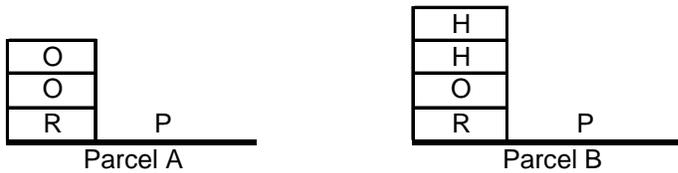
Parcel B

Alternative 4 shows the smallest buildings.

- Parcel A only utilizes 25% of the lot with a three story retail and office building and 75% of the ground floor as a surface parking lot.
- Parcel B also utilizes 25% of the lot with a four story building: retail on the ground floor, second storey office and a third and fourth floor with 14 residential units total.



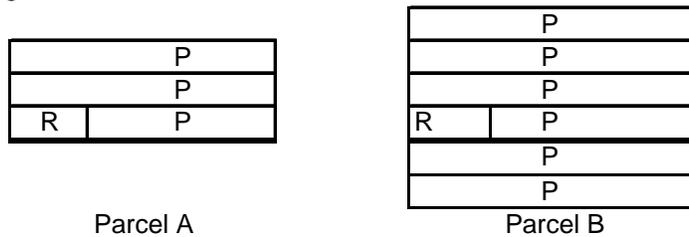
Alternative 4



Alternative 5 is the parking scenario and results in two parking structures.

- Parcel A utilizes the entire lot for a total of 252 parking spaces on two underground floors and three above ground, plus 5,810 square feet of retail
- Parcel B supplies 569 parking spaces (two underground floors, four above) and 9,144 square feet of retail and utilizes 100% of the lot.

Alternative 5



Alternative 6 was developed by Fregonese Calthorpe Associates based on some assumptions as to how the properties may developed in a way that provides active all-day uses on at least one lot while keeping costs down.

- Parcel A is characterized as a four story parking garage with about a quarter of the ground floor as retail space.
- Parcel B provides a surface parking lot for the building's residents. The other half of the property is a four story building containing a total of 29 residential units and retail on the ground floor.



Alternative 6

	P
	P
	P
R	P

Parcel A

	H
	H
	H
R	H
	P

Parcel B

The alternatives are summarized in the following table:



	1A	1B	2A	2B	3A	3B
Lot area (sq. ft.)	23,240	36,575	23,240	36,575	23,240	36,575
Assessed property value	\$ 371,840	\$ 585,200	\$ 371,840	\$ 585,200	\$ 371,840	\$ 585,200
<b>Development Program</b>						
Total number of levels	4	5	5	4	3	4
Number of floors (non parking)	2	3	0	4	3	1
Levels of structured parking	2	2	5	0	0	4
Levels of ground parking					1	
Levels of underground parking	2	2	2		0	0
Potential residential units	0	25	0	50	25	0
Potential retail (sq.ft.)	23,240	36,575	0	36,575	11,620	9,144
Potential office (sq.ft.)	23,240	36,575	0	36,575	0	0
<b>Parking</b>						
Parking spaces (@ 360 sq.ft. per space)	129	203	323	0	32	381
Existing parking spaces	53	99	53	99	53	99
Demand Residential		44		88	32	
Demand Non Residential	186	293		293	46	37
Demand - Supply	-57	-90	323	-293	-14	344
Combined net parking	-147		30		330	
Net replacing existing	-299		-122		178	
Net replacing existing w/ 1 space per 500 sq. ft. of non residential space	-59		24		220	
<b>Financial</b>						
Building only	\$ 5,359,144	\$ 12,007,170		\$ 15,602,895	\$ 3,504,127	\$ 1,667,820
Net Operating Income	\$ 415,415	\$ 1,008,936	0	\$ 1,366,113	\$ 324,445	\$ 82,294
ROI - building	7.8%	8.4%	0	8.8%	9.3%	4.9%
Parking structure	\$ 3,873,333	\$ 6,095,833	\$ 7,746,667	\$ -	\$ 80,694	\$ 7,619,792
Cost per space	\$ 30,000	\$ 30,000	\$ 24,000	\$ -	\$ 2,500	\$ 20,000
Total construction cost	\$ 9,232,477	\$ 18,103,004	\$ 7,746,667	\$ 15,602,895	\$ 3,584,822	\$ 9,287,612
ROI (building & parking)	4.5%	5.6%	0%	8.8%	9.1%	0.9%
Total cost Parcels A+B	\$	27,335,481	\$	23,349,562	\$	12,872,433



	4A	4B	5A	5B	6A	6B
Lot area (sq. ft.)	23,240	36,575	23,240	36,575	23,240	36,575
Assessed property value	\$ 371,840	\$ 585,200	\$ 371,840	\$ 585,200	\$ 371,840	\$ 585,200
<b>Development Program</b>						
Total number of levels	3	4	5	6	4	4
Number of floors (non parking)	3	4	1	1	1	4
Levels of structured parking	0	0	4	5	4	0
Levels of ground parking	1	1				
Levels of underground parking	0	0	2	2	0	0
Potential residential units	0	14	0	0	0	29
Potential retail (sq. ft.)	11,620	9,144	5,810	9,144	5,810	9673
Potential office (sq. ft.)	5,810	9,144	-	0	0	0
<b>Parking</b>						
Parking spaces (@360 sq. ft. per space)	48	76	307	584	242	70
Existing parking spaces	53	99	53	99	53	99
Demand Residential		25				51
Demand Non Residential	70	73	23	37	12	19
Demand - Supply	-22	3	284	547	230	51
Combined net parking	-18		831		281	
Net replacing existing	-170		679		129	
Net replacing existing w/ 1 space per 500 sq. ft. of non residential space	-99		709		129	
<b>Financial</b>						
Building only	\$ 2,250,904	\$ 4,383,514	\$ 1,059,744	\$ 1,667,820	\$ 1,059,744	\$ 4,745,170
Net Operating Income	\$ 156,964	\$ 341,528	\$ 52,290	\$ 82,294	\$ 66,234	\$ 588,926
ROI - building	7.0%	7.8%	4.9%	4.9%	6.3%	12.4%
Parking structure	\$ 121,042	\$ 190,495	\$ 7,359,333	\$ 13,564,753	\$ 4,841,667	\$ 174,118
Cost per space	\$ 2,500	\$ 2,500	\$ 24,000	\$ 23,220	\$ 20,000	\$ 2,487
Total construction cost	\$ 2,371,946	\$ 4,574,009	\$ 8,419,077	\$ 15,232,573	\$ 5,901,411	\$ 4,919,289
ROI (building & parking)	6.6%	7.5%	0.6%	0.5%	1.1%	12.0%
Total cost Parcels A+B	\$	6,945,955	\$	23,651,650	\$	10,820,699



## Assumptions

Below are the assumptions used for the analysis:

- Parking demand calculated at 1.75 spaces per residential unit and 4 per 1000 square feet of retail and office, except in the case of alternative 6, where non-residential parking standard was 2 per 1000 square feet.
- Parking spaces were calculated to be 360 square feet, except for alternative 6, where tandem parking was assumed.
- Upland Parking and Business Improvement District requires no parking for non-residential uses. Residential parking was estimated at 1.75 spaces per unit – a blending of the requirement which varies by size and type of unit.
- Parking cost assumptions are as follows: \$30,000 per space for underground structure, \$20,000 per space for structured parking, and \$2,500 per space for surface parking.
- Construction costs were: \$98/sq.ft. for residential, \$112/sq.ft. for retail, and \$101/sq. ft. for office.
- Monthly rents were: \$1.17/sq.ft. for residential, \$16/sq.ft. for retail, and \$17.50/sq.ft. for office.
- Operating costs were: \$0.30/sq.ft. for residential, \$0.45/sq.ft. for retail, and \$0.50/sq.ft. for office.
- For purposes of this study, parking was assumed to be free of cost. The ROI will change dramatically if parking revenue is used to pay for the parking supply created by the different alternatives.

## Evaluation of the alternatives

### Alternative 1

This program was most promising in the delivery of an active use of space to revitalize the downtown, with 25 housing units and almost 60,000 square feet of retail and office space each. It is also the most expensive to build, with estimated costs of over \$27 million for the two parcels. The four floors of underground parking bring costs of parking to almost \$10 million, the second highest and the most expensive per space, at \$30,000 per space.

This alternative provides 332 parking spaces, 147 spaces below the 523 parking spaces demanded by the residential, office and retail uses. If the 152 existing spaces are counted, the parking deficit is 299 spaces.

The ROI for parcel A is 7.8% and for parcel B is 8.4%, below the threshold of 12%. Including parking costs, (without the potential revenue from parking) the ROI for parcel A is 4.5% and for parcel B is 5.6%.



### **Alternative 2**

This alternative provides the most housing, with 50 units. It also provides 73,000 sq. ft. of office and retail space. The parking structure on parcel A is estimated to cost \$7.746 million, or \$24,000 per parking space. Total cost for the project is \$23,349,562, very close to being the second most expensive alternative.

This alternative provides 323 parking spaces, 30 spaces above the 381 parking spaces demanded by the residential, office and retail uses. If the 152 existing spaces are counted, the parking deficit is 122 spaces. If non-residential uses had a more urban parking standard of 1 space per 500 sq. ft., there would be net surplus of 24 spaces.

The ROI for parcel B is 8.8%, below the threshold of 12%, not including the potential revenue from parking costs.

### **Alternative 3**

Alternative 3 provides 25 housing units, and 20,764 sq. ft. of retail and office space. Total costs for the project would be \$12,872,433.

This alternative provides 413 parking spaces, 330 spaces above the 115 parking spaces demanded by the residential and retail uses. If the 152 existing spaces are counted, the parking surplus is 178 spaces. If non-residential uses had a more urban parking standard of 1 space per 500 sq. ft., there would be net surplus of 220 spaces. This alternative provides the second most parking spaces.

The ROI for parcel A (containing all the residential, retail and office uses) is 9.3%, the highest of the alternatives proposed by the City. However, this alternative also falls short of the 12% threshold. When combined with the parking component on parcel A, the ROI is 9.1%. The ROI for the non parking component of parcel B is 4.9%, decreasing to 0.9% when including the parking (however, without taking into consideration the potential revenue from parking).

### **Alternative 4**

This program offers the least housing of the alternatives with a housing component, with only 14 units. This alternative provides 20,764 sq. ft. of retail and 14,954 sq. ft. of office space. Total cost for the project is \$6,945,955, the lowest of the alternatives. Costs are significantly reduced due to the small building footprint on only a quarter of each lot, and the use of surface parking.



This alternative provides 125 parking spaces, 18 spaces below the 143 parking spaces demanded by the residential, office and retail uses. If the 152 existing spaces are counted, the parking deficit is 170 spaces. This alternative provides the second most parking spaces.

The ROI for parcel A (including parking) is 6.6% and for parcel B is 7.5%, both below the threshold.

### **Alternative 5**

Alternative 5 is characterized by being basically all parking, with the exception of almost 15,000 sq. ft. of retail space. The alternative includes 4 stories of underground parking, helping it make it the most expensive of the alternatives, with about \$23,650,000 in cost (close to \$24,000 per parking space). This alternative does not yield much ROI due to the fact that as mainly two large parking structures there needs to be an analysis of potential parking demand in the downtown to gauge ROI. Given the size and current uses of the downtown, and the potential availability of surface parking identified in the off-street parking inventory described above, it seems that there are more cost effective ways of providing parking in the area.

This alternative provides the most parking spaces, with 831, or a net gain of 709 additional spaces if one counts the loss 152 existing spaces.

### **Alternative 6**

FCA crafted an additional alternative based on some of the findings derived from the alternatives provided by the City. This alternative has different assumptions, with a higher residential density (resulting in 29 units, or 34 units to the net acre, or 21 units when combining both sites) and uses tandem parking, with an average of 260 sq. ft. per space.

This alternative provides 312 parking spaces, 230 spaces above the 82 parking spaces demanded by the residential and retail uses. If the 152 existing spaces are counted, the parking surplus is 129 spaces. This alternative provides the third most parking spaces.

Costs total \$10,820,699, the second lowest. ROI for parcel B (with the housing and retail) is 12%, within the threshold. For parcel A, ROI needs to be determined by estimating parking demand in the area.



Parcel B overlooking Parcel A and the mountains



Below is an illustration showing how parcel B looks today and how it could look with a four-story mixed use building with housing and some retail space.





## Conclusions

Some basic conclusions can be derived from the analysis above. A more detailed analysis is needed to estimate with greater certainty the costs and potential demand for each of the projects. To reiterate, this analysis is not a replacement of a full pro forma analysis but rather it is to be used as a policy tool to estimate policy effects on infill.

Below are our conclusions:

- The requirement of 1 space per 250 sq. ft. of non-residential use puts an important constraint in the development of the lots, with a high amount of parking likely to be used mainly during working hours. Working with existing and potential off street parking to create an inventory and estimate demand would help reduce the need for parking in the town center area. Consideration should be given to relaxing the parking requirement to one space per 500 sq ft, a standard used in many urban centers and transit oriented development areas. This policy change results in several alternatives providing a net gain of parking.



- A shared parking strategy can also be a very valuable technique to lower parking requirements in the area.
- Avoid underground parking, as it very expensive and probably not needed in the short term (excluding some type of arrangement related to the Metrolink station), especially given the number of vacant land within the town center and downtown.
- Combining the two lots into one lot for purposes of infill would allow greater densities, which could lead to a decrease in costs relative to income, increasing the ROI to closer to 12%. In the case of alternative 6, the project allowed for more residential density (33 units in a combined 1.3 acres).
- The amount of retail space displayed in some of the alternatives (especially alternatives 1 and 2) may not be appropriate for such a small downtown. One possible option is an urban grocery market that can occupy the space and complement other retail uses in the downtown. Caution is advised when planning a large influx of retail space. A market study to estimate demand for retail given zoning and current land uses is warranted. A similar study can be conducted to assess demand for office space in the town center (especially for alternatives 1, 2 and 4)
- Condos with parking included would sell for about \$250,000 for 1,275 sq. ft. units. Monthly rent for the same unit would be \$1,710 (based on alternative 6)
- Parking on site rather than in a separate structure is feasible under some assumptions, as shown in alternative 6.
- Condos or rental units in the downtown would be attractive due to their location near Metrolink, in close proximity to jobs in Ontario, Chino and other areas of the Inland Empire, as well as to important civic uses within downtown Upland.
- Since all the alternatives but 6B failed to meet the threshold ROI of 12%, it is likely that a subsidy component will be needed to attract developers. Waiving purchase of the land (and possibly offering a tax break) may be the simplest way to approach this issue.
- Financial considerations should not be the only criteria to gauge which of the projects is best for the downtown and the City. A formal selection process with input from different city groups (including both the public and developers) may provide valuable information as to how to proceed.