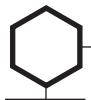




# POMONA TOMORROW

A RICH HERITAGE . . . A BRIGHT FUTURE



2

# Pomona General Plan

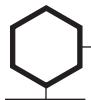
Adopted  
March 2014

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## PURPOSE OF THE GENERAL PLAN

This General Plan is the result of extensive multi-year outreach to residents, City officials, businesses, advocacy groups, and other stakeholders, as well as research into a range of factors conditioning the optimum achievable vision for Pomona. These factors include existing conditions, opportunities, and challenges; market trends; potential for change; placemaking possibilities; and sustainability realities. The General Plan is a document adopted by the City Council that considers all of this background to serve several purposes:

1. Outlining a vision for Pomona's long-range physical evolution, economic development, and resource conservation that reflects the aspirations of the community for livability, prosperity, and sustainability;
2. Providing strategies and specific implementing actions that will allow this vision to be accomplished;
3. Establishing a basis for judging whether development proposals and public projects are in harmony with the City's vision and providing guidance for instances or opportunities not specifically covered by development regulations or other City policy documents

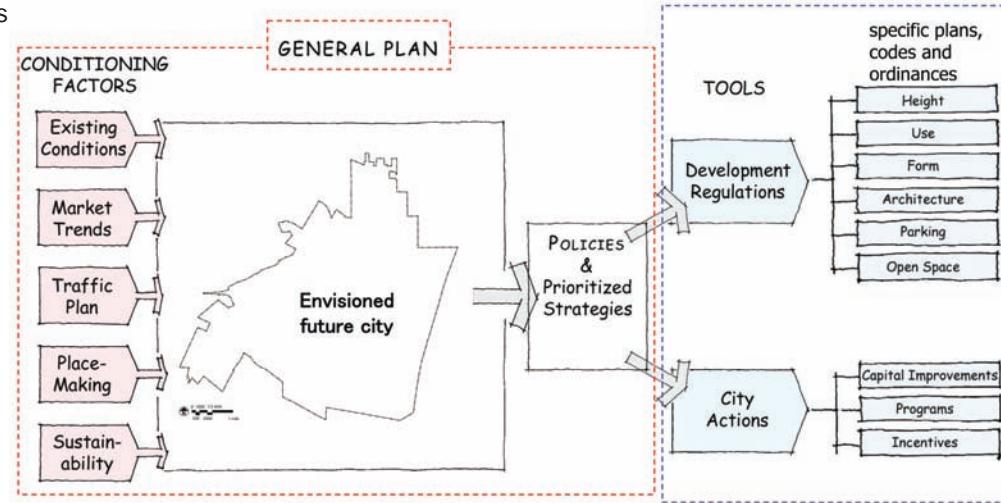


FIG. 1.1: SCOPE AND PURPOSE OF THE GENERAL PLAN

4. Allowing City departments, other public agencies, and private developers to plan projects that will enhance the character of the community, preserve and enhance critical environmental resources and minimize hazards; and
5. Providing the basis for establishing and setting priorities for detailed plans and implementing programs, such as the Updated Zoning Ordinance, the Capital Improvements Program, Specific and Area Plans, facilities plans, and redevelopment measures.

The General Plan articulates a vision for the City, but it is not merely a compendium of ideas and wish lists. Plan policies focus on what is concrete and achievable and set forth actions to be undertaken by the City. Broad concepts such as "quality of life" and "community character" are meaningful only if translated into actions that are tangible and can be implemented. Existing law requires that a variety of City actions remain consistent with the General Plan. Thus, the Plan is both general and long-range. Because the General Plan's role is primarily to set a broad framework to guide decision making, detailed studies, programs, and other actions will be required as part of implementing many Plan policies.

## AUTHORITY

State law requires each California city and county to prepare a General Plan. A General Plan is defined as “a comprehensive, long-term General Plan for the physical development of the county or city, and any land outside its boundaries which in the planning agency’s judgment bears relation to its planning.” State requirements call for General Plans that “comprise an integrated, internally consistent and compatible statement of policies for the adopting agency.”

A city’s General Plan has been described as its constitution for development – the framework within which decisions on how to grow, provide public services and facilities, and protect and enhance the environment must be made. California’s tradition of allowing local authority over land use decisions means that cities have considerable flexibility in preparing their General Plans.

While they allow considerable flexibility, state planning laws do establish some requirements for the issues that General Plans must address. The California Government Code establishes both the content of General Plans and rules for their adoption and subsequent amendment. Together, state law and judicial decisions establish three overall guidelines for General Plans.

### 1. The General Plan Must Be Comprehensive:

This requirement has two aspects. First, the General Plan must be geographically comprehensive. That is, it must apply throughout the entire incorporated area and it should include other areas that the City determines are relevant to its planning. Second, the General Plan must address the full range of issues that affect the City’s physical development.

### 2. The General Plan Must Be Internally Consistent:

This requirement means that the General Plan must fully integrate its separate parts and relate them to each other without conflict. “Horizontal” consistency applies as much to figures and diagrams as to the General Plan text. It also applies to data and analysis as well as policies. All adopted portions of the General Plan, whether required by state law or not, have equal legal weight. None may supersede another, so the General Plan must not have conflicts among the provisions of any component.

### 3. The General Plan Must Be Long-Range:

Because anticipated development will affect the City and the people who live or work there for years to come, state law requires every General Plan to take a long-term perspective.

General Plans are required to contain seven mandatory components: Land Use, Circulation, Housing, Conservation, Open Space, Noise, and Safety (Government Code Sections 65300 et seq.). In addition to these statutory components, cities may also adopt optional components. Optional components have the same force and effect as the statutory components.

Fig. 1.2 identifies the relationship between the contents of this General Plan and the components required by state law. All required and optional components carry equal weight.

General Plan Contents	Required Elements						
	Land Use	Open Space	Circulation	Conservation	Noise	Safety	Housing
Pomona Tomorrow	●	●	●				●
Land Use & Density	●						●
Economic Development	●						
Open Space Network		●					
Mobility & Access			●				
Conservation				●			
Community Design	●			●			
Noise & Safety					●	●	
Healthy in Pomona							TBD
Implementation	●	●	●	●	●	●	●

FIG. 1.2: RELATIONSHIP BETWEEN STATE REQUIRED ELEMENTS AND GENERAL PLAN CONTENT.

## HOW TO USE THE GENERAL PLAN

The following describes the role each section of this document plays in defining the long-term vision of Pomona which will guide “City Actions” (such as capital improvements, programs, and incentives) and “Regulations” (such as zoning codes and ordinances) to direct public resources and private investment toward achieving that vision.

### SECTION 1: INTRODUCTION

The purpose of this introductory chapter is to:

- Explain the purpose and legal requirements of the General Plan.
- Describe how to use the document.
- Establish the guiding themes of the community’s vision for the future of Pomona.
- Outline the organization of the Plan to present how state requirements and guiding themes are addressed within this document.
- Provide an overview of how the General Plan goals and policies are organized and how General Plan topics address various aspects of the overall vision. The complete list of goals and policies can be found in Section 8. Implementation.

### SECTION 2: HISTORY OF DEVELOPMENT

This section outlines the forces that have shaped Pomona’s past, leading to the physical conditions that characterize the City at the time of this Plan’s adoption.

### SECTION 3: POMONA TODAY

This section establishes a baseline of the current physical structure and function of Pomona. As change occurs, the community can measure those changes against these conditions.

### SECTION 4: GUIDING FORCES & OPPORTUNITIES

This section presents an overview of current and future forces of change anticipated at the time of this Plan’s adoption. The goals and policies throughout this document are tailored to take best advantage of these forces to achieve the vision of the Plan.

### SECTION 5: STABILITY & CHANGE

This section identifies how much potential for change exists throughout the City. This pattern, or framework for change, can be used to determine the most efficient use of limited City resources. The goal is to direct growth and instigate change in a way that will make the most of the value already in place throughout the City.

### SECTION 6: POMONA TOMORROW

This section establishes the overall vision of the future as expressed through a physical city structure diagram and a strategy framework to achieve the vision. It defines the future role of different areas of the City and describes the overall character that the community envisions for each area. This section is the foundation for all other sections of the Plan.

### SECTION 7: PLAN COMPONENTS

In contrast to the overall vision of the future City outlined in Section 6, this section outlines approaches to improve specific functional aspects of the City. The following City-wide components serve the future City structure established in Section 6:

- A. Land Use & Density
- B. Economic Development
- C. Open Space Network
- D. Mobility & Access
- E. Conservation
- F. Community Design
- G. Noise & Safety

### SECTION 8: IMPLEMENTATION

This section contains the formal actions that the City will perform to achieve the vision established in this Plan. This includes:

- A. The formal process for implementing and amending the General Plan
- B. Identification of focus areas which require specific planning outside of the General Plan.
- C. A list of programs that the City will use to implement the General Plan, including the Housing Plan, which presents a comprehensive set of policies and actions to address the City’s housing needs.
- D. The list of goals and policies which establish specific steps to implement the Plan.

## GUIDING THEMES

The guiding themes outline the community's definition of a prosperous future. They also lay the foundation for the General Plan's policy framework. They build on major points of agreement that emerged from community discussions about valued qualities of Pomona, hopes and aspirations for the future, and strategies for achieving the vision.

Overall, the Plan emphasizes a renewed Downtown and redefined corridors, it proposes focus areas and activity centers to help shape and distribute new development, it promotes protecting the character of existing residential neighborhoods, and it outlines the future role and form of Pomona's public realm.

Fig. 1.3 shows how the guiding themes are brought forward throughout the document by identifying which sections of the document address each guiding theme.

		Guiding Themes								
		1) Diversity	2) New Opportunities	3) Economic Prosperity	4) Neighborhoods	5) Heritage and Culture	6) Nature and Open Spaces	7) A Safe Community	8) A Dynamic Center	9) Vision and Excellence
Pomona Tomorrow	History of Development			●	●					
	Pomona Today	●		●	●	●				
	Guiding Forces & Opportunities	●	●	●						●
	Stability & Change	●								
	Strategic Action Areas	●	●	●	●		●	●	●	
	Activity Centers	●		●		●			●	
	Transit Oriented Districts	●		●	●					●
	Special Campuses	●								●
	Neighborhood Edges	●		●	●		●			
Plan Components	Urban Neighborhoods	●				●				
	Workplace District Edge	●							●	
	Workplace Districts	●							●	
	Residential Neighborhoods	●			●	●				
	Land Use & Density	●	●	●	●					●
	Economic Development	●	●	●		●			●	●
	Open Space Network	●					●			
	Mobility & Access	●	●	●			●		●	
Implementation	Conservation					●	●			
	Community Design					●	●	●	●	●
	Noise & Safety							●		
	Healthy in Pomona							TBD		
Implementation		●	●	●	●	●	●	●	●	●

FIG. 1.3: GUIDING THEMES AND GENERAL PLAN CONTENT

The guiding themes are as follows:

1. A Diverse City with a Complete Array of Uses and Amenities for Local and Regional Needs.

Pomona is a dynamic and varied place that has evolved over its 150-year history. The City's historic Downtown origins and the pattern of diverse districts that incrementally grew out from it distinguish Pomona from the more recent master-planned cities in the region. The General Plan embraces Pomona as a flourishing City with a full complement of urban components – residential, commercial, industrial and civic activity, schools and universities, medical services, parks and open space, and established infrastructure. Future development will be complementary to the community fabric and coordinated with new parks, amenities, and infrastructure to ensure balance and livability.

2. A Development Plan Responsive to New Opportunities That Embrace Change and Innovation.

A recurring theme throughout Pomona's history is the embrace of change. Over the decades, Pomona has successfully capitalized on trends in transportation, technology, industry, culture, education, and housing. Examples of the City's industrious spirit include the establishment of an innovative municipal water well and distribution system in the late 1800s that instigated the first business boom, and the cutting-edge aerospace industry of the 1960s and 1970s.

The citizenry's enthusiasm for progress and improvement continues today. The General Plan focuses on capturing the spirit of innovation in a development plan responsive to new opportunities. Aging areas will be redeveloped in step with contemporary trends and community needs, and neighborhoods and districts will be woven together for improved accessibility and connectivity.

3. Economic Prosperity via Strategic Development in Downtown, the Corridors, Transit Oriented Districts, and Centers

With strategic planning, the diversity of economic development opportunities in Pomona will yield stable, sustained, long-term growth.

Downtown is the rail-served historic center of commerce and government, and now offers a growing arts community and antique district along with higher education facilities, emerging entertainment venues, and new higher density housing.

The once flourishing commercial "strip" development patterns along the corridors are no longer in line with contemporary developer and consumer preferences; as a result, they have become less attractive to new investment and national tenants. Restricted to a limited set of uses, the corridors currently have limited options to respond to market trends. Despite these barriers to new investment, the corridors offer significant potential for change in support of economic prosperity.

Unique development opportunities exist throughout the City, especially in areas served by transit, at regional gateways associated with freeways, and at special sites such as the Fairplex and Lanterman Developmental Center. Pomona's industrial lands were once largely focused on warehouse uses. With these uses attracted to more abundant and less expensive industrial land in neighboring cities to the east, Pomona's industrial lands also offer opportunity for new employment generation.

General Plan policies will focus on strategic infill development and land re-use as only 600 acres (5%) of the City remain vacant. Downtown will be reinforced as the mixed-use heart of the City, taking advantage of its pedestrian orientation and strong transit service. Higher density, mixed use, walkable development will cluster around transit stations. Aging commercial corridors will be transformed with new commercial development in freeway-accessible locations and new mixed-use and residential development where commercial development has become obsolete. Corridor redevelopment combined with streetscape enhancements will functionally and visually connect Pomona's neighborhoods to the City's center. Areas with major City assets and properties with significant potential for change will be powerful catalysts in the City's overall economic development strategy.

#### **4. A City with Neighborhoods Where People Thrive**

Pomona is a community with diversity and energy, where people from a variety of backgrounds and cultures live, work, raise families, learn and contribute to society. Progress relies on healthy neighborhoods that possess the physical and social elements for adults and children to thrive. Pomona is a place for “life-long living,” where diversity in housing and activity serves people throughout the successive life stages. A premise of the General Plan is that facilities used on a frequent basis—such as stores, schools, parks, community centers and transportation facilities—should be easily accessible to residents. Of equal importance is maintaining the character of single-family neighborhoods and improving older neighborhoods. The General Plan addresses the special health, safety, and environmental needs of Pomona’s various communities. Another important component will be provisions for engaging the diversity of community members in neighborhood planning and decision-making.

#### **5. A Community That Celebrates and Protects its Living Heritage and Culture**

Pomona’s culture and environment are steeped in heritage and tradition, which is reflected in the abundance of historic buildings, the popularity of the designated historic neighborhoods, and interest in the Downtown’s renaissance. Heritage and culture are part of the urban fabric that makes Pomona a distinctive place to live and work. Land use and community design policies in the General Plan are predicated on protection of significant historical resources and compatible integration with new development. The Community Design Component establishes the policy framework to ensure that these valued qualities endure for future generations. The varied backgrounds and experiences of Pomona’s citizens also contribute significantly to the City’s vibrant culture. Therefore, embracing inclusiveness in community planning is also integrated within General Plan policies.

#### **6. A City Tempered by Nature, Open Spaces, and Beautiful Tree-Lined Streets**

Pomona is blessed with beautiful mountain views as well as natural open spaces and hillsides in the western part of the City. Parks, green spaces, and an abundance of beautiful street trees are important qualities of Pomona’s environment. Because the City is largely urbanized, protecting and expanding the presence of nature and open spaces is a priority in the General Plan. In addition to environmental benefits, parks with community-oriented facilities are important for the health and recreational needs of Pomona’s youth and adults alike. Attractive streetscapes integrating adequate sidewalks, landscaped medians and parkways, buffering for residential uses, and other amenities—constructed with reliable long-term maintenance systems—are essential to complement corridor land use changes. These over-arching goals guide policies for park improvements, preservation of natural open spaces, and streetscapes endowed with trees and vegetation in the General Plan.

#### **7. A Safe and Secure Community with a Proactive Approach to Public Safety**

Sustaining Pomona’s progressive commerce, nurturing its cultural richness, and supporting pleasant, active and clean neighborhoods requires the maintenance of safe living conditions. People in all parts of Pomona need to feel safe and confident. Planning for a secure environment entails crime reduction, crime prevention, and addressing perceptions and fears. The General Plan policy framework addresses crime from various perspectives, first and foremost through strengthening Pomona’s sense of community and positive image. This is supported by code enforcement, redevelopment of declining and blighted areas, crime-deterring design, open space design, public safety service standards, alternative activities for youth as diversions from gang activity, job creation, crime-free parks and gathering spaces, and multi-agency cooperation. Finally, public safety and security issues, such as natural hazards and noise, are also considered in the General Plan. Circulation planning proactively addresses safety related to infrastructure for safe walking, bicycling and driving.

## **8. A Dynamic Regional Center for Commerce, Education, Health Care, Culture, and Entertainment**

Revitalization of Downtown, the corridors, and employment and special project areas, combined with growth of major institutions, will result in a prosperous and thriving city. Private investment and economic specialization is valued in this community-driven effort, as is coordinated leadership of civic stakeholders and officials. As commerce, productivity, and innovation grow in newly renovated districts, the City will regain its status as a dynamic regional center, a place where people and businesses gravitate. Part of this renewed regional role involves collaboration with nearby cities and regional governments on sustainable economic development strategies as well as with environmental stewardship.

## **9. A Commitment to Vision and Excellence**

Leadership and high quality standards will direct Pomona's development efforts. The community expects that changes will substantially improve the City's environment, its physical appeal, and its quality of life. Development-related decisions are to be predicated on progress as well as expecting and requiring the best. Commitment to high quality projects and programs will give large and small investors alike the confidence to move forward; the resulting community benefit and pride will set the stage for further efforts. City officials are committed to the development vision established by the General Plan and will hold steadfast to the vision when faced with potential conflicting options.

# **GOALS & POLICIES**

## **PURPOSE OF GOALS & POLICIES**

**Goals:** Goals articulate the City's overarching principles and philosophy.

**Policies:** Policies represent commitments to specific actions and set the parameters for actual implementation steps to be taken by the City to achieve goals. They may refer to existing programs or call for establishment of new ones.

The goals and policies are statements adopted by the City Council to present a vision of Pomona that the General Plan seeks to achieve. They also provide protection for the City's resources by establishing planning requirements, programs, standards, and criteria for project review.

Explanatory material accompanies some policies. This explanatory material provides background information or is intended to guide Plan implementation. The use of "should" or "would" indicates that a statement is advisory, not binding. Due to the broad brush nature of a General Plan, policy details are resolved as part of Plan implementation.

## **ORGANIZATION & OVERVIEW OF GOALS & POLICIES**

Goals and policies are organized under two main sets of headings:

### **Section 6. Pomona Tomorrow:**

Place types (6-A to 6-G) defining Pomona's future **Physical Structure**

### **Section 7. Plan Components:**

Specific components (7-A to 7-G) addressing how the **City Functions**

The complete list of goals and policies can be found in the Section 8. Implementation. The chart on the following pages provides a general overview of the overall distribution of goals and policies. It also provides cross references for the relationship between goals and policies and various sections of the General Plan document.

## Goals & Policies Organization



### CROSS REFERENCE →

Activity Centers	Transit Oriented Districts	Special Campuses	Neighborhood Edges	Urban Neighborhoods	Workplace Districts	Residential Neighborhoods	Land Use & Density	Economic Development	Open Space Network	Mobility & Access	Conservation	Community Design	Noise & Safety
6-A	6-B	6-C	6-D	6-E	6-F	6-G	7-A	7-B	7-C	7-D	7-E	7-F	7-G
<b>SECTION 6. POMONA TOMORROW: 84 GOALS &amp; 140 POLICIES</b>													
<b>6-A ACTIVITY CENTERS: 8 GOALS &amp; 17 POLICIES</b>													
General	●	●	●				●	●	●	●	●	●	●
City Center/Downtown	●	●	●	●			●	●	●	●		●	
Regional Centers	●						●	●				●	●
Neighborhood / Community Centers	●					●	●	●	●	●		●	●
<b>6-B TRANSIT ORIENTED DISTRICTS: 24 GOALS &amp; 34 POLICIES</b>													
General		●					●	●	●	●	●	●	●
Downtown	●	●	●		●	●	●	●	●	●	●	●	
Other (Holt @ SR71 & Indian Hill, SR60/SR71)		●	●	●	●		●	●	●	●	●	●	
North Metrolink Station		●	●	●					●	●	●	●	
Hospital/Medical Institutions		●	●	●	●			●	●	●	●	●	
Lanterman Center	●	●	●	●	●			●	●	●	●	●	
<b>6-C SPECIAL CAMPUSES: 10 GOALS &amp; 16 POLICIES</b>													
General	●	●	●	●							●		
Civic Center	●	●	●	●						●	●		
Fairplex	●	●	●	●					●	●	●	●	
Cal Poly Pomona	●	●	●	●			●	●	●	●	●		
<b>6-D NEIGHBORHOOD EDGES: 20 GOALS &amp; 37 POLICIES</b>													
General	●	●		●	●		●	●	●	●	●	●	
Downtown Gateway	●	●	●	●	●				●	●	●	●	
Mixed Use Blvd.				●	●				●	●	●	●	
Workplace Gateway		●		●	●				●	●			
Neighborhood Blvd.				●	●				●	●			
Secondary Corridors				●					●	●			
<b>6-E URBAN NEIGHBORHOOD: 4 GOALS &amp; 5 POLICIES</b>													
		●				●	●	●	●				
<b>6-F WORKPLACE DISTRICTS: 8 GOALS &amp; 22 POLICIES</b>													
		●	●				●	●	●	●			
<b>6-G RESIDENTIAL NEIGHBORHOODS: 10 GOALS &amp; 8 POLICIES</b>													
	●	●		●	●	●	●	●	●	●	●	●	

## Goals & Policies Organization



### CROSS REFERENCE →

	Activity Centers	Transit Oriented Districts	Special Campuses	Neighborhood Edges	Urban Neighborhoods	Workplace Districts	Residential Neighborhoods	Land Use & Density	Economic Development	Open Space Network	Mobility & Access	Conservation	Community Design	Noise & Safety
	6-A	6-B	6-C	6-D	6-E	6-F	6-G	7-A	7-B	7-C	7-D	7-E	7-F	7-G
<b>SECTION 7. PLAN COMPONENTS: 114 GOALS &amp; 277 POLICIES</b>														
7-A LAND USE : 4 GOALS & 4 POLICIES														
	•	•	•	•	•	•	•	•	•		•	•	•	•
7-B ECONOMIC DEVELOPMENT: 14 GOALS & 25 POLICIES														
	•	•	•	•	•	•	•	•	•	•	•	•	•	•
7-C OPEN SPACE NETWORK: 21 GOALS & 36 POLICIES														
Parks, Recreation, and Open Space	•	•	•					•	•		•			•
Streetscape Improvements	•	•	•	•				•	•		•		•	
Gateways, Landmarks, Wayfinding, and Public Art	•	•	•	•							•		•	
7-D MOBILITY & ACCESS: 28 GOALS & 69 POLICIES														
Regional Transportation		•		•					•	•	•	•		•
Local/City-Wide Transportation										•		•		
Street System		•		•				•		•	•	•		•
Traffic Calming				•				•		•	•	•		
Public Transit	•	•	•	•					•	•	•			•
Pedestrian Circulation	•	•		•				•		•	•			•
Bicycle Circulation		•								•	•			•
Transportation Demand Management and Parking	•	•		•					•		•			•
7-E CONSERVATION: 21 GOALS & 38 POLICIES														
Environmental Sustainability			•					•		•	•	•	•	•
Biological Resources and Habitat											•			
Air Quality		•							•		•	•		
Water Resources										•	•	•		•
Solid Waste											•			
Energy		•						•		•	•	•		•
7-F COMMUNITY DESIGN: 11 GOALS & 47 POLICIES														
Building, Site, and Landscape Design	•	•	•	•	•	•	•	•	•			•		•
Hillside Development								•				•		
Sustainable Development												•	•	
Historic Preservation		•						•				•		
Public Art												•		
7-G NOISE & SAFETY: 15 GOALS & 57 POLICIES														
Noise				•										•
Crime and Gang Prevention	•	•	•	•								•		•
Fire									•					•
Seismic, Geologic and Soils Hazards														•
Hazardous Materials														•
Flooding														•
Emergency Preparedness														•
Other														•

## **RELATED STUDIES (SEPARATELY BOUND)**

As part of the General Plan preparation, several technical studies were conducted to document existing conditions, and analyze prospects for economic development, community character and growth, and development alternatives. Studies that were prepared include:

- Existing Conditions, Opportunities and Challenges; May 2004
- Focused Survey of Potential Historic Districts; September 2004
- Draft Guiding Themes; November 2004
- City Form and Revitalization Concepts; July 2005
- Draft Preferred Plan; February 2006
- Fiscal Analysis; May 2006
- Market Analysis; March 2010
- Draft Environmental Impact Report; February 2007/August 2013
- Final Environmental Impact Report; Summer 2007 / 2011 /Fall 2013

Additionally, reports on community workshops, stakeholder meetings and several newsletters were prepared.

While these background studies and environmental documents have guided Plan preparation, they do not represent adopted City policy.

## EARLY HISTORY

Pomona's early history can be roughly divided into three periods: early inhabitant/prehistoric, Spanish/Mexican, and American. Native Americans associated with Shoshonean linguistic stock settled the area that would eventually become known as Pomona 3,000 to 4,000 years prior to the arrival of the Spanish in California. The Spanish arrived in 1769 and founded the Mission San Gabriel with the goal of converting and acculturating the native population to Christianity and industry.

When Mexico gained independence from Spain in 1822, the governor of California, Jose Figueroa, and his successors began apportioning vast tracts of the mission lands. In 1837, Don Ygnacio Palomares and Don Ricardo Vejar received a land grant that established the enormous Rancho San Jose, encompassing all of present-day Pomona, La Verne, Claremont, San Dimas and Glendora. Later, Luis Arenas joined Palomares and Vejar and the three gentlemen were given additional land encompassing parts of what is today Covina and Azusa.

In 1848, the area fell under American rule and the large ranch properties of the Mexican days were resurveyed with Palomares and Vejar retaining their original land grant, townships were established, and new taxation systems implemented. The 1850s were a time of prosperity and new settlers to the area; however, the 1860s was a decade of floods, drought, locusts and smallpox epidemics. Vejar lost much of his land and Palomares was forced to sell off parts of his property. Louis Phillips purchased Vejar's Ranch in 1864 where he built a home (The Phillips Mansion - now owned and protected by the Historical Society of Pomona Valley) and encouraged others to settle near him. Phillips sold a portion of the land to William Rubottom, who founded the village of Spadra in 1866 (along Pomona Boulevard near Highway 57 in the western portion of today's Pomona).

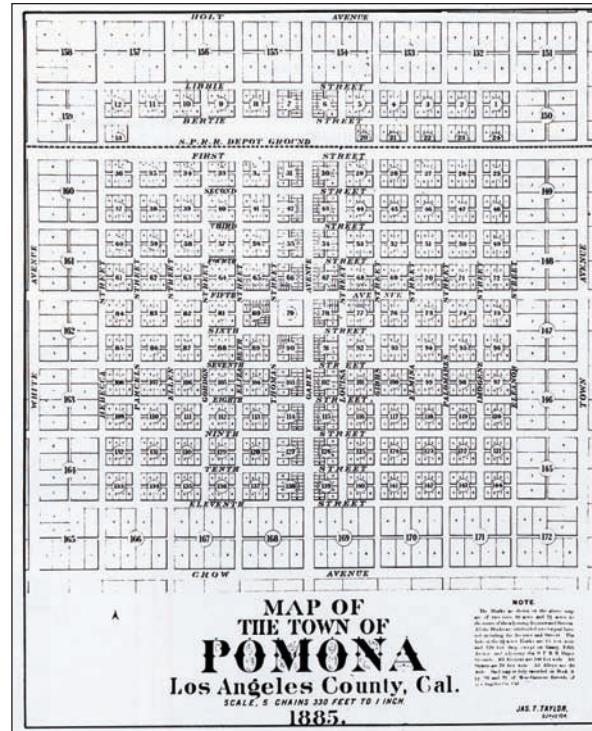
## THE RAILROAD ERA

The railroad was the foundation and impetus for the development of today's Pomona. In 1872, a committee of 30 Los Angeles County residents (including Louis Phillips and his neighbors) was formed to offer incentives to the Southern Pacific Railroad to extend to the Pomona Valley, succeeding in 1874 with a combination of \$600,000 cash and land. Spadra was its initial terminus and became a thriving village until the railroad was extended to Colton in 1875. In response, a group of local settlers organized under the banner of the Los Angeles Immigration and Cooperative Land Association and purchased land for a new townsite around the new train station that eventually became today's downtown Pomona. Under the leadership of Thomas Garey, the Association plotted a one square mile townsite and developed Pomona's first streets, including the two-mile long Garey Avenue, and buildings, including the railroad depot and Palomares Hotel. A land auction was held in 1876 to sell the new townsite lots. Spadra's commercial base began to decline, and its post office was relocated to be closer to the new depot. The new town developed an economy based on the citrus industry begun by Cyrus Burdick, Charles Loop, Alvin R. Meserve, Francisco Palomares and Patrick C. Tonner, and continued through the efforts of Thomas Andrew Garey. In a competition to name the town, nurseryman Solomon Gates won a parcel of land for proposing "Pomona" after the Roman goddess of fruit.

Pomona's early years were difficult. Drought and water shortages forced settlers to sell and move, nearly dooming the new town. While the potential for a new and prosperous city was there, it could not be realized without reliable water supplies. In response, two new arrivals to the area with vision and financial backing – Rev. C. T. Mills and M. L. Wicks – formed the Pomona Land and Water Development Company and purchased nearly 12,000 acres of land in the valley along with all water development rights. The company drilled a series of wells and built a pipeline to the town and surrounding farm lands, creating a new start for Pomona and ushering in the first true boom period. Pomona's population grew from 200 in 1882 to 2,300 in 1886. By 1886 there were 98 businesses.

Two years later, with 4,000 residents, the City of Pomona was incorporated in 1888 as the fifth largest city in Los Angeles County. At that point, the community boasted a city hall and jail; doctors and dentists; several schools; its own locally elected constable; a fire department; ten churches; a semi-private town library; three weekly newspapers; and the newly founded Pomona College. It had also become the western anchor of the citrus growing Inland Empire region, one the fastest growing urban regions in the United States. The railroad depot and well-developed surrounding townsite and its compact grid of streets (Fig. 2.1) also established Pomona's role as a business and manufacturing center—a role that would continue to grow. The City's development pattern of businesses, institutions, and homes clustered closely around the depot was an early form of "transit-oriented development" (Fig. 2.2). In the late 19th century, citrus groves quickly began to dominate the area, giving the town a garden city character. Commercial groves were more common in the northern portion of the City while smaller family farms and gentleman-farming operations were prevalent in the south.

In 1900, there were fewer than 6,000 people living in the City. Prosperity from citrus and industry allowed the young City to invest in public buildings and lands. The residents were served by four banks, two building and loan associations, a sanitation system, a high school, a new library, Central and Ganesha Parks, and a new depot and connection to the Salt Lake Railroad (now the Union Pacific). Stately homes began to line the wider boulevards like Holt Avenue (Fig. 2.3). The next decade saw the population more than double, the organization of a police force, the dedication of a new city hall, the adoption of a new charter providing for a mayor and city council, the 1911 inauguration of Henry E. Huntington's Pacific Electric Railway, an electric interurban connection (a.k.a. the "Red Car") to downtown Los Angeles (Fig. 2.4), and many other advancements in infrastructure. Pomonans embraced the Progressive movement and supported bills on temperance and suffrage. As auto ownership became popular, downtown became a bustling urban center (Fig. 2.5), Pomona grew as a home to new residential subdivisions such as Lincoln Park and was firmly entrenched



**FIG.2.1: COMPACT GRID OF STREETS SURROUNDING THE RAILROAD DEPOT (1885)**



**FIG.2.2: DEVELOPMENT CLUSTERED AROUND THE DEPOT**

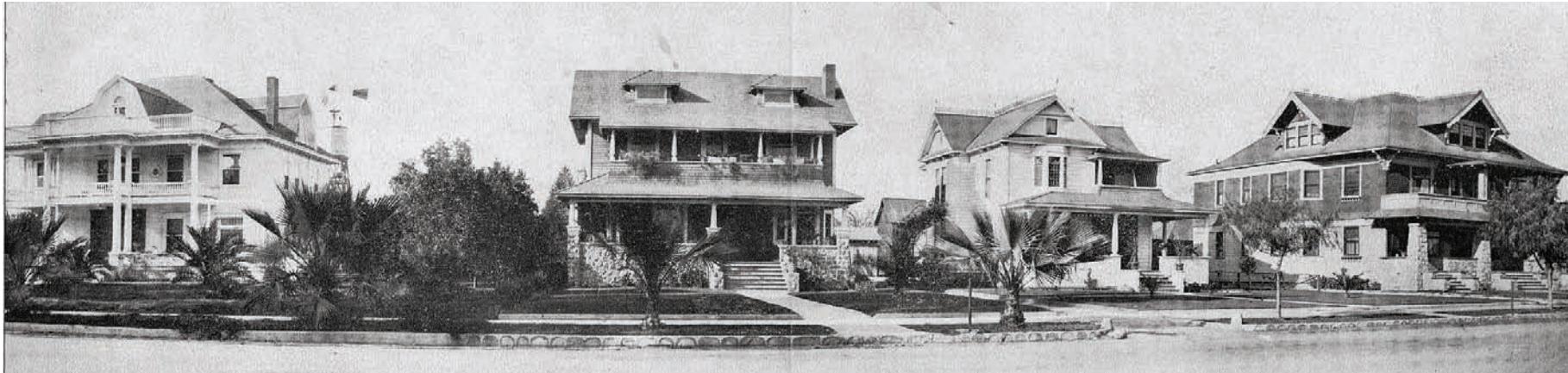


FIG.2.3: STATELY HOMES ALONG HOLT AVENUE (1906)

in the rapid growth and development of the Southern California region. In 1922, Pomona residents organized the first Los Angeles County Fair and the downtown YMCA was constructed. Pomona improved its regional and national access via U.S. Highway 66 (along Foothill Boulevard) when it was established as one of the first US transcontinental highways connecting Los Angeles to Chicago beginning in 1926. In 1931, the Fox Theatre became the center of the City's nightlife. Meanwhile, the region looked forward and developed the 1929 "County of Los Angeles Regional Plan of Highways – Section 2E San Gabriel Valley" (Fig. 2.6) in which "Major Highways" such as Garey Avenue, Holt Avenue and others would be widened to 100 feet, and "Secondary Highways" such as Reservoir Street and Phillips Avenue would be widened to 80 feet<sup>1</sup>. By this time, Pomona's population had grown to 25,660 people.

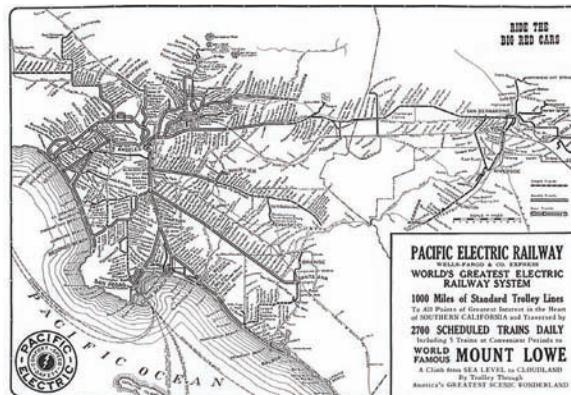


FIG.2.4: ELECTRIC INTERURBAN CONNECTION TO DOWNTOWN LOS ANGELES (1911)



FIG.2.5: SECOND STREET IN DOWNTOWN

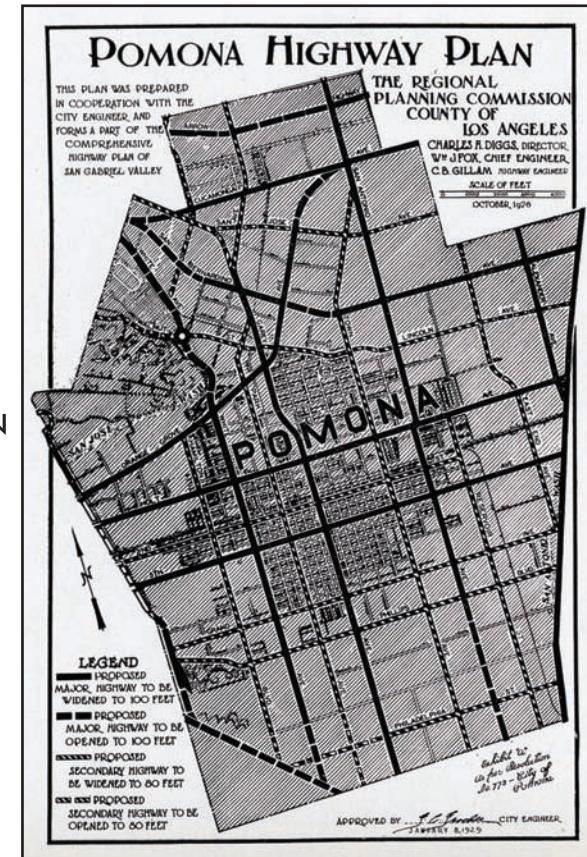


FIG.2.6: COUNTY OF LOS ANGELES REGIONAL PLAN OF HIGHWAYS (1929)

## WAR AND POSTWAR: YEARS OF RAPID GROWTH

As in much of the country, the approach of World War II brought Pomona out of the Depression and into a new era. Civilian efforts, such as blood drives and recycling, became a large part of daily life in the City. Pomona had its own fighting unit, Company F, which lost a total of 40 men during the war. Additionally, of the 7 to 8 million military personnel who passed through California on the way to the war's Pacific Theater, many had an impact on the local economy. Troops from other parts of the country were temporarily stationed at the county fairgrounds and at the Kellogg Ranch. In addition to their use as a training center, the fairgrounds served as a temporary detention center for Japanese Americans until they could be relocated further inland for the duration of the war. Thousands of civilians flooded into Pomona looking for war-time related work, including that created by the nascent aerospace industry in Southern California, which went on to expand over several decades.

As vacancy rates decreased from 5.15 percent to 1.25 percent, the need for housing prompted the Chamber of Commerce to organize the Pomona Valley War Housing Center in 1943.<sup>2</sup> The war marked a historical turning point in Pomona's population growth rate, accelerating it sharply through the remaining decades of the century (Fig. 2.7)

The economic boom of the postwar period uncapped the pent-up demand of Americans' material aspirations following the lean years of the Depression and World War II (Fig 2.8). A tremendous demand for new homes challenged builders to get the product out as quickly as possible at an affordable price. Tract homes were sold to first-time buyers as simple, bare-bones structures requiring about six weeks to complete — less than half of the prewar construction time.<sup>3</sup> To be both affordable to buyers and profitable for builders, the houses had to be repetitive in their construction and built on flat, inexpensive land. In Pomona, land formerly occupied by citrus crops was well-suited to this purpose (Fig 2.9). Between 1959 and 1963, Pomona issued permits for more dwelling units than any other city in the San Gabriel Valley as it converted 43% of its agricultural land to residential development<sup>4</sup>.

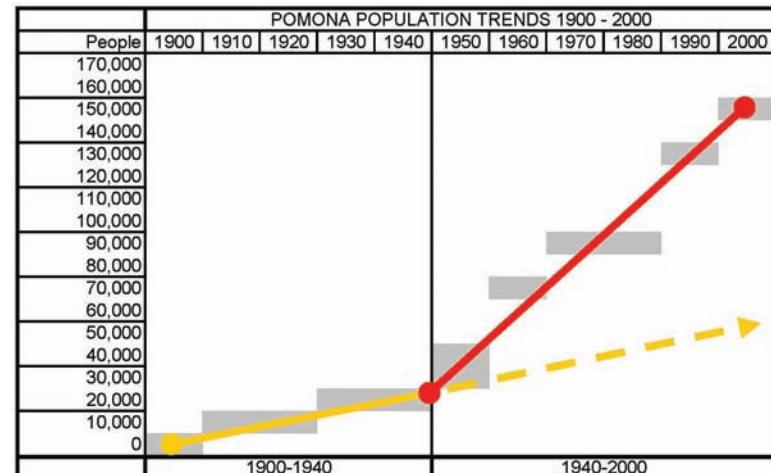


FIG.2.7: POMONA'S HISTORIC GROWTH RATE



Image: LIFE Magazine

FIG.2.8: ECONOMIC BOOM OF THE POSTWAR PERIOD

The landscape of post-war Pomona was shaped not only by the influx of new housing tracts replacing agricultural lands, but by widespread automobile ownership coupled with expansion of the highway network that enabled them as well. Pomona's Pacific Electric "Red Car" interurban service on the San Bernardino line had already been cut back in 1941. Throughout America, the introduction of the personal automobile and the construction of the interstate highway system changed the nature of urban growth. Because of the increased mobility afforded to car owners, cities like Pomona became less dense and more prone to sprawl as more and more families opted to live on the peripheries rather than in the crowded downtown centers. With the opening of Pomona's segment of the San Bernardino Freeway in 1954, tract developments drew middle-class buyers from within what seemed an easy drive from central Los Angeles, leapfrogging closer suburbs not as conveniently freeway-connected (Fig. 2.10). More than 40% of the new arrivals commuted 15 to 45 miles to work by car, compared to the national average of 10 miles of travel per day<sup>5</sup>. Soon, some of this first wave of arrivals found that the daily commute to downtown Los Angeles was too long, and a few moved back, closer to the center.

Even before this readjustment, growing the employment sector within the City had been a key Chamber of Commerce focus during and after the War. In 1946, a large General Dynamics plant was built in the western end of the City, and even though Pomona was located near major rail trunk lines and within 45 miles of major port facilities at San Pedro and Long Beach, the company's president stated, "One of the key factors that helped determine Pomona as the site for our new 100,000 square foot engineering building was the area's ideal living and working conditions. We have found that people like to live here and to send their children to our excellent schools. I am certain that this is one of the significant reasons why our personnel turnover is low."<sup>6</sup> Areas of industrial growth filled in along Pomona's train lines, in some cases awkwardly in and among older residential blocks.



**FIG.2.9: LAND FORMERLY OCCUPIED BY CITRUS CROPS NOW USED FOR HOUSING (1955)**

Valwood Estates Sales Brochure circa 1954

**FIG.2.10: FOR DAILY COMMUTE REDUCTION, A SMALL AMOUNT OF THE POPULATION MOVED CLOSER TO THE CENTER**

The new auto-oriented lifestyle also expanded retailing opportunities beyond the downtown. In Pomona, growing portions of North and South Garey Avenue, Holt Avenue, Mission Boulevard, Indian Hill Boulevard and Foothill Boulevard became settings for commercial "strip" development, where low rise commercial buildings (sometimes in converted homes) fronted by parking lots and tall, eye-catching signs competed for the attention and expenditures of motorists (Fig. 2.11). A congressional stimulus act of 1954 changed the IRS tax code to allow depreciation of commercial buildings to fall from 40 to 7 years, setting off a nationwide boom in quickly and cheaply constructed strip developments – lasting until depreciation was restored to 39 years in 1986<sup>7</sup>. Meanwhile, Pomona's historic downtown, with its concentration of old shops and businesses located along Second Street (not to mention, lack of adequate parking), began to seem out-of-date and unattractive to many new residents. Visionary downtown merchants responded in 1962 by privately funding and building a nine-block pedestrian mall on Second Street, the first of its type west of the Mississippi (Fig. 2.12). However, with competition from strips and new freeway-located malls with abundant parking, sales began to decline within 3 years. By 1972, 42 of the mall's 111 stores were vacant and the nearby Montclair Plaza mall, located on an I-10 interchange, was attracting 36% of Pomona shoppers<sup>8</sup> (Fig. 2.13). Second Street was re-opened to car traffic in 1984.

Pomona continued to mature by expanding local government facilities and programs and developing its infrastructure and cultural identity as a youthful, family-oriented community. Among its many new institutions, a branch of the California State Polytechnic College was opened on the Kellogg Ranch property in 1956. Planning for County offices to locate downtown began in 1953, culminating in the construction of the County Courthouse and Civic Center complexes between 1962 and 1966 (Fig. 2.14). Overall, the postwar period ended for Pomona on a positive note, but subsequent decades were less prosperous. The suburban expansion brought about many changes that would irreversibly transform the character of the once-rural town and its lively center. Over the next several decades and into the present, Pomona has been forced to confront the social and economic problems that originated during this period.



**FIG.2.11: "STRIP" DEVELOPMENT ON HOLT AVE. (1967)**



**FIG.2.12: PEDESTRIAN MALL ON SECOND STREET (1963)**



**FIG.2.13: MONTCLAIR PLAZA MALL UNDER CONSTRUCTION (1960'S)**



**FIG.2.14: COUNTY COURTHOUSE AND CIVIC CENTER (1960'S)**

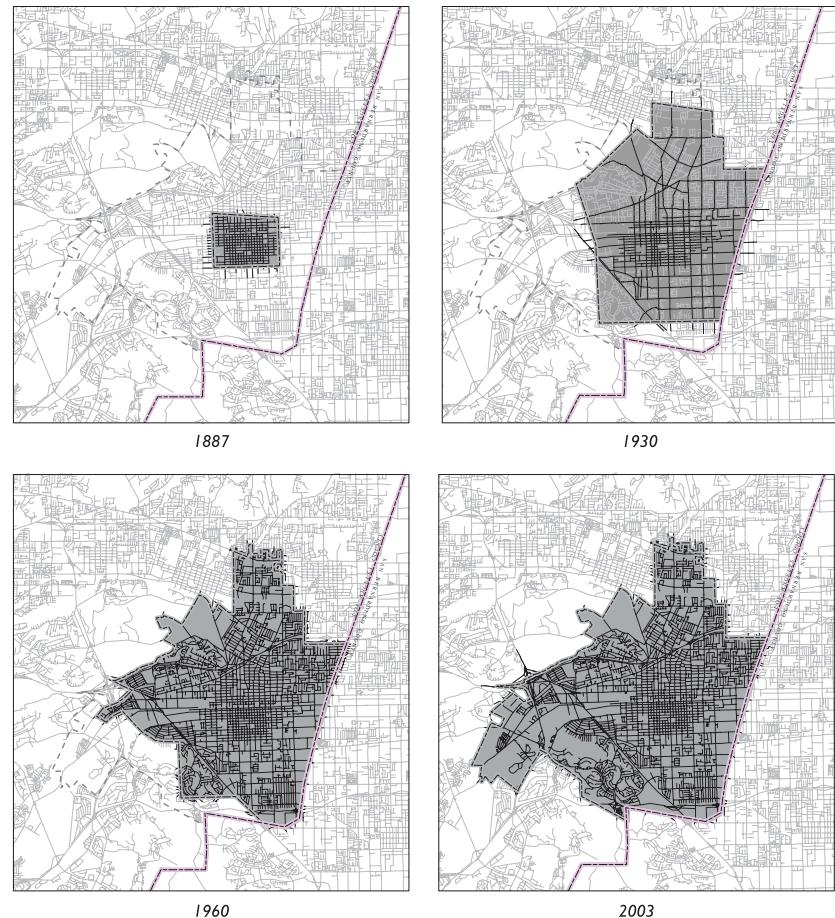
## THE MATURE AND BUILT-OUT SUBURB

By the 1960s and 1970s, Pomona was an urbanized, well-developed city with established neighborhoods, a diverse population, an active employment base, full-service financial and administrative businesses, a strong local government, and diverse retail shops and services. In 1963, the City adopted the first Master Plan to respond to the rapid growth of the City - later updated in 1976 as the Pomona General Plan. By the mid-1970s, the freeway network expanded with links to Orange County and other foothill communities; at this time, freeway congestion was still relatively infrequent. However, the 1976 General Plan was already concerned with the challenges of maturity, especially protecting neighborhoods from the negative effects of automobile traffic such as noise, traffic intrusion into residential areas, and air pollution. Also by this time, the majority of the valley area lands had been fully developed, leaving only the hilly Phillips Ranch area and the Mountain Meadows area for large-scale master-planned subdivisions that followed (Fig. 2-15).

Pomona has changed considerably since the 1976 General Plan was adopted. The population grew from 87,400 in 1970 to 162,000 in 2006, at nearly double the rate of population growth in Los Angeles County as a whole. The ethnic composition of the City's population dramatically changed from 46.71% Non-Hispanic White and 30.5% Hispanic as identified in the 1980 census to 17.48% Non-Hispanic White and 64.47% Hispanic in the 2000 census<sup>9</sup>. Its socioeconomic composition has similarly changed in the same period, as evidenced by the 1980 to 2005 poverty level of residents increasing by 18% or 22,648 persons<sup>10</sup>.

The 1976 General Plan had envisioned the City's remaining proportion of vacant land shrinking from 19% of all City lands to 0%, with land use growth primarily focused on residential (30% share to 39%), industrial (3% to 11%) and public (15% to 20%) land uses. Of these, the actual land use changes achieved by 2004 manifested as residential (35%), industrial (8%), and public (24%) land uses, with vacant land remaining at 4%. Consequently, the General Plan could be said to have largely succeeded in achieving its intended modifications of the proportions of land use. Because of the significant amount of growth that has occurred since 1976, much of the character of Pomona Today is a reflection of the character of development that began in this period.

In residential use, the Phillips Ranch (Fig. 2.16) and the Mountain Meadows areas have been developed as master-planned communities. With few large sites left for large housing developments, infill and re-use are left as the primary means to provide new housing and employment. Though the amount of industrial land grew substantially from 1976 to the present, transitions in the industrial sector have reduced manufacturing activities in Pomona. Some large-scale industrial employers such as General



**FIG.2.15: GROWTH OF POMONA'S BOUNDARIES AND STREET NETWORK 1887 - 2003**



**FIG.2.16: RESIDENTIAL COMMUNITY ON PHILLIPS RANCH**

Dynamics moved out with employment having grown in the services sector. Retail commercial uses have changed as well, with the development of an auto mall and more recently its recession-related shrinkage, large-format style retail at the Pomona Marketplace and Pomona Ranch Plaza, and the addition of Hispanic-oriented supermarkets and other retail businesses such as Cardenas Markets and El Super. The Pomona Valley Medical Plaza was erected in 1989, substantially expanding the renowned Pomona Valley Hospital Medical Center. Downtown Pomona is undergoing a slow but steady revitalization, most recently accented by the re-opening of the historic Fox Theater as a regional live entertainment venue (Fig. 2.17) to complement a mix of downtown restaurants, clubs, galleries, educational facilities, government offices, and a variety of residences.

As a mature city entering its third century, Pomona faces new challenges. The regional freeway network is frequently congested, and high construction costs, lengthy approvals and lack of federal funds mean that capacity increases will typically be limited to improvements which allow better traffic management of existing infrastructure and supporting multimodal connectivity. Pomona's scarcity of anchored retail centers results in "leakage" of its residents' expenditures to neighboring cities. Pomona is an overall importer of outside resident employees to its in-town higher wage employment but an exporter of lower wage resident workers to jobs outside the City. Maintenance and redevelopment are needed to maintain the City's quality of life. Population pressures mean that Pomona needs to find creative strategies to handle the demands for new housing and services as well as to revitalize areas in decline. Though the City's crime rate has fallen substantially along with the rate in other cities in the region over the last decade, media-driven perceptions of public safety issues continue to affect the City's reputation. The quality and reputation of public schools continue to be a major concern.

In moving forward, the City needs be positioned to adapt to changes in the environment, demographics, lifestyle choices, and industry trends; it must define its role as a leader and business anchor in the San Gabriel Valley and the Los Angeles metropolitan region. The City's efforts will be aided by its assets: its excellent access deriving from its crossroads location among five major freeways, strategically located Metrolink stations, future Metro Gold line and potential High Speed Rail expansions; the presence of Cal Poly Pomona, Pomona Valley Medical Center, Western University of Health Sciences, Fairplex, and other respected public institutions; the unique historic character of downtown and its surrounding neighborhoods; and above all, the enthusiasm, energies and talents of its people.



FIG.2.17: RENOVATED HISTORIC FOX THEATER TODAY

(Endnotes)

- 1 The Regional Planning Commission – County of Los Angeles, A Comprehensive Report on the Regional Plan of Highways – Section 2E San Gabriel Valley (Los Angeles, CA: The Regional Planning Commission - County of Los Angeles, 1929), pp. 124-125
- 2 Gloria Ricci Lothrop, Pomona: A Centennial History (Northridge, CA: Windsor Publications, 1988), pp. 92-93
- 3 Thomas Hine, Populuxe (New York: Knopf, 1987), p. 42
- 4 Lothrop, p. 94
- 5 Ibid, p. 95
- 6 Ibid, p. 96
- 7 Dolores Hayden, Building Suburbia: Green Fields and Urban Growth (New York, NY: Pantheon Books, 2003), pp. 162-3.
- 8 Lothrop, p. 113
- 9 Dowell Myers and Julie Park, Racially Balanced Cities in Southern California, 1980-2000 (Los Angeles, CA: Population Dynamics Group - USC School of Policy, Planning, and Development, 2001), Appendix B
- 10 U.S. Department of Housing and Urban Development, <http://archives.hud.gov/reports/plan/ca/pomonaca.html>

Pomona is part of the uniquely complex and dynamic greater Los Angeles metropolitan region. Located at the easternmost edge of Los Angeles County, it is strategically situated along major highway and rail transportation corridors and is just 10 miles from Ontario International Airport. With an estimated 2006 population of approximately 162,000, it is the fifth most populous city in the county and the fifth oldest.

## PLANNING AREA

The Pomona General Plan applies to all lands within the City's Sphere of Influence. This includes the area within the City boundaries and nearby areas as designated by the Local Agency Formation Commission (LAFCO). The area contained within the City of Pomona boundaries comprises 22.84 square miles, or 14,620 acres. Because Pomona is surrounded by other incorporated cities and San Bernardino County, the unincorporated areas in the City's Sphere of Influence are limited to three small areas totaling 52 acres north of Foothill Boulevard.

## REGIONAL LOCATION AND CONTEXT

As illustrated in Figure 3.1, Pomona is at a prominent location in one of the fastest growing and most diverse metropolitan regions in the country. A short 30 miles from downtown Los Angeles, it is a hub between the eastern end of the San Gabriel Valley (approximately 27 miles from the valley's opposite end in Pasadena) and the western edge of the fast-growing San Bernardino-Riverside region.

Pomona has excellent access, positioned at the confluence of the I-10, SR-57, SR-71 and SR-60 freeways as well as two Union Pacific/Metrolink rail lines, and is just 10 miles west of Ontario International Airport. It is surrounded by the cities of Claremont, La Verne, San Dimas, Walnut, Diamond Bar, Chino and Montclair. The main campus of California State Polytechnic University, Pomona is located just outside the City boundaries between Pomona and Walnut.

Together with other cities in the inland coastal plain of Los Angeles, Orange, Riverside, and San Bernardino counties, Pomona is part of a large ethnically and economically mixed region with some of the best recreational, cultural, educational, and employment opportunities in southern California.

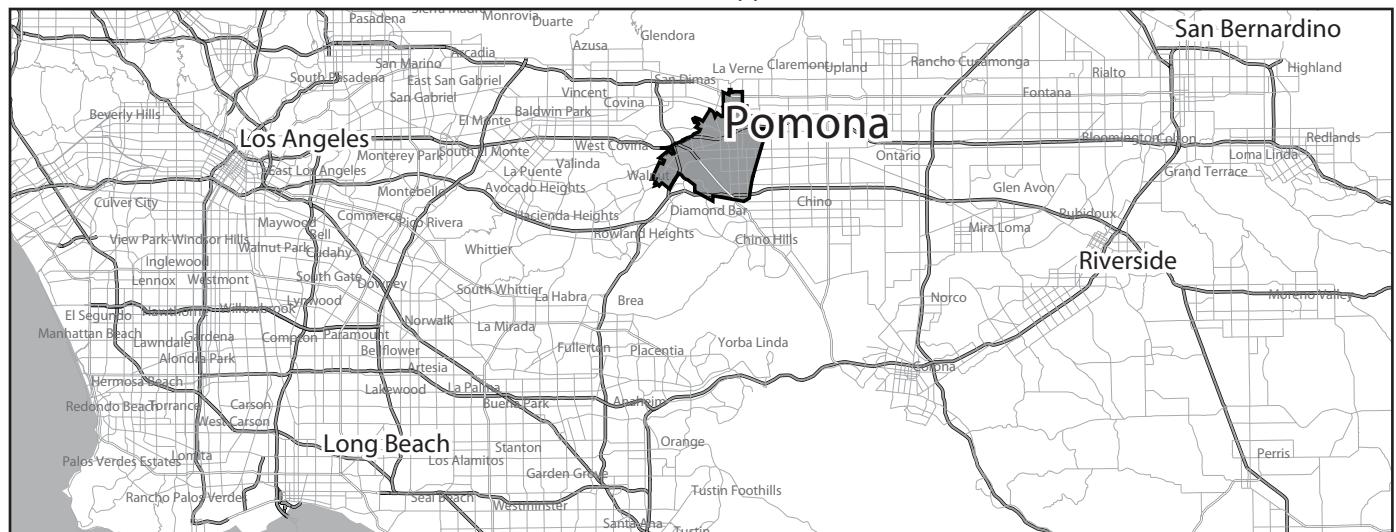


FIG.3.1: POMONA'S LOCATION IN THE LOS ANGELES REGION

## EXISTING CITY PATTERN

Unlike many newer, master-planned communities in the region, Pomona is a truly diverse city with a wide range of social and economic demographics and neighborhood types and ages. Its geography extends across flatlands and hillsides (some unbuildable) and it has an extensive complement of uses, numerous historic buildings and places, and well-established major educational, cultural, medical, and governmental institutions.

The City's historically evolved structure can be seen in its many distinct neighborhoods and districts, which include:

1. A traditional downtown with mixed retail, office, institutional, civic, and residential uses serviced by a walkable grid of streets and blocks;
2. Active industrial and workplace areas serving a wide variety of needs, from incubator office space to warehousing to heavy manufacturing, linked to markets by rail and road;
3. Multiple east-west and north-south commercial arterial corridors;
4. Civic developments and facilities serving a diverse community, including parks, recreation centers, community centers and senior centers, libraries, a downtown civic center, schools and universities, religious institutions, and hospitals;
5. Established residential neighborhoods, ranging from historic to contemporary, with a range of housing types and densities which comprise a majority of the City's developed areas;
6. Substantial natural undeveloped lands of contiguous open space that are valuable visual, environmental, and recreational resources for the City.

The City is nearly built out, with only 4% still designated as "vacant" as of the inventory in the 2004 Existing Conditions, Opportunities, and Challenges Report. With the exception of natural preserves, all large land areas have been developed, including most of the more remote hillsides. Large single-ownership developed holdings including the Lanterman Center and Fairplex have areas with a relatively low density of development and may potentially offer future possibilities for intensification. The majority of the City has few geographical development constraints—there are no significant wetlands, and steep hills occur only in the Ganesha Hills, located south of the Fairplex, and in the Phillips Ranch area in southeastern Pomona. Hillsides are predominantly residential in use with some preserved open spaces, particularly at the Phillips Ranch Greenbelt.

In the lower-lying areas, the City is traversed by three major freeways: State Route (SR) 57 runs north-south near the western edge of the City, SR-71 diagonally transects the western half of the City, and I-10 runs east-west about one mile north of downtown. A fourth freeway, SR-60, runs east to west through hills along the southern edge of the City, separating a residential neighborhood, some major commercial uses (the Pomona Marketplace), light-industrial/business park uses, and the Diamond Ranch High School from the rest of the City. Pomona is also traversed by an east-west Union Pacific/Amtrak/Metrolink-Riverside rail line (whose downtown Pomona station has been a formative presence in the City's history) running through the center of downtown (with a spur running south along the eastern edge of the City) and an east-west Metrolink-San Bernardino line running through the northern part of the City, with a Pomona North station. Like the freeway rights-of-way, the trackways also function as hard neighborhood edges and to some degree, barriers between parts of the City.

The majority of the City's land area is occupied by residential neighborhoods (35%) – most of them stable and made up of single-family detached homes. Other major uses are streets and other rights-of-way at 24%, public lands at 24%, and industrial uses at 8%. The least extensive uses include commercial at 4% and professional office at 1% (and the previously-mentioned vacant land at 4%) (Fig. 3.2).

Land use, however, relates loosely to actual places encountered in the City and the overall patterns of development. At the time of this Plan's adoption, the pattern of development within the City can be described according to various "pieces of the City" as discussed on the following pages.

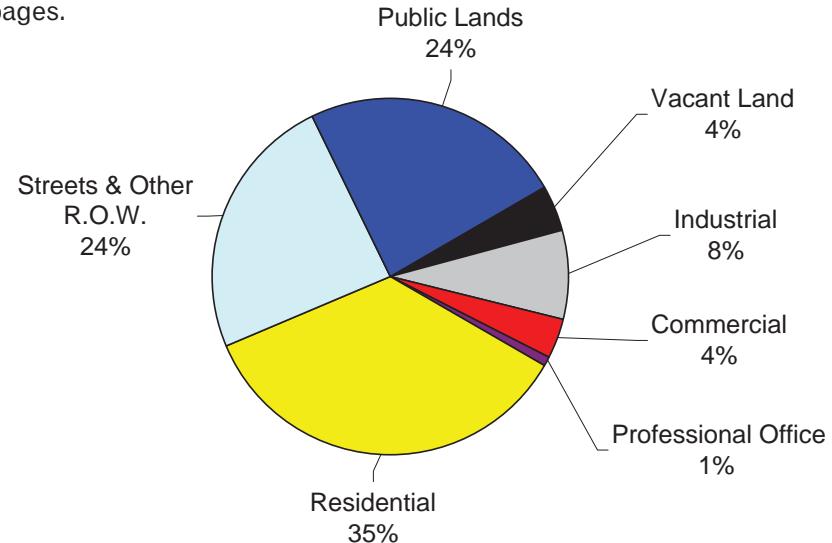


FIG.3.2: 2004 DISTRIBUTION OF EXISTING LAND USE

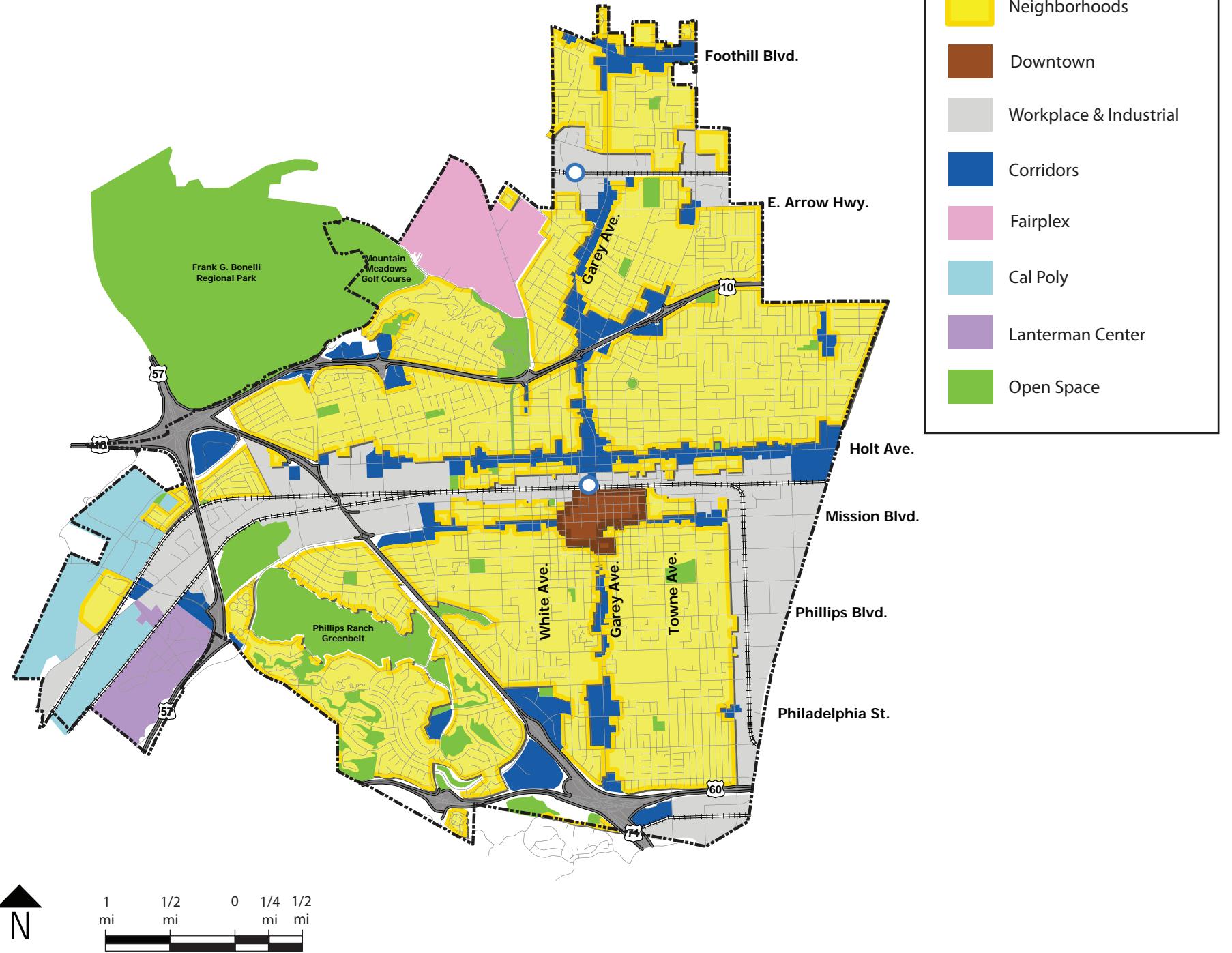


FIG.3.3: POMONA TODAY: EXISTING PATTERN OF DEVELOPMENT

## RESIDENTIAL NEIGHBORHOODS

Areas consisting primarily of single-family residential neighborhoods are distributed evenly throughout the City and are the foundation of the community's family-oriented character and identity. These areas are predominantly built out with small single-family homes. Other areas include larger homes with multi-family dwelling buildings interspersed among them. Prewar neighborhoods that have retained their historic integrity have a pattern of small gridded blocks and streets and a mixture of housing types and styles; some even have back alleys that enable garage entrances and services to be placed to the rear, leaving fronts to be more pedestrian-oriented. Older neighborhoods also often have sites for "corner stores" where a larger residential street meets an arterial corridor, providing the potential for nearby walkable access from most homes to food and convenience services. Newer neighborhoods in hilly areas such as those adjacent to Ganesha Park and in the Phillips Ranch area have been master-planned with curving streets to adjust to slopes, which together with adjacent greens and open space, provide a picturesque character; at the same time, in these newer developments, commercial areas are generally set apart from the majority of homes, necessitating more driving trips.

City parks and recreational facilities are essential features of residential neighborhoods, adding to their livability and value. While they are located in and near residential neighborhoods throughout the City, their distribution does not provide convenient access (i.e., a 5 to 10 minute walk) for the majority of homes. The presence of schools in neighborhoods is another basis of Pomona's family-oriented character. Schools are geographically well distributed throughout residential neighborhoods, though their grounds and playing fields may not necessarily be open or accessible to adjacent neighborhoods. The "streetscapes" of residential streets serve as attractive green places and settings for homes and are consequently an important component of residential open space; residential streetscapes also play a part in providing buffering (and supporting livability and value) to both individual homes and neighborhoods facing onto larger streets.



FIG.3.4: POMONA'S RESIDENTIAL NEIGHBORHOODS

Some of the housing stock in parts of both newer and older neighborhoods has deteriorated. Several of Pomona's World War II era and "postwar tract" subdivisions were built quickly and inexpensively and their materials have not aged well. In areas between Holt Avenue and Mission Boulevard - particularly those close to downtown - some of the historic residential character has been compromised by rezoning-induced conversions of homes to commercial uses and by the infill of larger scale developments lacking design features that relate sympathetically to historic buildings.

The variety of neighborhoods in Pomona is wide and includes historic neighborhoods in and surrounding downtown (Lincoln Park, Wilton Heights, Hacienda Park, and Edison), Ganesha Hills, Indian Hill, Westmont, Reservoir, Phillips Ranch, Mission Corona, Yorba, and Angela-Chanslor.



FIG.3.5: HISTORIC HOMES AROUND DOWNTOWN

## NATURAL, UNDEVELOPED LANDS

Though Pomona is largely built out, large areas of natural, undeveloped lands remain as open hillsides that are visible from all over the City. These hillsides are essential parts of Pomona's character and identity. They include Westmont Hill and Elephant Hill, remaining natural hillsides abutting S.R. 60, and master-planned areas retaining strategic "fingers" of open space such as in the Phillips Ranch development. Also included are developed open space lands such as the golf course of Mountain Meadows Country Club, and the Cal Poly-managed "LandLab" pasturelands of the Spadra landfill. The Frank G. Bonelli Regional Park, though outside of the City limits, also strongly influences the perception of substantial natural open space around Pomona. Further details of these may be found in Section 7-C. Open Space Network.



FIG.3.6: POMONA'S NATURAL SETTING

## DOWNTOWN

As noted in the preceding “History of Development,” downtown’s original train station and surrounding one square mile townsite was the nucleus for the greater downtown and future Pomona. Today, downtown remains bisected by the east-west Union Pacific rail corridor and is also intersected by Holt Avenue, Mission Boulevard and Garey Avenue as major arterial roads, with White and Towne Avenues as secondary arterial roads on its western and eastern edges, respectively. The area is still characterized by a traditional and walkable street-grid, a pattern of small blocks and parcels, and a diverse mix of uses, building types and architectural styles.

Second Street, downtown’s original focal shopping street and site of the past Pedestrian Mall, is the spine of today’s Arts Colony and Antique Row, anchored at its eastern end by the Western University of Health Sciences. The tallest buildings in the City are located downtown, as are many of its most impressive civic and landmark structures – the recently renovated Fox Theatre, the YMCA, the historic train station and its ornamental pedestrian bridge, the Arts Colony and Antique Row gateways, and the Civic Center buildings among them. Downtown is a large area with many smaller sub-districts, each with its own distinctive land-use mix and physical character.

As noted in the preceding “History of Development” chapter, downtown’s prominence as the primary center of commerce and business diminished significantly after the 1950’s, as the City and the regional economy diversified and retail and office uses oriented first towards arterial corridors and later into freeway accessed malls and business parks. Today, with a growing regional focus on transit-accessed locations and emerging market interest in mixed-use walkable places, several downtown investments and developments have provided indications of these trends.

Challenges exist to downtown’s fulfillment of the potential of these trends. Along the railroad right-of-way, the concentration of adjacent underutilized and disinvested properties is a legacy of train-related impacts that have not yet been overcome. In and around the center, the presence and visibility of many large full-block surface parking lots detracts from street life activity that is fundamental to successful downtowns. While downtown residential development has begun (primarily in the southeastern quadrant), it has not yet attained the “critical mass” needed to support an economy of convenient downtown residential services. However, downtown Pomona remains a County and City governmental center and it is undergoing a renaissance as a regional center of art and music, with innovative live-work and mixed-use housing developments.



FIG.3.7: DOWNTOWN DEVELOPMENT

## INDUSTRIAL WORKPLACE DISTRICTS

As a historic center of industry in the San Gabriel Valley, Pomona has significant land area dedicated to industrial uses, particularly warehousing, light industrial and business park type uses. Major industrial districts are located at the western and eastern edges of the City. Both of these have excellent access to freeways and rail. Beginning at the western edge of the City, a large industrial corridor runs east from Cal Poly Pomona along the Mission Boulevard and Holt Avenue corridors. This area has a mix of light and heavy industrial uses throughout. It is also home to the former General Dynamics facility, which is currently an underutilized property with significant potential for re-use.

### East Pomona Industrial

The eastern industrial district is comprised of two major parts – an older area along the Union Pacific tracks between downtown and the eastern City limits, and a triangular wedge-shaped area extending south of Mission Boulevard between Reservoir Street and the eastern City limits, along with an additional cluster south of SR-60. Both areas exhibit low building coverage, outdoor storage, and large paved areas. Most streets are wide and utilitarian, accommodating the heavy truck traffic present in the area. In comparison with the rest of Pomona, blocks are very large, which means that interconnectivity is relatively poor. The rail corridor and the San Antonio Creek flood control channel create additional physical barriers.

Both areas include small concentrations of residential uses, often having poor connectivity with larger nearby residential neighborhoods and their schools, parks, and corner stores. Landscaping and streetscape improvements (sidewalks, trees and lighting), especially pedestrian amenities, are limited.

The older area between Mission Boulevard and Holt Avenue has smaller parcels and a greater mix of uses throughout. A concentration of automotive salvage uses can be found along the eastern end of Mission Boulevard. Major public uses in this area include yards operated by Southern California Edison and First Transit (operators of Foothill Transit bus service) as well as a utility yard at Third and Electra Streets.

The area east of Reservoir Street and south of Mission Boulevard includes larger and deeper parcels and very large block sizes, containing light industrial and a few large heavy industrial buildings with significant negative external impacts. South of SR-60 to the southern City limits are larger parcels and larger footprint light industrial and office buildings that are similar in character to those in the area north of the freeway.

### West Pomona Industrial

The western industrial district clusters between Holt Avenue and Mission Boulevard around the crossing of SR-71, and between the two railroad tracks extending further west of that point. Development in this area is consistent throughout, composed almost exclusively of single story light industrial/flex space accessed from West Pomona Boulevard. Parcels are generally moderate in size but due to physical barriers created by topography and railroad tracks, connectivity and access is fairly limited. As outlined in the Mission 71 Business Park Specific Plan, newly constructed industrial and workplace facilities in the Mission-71 Business Park have begun the successful re-use of the former General Dynamics manufacturing site.



FIG.3.8: WORKPLACE/INDUSTRIAL DEVELOPMENT

## SPECIAL CAMPUSES

### Lanterman Center

The Lanterman Developmental Center, a residential facility for people with developmental disabilities, is located at the western edge of the City, between SR-57 and Valley Boulevard. The area also shares boundaries with the Cities of Walnut and Diamond Bar. The campus is physically separated from its surroundings by steep topography to the north, east, and south, and by SR-57 to the east. The campus is bordered on the west by the Union Pacific rail corridor, with a grade separated crossing provided at State Street.

The Center, formerly known as the Pacific Colony, has been located in Pomona since 1927 and consists of a 207-acre campus on a 302-acre parcel of land. The campus has a tremendous sense of place and peaceful ambiance with a total of 117 buildings, many of them historic. These are within a well-landscaped setting with many formal parks and open spaces, as well as recreational facilities such as a swimming pool and equestrian center. Currently, 393 residents are served by 1,280 employees of the Center.

Although the majority of the Lanterman Center is currently in use as a state care facility for the developmentally disabled, the State Department of Developmental Services filed a closure plan in April 2010 with the State Legislature for review; 100 residents are planned for transition to community-living arrangements in 2010-11. Should the Center eventually be closed and the facilities be made available for alternative use, some of the major opportunities that could be capitalized on at the site include workplace campus development, particularly high technology uses in synergy with the nearby Cal Poly Pomona and Innovation Village uses; coordinated development with Cal Poly Pomona for expanded campus activities; and/or mixed-use residential or resort-style use. A key factor in all use options would be addressing site constraints of terrain and vehicular access, as well as the potential for an added Metrolink station and related transit oriented development. The size of the site(s) would allow for district-scale master planning and resolution of access issues while preserving historic and natural resources.

Adjacent to the Lanterman campus where State Street intersects Pomona Boulevard, there is a grouping of light industrial uses with a retail commercial property. These seven parcels are developed with nondescript single-story buildings. Landscaping of these parcels is minimal, in contrast to the picturesque campus setting of Lanterman Center.

### Cal Poly Pomona

The hilly 1,438 acre campus of the California State Polytechnic University, Pomona, lies primarily on unincorporated Los Angeles County lands, with a substantial lowland portion located within the City of Pomona, mostly southeast of Eucalyptus Drive. The campus is the second largest in area among the California State University's 23 campuses, and supports more than 3,000 faculty and staff and 21,000 students. More than 3,200 students live on campus in traditional dormitories, residential suites and university apartments. Portions of the campus within the City limits include the W.K. Kellogg Arabian Horse Center, campus housing at University Village, Innovation Village at Cal Poly, and Spadra Farm (not contiguous with the main campus).

The intersection of Temple Avenue and Valley Boulevard in the City of Pomona provides a major campus entry point, adjacent to University Village's Temple Avenue frontage. A large portion of the campus commuter population also enters via Kellogg Drive from I-10. The 2000 Cal Poly Pomona Campus Plan defines the campus as "...a commuter destination culminating in a pedestrian campus." An update to the Campus Plan is under current development by the University.

Across Valley Boulevard from University Village and north of West Temple Avenue lies Innovation Village at Cal Poly, a 65 acre technology-oriented business park under development and already containing tenants such as the American Red Cross, Southern California Edison, and the Advanced Technology Partnership Institute in buildings that, at full buildout, will typically range from 3 to 5 stories.



FIG.3.9: LANTERMAN DEVELOPMENTAL CENTER

Adjacent to the Lanterman campus between the parallel Union Pacific rail corridors is the Spadra Farm, a 185 acre parcel of Cal Poly-owned land. Currently, this parcel is undeveloped and used for agriculture-related activities.

The small off-campus University Plaza shopping center on Temple Avenue between Valley and Pomona Boulevards serves as the one cluster of retail and restaurant uses in the area; it is in an auto-served configuration and its arterial setting is not highly walkable from either the Lanterman Center or Cal Poly Pomona.

Abutting the Cal Poly campus on its east side and bounded by the I-10, SR-57 and SR-71 freeway corridors is the University Corporate Center office park. It includes DeVry Institute of Technology, US Healthworks and other major employers and facilities. Though it is adjacent to the Cal Poly campus, it is physically separated by the surrounding earthen berms of the 3 freeways and an irrigation canal (with single family homes across the latter), and is not visible, walkable, or directly accessible from Pomona's major arterial corridors. It is accessed from South Campus Drive, Ridgeway Street, and freeway ramps.

Thus, while Cal Poly's nearest on- and off-campus areas of workplace uses are physically proximate to the campus, those uses are not strongly connected to the campus except by car because there are limited pedestrian or bicycle pathways and development is typically internally-oriented.



FIG.3.10: CAL POLY



FIG.3.11: THE FAIRPLEX

### Fairplex

Home of the Los Angeles County Fair, the Fairplex is a prominent institution occupying 487 acres in northwest Pomona. Although best known for the annual fair, the site hosts events year-round. Its governing body, the Los Angeles County Fair Association, is currently seeking new ways to expand events and activities on the site and make the site more available to the community. The site currently offers:

- 325,000 square feet of indoor exhibit space
- A 247-suite hotel
- A child development center
- The Millard Sheets gallery
- A recreational vehicle park
- The western home of the NHRA
- 12 acres of carnival grounds
- Approximately 250 acres of paved parking area (enough to accommodate 37,500 vehicles)

The Fairplex is also home to significant equestrian facilities including Fairplex Park, a major horse racing facility with a grandstand and a 5/8 mile racetrack, and the Barretts Equine Limited, an equine auction complex. Major events at the Fairplex, in addition to the County Fair, include auto racing, car shows, trade and consumer shows, agricultural events and music festivals. The Fairplex Trade and Conference Center is under construction and slated to be completed in March 2011, and other future plans include a potential Homeland Security Center, improved transportation links, expansion of Fairplex Park, and development of destination-oriented retail. However, the vision for a fully active Fairplex will need to be balanced with the protection of surrounding neighborhoods from inappropriate noise, traffic and other impacts.

## RETAIL CLUSTERS

At most major intersections (arterial-to-arterial, or arterial-to-freeway) in Pomona today, it is typical to find small- to medium-sized clusters of neighborhood-serving retail uses such as pharmacies, banks, coffee shops, and other convenience uses (also known as strip centers or strip malls). Just a few of these clusters are anchored by supermarkets or other larger retail anchors ("medium boxes," for example). This type of neighborhood convenience-oriented cluster is at the smaller end of the range of clustered retail center formats. Regional and super-regional malls are the largest type (typically located at freeway-to-freeway interchanges) with the middle of the range including revitalized downtowns and town centers (a.k.a. "lifestyle centers").

The most successful retailers (especially national "chain" stores) seek clustered locations with anchors, whether at the upper, middle or lower ranges of clustered centers. However, Pomona is dominated by a disaggregated pattern of small- to medium-sized, unanchored strip centers, and a substantial number of non-anchored, one-story freestanding retail stores. Many upper and middle range clusters have been previously established just outside Pomona's boundaries in neighboring communities, making the introduction of new centers a challenge. The pattern of existing large anchored centers in the City is shown in Fig. 3.12.

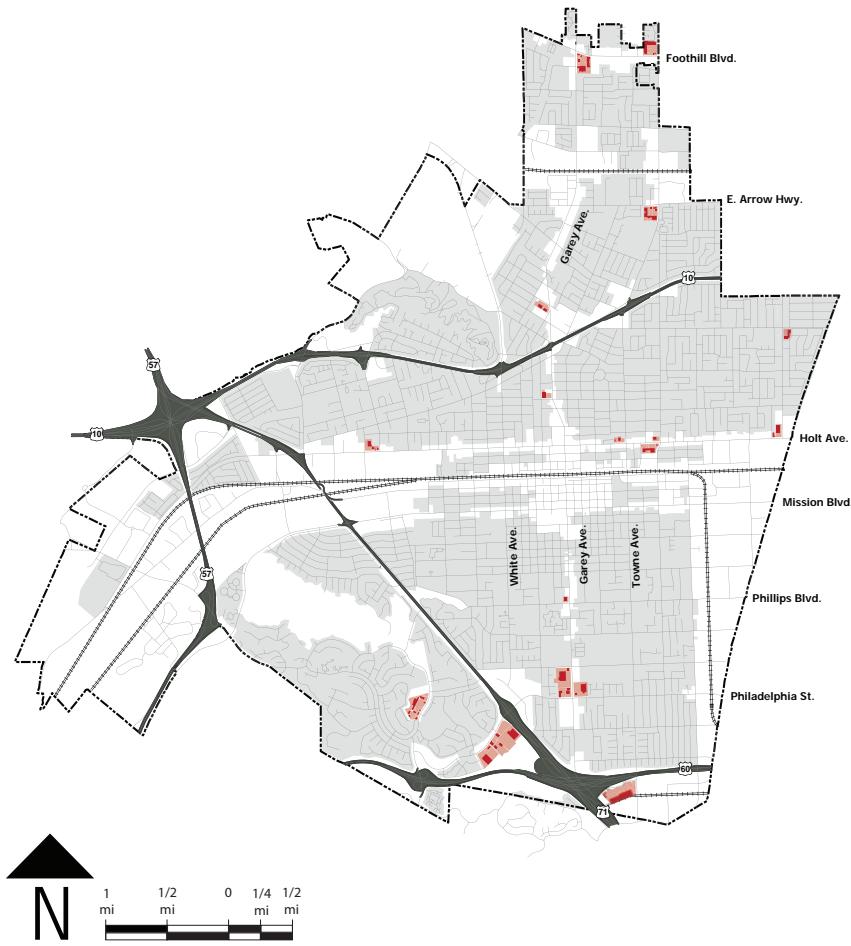


FIG.3.12: EXISTING PATTERN OF ANCHORED RETAIL CENTERS



FIG.3.13: EXAMPLES OF EXISTING RETAIL CLUSTERS

## CORRIDORS

With few anchored centers in Pomona and downtown's relatively minor retail role, the east-west and north-south arterial corridors are Pomona's dominant commercial districts. These specialized linear districts represent the development pattern created by the pre-freeway network of arterial highway rights-of-way and the effects of postwar zoning and suburban expansion on their fronting properties. The streets remain as important connectors between districts within and outside of the City, serving vehicular traffic, transit, and some pedestrian routes; none of the corridors currently provide bicycle lanes. In the north-south direction, Garey Avenue is Pomona's principal commercial corridor, while Towne Avenue and other major north-south streets have sporadic instances of commercial use along them as well. In the east-west direction, Holt Avenue and Mission Boulevard parallel the Southern Pacific Railroad that runs through the center of downtown, and are located  $\frac{1}{4}$ -mile north and south of it. Downtown is located between Holt Avenue and Mission Boulevard. Both of these arterials — which were principal travel corridors through the City prior to the construction of I-10 — are lined with older auto-oriented commercial uses, many of which are no longer vibrant.

Along several of these arterials, office, institutional and residential uses are mixed in with the commercial uses. Most of the City's mobile home parks are located along the arterials as well. Additional streets that are important commercial corridors, but shorter in length, include Philadelphia Street/Rio Rancho Road in the south (also the site of the Pomona Auto Mall) and Indian Hill Boulevard in the northeast.

### Garey Avenue

Garey Avenue is the primary north-south commercial corridor in Pomona, extending from the City of Chino Hills boundary just south of the SR-60/SR-71 interchange to the City of Claremont boundary just north of Foothill Boulevard. The width of the corridor varies but generally does not exceed one block on either side of the street.

**North Garey Avenue** extends northward from its undercrossing of the downtown Metrolink/Amtrak train tracks. It is primarily an auto-oriented corridor with a mix of commercial, office, residential, institutional and industrial uses. As a five-lane arterial with continuous center left turn lane, no landscaped medians (except at Casa Colina) and inconsistent street trees, its streetscape is utilitarian in character.

- North Garey's mixed-use, small block segment in downtown extends from the train tracks north to Holt Avenue, with transitional blocks continuing to Pearl Street.
- From Pearl Street to the I-10 overpass, North Garey takes on the form of an aging commercial strip segment with a small lot, small block east side commercial edge adjacent to the historic Lincoln Park neighborhood.
- From I-10 north to Bonita Avenue is a segment anchored by the Pomona Valley Hospital Medical Center (PVHMC) and Casa Colina Hospital. The PVHMC Specific Plan (adopted March 2010) establishes the "on campus" vision, planning, and infrastructure direction for the facility and its properties. This segment has an alternating pattern of strip commercial frontages, industrial properties, and intermittent segments of sound-walled and landscape-screened edges of residential blocks.
- North of Casa Colina, the corridor transitions to a segment of older single family homes directly facing the corridor extending up to Grove Street, where strip commercial uses resume up to and through the Foothill Boulevard intersection. North of Foothill Boulevard, the corridor becomes a local street as it enters the City of Claremont.



FIG.3.14: NORTH GAREY AVE. STREETSCAPE NORTH OF BONITA AVE.



FIG.3.15: THE POMONA VALLEY HOSPITAL MEDICAL CENTER

**South Garey Avenue** begins at its undercrossing of the downtown train tracks and extends south to the SR-60 and SR-71 interchange and beyond to the City of Chino Hills. Like North Garey Avenue, it has two lanes in each direction throughout. However, its continuous center turn lane runs only from 2<sup>nd</sup> to 9<sup>th</sup> Streets, and changes over to medians with trees and attractive street landscaping for the majority of its remaining length. Its distinct segments include:

- A downtown mixed-use core segment of short blocks, with adjacent storefronts and many of downtown's iconic arts and entertainment structures, extends from the train overcrossing to Mission Boulevard.
- From Mission Boulevard to 9<sup>th</sup> Street, lower-height buildings and a mix of developments and uses on mostly larger parcels (including the Civic Center) create a downtown transition segment.
- From 9<sup>th</sup> Street to Phillips Boulevard, a short block and smaller parcel pattern resumes with mixed uses and building types. A distinctive palm tree-lined "boulevard streetscape" with landscaped medians begins, with a few larger and assembled parcel developments interspersed.
- A mix of established residential subdivisions, compatible schools, playing fields, and low-scale offices line the stretch between Phillips Boulevard and Lexington Avenue, with the continuation of the palm-lined boulevard streetscape. Convenience retail uses are clustered at major cross street intersections.
- From Lexington Avenue southward to the SR-60 interchange, the southernmost segment contains operating and vacated strip commercial shopping centers as well as residential and educational uses.

South Garey Avenue offers opportunities for re-use. The large lots and good freeway access of the southern segment allow for potential regional-scale commercial uses, while the central and northern segments offer opportunities for a variety of commercial and residential uses. There are no bicycle lanes, though several bus lines run along the corridor. South Garey Avenue's street landscaping and pedestrian amenities are exemplary. They provide a model for other arterial segments and streets in the City and offer a sharp contrast to the relatively auto-dominated, pedestrian-unfriendly character of North Garey Avenue.



FIG.3.16: SOUTH GAREY AVE. STREETSCAPE

## Holt Avenue and Mission Boulevard

Holt Avenue and Mission Boulevard are the principal east-west arterials and commercial corridors in Pomona, running approximately parallel to the Metrolink/Amtrak tracks about a quarter mile to the north and south, respectively. The western ends of the corridors border on the cities of Walnut and Diamond Bar, respectively, and connect to Montclair on their eastern ends. Both have a commercial strip appearance with a mix of low-rise, commercial, industrial, residential, and civic uses that are generally set back from the street. There are sporadic instances of older development having a “main street” configuration with buildings located at the back of sidewalk. Both corridors contain many residential structures that have been converted to commercial uses. Auto service uses are common and primarily located at intersections, with retail, commercial and residential uses at parcels in between.

**Holt Avenue** can roughly be divided into a western and an eastern half. The western half (including the Valley Boulevard-named portion west of S.R. 71) has a more varied mix of uses grouped into segments reflecting different development periods and parcelization patterns. The eastern half has an older and more established commercial pattern populated with “medium box” retail and auto service developments.

- From the western border to S.R. 71, Valley Boulevard runs along Cal Poly Pomona and workplace and industrial uses around the Temple Avenue intersection, with the Union Pacific train tracks lining the southeastern side of the street. From the S.R. 57 overcrossing to Ridgeway Street, the backs of subdivision homes line both sides of the corridor or segments of residential frontage roads (portions of Lyndale Avenue) that buffer those homes from arterial impacts.
- From Ridgeway to North Weber Street, the corridor is lined by medium- to large-sized parcels and mixed industrial and commercial developments on larger blocks, with a wide and inconsistent variety of building ages, setbacks, configurations, and site upkeep conditions.
- From North Weber Street (and particularly, eastward from St. Joseph’s Catholic Church) to White Avenue, smaller blocks, miscellaneous single family houses, and residential conversion sites join the mix of strip retail and auto service uses along West Holt Avenue.
- Downtown (between White and Towne Avenues), the corridor shifts to mostly commercial uses and instances of greater density with occasional converted homes and an instance of recent residential infill serving as reminders of Holt Avenue’s former historic residential character.

- East of downtown, the mixed commercial character continues on the corridor with a frequent presence of “medium box” retail and automotive service businesses. At the eastern end of the corridor, Pomona Unified School District has re-occupied the former Indian Hill Marketplace as a mixed-use educational village; across the street, a new El Super supermarket has rehabilitated a vacated Food 4 Less.

**Mission Boulevard** also consists of distinct segments:

- The one hilly segment of Mission Boulevard extends from Temple Avenue to S.R. 71 along the west side of Westmont Hill, bordered on by open space or residential subdivisions except along a flatter segment in the northwest quadrant of the Mission/S.R. 71 interchange.
- From S.R. 71 to South Dudley Street, the corridor is strongly characterized by large scale uses and wide spaces - the Mission 71 Business Park on the north side and commercial and industrial uses on the south side, separated by a parallel frontage road (Brea Canyon Road).
- From South Dudley Street to South Buena Vista Avenue, Mission Boulevard is characterized by a mix of vacant lots and commercial and residential buildings on medium-sized parcels, some newer with improved landscaping, and others older without street amenities.
- From South Buena Vista Avenue to South Park Avenue, the corridor consists of a mixed-use segment of small parcels, single family homes, converted homes, shops, auto services, offices, churches and institutions, and vacant lots. Some blocks have a concentration of single family homes and small parcels, others one or two.
- From South Park Avenue to South Elm Street, this downtown segment is characterized by larger scale, primarily commercial developments – some full block, others spread among multiple parcels – as well as the Civic Center.
- From South Elm Street to Reservoir Street, the corridor again consists of a mixed-use segment of small parcels, single family homes, apartments, converted homes, shops, auto services, offices, churches and institutions, and vacant lots.
- From Reservoir Street to the City’s eastern border, the corridor is made up of a mix of predominantly industrial uses with a few shops and residences. A significant portion of the uses are ageing; while frontages along these streets have the benefit of high visibility, there is an overabundance of small-lot commercial development. Small parcel sizes limit the types of businesses that can succeed.

Overall both of these corridors are wide and automobile-oriented, consisting of five continuous lanes, and are typically between 100 and 110 feet across. A shared center left-turn lane along much of their lengths provides business access but discourages pedestrian crossing. Sidewalks do line the entire length of the corridor and shorter blocks closer to downtown facilitate pedestrian activity. Both streets also have segments with regularly spaced deciduous street trees (most consistently on West Holt Avenue), often have a generous sidewalk width, and periodically provide for curbside parking that supports businesses and buffers pedestrians from traffic. These create the potential for streetscape upgrades which could support a more appealing boulevard character.

But where on-street parking, shading, and street furniture are lacking, and frequent driveway curb cuts, overhead power lines, high traffic speeds, and limited safe pedestrian crossings are omnipresent, these unappealing street conditions combine with aging buildings and poorly maintained properties to form barriers to investment in higher quality development.

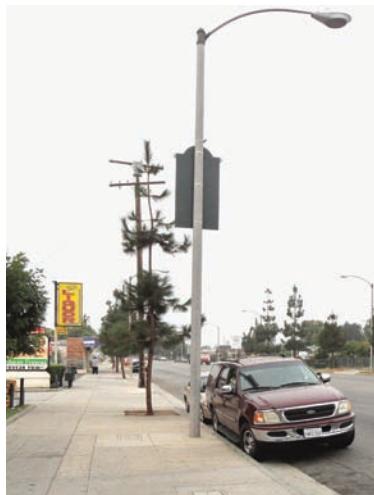


FIG. 3.17: TYPICAL CORRIDOR STREETSCAPE



FIG. 3.18: TYPICAL HOLT AVE. & FOOTHILL BLVD. ROADWAY

## Foothill Boulevard

Pomona's segment of Foothill Boulevard (Historic Route 66) is relatively short at just over .8-mile, running approximately from Williams Avenue to North Towne Avenue; a .3-mile long, south-side property-only portion also extends westward from Williams Avenue. It is a wide, multilane arterial and state highway with overhead power lines and minimal streetscape, lined by conventional commercial strip development formats – mostly single-story, low-rise buildings set back behind parking lots and sales yards, with uses ranging from automobile services, gas stations, building supplies, fast food outlets, restaurants, churches, assisted living facilities, motels, and mobile home parks. There are also some instances of residential use on the corridor – older single family homes behind walls and landscaping, and new attached townhomes (such as Fair Oaks Walk). Two shopping centers, Garey Shopping Center and Foothill and Towne Shopping Center, are located at their namesake arterial intersections, respectively anchored by a supermarket and a medium-box store.

## Secondary Corridors

Other major arterial and collector streets in Pomona carry significant amounts of traffic and/or provide important access to and from destinations and neighborhoods, but are shorter or are lined with fewer commercial and public uses.

Towne Avenue is nearly as long as Garey Avenue, but single family homes front on much of its length, with clusters of commercial uses occurring only sporadically. Similarly, White Avenue and Reservoir Street are important north-south traffic arteries which carry substantial traffic and serve as focal streets for key City districts – White Avenue as a major spine through the Fairplex, and Reservoir Street as the spine of the east side industrial district – but again, they do not have as significant concentrations of commercial and civic uses as Garey Avenue. Shorter segments of Temple Avenue, Orange Grove Avenue, Bonita Avenue, Arrow Highway, and Indian Hill Boulevard are important local collectors in Pomona, providing connections to and through neighborhoods, and often link to freeway ramps.

While in many cases, the streetscapes of these corridors are minimal and undistinguished, some corridor segments like White Avenue alongside Ganesha Park between I-10 and Fairplex have been treated as well-landscaped parkways and boulevards, serving as gateway corridors whose visual appeal benefits visitors and fronting properties. These examples provide models for the treatment of other corridor segments whose physical enhancement can benefit walkability and livability, local property values, and stronger neighborhood and City identity.

Global, national, and regional forces of change play a central role in a city's ongoing evolution. Rather than reacting to these forces after the fact and potentially missing strategic opportunities, the City of Pomona intends to look forward and where possible, leverage these forces of change to enhance prospects for prosperity while protecting those elements of the City cherished by its residents. This is a central goal of the Pomona General Plan.

This section outlines present and anticipated forces of change at the time of this Plan's adoption. The goals and policies throughout this document are tailored to take best advantage of these forces to achieve the vision of the Plan.

## THE ENVIRONMENT

Increasingly, voters, stakeholders, and government officials at all levels are recognizing how the quality of the environment affects growth, development, and prosperity. This growing environmental awareness influences policy decisions at every level. Concern over reduced water quality and availability, degraded air quality, limited food availability, and strained energy supplies will have a strong influence on the development that regions accommodate, that cities plan for, and that developers build. Considering all of these environmental factors and integrating them into the planning process has the potential to address environmental concerns while generating significant benefits to the community.

Among the most important examples of how environmental concerns will affect the way Pomona, the Los Angeles region, and the state of California plan for growth and change are the California Air Resources Board's Assembly Bill 32 (AB32) and Senate Bill 375 (SB375). According to the Office of the Governor:

- AB32 "established a first-in-the-world comprehensive program of regulatory and market mechanisms to achieve real, quantifiable, cost-effective reductions of greenhouse gas emissions. The law will reduce carbon emissions in California to 1990 levels by 2020."
- SB375 "requires the [Air Resources Board] (ARB) to develop regional greenhouse gas emission reduction targets to be achieved from the automobile and light truck sectors for 2020 and 2035. The 18 [Metropolitan Planning Organizations] in California will prepare a 'sustainable communities strategy' to reduce the amount of vehicle miles traveled (VMT) in their respective regions and demonstrate the ability for the region to attain ARB's targets." These reductions will be achieved by coordinating transportation, housing, and regional land-use plans and must be addressed in a city's General Plan.

Private development decisions are being influenced by environmental forces as well. According to ULI Emerging Trends 2010 (a longstanding and well-respected annual publication of current real estate and land use trends):

- "Road congestion, higher energy costs, and climate change concerns combine to alter people's thinking about where they decide to live and work. 'It's a fundamental shift.' The lifestyle cost-of-living equation starts to swing away more dramatically from bigger houses on bigger lots at the suburban edge to greater convenience and efficiencies gained from infill housing closer to work."
- "Next-generation projects will orient to infill, urbanizing suburbs, and transit-oriented development. Smaller housing units close to mass transit, work, and ["round-the-clock"] amenities gain favor over large houses on big lots at the suburban edge. People will continue to seek greater convenience and want to reduce energy expenses. Shorter commutes and smaller heating bills make up for higher infill real estate costs."

Environmental regulatory mandates and market trends will influence where growth happens and affect what form it takes through industry standard development types. These factors will also guide how cities plan for and build the next generation infrastructure necessary to sustainably support growth and attract beneficial change.

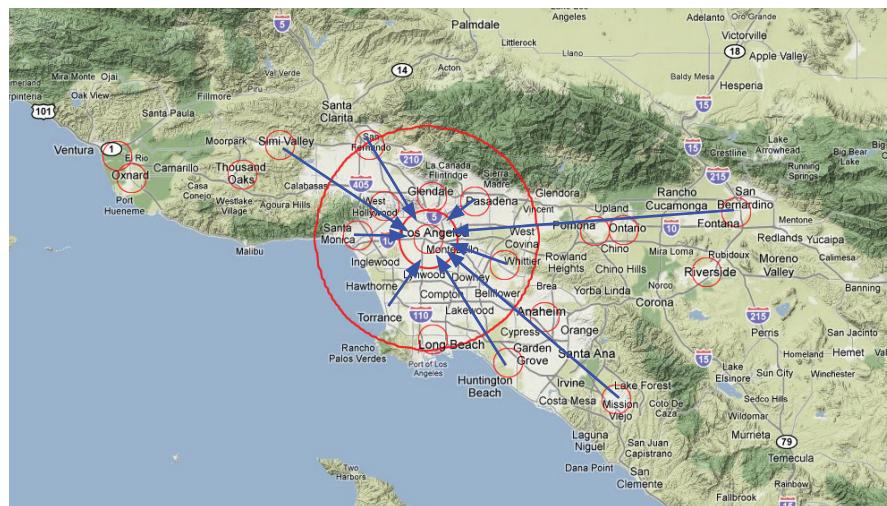
## GROWTH & THE POLY-CENTRIC REGION

Following the central role it played in the history of Pomona (see Section 2. History of Development), growth will continue to play a major role in the City and the region. Of the increase of 3,639,000 people and 1,253,000 households anticipated in the Greater Los Angeles region over the next 20 years<sup>1</sup>, 3,700 people and 900 households are projected to reside in Pomona. This is a relatively slow growth rate for Pomona in comparison to historic rates. These lowered expectations can be attributed to the City's constrained land supply as well as the recent trend of regional growth spreading east into the Inland Empire. Potential exists for increased growth in Pomona through shifts in development trends towards infill and urbanizing suburbs. Even the relatively low projected growth will drive demand for new development that will change the makeup and physical character of the City.

Pomona is one of 284 cities in the five-county, 17-million person Los Angeles metropolitan region. Therefore, regional dynamics will exercise a strong influence on Pomona's future. Just as Pomona must plan for projected growth without large areas of vacant land for new development, the Los Angeles region is expected to face significant growth pressures. The region as a whole will continue to become denser as population growth drives increasing infill and intensification. This is particularly true of Pomona, which has one of the highest population densities in the region (between 1,775 to 6,715 persons per square mile)<sup>2</sup>. At the same time, the City has had one of the slowest jobs growth rates in region, primarily reflecting the significant warehousing and distribution growth recently spreading to the eastern edge of the region<sup>3</sup>.

Intensification is not occurring uniformly across the region. In the era of rapid postwar growth, Pomona was one of many primarily residential commuter suburbs of the Los Angeles-centric region (Fig.3.1). But recently, this traditional relationship between the metropolitan center and the suburbs has been transforming. The emerging Polycentric Los Angeles region (Fig.3.2) will be built on "a new, regionally centered entrepreneurial economy that is committed to the enhancement of local places"<sup>4</sup>. Select cities throughout the greater Los Angeles region are emerging as sub-regional centers that play a prominent cultural and economic role for both the region and the communities within their more localized sphere of influence.

These sub-regional centers will be growth magnets, attracting larger shares of regional development and activity for a very important reason that is central to the City's strategy for ensuring a prosperous future. There will be many people and industries attracted to the excitement and opportunities of the LA region but have economic or lifestyle incentives to locate in smaller centers outside of LA proper. Sub-regional centers can



**FIG.3.1: THE HISTORICALLY LOS ANGELES-CENTRIC REGION**



**FIG.3.2: THE EMERGING POLYCENTRIC LOS ANGELES REGION**

provide such incentives because 1) they are typically more mature cities with downtowns or other urban districts that can attract and accommodate active, intense, mixed-use, and transit oriented development 2) they have the advantage of being reasonably close to Los Angeles, but still acting as centers in their own right.<sup>5</sup> Pomona has the potential to serve as a sub-regional center in relation to the eastern San Gabriel foothill communities.

## TRAFFIC & TRANSIT

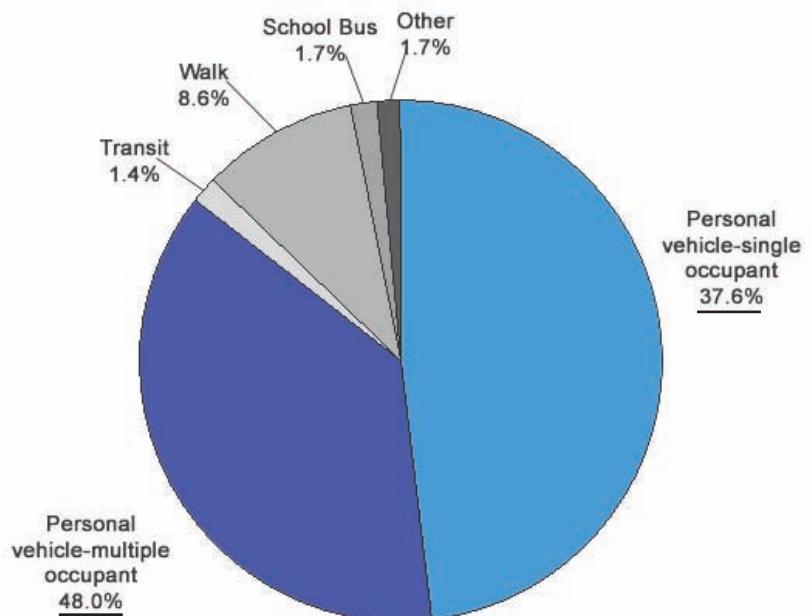
Increasing congestion in our car based transportation network is changing the way that the federal government, cities, and their residents look at mobility. In 2001, 85% of all trips were by car (Fig.3.3) and people travel over 40 miles per day. As growth continues, pressure on the region's freeways will increase and continue to impact Pomona's street corridors. The City can plan for a pattern of growth that acknowledges this obstacle and addresses the problems of traffic congestion head on.

Transportation is the second largest cost of the average American family (behind housing, Fig.3.4). To effectively shift "the lifestyle cost-of-living equation" in favor of convenience living, infill, and urbanizing suburbs (as discussed in other sections of this chapter), the City's transportation network must provide options that are successfully matched with its pattern of development. As density increases, vehicle ownership and vehicle miles traveled decrease. Planning for a pattern that establishes higher density clusters of development with convenient access to existing and planned future transit networks will support increased transit ridership and positively affect traffic congestion.

As is clear from AB32 and SB375 (see above), the California High Speed Rail initiative, and other policies, state and federal funding is increasingly shifting towards supporting public transportation networks and the development patterns that most effectively serve those networks. The common goal is to support strong transit system ridership, ensure benefits to communities, and achieve return on public investment. Pomona can take advantage of funding support to help instigate positive change by planning for a future that is in line with this goal. The foundation for the transportation programs of the General Plan should be the existing Foothill Transit and Metrolink services, and potential future Gold Line, High Speed Rail, and Bus Rapid Transit systems. The goal is to align new development with transit networks and improve connectivity between systems.

## ECONOMIC DEVELOPMENT CONTEXT

Current socio-economic conditions as well as the City's competitive positioning, both locally and regionally, provide a foundation for the General Plan vision to improve the prosperity of the City and its residents.



SOURCE: The 2001 National Household Travel Survey daily trip files. U.S. Department of Transportation.

FIG.3.3: DAILY TRAVEL - PROPORTION OF TRIPS BY MODE

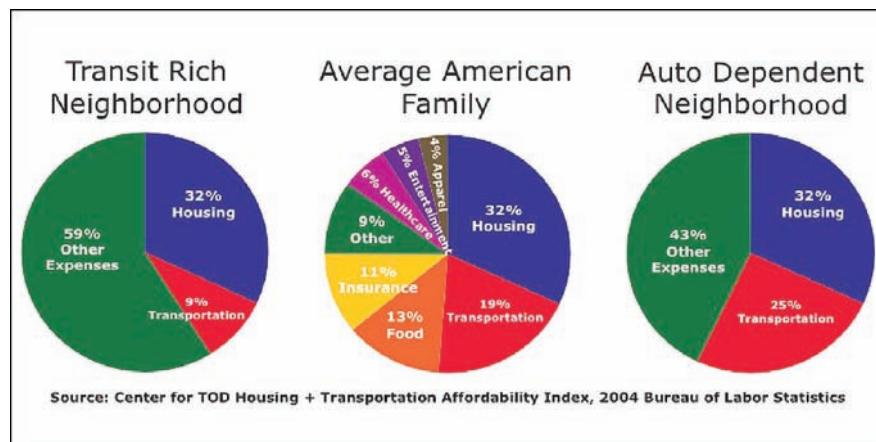


FIG.3.4: AVERAGE TRANSPORTATION COSTS AND NEIGHBORHOOD TYPES

## GEOGRAPHIC COMPETITION (FIG.3.5)

Like the majority of San Gabriel Valley cities, Pomona is mature and built out. This has been one factor driving recent regional growth to spread further east, extending into the Inland Empire to such communities as Ontario, Rancho Cucamonga and Chino. While these Inland Empire cities have historically been bedroom communities to economic centers of activity to the west, they are now rapidly emerging as viable employment centers in their own right as they mature.

Pomona's competitive environment includes cities to the west that share a similar mature, built-out character, as well cities to the east which have been attracting a majority of the region's growth.

Pomona's regional sphere of influence, the Regional Market Area ("RMA"), includes the following cities: Azusa, Chino, Chino Hills, Claremont, Covina, Diamond Bar, Glendora, La Puente, La Verne, Montclair, Ontario, Pomona, Rancho Cucamonga, Rowland Heights, San Dimas, Upland, Walnut and West Covina (RMA delineated by green outline in Fig.3.5).

A more localized area of competition that shares Pomona's built-out character, termed the Immediate Market Area ("IMA"), includes the neighboring cities of Claremont, La Verne, Montclair, and San Dimas as well as Pomona (IMA delineated by blue and lavender shading in Fig.3.5).

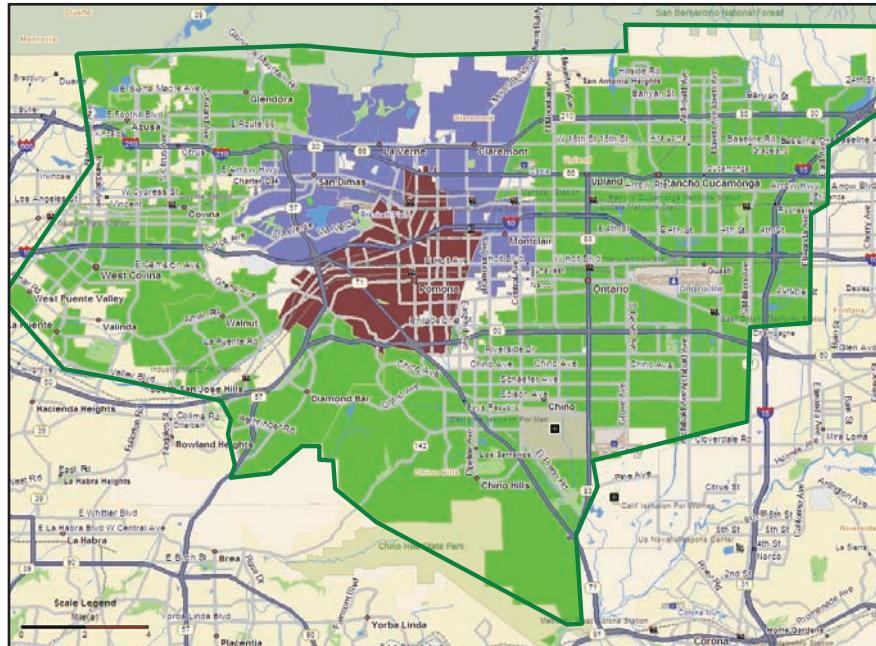


FIG.3.5: POMONA'S REGIONAL MARKET AREA

## ECONOMIC PERFORMANCE (FIG.3.6)

Pomona's major weakness from a fiscal perspective is retail inventory. While Pomona captures a range of 8-11% of residential, office, and industrial uses in the market area, the City captures only 6% of retail inventory. Furthermore, retail spending is directly related to incomes. Pomona residents possess 8% of RMA personal income, but only 6% of retail inventory. The discrepancy between incomes and retail inventory indicates that Pomona is "leaking" retail spending – that the City is losing the spending capacity of its residents to neighboring cities.

In addition, Pomona underperforms in two key socio-economic driver categories: jobs and income. Home to almost half of the jobs in its immediate market area, Pomona has a significant employment base. However, when compared with a "fair-share" capture of the market that is more in line with its share of population, it is clear that Pomona is not effectively competing for new jobs. This is particularly true for higher paying jobs as indicated by Pomona's share of regional income. Furthermore, the City contains a high number of laborers relative to the number of jobs. This imbalance of jobs to labor indicates a mismatch between the City's jobs and its residents.

Values	Pomona	Immediate Market Area	Regional Market Area
Population	162,700	307,100	1,339,400
Pomona Capture	53%	12%	
Households	39,000	84,200	378,000
Pomona Capture	46%	10%	
Jobs	46,900	107,200	502,600
Pomona Capture	44%	9%	
Employed Labor Force	61,800	131,000	609,700
Pomona Capture	47%	10%	
Total Income (M M's)	\$2,460	\$6,650	\$31,390
Pomona Capture	37%	8%	

Source: US Census; California EDD; Claritas

Values in 000s	Pomona	Immediate Market Area	Regional Market Area
Housing Units	41	88	394
Pomona Capture	47%	10%	
Retail (sf)	4,100	13,600	63,500
Pomona Capture	30%	6%	
Office* (sf)	2,900	5,500	26,300
Pomona Capture	53%	11%	
Industrial/Flex (sf)	19,400	32,500	242,300
Pomona Capture	60%	8%	

\* Note: Excludes public/civic offices  
Source: CoStar; US Census

FIG.3.6: POMONA'S ECONOMIC PERFORMANCE

## **COMPETITIVE STRENGTHS AND WEAKNESSES**

### **Strengths**

Pomona has eight key areas of competitive advantage that are the basis for General Plan policy:

#### 1. Established Downtown Core

As one of the more mature cities in Southern California, Pomona benefits from a substantial downtown with a historic character not found elsewhere in the region. Future economic development can take advantage of this unique niche that is lacking elsewhere in the RMA.

#### 2. Regional Size & Location

Two of the most important qualities required for cities to succeed in the 21<sup>st</sup> century are a concentration of people (in both homes and jobs) to support activity and innovation, and a location in the region that gives residents and businesses a strategic advantage. Pomona has both of these qualities

First, Pomona is the 16<sup>th</sup> most populous city out of 284 in the entire Los Angeles region with a correspondingly above average number of jobs.

Further strengthening its position is the fact that Pomona has a strategically prominent location in one of the fastest growing and most diverse metropolitan regions in the country. Geographically, it is the hub of several Los Angeles sub-regions, located between the San Gabriel Valley area to the west, the fast growing San Bernardino-Riverside region to the east, and the workplace core of Orange County to the south.

#### 3. Institutions of Higher Education

Pomona benefits from its proximity to respected public and private four-year educational institutions – Cal Poly Pomona, the Claremont Colleges, and University of LaVerne. Western University of Health Sciences in downtown provides education in the medical field while DeVry University provides specialized technical instruction. These and other educational institutions in and around Pomona provide a valuable source of skilled labor that must be incentivized to stay in the community.

#### 4. Hospital & Medical Facilities

Two major regional medical facilities are located in Pomona – Pomona Valley Hospital Medical Center and Casa Colina Centers for Rehabilitation. Pomona Valley Hospital is one of the top medical centers in the San Gabriel Valley and Inland Empire area and Casa Colina complements the hospital by providing rehabilitation services to over 7,000 people a year. These highly rated medical facilities are convenient for local residents as well as an attractive source of employment for the region.

#### 5. County/Civic Operations

Located at the eastern edge of Los Angeles County, Pomona is home to many branches of County operations servicing the east San Gabriel Valley. A constant flow of customers and employees to these offices add daytime activity to the City's downtown core.

#### 6. Transportation and Access

Pomona is served by a myriad of major regional transportation access points including five freeways and two Metrolink stations as well as having the potential for two new Metro Gold Line extension stations along with an additional Metrolink station. Finally, a potential high-speed railway operation linking northern California to southern California and Las Vegas may locate a station in the City. With the abundance of regional networks passing through it, the City is an attractive jumping-off point as well as destination for commuters and residents.

#### 7. Fairplex

The Fairplex is a year-round facility that hosts a variety of educational, commercial and entertainment programs, including the LA County Fair. Conference attendees and tourists visiting the Fairplex possess potential spending capacity that must be targeted by retail and hospitality venues in Pomona.

#### 8. Industrial Base

Pomona possesses two major employment clusters that are home to 19.4 million square feet of industrial space. Pomona is a historical hub of activity for manufacturing and warehousing in the region. It should be noted that a portion of the industrial base is outdated. This building stock and smaller property sizes will have difficulty competing with the large quantities of available land and newer facilities located to the east, primarily around Ontario Airport. Pomona's outdated industrial facilities present strong redevelopment opportunities to take advantage of emerging industry growth, particularly in the high-tech and green sectors.



## **Weaknesses**

Pomona has five key challenges that, left unaddressed, have the potential to inhibit economic growth. Each of these five competitive “weaknesses” can directly impact the City’s ability to compete for jobs and retail spending. Therefore, the strategies and policies adopted in this General Plan are tailored to address these weaknesses.

### 1. Household Income

With a median household income of \$63,100, Pomona’s households earn 24% less than those in the greater RMA. Reduced incomes directly impact consumer spending and the success of retail. Furthermore, due to the relatively large size of households in Pomona, the per capita income disparity is even greater – 35% below the RMA.

### 2. Crime

The rate of crime in Pomona is higher than in neighboring cities. However, efforts by the City to make Pomona safer are proving successful. In 1990, Pomona recorded 72 crimes per 1,000 residents. By 2007, this ratio had shrunk to only 42 per 1,000. Despite these improvements, the perception of high rates of crime continues to negatively impact property values, reducing economic prosperity.

### 3. Retail Venues

The out-dated character of shopping venues in the City is an obstacle to creating a successful retail environment. Most of the major regional-serving shopping venues (big-box retail, traditional malls, etc.) are located outside of Pomona. The majority of retail uses in Pomona lack physical concentration, and are located in smaller, out-dated neighborhood and community oriented retail establishments. This pattern of older, disaggregated retail venues has deterred newer retail investment.

The relative disaggregation of retail uses is a significant obstacle to attracting national credit tenants into the City. Such retailers typically favor larger, more concentrated retail environments that offer the opportunity to synergize with other retailers in the same location. Filling in this retail gap is a large “informal” retail sector of small, non-credit tenants. This informal sector is difficult to track and monitor, and often results in lost taxable sales revenue for the City.

Retail data indicates that Pomona is leaking retail spending capacity due to a lack of the more modern, conventional retail formats that have proliferated outside of the City. To effectively compete with neighboring destination retail offerings, Pomona must target niche retail formats currently lacking in the RMA.

Two key retail categories represent the majority of leakage – apparel and general merchandise. These categories are likely being leaked to regional destination oriented shopping venues in Montclair, Ontario, Rancho Cucamonga, Chino and Chino Hills. To re-capture leaked consumer spending, apparel and general merchandise retail categories must be targeted.

### 4. Land Availability

As one of the oldest cities in the fast-growing Los Angeles Basin, Pomona has a limited number of large, assembled, vacant tracts of land to develop. The majority of new development will be “redevelopment” primarily focused on smaller infill parcels. To compete with cities to the east where land availability is less constrained, Pomona must strategically assess its existing development and identify those properties that have significant potential for change and are well-positioned to capture future economic growth.

### 5. Jobs/Labor Imbalance

As noted above, Pomona has a strong share of regional employment which is in line with its size. This includes a variety of high paying industries, notably those in the medical field and education establishment. However, a significant portion of the workforce employed by these institutions lives outside the City. Conversely, most workers who live in Pomona work outside the City. As a result, Pomona exports more labor than both the IMA and RMA. This trend has grown during the last 30 years. The challenge to improving the jobs/labor balance is two-fold. First, Pomona must improve its quality of life to attract highly skilled workers to live in the City while also educating its resident workforce in order to take advantage of these higher-paying jobs. Second, the City must identify ways to concentrate additional jobs in the City in the industries that currently employ the City’s residents elsewhere. Pomona’s labor force is well-trained in the manufacturing (20% of City labor), education/health care (14%), professional services (9%) and transportation/warehousing (8%) industries.

### 5. Lack of Synergy with Major Institutions

Although they play important roles in Pomona, the City is not currently taking full advantage of the presence of Cal Poly Pomona, the Claremont Colleges, the University of LaVerne, Western University of Health Sciences, the Pomona Valley Hospital Medical Center, Casa Colina Centers for Rehabilitation, the Fairplex, and Los Angeles County operations. The City can increase coordination with these institutions. Shaping land use / economic development policies and strategies that build on these assets will be to both the City’s and the institutions’ mutual benefit.



## MARKET TRENDS

### RETAIL

As a use that is responsible for a significant portion of a City's economic, cultural, and entertainment activity while simultaneously accounting for a very small percentage of a City's built development, retail activity is particularly sensitive to market trends and forces of change.

Like most suburbs across the country, almost all of Pomona's retail uses outside of Downtown are located along the City's major arterial corridors in auto-oriented strip commercial formats. However, beginning in the late 1980's and early 1990's, shopping center investment nationally has been concentrating in increasingly large clusters at major intersections and freeway off-ramps. These crossroads located centers have been draining economic vitality from retail properties everywhere else. Pomona is no exception to this trend as the corridors contain numerous vacant and under-utilized sites with many of the larger, aging commercial centers in need of updating. This trend of retail consolidation will continue to be the dominant trend for retail in the future.

Another trend in retail development is the changing design of retail center types. The most significant of these changes is a general trend towards larger city and regional centers to incorporate a mix of uses in more pedestrian oriented, outdoor formats as opposed to the exclusively surface parked, enclosed malls of the past decades.

The specialization and clustering of retail types indicates that the City-wide pattern of retail development must be carefully monitored and guided. First and foremost it must be strategically directed to the locations where generating activity and bringing people together is a high priority. Additionally, it must be configured to create an environment that supports activity. The secondary role for retail development must be to increase livability by supporting convenience living.

### EMPLOYMENT

As one of the primary drivers of the economy, the workplace plays an important role in shaping a prosperous future City. In the past, important segments of Pomona's workplace have included county civic center activities, well respected medical facilities and university campuses. Overall, however, Pomona's workplace has been dominated by industrial and light industrial uses including significant amounts of manufacturing, warehousing, and storage.

Presently, much of the City's industrial inventory is outdated and requires upgrading or redevelopment to be competitive with the newer facilities and large tracts of cheap, undeveloped land that is available in cities to the east. This puts Pomona at somewhat of a disadvantage when trying to attract significant new growth in the warehousing and storage sectors. Therefore, Pomona should adopt a new workplace strategy for the future.

Emerging trends in the workplace point to changes in Pomona's role within the network of regional workplace activity:

- As the realities of the digital/information age spill over into all aspects of industry, workplace districts will increasingly become clustered and connected networks of businesses and industries. This is because businesses are becoming more specialized as they focus on innovating in a competitive marketplace.
- Moving out to low cost land in remote locations is no longer an attractive long-term strategy for most industries. The appeal of locating in the far periphery of the region is giving way to strategic decisions to locate closer to dense, active urban centers throughout the region. This is "where the action is" because businesses can take advantage of transportation options and, proximity to similar industries, services, workers, meeting places, and convenience uses.
- The changing workplace environment values locations where people want to live. In the same way that "one of the key factors that helped determine Pomona as the site for [General Dynamics'] 100,000 square foot engineering building [in 1946] was the area's ideal living and working conditions"<sup>6</sup>, businesses are recognizing that locating in cities with mass transit, active downtowns, and ["round-the-clock"] amenities that provide employees with greater convenience and shorter commutes is an important way to attract and retain top talent.
- Buildings and on-the-job activities in contemporary industrial sectors are more compatible with neighboring development than in the past, which allows them to locate in built out, active, accessible, and community oriented cities such as Pomona.
- Businesses and industries will require both less space and a larger variety of space/building types. Therefore, because workplace districts will contain mixed networks of businesses and industries, the old model of homogeneous districts with limited building types is not viable. Instead, districts will require a mixture of building types and workspace sizes/configurations.

These trends will guide all sectors of the economy, including industrial sectors which are not currently well represented in Pomona but show growth potential such as health services and medical offices, light manufacturing, bio-technology, bio-agriculture, and green technology. These industries are a good match with the City's location in the region as well as its infrastructure strengths, workforce, and assets. Pomona has a particular advantage for attracting these types of industries because it has a substantial downtown not found elsewhere in the region as well as industrial districts near transit stops and respected institutions.

## HOUSING

Pomona's residential neighborhoods have always been a strong, central part of the community's identity. That will continue to be true in the future and this Plan must identify how current housing trends will influence the makeup of Pomona's neighborhoods in the future. The past year has seen a record number of foreclosures and historically slow home sales and construction nationally. This is especially true in California, which accounted for almost one third of the country's foreclosures<sup>7</sup>.

Upon closer inspection, like the intensification of the Los Angeles region, foreclosures have not been distributed evenly across the region. The lower density, housing dominated suburbs farthest east of Central Los Angeles saw a significantly higher rate of foreclosures than the suburbs closer to the regional core. This is a reflection of the broader national trend in which:

- "housing prices in walkable urban places have about a 40-200 percent (three-fold) premium over drivable single-family housing. . . [this statement] could not have been made ten to twenty years ago, reflecting the dramatic shift in values that has taken place over the time period."<sup>8</sup>

An opportunity exists in appropriate locations throughout the City to plan for the type of walkable urbanism that can increase housing choices in the community, attract households in demographics currently lacking in Pomona, and accommodate growth in ways that can improve the physical condition of residential neighborhoods and quality of life.

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(Endnotes)

- 1 Woods + Poole Economics: CEDDS 2006, Los Angeles CSA
- 2 Sprawl Hits the Wall: Confronting the Realities of Metropolitan Los Angeles (Southern California Studies Center, University of Southern California, Los Angeles, CA, 2001) p. 12
- 3 Sprawl Hits the Wall, p. 16
- 4 Alan Loomis and Gloria Ohland: Los Angeles: Building the Polycentric Region (Congress for the New Urbanism, Pasadena, CA 2005), p. 24
- 5 Mario Polese: The Wealth and Poverty of Regions: Why Cities Matter (Chicago and London, The University of Chicago Press, 2009)
- 6 Gloria Ricci Lothrop, Pomona: A Centennial History (Northridge, CA: Windsor Publications, 1988), p. 96
- 7 [www.RealtyTrac.com](http://www.RealtyTrac.com), March 2009
- 8 Christopher Leinberger, The Option of Urbanism: Investing in a New American Dream: (Washington SC, Island Press, 2008), p. 99

Pomona is a built-out city, with a limited inventory of large, unconstrained vacant properties available for new development. However, Pomona is also a city in transition, with some areas undergoing redevelopment and intensification and others showing potential for new uses or infill development. These areas in transition do not reflect the majority of land area in Pomona, as most of the City is made up of stable neighborhoods that will not change substantially in the coming decades. Therefore, efforts to plan for new development will be focused on infill and re-use, emphasizing those areas of the City where opportunities are the strongest, where disruptions to existing neighborhoods are minimal and where community support for change is highest. Such areas may also serve as important landmarks or focal points within the City and, therefore, may act as valuable catalysts for further development or economic activity.

## POTENTIAL FOR CHANGE

Because much of Pomona is built-out and stable and the City has limited means to intervene or influence change on parcels where change can happen, it is important to get a sense of the overall geographic *pattern* of market-driven potential for change within the City. This pattern, or framework for change, can be used to guide policies and target the most efficient use of limited City resources to direct growth and instigate change in a way that will make the most of the value already in place.

This pattern is shown in the Fig. 5-1 Potential Change Areas map, which identifies various anticipated levels of change or reinforcement/preservation over the next twenty (20) years for areas throughout the City. These levels of change are described below. It is important to remember that, given the long-term nature of the General Plan, some areas anticipated to undergo change may not actually do so during the life of the Plan. There will always be a need to consider specific opportunity sites in the context of their surroundings.

The vision for Pomona Tomorrow and related goals and policies in this document are based on the framework for change outlined in this section. The intent is to:

1. Direct growth to change areas in configurations that will help establish the vision of Pomona Tomorrow
2. Limit change in preservation areas to infill development that strengthens the character and function of those areas
3. Use limited city resources to encourage investment in areas with the greatest short-term potential for change
4. Take advantage of district types (transit oriented, Downtown, clustered) that thrive with compact development forms

## AREAS OF LITTLE OR NO CHANGE

These are areas that consist almost exclusively of development that is not vulnerable to change. Because these areas are currently stable and successful, they are not considered likely to change.

## SHORT TERM CHANGE AREAS

These are areas with a high percentage of properties with potential for change in the short term or are areas with a significant concentration of all levels of vulnerability immediately adjacent to a major value generating asset such as a major regional multi-modal transit station or other regional destination. Due to the combination of significant vulnerability and major generators of value, these areas are considered as having short-term potential for change.

## MEDIUM TERM CHANGE AREAS

These are areas that have a high percentage of properties with potential for change in the medium term or areas with a moderate concentration of vulnerability immediately adjacent to an average value generating asset such as a retail or other anchor that generates or is a source of activity and traffic. Due to the combination of moderate vulnerability and average generators of value, these areas are considered as having medium-term potential for change.

## LONG TERM CHANGE AREAS

These are areas that have a high percentage of properties with potential for change in the long term or areas that have a large concentration of vulnerability on very large, assembled properties near average value generating assets. Due to the combination of long term vulnerability and large property sizes or average generators of value, these areas are considered as having long-term potential for change.

## AREAS WITH DEVELOPMENT TYPE POTENTIAL FOR CHANGE

These are areas that have a high percentage of a single development type that has potential for change in the long term as a result of changing market forces. Due to the fact that these areas currently appear stable and successful and do not have other factors that would affect their potential for change, these areas are considered as having long-term, market driven potential for change.

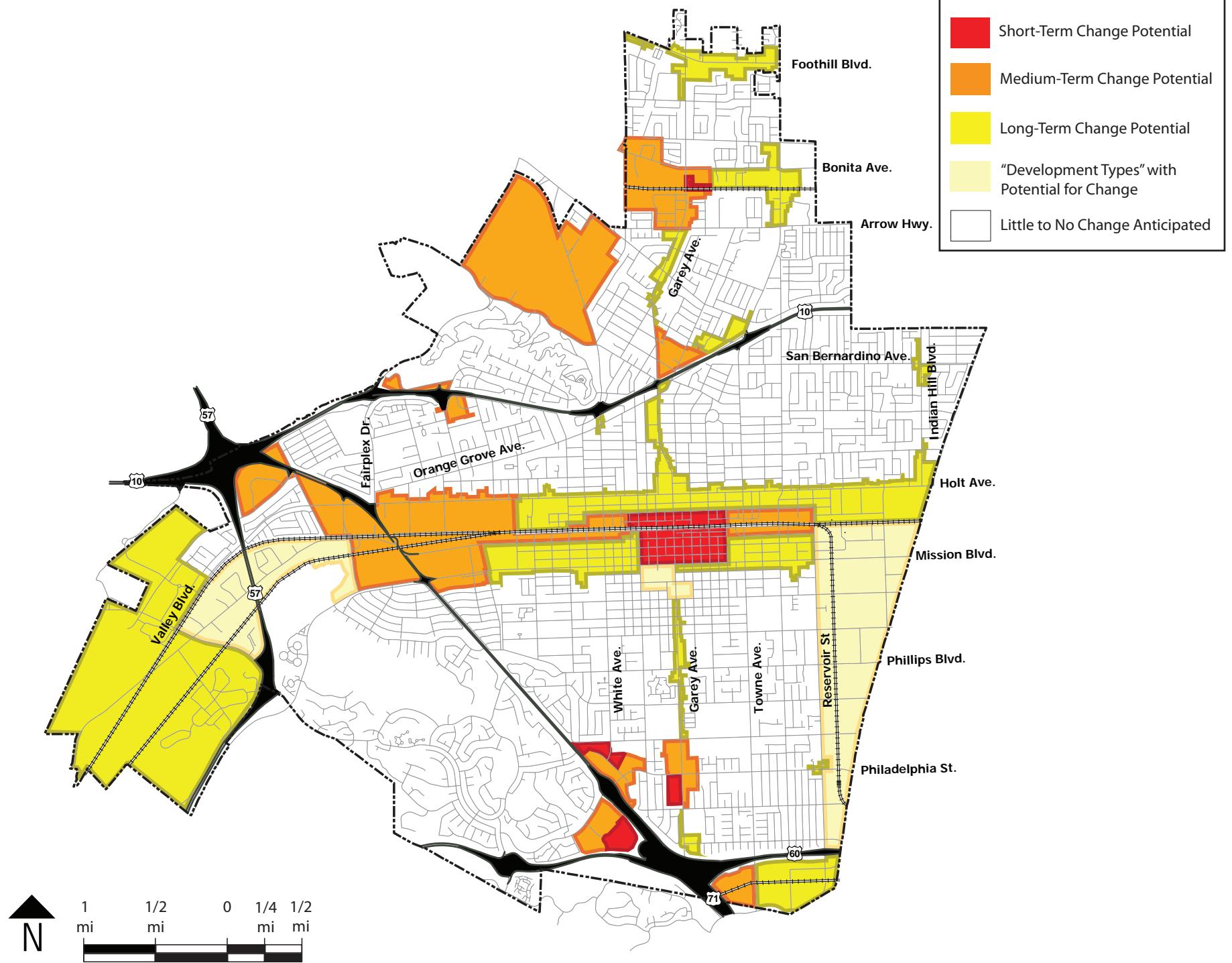
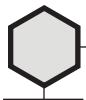


FIG. 5.1: POTENTIAL CHANGE AREAS



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This section establishes the overall vision of the future City, as expressed through a physical City Structure Diagram and the strategy framework to achieve the vision.

The value of community design in Pomona continues to be a major focus in the City's planning and regulatory framework. The 1976 General Plan included a Community Design Component whose original goal was "to recognize the positive design features of the community, to reserve and enhance those features and to improve the livability and cultural life of the community through physical design considerations in areas where it is less than satisfactory such that the result is an environment defined by quality, cohesiveness and human needs."<sup>1</sup>

Like the City's 1976 General Plan, this General Plan Update intends to improve the livability and cultural life of the community by creating places in the City "defined by quality, cohesiveness, and human needs." The individual efforts of tenants, homeowners, businesses, and organizations are essential to achieving positive change in these places. At the same time, the community's goals cannot be achieved through individual efforts alone. The City must define a desirable pattern that all involved are working to create as well as enhance the infrastructure that serves that pattern. The priority actions and future City structure established in this section are intended to 1) respond to the forces of change summarized in Section 4. Guiding Forces and Opportunities, and 2) position the community to take advantage of those forces to achieve a prosperous and sustainable future.

## STRATEGIC ACTION AREAS

Based on the preceding sections of this document, eight prioritized action areas are identified herein as a basis for updated General Plan policies. Strategic priorities are established for each action area. The General Plan's goals and policies build upon this foundation to achieve the vision for Pomona Tomorrow. Some of the action areas (e.g., "Downtown," "activity centers," and "transit oriented districts") may overlap each other to a degree, as they are not mutually exclusive land use categories; rather, they are place types whose performance and value arise from their historic pattern of development, land use, circulation, public space, and other characteristics.

An action area's level of priority is based primarily on two indicators: the area's potential for change, and its market potential to bring sustainable employment, investment, and added value to the community (Fig. 6.1). To achieve the City's objectives, policies need to identify and enable nearer term opportunities that contribute to the City's long term vision. As such, the highest priority areas are those with the greatest potential for change combined with the highest market potential. In the short term, the City should focus resources on projects that will act as market catalysts and generate momentum for large scale change. Over longer timeframes, the City should plan for development that can take advantage of future market opportunities, and put into place new catalysts that could accelerate the timeframe for change.

In areas with less market potential but greater potential for change, the City should monitor market activity and respond to opportunities individually to facilitate development on a case-by-case basis. Areas with low market potential and low potential for change are typically stable. As a result, the City should plan for development that will incrementally strengthen the existing pattern, encourage upkeep, and improve the quality of life in these areas.

The eight strategic action areas are listed in priority order and illustrated in Figure 6.2 with prioritized strategies for these areas outlined on the pages that follow.

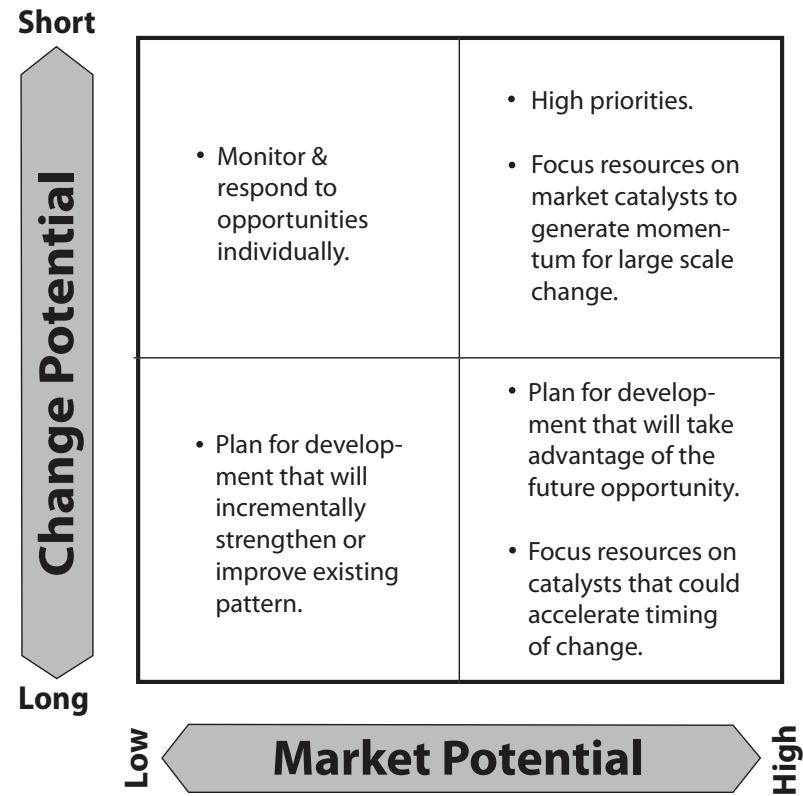
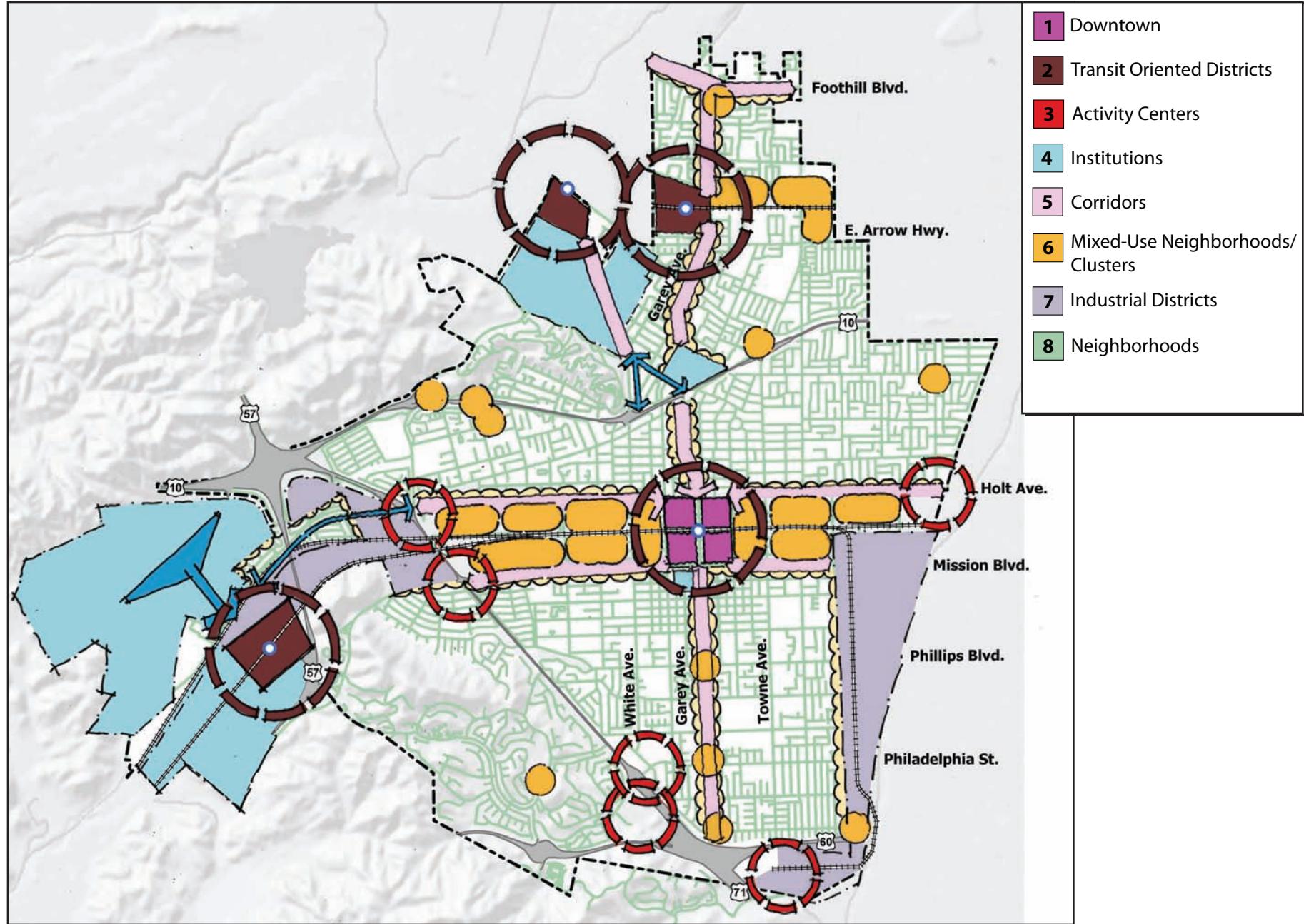


FIG. 6.1: DETERMINING THE LEVEL OF PRIORITY FOR ACTION AREAS

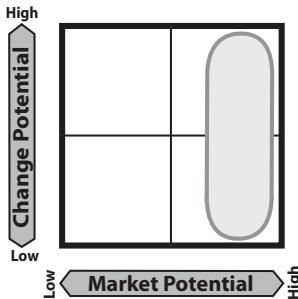


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FIG. 6.2: STRATEGIC ACTION AREAS



## PRIORITY 1 - DOWNTOWN



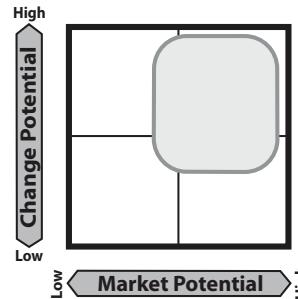
### Planning approach

As new development occurs, promote the *restructuring* of these areas into higher intensity, transit oriented districts with a mix of uses in a pedestrian-oriented environment with a wide variety of pedestrian amenities, connected streets, and public spaces.

### Strategy

- Make continued Downtown revitalization a high priority.
- Focus on and grow from a successful retail core.
- Promote new housing to increase the number of people who live Downtown.
- Accommodate new mixed use development surrounding the train station and retail core.

## PRIORITY 2 - TRANSIT ORIENTED DISTRICTS



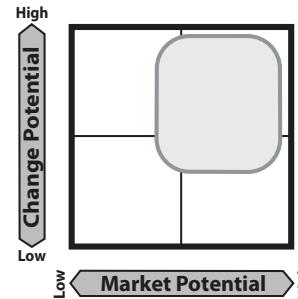
### Planning approach

As new development occurs, promote the *restructuring* of these areas into higher intensity, higher activity, transit oriented districts with a mix of uses in a pedestrian-oriented environment with a wide variety of pedestrian amenities, connected streets, and public spaces.

### Strategy

- Take full advantage of broader trends of intensification and clustering. Direct both housing and workplace growth and intensity to areas surrounding existing and future train stations / transit hubs.
- Ensure that transit oriented districts are walkable, active, and integrated into the City.

## PRIORITY 3 - ACTIVITY CENTERS



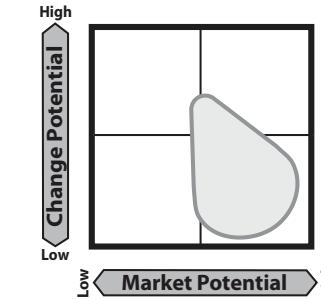
### Planning approach

*Retain* existing neighborhood centers and the Downtown retail core and support their intensification and mix; encourage the eventual *transition* of properties to greater land use efficiency and mixture of complementary uses; *restructure* areas in strategic locations to accommodate new or renovated regional retail centers.

### Strategy

- Concentrate retail investment in "centers" clustered at crossroads that satisfy investor preferences and target the local community.
- Ensure that the form of new retail development does not negatively impact the character of surrounding districts or neighborhoods.

## PRIORITY 4 - INSTITUTIONS



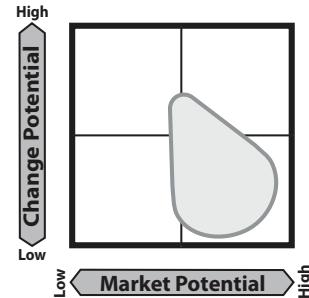
### Planning approach

*Retain* existing institutions and work with relevant organizations to encourage the eventual *transition* of their campuses to greater land use efficiency and mixture of complementary uses.

### Strategy

- Improve walkability and connectivity between Downtown and the City's major institutions.
- Support the expansion/strategic change of these important City assets.
- Plan for the type of development that will both support and capture value from the institutions on and around these campuses.
- Work with the institutions such as Cal Poly, the Fairplex, Lanterman Center, the Pomona Valley Hospital Medical Center, and Western University of Health Sciences to identify missed opportunities that can benefit both the City and the institutions.

## PRIORITY 5 - CORRIDORS



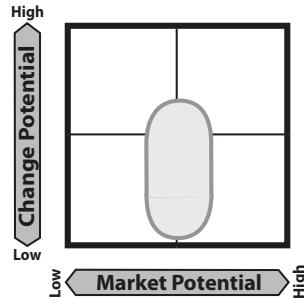
### Planning approach

Encourage the gradual *transition* to more pedestrian/transit oriented and distinctive building types and site treatments, as well as increasingly efficient land use.

### Strategy

- Establish segments in between centers, where each segment has its own distinct character and clear market focus.
- Extend residential entitlements to properties no longer advantageously positioned for retail development.
- Make sure that new commercial investment between centers is consistent and compatible with each segment's market focus.
- Identify capital improvements that will improve the character of major gateway corridors and help catalyze new development.
- Ensure that new development helps establish an appropriate edge to adjacent stable neighborhoods.
- Ensure that new development along the corridors will be of high quality and consistent with the City's long term vision.

## PRIORITY 6 - MIXED-USE NEIGHBORHOODS/CLUSTERS



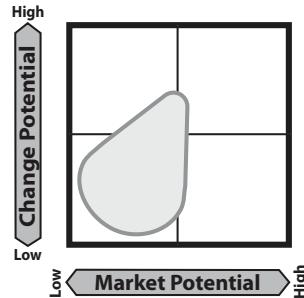
### Planning approach

Encourage the gradual *transition* to more pedestrian-oriented and distinctive building types and site treatments that are increasingly efficient in land use and are compatible with existing adjacent low density residential development.

### Strategy

- Transition development along the railroad tracks to a series of mixed-use neighborhoods that build upon the character of existing adjacent development.
- Preserve stable neighborhoods by limiting intensity and activity to major crossroads locations throughout the City.

## PRIORITY 7 - INDUSTRIAL/WORKPLACE DISTRICTS



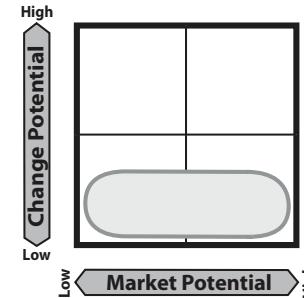
### Planning approach

Encourage the gradual *transition* to more pedestrian-oriented and distinctive building types and site treatments as well as increasingly efficient land use to accommodate higher value workplace uses and be more compatible with adjacent low-density residential development.

### Strategy

- Promote industries that can benefit from synergies with respected institutions, including bio-sciences, aerospace and agriculture.
- Strengthen the physical relationship between workplace districts and Cal Poly / Downtown
- Support renovation and reconfiguration to allow new businesses in target industries to occupy existing buildings.
- Improve the street and public space network to improve the livability of these districts.

## PRIORITY 8 - NEIGHBORHOODS



### Planning approach

*Preservation.*

### Strategy

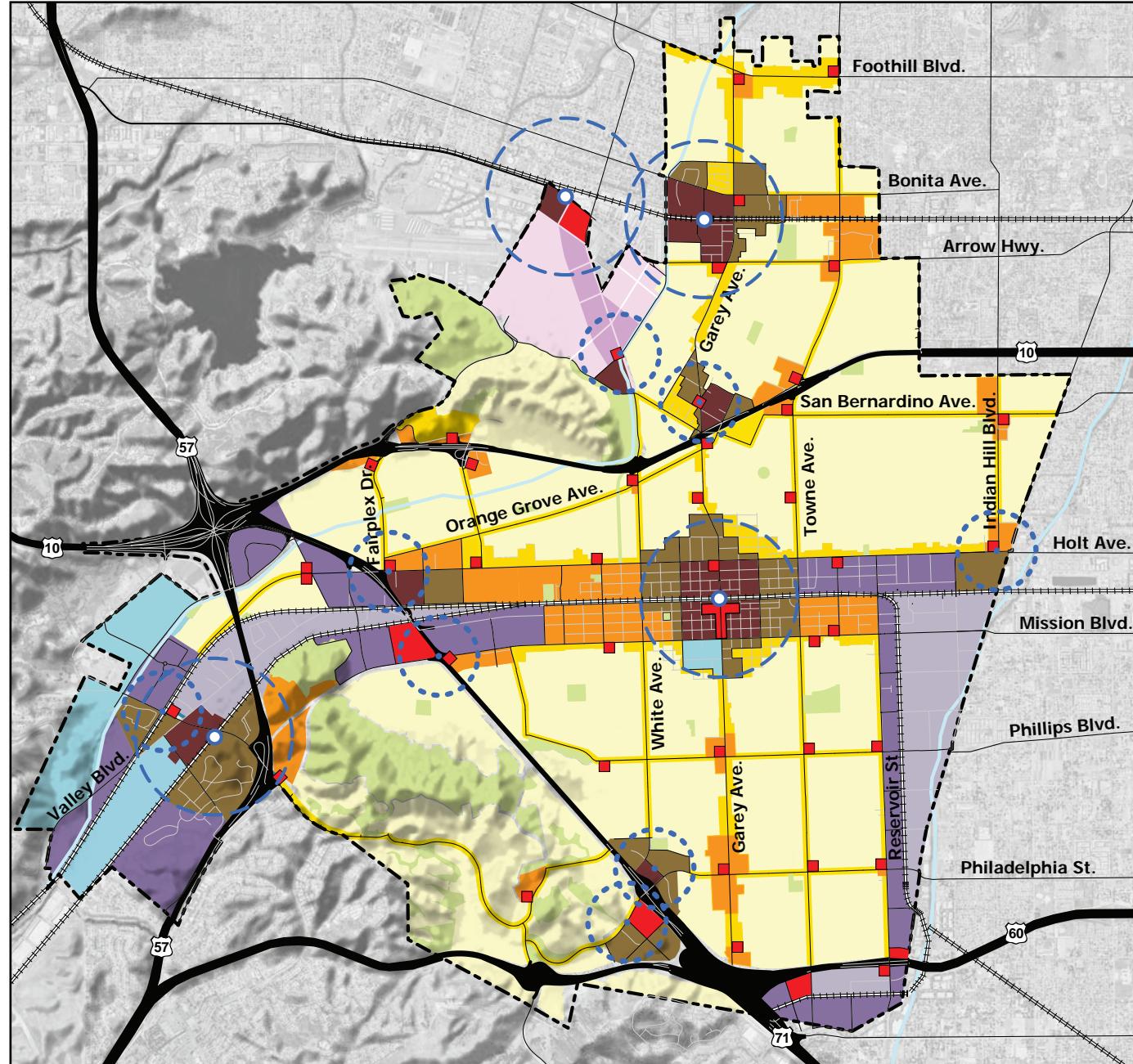
- Strengthen stable neighborhoods with new open spaces and street improvements.
- Preserve the scale, character, and value of established neighborhoods by ensuring that new residential development is well integrated with existing development.

## THE FUTURE CITY STRUCTURE: PLACE TYPES

Pomona is a diverse city with many districts and unique neighborhoods, each with its own character and identity. The General Plan's vision for Pomona Tomorrow unites these districts and neighborhoods with an overall City identity that is built upon the urban structure outlined in Pomona Today.

Figure 6.3 Pomona Tomorrow provides an overview of the envisioned future City structure, which is further discussed in the sections that follow. The diagram illustrates the proposed general location, distribution and extent of land uses throughout the City by identifying a pattern of centers, districts, corridors, and neighborhoods. It describes the general form, function, and use mix of each of these place types. The diagram is a graphic representation of the goals and policies contained in the General Plan; it is to be used and interpreted only in conjunction with the text and other supporting but secondary figures contained in the General Plan.

Sites less than two acres in size are generally not depicted on the diagram. The interpretation of consistency with the General Plan on sites less than two acres in size will be done through the Updated Zoning Ordinance and the Zoning Map.



Place Types

- Activity Center
- Transit Oriented District: Core
- Transit Oriented District: Neighborhood
- Urban Neighborhood
- Neighborhood Edge
- Residential Neighborhood
- Workplace District Edge
- Workplace District
- Open Space
- Special Campus
- Fairplex
- Train Stations
- 1/4 mile Radii Bus Nodes
- 1/2 mile Radii Train Node



## 6-A Activity Centers

### 6A - ACTIVITY CENTERS

Activity centers are districts or concentrations of development that are catalyzed by retail and other complementary uses. The mix and format of the latter are related to those of the retail uses. Of major land uses in the City, retail use takes up the smallest land area but is the essential ingredient in creating activity, image, and value for City neighborhoods (residential, workplace, corridor, mixed-use, and Downtown).

Because of these critical City roles and decades-long retail industry trends towards clustering, specialization, and niche formats, the pattern of retail centers throughout the City is a key aspect of the future City structure. Due to their geographic location, visibility, access, and existing conditions, different activity centers in the City will play different roles in establishing the healthy distribution of retail activity essential to Pomona's integrated economy. Fig.6.4 illustrates the envisioned future pattern of activity centers in Pomona as well as those competing centers immediately outside of Pomona. The intent of this hierarchical pattern is to strategically position Downtown, regional centers, and community/neighborhood centers so that each has a unique market focus and role in the City that does not adversely compete with other centers within Pomona.

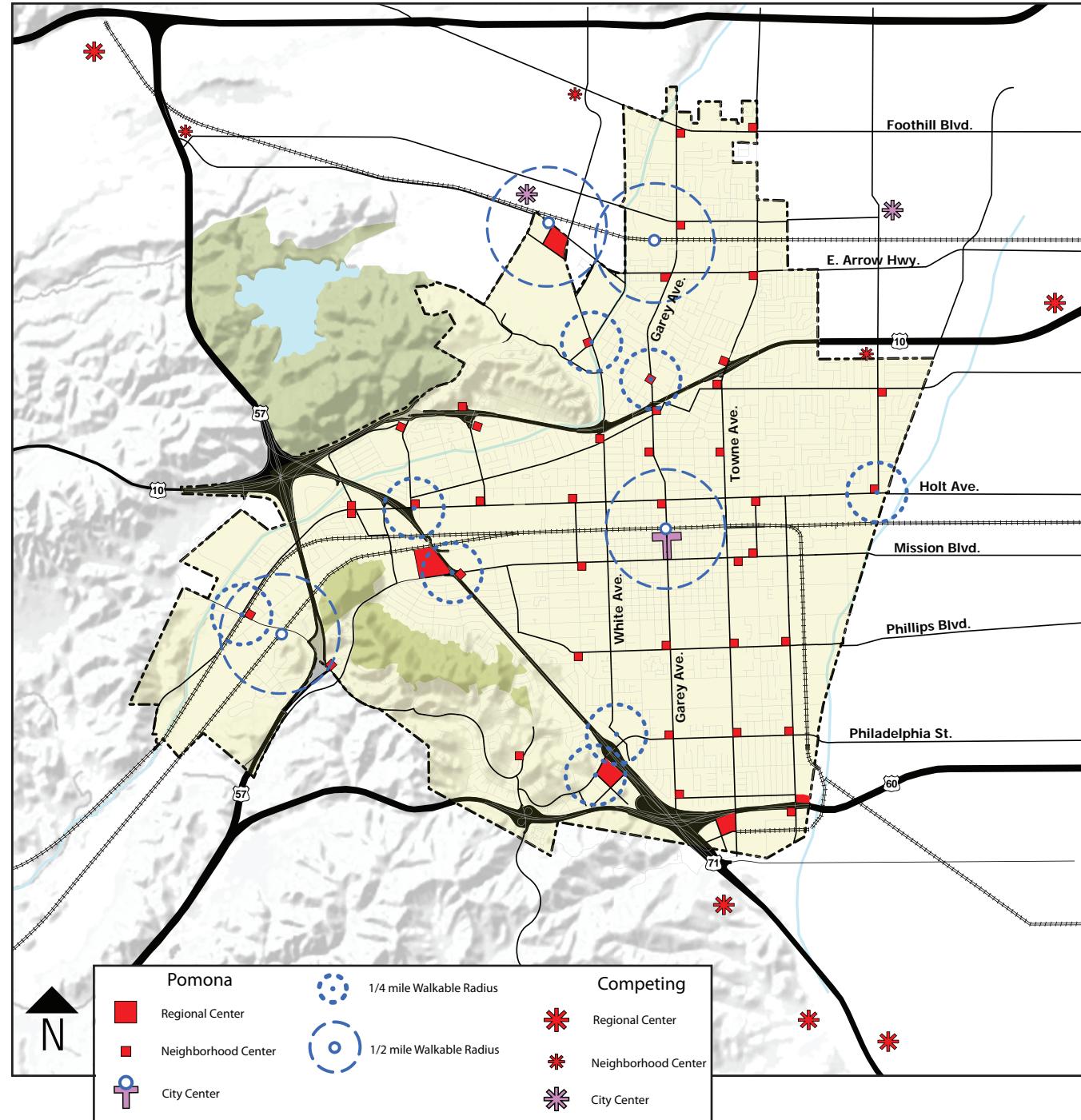


FIG. 6.4: ACTIVITY CENTERS

## Downtown

Downtown is the premier activity center of Pomona. Its renaissance as a place for commercial, residential, cultural, educational, and civic activity — serving local residents and the greater region — is central to the vision of Pomona Tomorrow. This vision aligns with the policies contained in the Downtown Pomona Specific Plan and provides additional guidance for Specific Plan implementation. It is anticipated that approximately 65 acres (or 17%) of the land area within the Downtown Specific Plan area will undergo a use or intensity change over the next 20 years, a significant amount of new investment.

The Downtown retail and entertainment core will be the “center of the center” of City activity. As mixed-use urban shopping formats increasingly dominate the shopping industry, Downtown will regain its attraction to niche retailers in keeping with those market trends. New retail and entertainment anchors will increase the number and type of in-line retail and service uses that Downtown can support, including the City’s highest concentration of restaurants, outdoor dining, and entertainment uses. These uses will occupy continuous shop fronts with large shop windows and frequent entrance doors on the ground floor of buildings with a high level of finish and detail.

A significant population of residents, workers, and visitors in mid-rise mixed use Downtown buildings will enjoy the resulting vitality and convenience while adding to the activity of the re-emerging Downtown Core. Innovative and creative industries and their highly educated workers, the “millennial” and younger generations, “empty nesters,” small families, students, and other “compact households” will all increasingly seek to live in walkable, culturally active, and services-rich places such as this.

A high quality, active, safe, and convenient public realm of streets, sidewalks, and plazas is critical to support a revitalized Downtown economy. Creating such an environment is also a strategic means of rapidly improving Downtown’s image, which is typically emblematic of a City as a whole. Attractive strolling and gathering environments will further strengthen Downtown’s role as a prominent center of the community and of the San Gabriel Valley foothill region. Coordinated street improvements will focus on adding updated pedestrian-oriented lighting, street trees, decorative furnishings, and wayfinding signage. Signature plazas and public spaces will provide the setting for landmark buildings, ground-floor storefronts and entrances, and open space amenities.

Convenient curbside parking spaces will remain important, with additional spaces tucked behind buildings in small lots and structures. For longer term success, Downtown will take advantage of its excellent connectivity, walkability, and transit access as large scale surface parking lots in strategic locations throughout Downtown transition to parking structures.



FIG. 6.5: ENVISIONED DOWNTOWN ACTIVITY CENTER CHARACTER



## Regional Centers

Located at important freeway interchange crossroads, regional centers will be able to accommodate concentrations of commercial activity that are currently lacking in Pomona and require residents to patronize centers outside of the City. In order to compete with existing retail centers in the region, Pomona's regional activity centers will provide unique shopping experiences not currently found in the surrounding cities. Buildings will feature shopfronts with primary entrances oriented toward streets or pedestrian ways that will support significant pedestrian activity. Activity levels will be high day and night as these centers will include housing, offices, and lodging in compatible configurations. These will be in larger scale, sometimes mixed use buildings on smaller blocks with an internal grid of streets for both pedestrian and vehicular circulation.

### SR-71/Crossroads

The SR-71/Crossroads center is advantageously located at the intersections of several key transportation corridors within Pomona. Future improvement of SR-71 to full freeway status presents an important opportunity as this "crossroads" location has high visibility and easy access to several regional corridors.

As this center develops with more prominent buildings, the area's visibility will increase. The center's future success will be built on a foundation of streetscape improvements, coupled with new streets with increased connectivity, landscaping, and signage.

### South End Activity Centers

Due to its high visibility, the underutilized land in the southeast quadrant of the SR-71 and SR-60 interchange has great opportunity for further intensification to accommodate regional activity.

Improving access from the freeways and enhancing signage will be critical as new development occurs, as will providing an internal circulation network that maximizes pedestrian access and connectivity between uses.



FIG. 6.6: ENVISIONED REGIONAL CENTER CHARACTER

## Community Center / Neighborhood Centers

Similar to the role that Downtown plays within the City, medium-sized community centers and smaller neighborhood centers act as community shopping and gathering spaces for their surrounding neighborhoods. These areas of higher intensity, pedestrian-oriented development provide ground-floor retail, wider sidewalks with opportunities for outdoor seating, and street parking to enhance walkability and connections to surrounding residential areas. Minor streets and corridors also maintain a pedestrian-oriented focus, with improvements providing walkability and landscape continuity.

The General Plan envisions a well-connected network of neighborhood centers throughout the City. Residents will be able to easily access neighborhood-scale activities, services, and facilities used on a frequent basis—such as stores, schools, parks, community centers and transportation facilities.

The success and vitality of these neighborhood centers directly relate to the level of accessibility from surrounding residential areas. Streetscapes, building designs and location are critical elements in shaping connections to and from these centers. Alternative modes of transit and walkability are also emphasized, with vehicular connections relegated to specific access points to minimize conflicts with pedestrians. In addition, vehicular access is “focused” along major corridors or collector streets, maintaining the residential and pedestrian-orientation of local residential streets.

Urban design policies will emphasize maintaining a scale that does not overpower nearby residential uses. Development will protect, shape, and activate the pedestrian realm. Slightly taller buildings that accentuate key intersections and activity nodes will step down to the height of surrounding buildings and residences in the area. Building massing and design are also key elements of consideration in neighborhood centers, where articulation and stepping of heights contribute to a human scale of development and relate infill development to the existing character of buildings.



FIG. 6.7: ENVISIONED COMMUNITY / NEIGHBORHOOD CENTER CHARACTER

## 6B - TRANSIT ORIENTED DISTRICTS

Transit oriented districts are the most active and walkable districts in the City and they feature development types of greater intensity than surrounding areas. By doing so, they take advantage of transit service (either fixed rail or frequent bus service) by concentrating potential rider populations of residents, workers, and visitors next to stations and creating settings to encourage connectivity. They also feature attractive streetscapes, civic plazas, and small urban open spaces, capitalizing on their role as the most visible districts in the City.

These districts also feature a mix of uses – horizontally mixed-use in most cases but vertically mixed-use in the densest locations – typically with retail, commercial and civic activity on the ground floor and housing, lodging or workplace uses above. Transit oriented districts' "cores" are closest to major transit stops or transportation crossroads and have the greatest intensity and the widest range of uses. Surrounding the core, transit oriented district neighborhoods are less intense and more housing oriented.

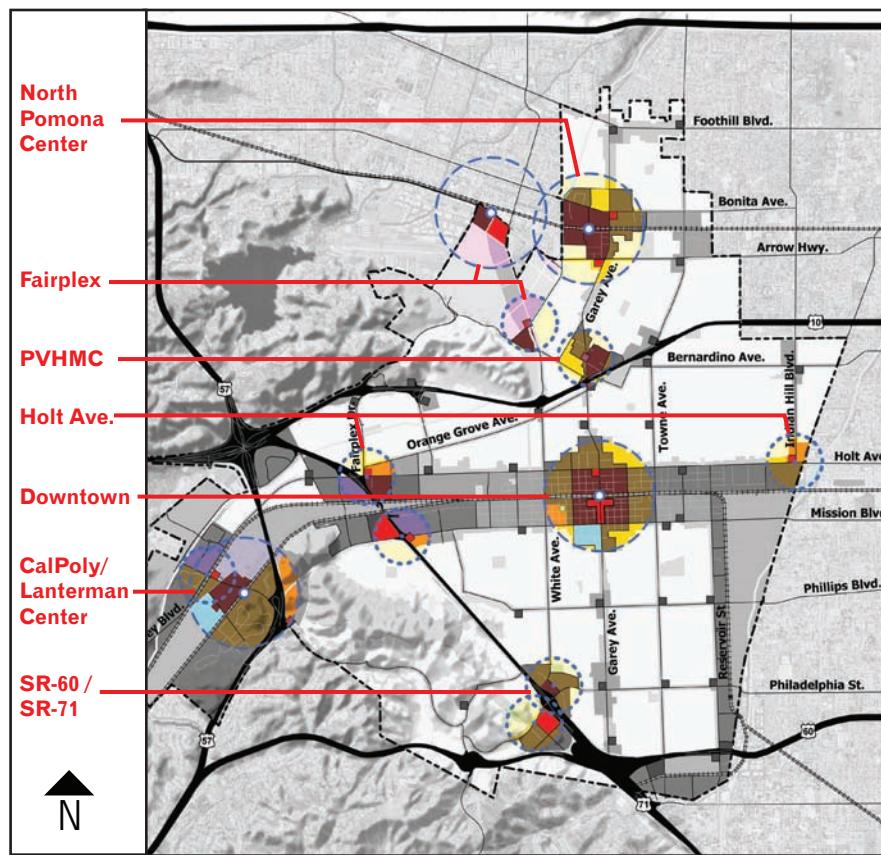


FIG. 6.8: TRANSIT ORIENTED DISTRICTS

## Downtown

### The Downtown Core

The future City structure framework asserts that Downtown is the community's center of business, culture and living. Located in the center of the City, Downtown houses several assets and destinations such as the Pomona Transit Center and pedestrian bridge, the Arts Colony, Thomas Street, the Fox Theater and Western University of Health Sciences. Taking advantage of this diversity of uses, the General Plan reinforces Downtown as the mixed-use "heart of the City," placing emphasis upon its many activities and exceptional transit service. Building scale, location, and orientation foster the traditional pedestrian focus of Downtown. Likewise, streetscape and infrastructure improvements enhance walkability and the visual character of the City, helping to re-establish Pomona's identity and vitality.

Downtown will continue its renaissance as a mixed-use center enjoyed by locals and visitors alike. The greatest building heights and development intensities will be focused Downtown, paired with the Pomona Transit Center. Transit access — combined with Downtown's orientation to pedestrian use — makes it a place where people can live and work without relying on automobiles. As a result, particular emphasis will be placed on parking requirements appropriate to transit districts, strategically located shared parking facilities, and active parking management. As more people make Downtown their home, new parks and outdoor gathering spaces will make the district more livable and community-oriented.

### The Downtown Neighborhood

Surrounding the activity and intensity of the Downtown core, the Downtown neighborhood will be a neighborhood with a difference. It will feature the City's widest range of contemporary housing types, and a wide mixture of uses that are compatible with the district's housing, all concentrated within walking distance of the Downtown Core's theater, shops, restaurants, cafes, nightlife, and amenities. As infill proceeds and the region continues to invest in its transit infrastructure, the neighborhood will benefit from an increasing level of service and activity generated by the Pomona Transit Center while also promoting transit ridership.



## 6-B Transit Oriented Districts

### POMONA TOMORROW



FIG. 6.9: ENVISIONED DOWNTOWN CORE & DOWNTOWN NEIGHBORHOOD CHARACTER

## North Pomona Center

Development in the north Pomona center will generate value from close proximity to its Metrolink Station (and future Gold Line Extension) and consist primarily of transit oriented office/workplace and housing uses. Future redevelopment will capitalize on opportunities for intensification around the station. Particular emphasis will be placed on clustering higher intensity office/workplace development types within  $\frac{1}{4}$  mile of the Metrolink station. The district will target a mix of industries which can synergize with Casa Colina and other nearby medical facilities and uses as well as with the existing concentration of small scale manufacturing / light industrial businesses. Between  $\frac{1}{4}$  mile and  $\frac{1}{2}$  mile of the station, infill and redevelopment will also include the higher density housing types that will support increased transit service, help balance traffic flows, and increase overall district activity and livability. Development intensity will decrease as the district integrates with adjacent neighborhoods. New development will also contribute to a connected street network that fosters pedestrian movement, access to transit, and station visibility.



## Cal Poly / Lanterman Center

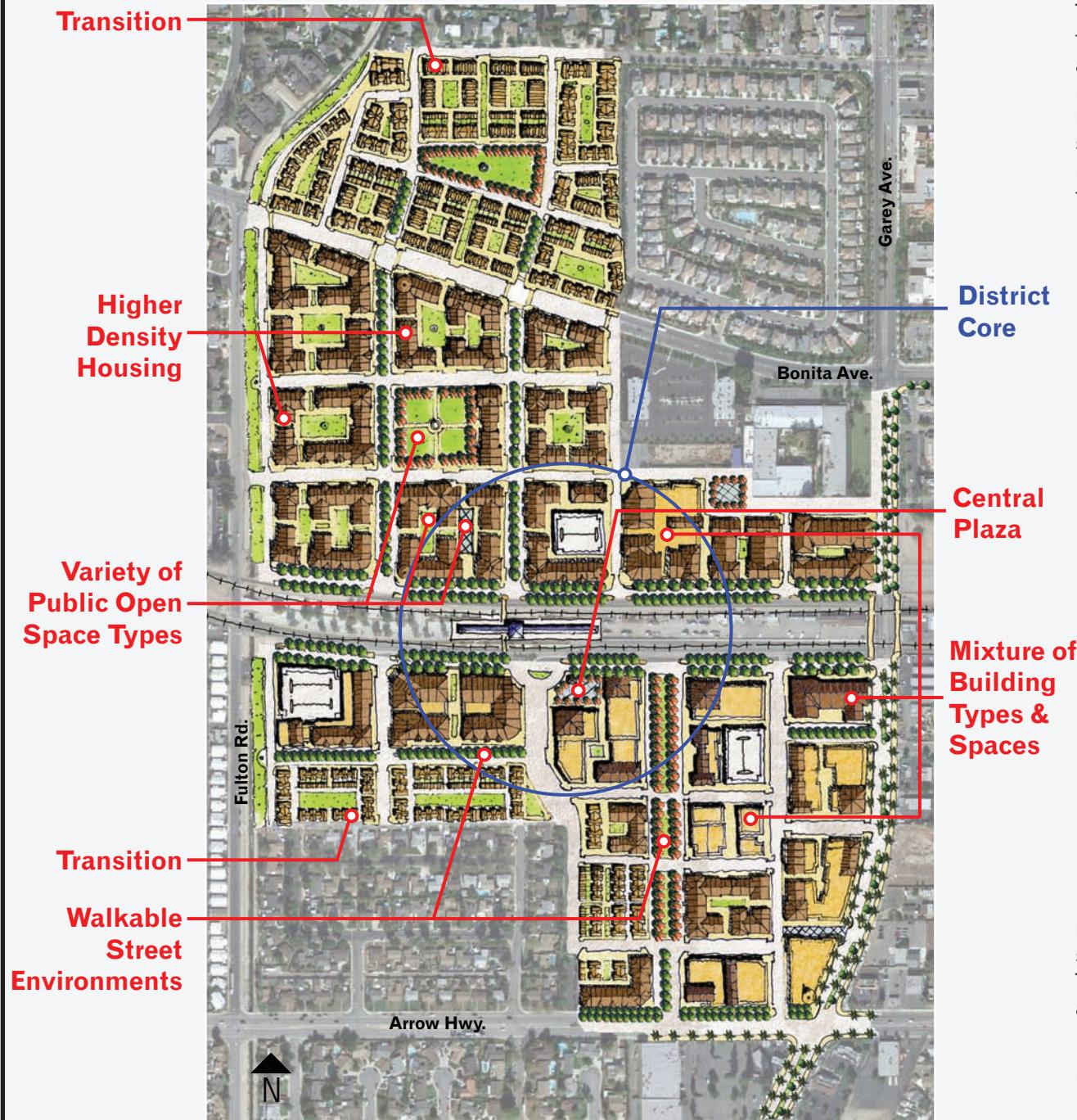
Significant potential exists for a thriving new transit oriented district anchored by a Metrolink Station near Cal Poly and the Lanterman Center. This district could consist of a mixture of housing, office, lodging, neighborhood serving retail, and potentially regional retail and entertainment uses. As the core of the western workplace district (see below), it could support Innovation Village and other nearby workplace activities. New development and potential future redevelopment of the Lanterman Center will feature a walkable pattern that takes advantage of transit connections and respects and maintains the area's beautiful and historic hillside setting. Improved pedestrian and/or transit connection between a potential new station and Cal Poly would provide campus access options to university staff and students and potentially create more convenient connections between the university and Downtown.

## Fairplex

Portions of the Fairplex immediately adjacent to the proposed La Verne Metro Gold Line station will intensify to take advantage of future auto-free regional transit access. This may include potential new commercial, visitor-serving entertainment, residential, and public uses. Activity on portions of the Fairplex near White and McKinley Avenues will build upon the Sheraton Fairplex Hotel and Convention Center.

**FIG. 6.10: ENVISIONED TRANSIT ORIENTED WORKPLACE CHARACTER**

FIG. 6.11: ENVISIONED TYPICAL TRANSIT ORIENTED DISTRICT DEVELOPMENT PATTERN &amp; CHARACTERISTICS



Transit oriented districts will evolve to take full advantage of transit infrastructure as well as broader workplace trends of intensification and clustering. Highly networked transit oriented districts will support convenience living, workplace innovation, and growth industries, through the following general characteristics:

- A core with a critical mass of higher intensity, more knowledge driven industries.
- A mixture of building types and workspace sizes/configurations.
- Attractive, walkable street environments.
- A central plaza that acts as the primary hub for the district's activity and workplace related interaction.
- A variety of public open space types distributed throughout the larger district that allows interaction, recreation, leisure, and contemplation.
- A concentration of higher density housing types that fit in mixed-use environments as well as some activity generating uses which target district residents and workers.
- Appropriate transitions to adjacent neighborhoods.

In addition, each district in the City will have unique characteristics based on the specific conditions outlined in Pomona Today, the district's level of connectivity, and its proximity to various City assets.

Fig.6.11 illustrates one example of how infill and redevelopment of the North Pomona Center might reflect these characteristics.

## Pomona Valley Hospital Medical Center

This medical services district associated with key health care institutions along Garey Avenue will build on the area's current role as one of the City's major employment centers. The largest portion of the district, associated with Pomona Valley Hospital Medical Center, will straddle North Garey Avenue at the I-10 freeway, serving as a robust gateway into the City. New development will focus primarily on providing space for the ancillary facilities and services which locate near hospitals. Streetscape improvements will strengthen the visual and physical connection between surrounding development and the district's medical facility anchors.

### SR-60 / SR-71

A major existing anchored activity center, significant potential for change, and close proximity to major freeway access make this location an excellent opportunity for larger scale infill development and redevelopment. Near term investment will take advantage of significant vacant and underutilized land, providing the pioneering investment that will begin to transition this area from retail center to transit oriented district. SR-71 will be a significant barrier to successfully integrating the entire district. Careful planning and conscientious street design will be critical to the ultimate success of the district. To complement the new, urban intensity that this district can accommodate, improved transit service will connect this center with other transit oriented districts and neighborhoods throughout the City.

The vitality, safety, and identity of the neighborhood will primarily stem from new streets and pedestrian ways providing connectivity to the shopping core. This new pattern of pedestrian scaled blocks will be highlighted by special public spaces distributed along them. A mix of building types lining the new streets will be artfully designed, built close to the sidewalk, and feature entrances facing the public thoroughfares. Building massing and façade composition will emphasize variety and street-side interest. Facades will feature articulated windows and doorways, building forecourts, terraced urban gardens, front stoops, and bay windows.

### Holt Avenue at SR-71 and at Indian Hill Boulevard

Holt Avenue at the SR-71 interchange and at the Indian Hill Boulevard intersection are major City gateways and will act as important concentrations of intensity and activity anchoring a major east-west City spine. To complement the urban intensity in these districts, improved transit service along Holt Avenue (such as a future Regional Bus Rapid Transit service) will connect these transit oriented districts with each other, Downtown, Cal Poly / the Lanterman Center, and other locations outside the City to the east.

## 6C - SPECIAL CAMPUSES

### Civic Center

The City and County Civic Center that abuts the Downtown core will continue to serve as an important Downtown community anchor. Future infill, redevelopment, and streetscape improvements in and around City and County facilities will create opportunities to better integrate the Civic Center campus into Downtown, especially along Garey Avenue. New and improved pedestrian connections to and through the campus will help increase connectivity while encouraging new development near the Civic Center that can take advantage of the daytime activity and concentration of City/County services.

### Lanterman Center

The Lanterman Developmental Center is a tranquil landscaped campus well tailored to the developmental health services it has historically provided to the community and region. The vegetated slopes along its northern, eastern, and southern edges naturally contain the campus setting. The planned future closure of this facility creates the opportunity for its re-use/redevelopment as a mixed-use village environment focused on a new Metrolink station on its western edge (see Transit Oriented Districts above). Strong potential also exists for synergistic development with Cal Poly and activities and businesses that benefit from campus and transit proximity, though barriers to circulation created by the train tracks will need to be addressed. This new neighborhood should preserve significant amounts of land for open space and recreation, and will need to consider the potential for preservation or sensitive renovation and re-use of the facility's distinctive structures.



## 6-C Special Campuses

### Cal Poly Pomona

Activity centers play important social and operational roles near universities by providing places for meeting and exchange, daily meals, shopping, and obtaining services. These roles are often filled by adjacent campustown-style development or a nearby successful Downtown. However, the fact that most of the CalPoly campus is located outside of Pomona's borders has limited development of such an activity center: no campustown exists and Downtown does not yet advantageously connect or interact with the Cal Poly campus.

In addition to improved transit connections between Cal Poly and Downtown, significant potential exists for a thriving new transit oriented district anchored by a new Metrolink Station near Cal Poly and the Lanterman Center (see Transit Oriented Districts above). The existing University Plaza shopping center at Temple Avenue and Valley Boulevard will continue to provide eating, retail, and convenience services near the campus. It may also eventually serve as the nucleus for a small walkable mixed-use "campustown" cluster serving Cal Poly, adjacent workplace blocks, future Lanterman Center infill / reuse development, and the new Metrolink station. Should the 185-acre Cal Poly Spadra Farm property be considered for development, it too offers opportunities for highly desirable potential workplace and mixed residential uses.

As evidenced by California's leading places of technological innovation such as Stanford University/Silicon Valley, UCLA/USC/West Side Los Angeles, UCSD/Sorrento Valley, and UCSF/San Francisco's Mission Bay, collaboration between university campuses and surrounding communities present a key opportunity for incubating globally competitive high technology businesses, generating high value employment, and enhancing City identity. The Innovation Village and the University Corporate Center office park represent initial steps in this direction. Supporting Innovation Village and other nearby workplace activities is a central part of the City's plan for maximizing opportunities to expand business and community synergies with Cal Poly. Special attention will be focused on street alignments, walking/biking paths, and visual streetscape continuity. This will help to overcome the area's natural terrain and man-made barriers and provide greater access and visibility between Cal Poly, surrounding development in the western workplace district, and the potential new Metrolink station. Furthermore, expanded place "branding" and promotion will build on the high quality image of the campus, and provide opportunities for attracting knowledge-based businesses interacting with Cal Poly and increasing high value employment.

### Fairplex

The Fairplex will continue to be characterized by regional attractions and event spaces. Large underutilized areas such as surface parking lots could provide complementary new commercial, visitor-serving entertainment, residential and public uses. A future Metrolink and/or Gold Line extension station would provide year-round, auto-free regional access. As a result, new development should be as pedestrian- and transit oriented as possible.

In order to maximize the mutually beneficial relationship between the Fairplex and Pomona, Fair related entertainment and activity should be more regional in nature to strengthen the City's hierarchy of activity centers (see above) and not adversely compete with other centers in Pomona, particularly Downtown. Furthermore, future development of the Fairplex campus should incorporate smaller blocks and streets that align with adjacent City streets and avoid uses that could create conflicts with adjacent neighborhoods along the Fairplex's borders. To the extent possible, development should not "turn its back" on or wall off City streets in a way that detracts from the value of neighborhood interfaces.

## 6D - NEIGHBORHOOD EDGES

The major vehicular corridors that traverse the City are primary unifying elements of the broader future City structure. These corridors connect employment and mixed-use activity centers with each other, freeway interchanges, transit stations, and Downtown. While their predominant commercial use is an artifact of their pre-freeway pattern of development, these corridors represent opportunities for the future. In recognition of local, regional, and wider forces of change, the Plan envisions new potentials for major corridors (and the centers they connect) through reuse and targeted intensification, mixed-use development, and streetscape enhancements.

This shift in character and market focus will cast these corridors in a new role as edges to adjacent City neighborhoods. These edges will accommodate larger scale development that is more suitable for wider, more heavily trafficked roads and will function as buffers for residential neighborhoods behind them. Taking into account the built-out character of the City, the General Plan anticipates a reasonable amount of infill development along Pomona's major corridors, emphasizing streetscape improvements to add visual appeal and value, development continuity along the street edge, and buffering and compatibility with adjacent neighborhoods.

Garey Avenue will play a prominent role as a major north-south City spine, with land use variation reflecting the diversity of place types and activity occurring along the corridor (Downtown, historic neighborhoods, freeway access, medical district, schools, etc.). Continuous streetscape features such as median landscaping, ample sidewalks and street trees will provide a cohesive character for the commercial, mixed-use, and residential segments.

Substantial portions of Mission Boulevard and Holt Avenue — the two major east-west corridors — have conditions ripe for conversion of obsolete commercial properties to uses such as multi-family residential and mixed-use development, as market demand dictates. Parks, green spaces, and improved sidewalk environments are part of the plan for creating "human-scaled" environments along the Mission and Holt corridors.

### Downtown Gateway Segments

The transformation of the City's major corridors located between Downtown Pomona and its major freeway access points from I-10, SR-71, and SR-60 will be most visible along the "Gateway Boulevard" segments of Garey and Holt Avenues. This transformation would significantly improve the character of these highly visible segments that create the first impressions of the City for people arriving by car. Vacant and underutilized developments in these locations – often characterized by low-rise, single-use commercial development with large surface parking lots and little architectural expression - will provide opportunities for infill development that takes advantage of the segments' high visibility and accessibility. The infill development will be configured to create a civic and attractive gateway experience, make walking a viable choice, accommodate a wider range of uses, and offer more economic opportunities for owners and investors.

A greater proportion of buildings will be positioned between the street and parking lots (or above parking facilities in some cases), focusing and encouraging activity on public sidewalks – in contrast to traditional "strip" property frontages dominated by surface parking lots and buildings set back far from the sidewalk. New and existing developments on properties lining Downtown gateway segments will typically feature a mixture of townhomes, smaller scale multi-family homes, and single use retail shops, services, offices, or hotels – all oriented towards the street, and combining to define varied but recognizable "street walls." Some buildings may be taller than two stories with a scale better suited to the wide street corridor space; at the same time, their profiles will be adjusted to be compatible with the scale of existing neighborhoods to the side or rear.

The transformation of Downtown gateway segments will be supported by streetscape improvements, with tree-lined landscaped medians helping to break up the corridor width, continuous street tree canopies and planter strips to create a comfortable "buffer zone" for pedestrians, and broad sidewalks for walkability. Substantial Downtown gateway streetscape improvements have previously been implemented on South Garey Avenue. These improvements will enable a better match between the street type – a wide arterial road and grander scale of streetscape landscaping – with the development type – corridor buildings creating attractive street edges with front facades and entrances, and parking to the sides or rear. They are a key to the creation of successful settings for new investment and revitalized activity on Downtown gateway segments, and to the creation of a stronger identity for the City.



FIG. 6.12: SAMPLE RANGE OF NEIGHBORHOOD EDGE STREETSCAPE CHARACTER



FIG. 6.13: ENVISIONED DOWNTOWN GATEWAY CHARACTER

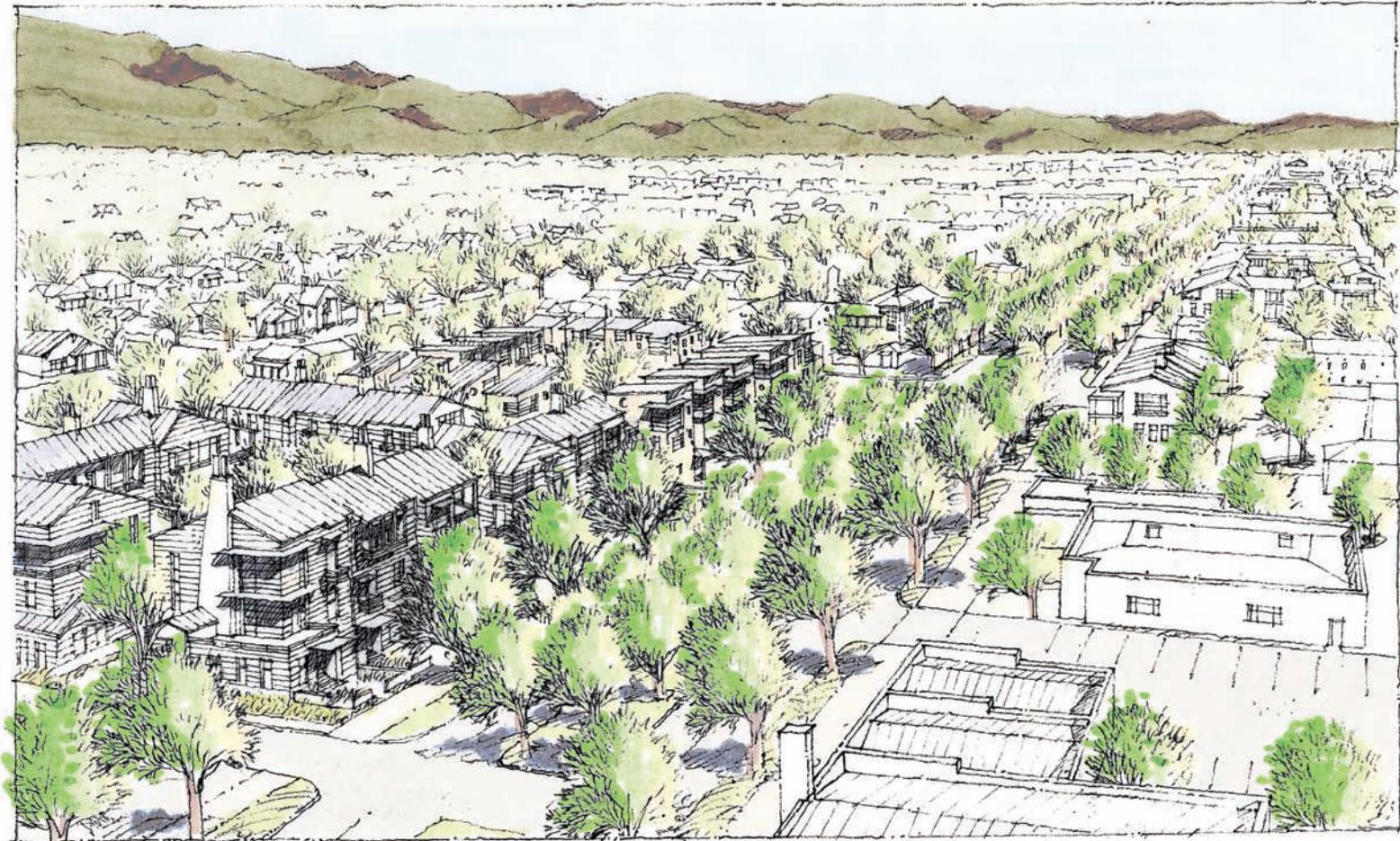


FIG. 6.14: ENVISIONED DOWNTOWN GATEWAY CHARACTER

## City Gateway Segments

The city gateway segments feature an existing, relatively stable concentration of commercial uses. Along these segments, in between activity centers, new investment will gradually replace older strip commercial development along Foothill Boulevard and Holt Avenue. Step-by-step, these corridors will transform, moving toward an environment where new multi-family housing will mix compatibly with commercial, office, and lodging neighbors. Infill developments will be configured to help buffer existing homes “behind” the corridor from the effects of corridor noise and other impacts. This transformation will be facilitated by streetscape improvements that support these segments as important, high volume, and high visibility concentrations of commercial sales and service uses as well as potential locations for higher density housing. Development will orient toward the street with design details that match the scale of a wide road and a prominent Holt Avenue or Foothill Boulevard address. The streetscape improvements will also allow pedestrians to enjoy sidewalks buffered from traffic by street trees often located in planting strips, decorative boulevard-scale lights, and additional landscaping. These public and private features will combine to project the community's desired image for these city gateway segments.

Along East Holt Avenue, the commercial uses are adjacent to light industrial and workplace uses that are less sensitive than traditional residential neighborhoods to the impacts of corridor fronting commercial uses and higher density housing. In other city gateway segments where corridor-facing developments abut the rear of existing residential neighborhoods, height adjustments of new developments, proper site and window orientation, and landscape buffers will be employed to protect existing homes.



FIG. 6.15: ENVISIONED CITY GATEWAY CHARACTER

## Workplace Gateway Segments

Properties along the workplace gateway segment of Garey Avenue will capture investment resulting from proximity to the medical anchors of Pomona Valley Hospital and Casa Colina. Medical offices and ancillary uses for these centers have grown in recent years and traffic to and from the medical centers will continue to generate complementary medical service facilities and businesses as well as investment in convenience retail and service uses oriented to hospital patrons and staff. Neighborhood serving retail and service businesses oriented to flanking neighborhoods will also be viable given the relatively close proximity to I-10.

As new investment upgrades existing office buildings and incrementally adds new housing and offices, the existing auto-oriented and low-amenity pattern of development will be replaced by buildings oriented to motorists as well as to people on foot – particularly people walking to the constellation of medical services, and flanking neighborhoods, and people arriving by public transit. Buildings will be set back a moderate distance from the sidewalk with doors and windows opening out toward Garey Avenue across green, landscaped setbacks. Planting strips with street trees and lighting between the curb and sidewalk will help buffer pedestrians from traffic moving along the thoroughfare. Sidewalks will run between the new planting strips and planted setbacks, with decorative boulevard-scaled streetlights adding a district identity to this highly visible portion of the City.

In addition to medical and neighborhood-serving retail and service uses, new residential and office development will gradually infill along this segment of Garey Avenue. Some buildings will be mixed-use whereas others single-use, but all will be oriented to the boulevard and contribute to an increasingly attractive local identity.

Particular attention will be focused on the compatibility of new urban developments with adjacent residential neighborhoods around the Pomona Valley Hospital Medical Center.



FIG. 6.16: ENVISIONED WORKPLACE GATEWAY CHARACTER



## Neighborhood Boulevard Segments

Gradually, disinvesting strip development, low value residential-to-commercial conversion, and vacant sites occupying the properties along portions of Garey Avenue and Mission Boulevard will be replaced by primarily residential development that has a formal orientation to the street. Investment in new office buildings may also be attracted to these neighborhood boulevard segments, as may small scale lodging or bed-and-breakfast venues drawn to the area by improved settings and the relatively short drive to Downtown. New homes will create a neighborhood edge along streets lined with shade trees in curbside planting strips and decorative neighborhood-scale streetlights. In areas characterized by large scale blocks, new development will break up "superblocks" by providing new internal connecting streets with building frontages and mid-block lanes for access to parking facilities. The resulting smaller blocks will add incrementally to the walkability of the neighborhoods, and to the growing internal neighborhood circulation network Citywide.

New streetscape improvements will feature generous landscaped medians as well as parkway strips with informal clusters of plant materials that buffer sidewalks from the traffic on the arterial. New investment in non-residential uses will be designed for architectural and landscape compatibility with prospective residential developments.

## Secondary Corridors

Over time, larger scale housing will gradually locate along those wider roads in the City that do not accommodate as much traffic and are not home to any significant concentration of commercial development. These developments will be better positioned to maintain value along these wider roads while simultaneously establishing a more appropriate transition between those roads and small scale single-family homes nearby. As with the various types of boulevard segments, new streetscape treatments will be phased in to provide buffering between traffic and development, match the scale of the wider roads, enhance pedestrian-friendliness, and encourage maintenance and investment, thereby increasing property values.



FIG. 6.17: ENVISIONED NEIGHBORHOOD BOULEVARD AND SECONDARY CORRIDOR CHARACTER

## 6E - URBAN NEIGHBORHOODS

Urban neighborhoods are moderately intense clusters of development that contain a mix of uses. The specific character of any individual urban neighborhood will build upon the existing development within or adjacent to it. Smaller clusters that are currently housing-only and surrounded by single family homes will continue to be characterized by lower density residential development. Other mixed uses clusters that may have arisen from later industrial and commercial uses added to rezoned older residential uses will gradually see infill development of housing, office, and lodging in buildings with residentially compatible physical characteristics to help strengthen and stabilize a more consistent and valuable mixed-use neighborhood environment.

### Neighborhood Stabilization

Neighborhoods with significant existing housing will maintain their existing predominantly single-family character. Zoning regulations in these neighborhoods will place special emphasis on new infill or renovation developments that will maintain physical compatibility with the scale and intensity of existing development.



FIG. 6.18: ENVISIONED URBAN NEIGHBORHOOD CHARACTER: MIXED USE

### Southern Railroad Track Neighborhoods: Downtown "Annex" Areas

The Downtown annex neighborhoods encompass an area west of Downtown focused on Second Street, between White and Oak Avenues, and an area east of Downtown focused on Second Street between Towne and San Antonio Avenues. In support of the increased employment and residential intensities of the Downtown, as well as the proximity of the cultural/arts district, these areas will be incubators for local small businesses, artists, and compact households. Development will be a compatible mix of clean light industrial and manufacturing uses with small offices, live/work spaces, artist lofts, multi-family housing, and townhomes.

### Northern Railroad Track Neighborhoods

Gradually, obsolete and vacant workplace uses in the areas along the northern railroad tracks will transition to a mix of multi-family housing and newer workplace buildings that are more compatible with the residential character of these neighborhoods. Streetscape improvements and railroad track corridor landscape buffering will improve the character of this urban neighborhood, making it more visually appealing and pedestrian friendly.



FIG. 6.19: ENVISIONED URBAN NEIGHBORHOOD CHARACTER: RESIDENTIAL NEIGHBORHOOD STABILIZATION

## 6F - WORKPLACE DISTRICTS

The City's workplace districts, located at the eastern and western edges of Pomona, are generally separated from more mixed-use and residential areas of the City by railroad tracks, topography, freeways, or neighborhood/workplace edges. These districts are less intense and less active, and will see less change than the workplace concentrations in the City's transit oriented districts. As a result, they will continue to support regional business and light industrial buildings that are less compatible with residential neighborhoods. The focus in these districts will be to strengthen the current structural relationship between Cal Poly, Downtown, and the major employment districts. The type of development envisioned in each of these districts is tied to existing conditions and the various assets and constraints that are specific to each area. Overall, buildings in the workplace districts will be similar to conventional "office campus" formats. However, these buildings will be located to support a greater street presence, walkability, and opportunities for open spaces that foster interaction and innovation. Safe streets, bikeways and sidewalks will emphasize connectivity for commuter access and convenient use of business services, meeting facilities, and eating places in nearby activity centers.

### Western Workplace District

Building on the momentum created by Innovation Village, the western workplace district will focus on transitioning to higher intensity employment in close proximity to Cal Poly. New development in this district will be well positioned to take advantage of potential synergies with the neighboring university, high visibility, and easy access from freeways and transit. The high intensity development surrounding the new transit oriented district (see above) will act as the activity and identity core of this area. Improved connectivity between this core, CalPoly, and the overall district will increase opportunities for businesses to establish collaborative industry networks.



FIG. 6.20: EXAMPLE OF WORKPLACE DISTRICT EDGE



FIG. 6.21: EXAMPLE OF WORKPLACE DISTRICT BUILDING

### Eastern Workplace District

Slower, long term change is anticipated in the eastern workplace district. Aided by circulation improvements and effective buffers for nearby neighborhoods, investment will serve to renovate and reconfigure existing industrial and light industrial buildings. The district will experience incremental improvement in land use efficiency, its physical/visual character, and employment generation. New workplaces will combine flex-tech light industrial and office uses with focused concentrations of ancillary retail and service uses. When combined with district appropriate streetscape improvements, these changes will provide a unique workplace environment currently not found in the City. This district's higher intensity employment will be clustered near the SR-60 Freeway in order to take advantage of its regional access.

### Workplace District Edges

The edges of the City's workplace districts must establish an appropriate relationship with the residential neighborhoods "across the street." These edges will consist primarily of moderately intense office, light industrial/flex, and other workplace uses. These developments at district edges will have a greater emphasis on their street presence and reinforcement of street activity, particularly where they face onto boulevard segments and corridors. Where appropriate, these workplace district edges will also include a limited amount of new housing in formats that are adapted to wider roads and adjacent workplace buildings. However, in all cases, buildings in the workplace district edges will feature ample landscaping, "house scale" massing, and a level of architectural treatment that acknowledges their relationship to adjacent homes.



FIG. 6.22: ENVISIONED WESTERN WORKPLACE DISTRICT



FIG. 6.23: ENVISIONED EASTERN WORKPLACE DISTRICT

## 6G - RESIDENTIAL NEIGHBORHOODS

Pomona's residential neighborhoods have evolved over a 130-year period and are physically and culturally diverse. They include a mix of densities, street network types, housing types, and architectural styles. While boundaries of neighborhoods are often defined by natural or physical features such as the San José Hills, freeways, or major arterial corridors, many are defined by less tangible boundaries like tradition, community identity, or age of structures. As a result, neighborhood character, accessibility, and connectivity to the rest of the City vary to a great degree throughout the City. These elements affect a neighborhood's quality of life and livability. Protecting the character of neighborhoods while ensuring safety and sufficient parks, public services, and access is an important part of the community's vision.

### Typical Neighborhoods

Pomona's older neighborhoods, located in and around Downtown, are generally interwoven into the City's fabric and street network. By contrast, many of the City's newer residential neighborhoods are less well-connected subdivisions, separating residents from the rest of the City through isolated street grids and cul-de-sac development and/or private-entry gates. As the City continues to evolve and add to its residential base, ensuring Citywide connectivity and the resulting improved livability will be emphasized through General Plan policies. Policies for neighborhood design establish a basis for neighborhood configuration, architectural treatments, and standards for a high quality of environment as essential elements of new residential neighborhood development.

With the maturity of the housing stock, strengthening of neighborhood livability and reinvestment in homes will be encouraged by streetscape improvements in terms of maintenance, planting of consistent street tree canopies, and providing brighter, more energy-efficient lighting for increased personal safety, traffic visibility, and comfort. Mobility improvements in terms of traffic calming, bicycle boulevards, ADA sidewalk and crosswalk enhancements, and safer walking routes to school and to community parks will also strengthen neighborhood livability and encourage reinvestment.

(Endnotes)

1 City of Pomona: Comprehensive General Plan, Community Design Element, p. 2, 1976.



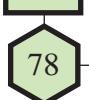
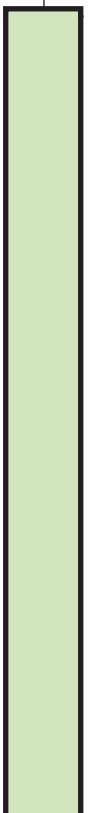
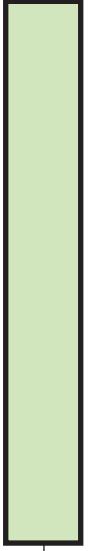
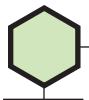
FIG. 6.24: ENVISIONED RESIDENTIAL NEIGHBORHOOD CHARACTER

In contrast to the overall vision of the future City outlined in Section 6. Pomona Tomorrow, this section outlines approaches to improve the function of the City according to the following City-wide components that serve the future City structure established in Section 6. Pomona Tomorrow:

**7-A LAND USE & DENSITY****7-B ECONOMIC DEVELOPMENT****7-C OPEN SPACE NETWORK****7-D MOBILITY & ACCESS****7-E CONSERVATION****7-F COMMUNITY DESIGN****7-G NOISE & SAFETY**

Each Plan Component includes:

1. Brief background information to establish the context for policies in the element. This background material neither provides a comprehensive statement of existing conditions nor contains any adopted information, unless otherwise specifically stated. Readers interested in a comprehensive understanding of issues related to a particular topic should refer to Pomona General Plan: Existing Conditions, Opportunities and Challenges (2004) and the Draft Environmental Impact Report (EIR) for the General Plan.
2. The City's strategic approach to addressing that component.
3. Definitions, detailed plans, and specifications that are established as part of the General Plan in order to facilitate implementation of the strategic approach.



This component of the General Plan outlines the City's land use strategies and a framework to guide land use decision-making in support of the vision established in Pomona Tomorrow. The chapter begins with a summary of the City's existing land use characteristics (for more detailed description of the City's existing land use, see Pomona General Plan Update: Existing Conditions, Opportunities, and Challenges; May 2004). This is followed by land use projections and the General Plan's land use density/intensity system.

Land is a scarce and valuable commodity in Pomona—a largely built-out city, with no room for expansion. Using the limited land supply to meet the needs of residents, and leveraging growth to foster neighborhood livability, economic vitality and revitalization of commercial corridors provide the framework for the General Plan's land use strategies.



## CURRENT LAND USE PATTERN

### OVERALL PATTERN

Pomona's land uses are arranged in an overall pattern typical of the City's age, topography, and western U.S. location. The City's relatively uniform topography with few physical constraints has allowed for a relatively uniform street grid with residential neighborhoods and commercial corridors radiating from the traditional mixed-use Downtown core. Residential neighborhoods located farther from Downtown and along the hillsides to the north and south were built later in the 20th century and are more consistently residential in use. At the western and eastern edges of the City, large industrial areas have developed with access to railway and major roadway arteries. (See Section 3. Pomona Today for a detailed overview of the City's existing pattern of development.)

### MAGNITUDE OF USES

Although Pomona is characterized by a diverse range of land uses, almost half of the City's land area (48%) is devoted to public uses including parks, dedicated open spaces, schools and community facilities as well as streets and other rights-of-way. The remaining land containing private development is composed primarily of housing, which accounts for 35% of the City's land area. Less predominant in terms of land area are industrial (8%), commercial (4%) and office (1%) uses. Vacant lands comprise 4% of the City's land area and are located throughout the City, particularly in the older areas and in the industrial districts.

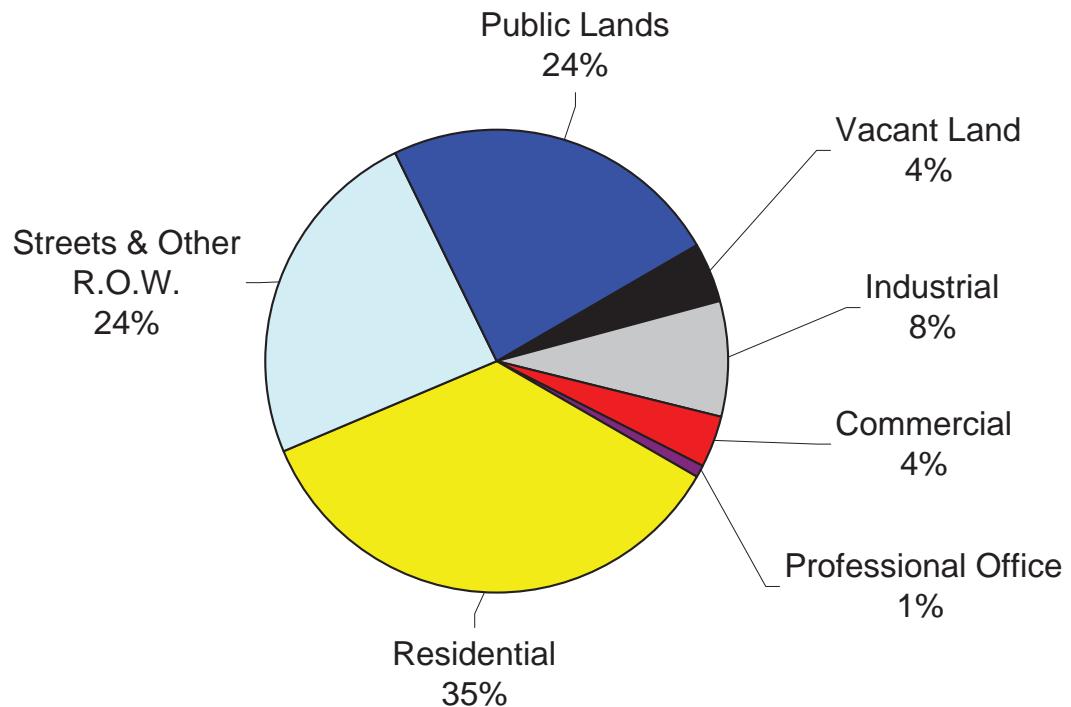


FIG.7-A.1: 2004 EXISTING LAND USE



## DISTRIBUTION OF RESIDENTIAL LAND USES

As noted above, the majority of the City's private development is residential, which dominates the land between the City's major commercial corridors and industrial/mixed use districts. According to the California Department of Finance, Pomona had 40,785 housing units as of January 1, 2006. Single-family (attached and detached) housing units comprise 69% of the City's housing stock, a slight decline from 70% in 2000, reflecting tight supply.

Residential uses can be found in almost every area of the City, with a wide range of housing types, architectural styles, densities, unit sizes, costs, ages, and neighborhood character. Most Pomona residents live in predominantly single-family residential neighborhoods. Broadly speaking, residential neighborhoods radiate from Downtown Pomona. Near Downtown are older neighborhoods characterized by a greater mix of densities and architectural styles. Newer, more homogenous neighborhoods are located farther to the north and south.

## DISTRIBUTION OF RETAIL LAND USES

The majority of the commercial uses in Pomona are concentrated along or at the intersections of major transportation corridors. Of the 537 acres of commercial uses in the City, 409 acres are located along the north-south corridors of Garey Avenue, Towne Avenue and Indian Hill Boulevard, and the east-west corridors of Foothill Boulevard, Holt Avenue, Mission Boulevard and Philadelphia Street/Rio Rancho Road. These commercial uses are largely in small footprint strip center formats.

There are a few larger retail centers, typically anchored by a large grocery store and supported by smaller neighborhood serving retail shops and service-oriented businesses. Examples of these include Phillips Village Shopping Center, Foothill Square, Valley Center, Rio Rancho Mall, Pomona Gateway Center and the shopping center at Garey Avenue and Arrow Highway.

Anchored retail centers with over 100,000 square feet of commercial space are limited to Pomona Ranch Plaza and Pomona Marketplace, both located near the intersection of SR-71 and SR-60, and the two centers along Indian Hill Boulevard.

Another major concentration of retail uses is located Downtown. Currently, Downtown has no large-format retail tenants serving the region. Instead, there are numerous small, individual storefront businesses found primarily along Second Street and Garey Avenue.



FIG.7-A.2: DISTRIBUTION OF RESIDENTIAL LAND USES



FIG.7-A.3: DISTRIBUTION OF COMMERCIAL LAND USES

## DISTRIBUTION OF INDUSTRIAL LAND USES

Industrial lands account for a significant amount of Pomona (8%). These lands are primarily located in two major concentrations along the Union Pacific Railroad tracks at the eastern and western edges of the City.

## DISTRIBUTION OF OFFICE LAND USES

Office uses are not a significant land use in Pomona, accounting for only 1% of the overall land area. However, office uses are important for the services and employment opportunities they provide. In Pomona, offices are frequently located among light industrial business parks. These business parks provide flexible and affordable space, usually with ample parking and attractive landscaping. Some new office development is currently under construction in Innovation Village adjacent to Cal Poly.

In addition, there is a cluster of office uses Downtown and small-scale office uses along the major commercial corridors. Most businesses are located in areas that offer the benefit of visibility and the amenities of surrounding areas, such as in Downtown. Other businesses, especially service businesses such as legal and financial services or medical offices, seek locations that are in close proximity to clients and supportive services.

## DISTRIBUTION OF PUBLIC, CIVIC, AND INSTITUTIONAL USES

Public lands and rights-of-way are the most significant land use type in terms of acreage. Accounting for over 48% of the land area, these lands consist of parks and dedicated open spaces, schools, civic uses such as City Hall, the library, community centers, religious facilities, and other quasi-public uses as well as streets and other public rights-of-way. Because these uses are intended to provide venues for Pomona residents to participate in public life, unlike other uses grouped in clusters, public uses are more evenly distributed throughout the City. This pattern enables public uses to be provided in close proximity to many residents. The largest concentration of public, civic, and institutional uses in Pomona is located in the Downtown area. These uses include all levels of government offices, the Superior and Municipal courts, Western University of Health Sciences, the YMCA, and other educational facilities.

## DISTRIBUTION OF VACANT LAND

Although the majority of land area in Pomona is developed, 597 acres — or 4% — of the total land area is vacant. However, there are relatively few large, assembled concentrations of vacant land. Instead, these 597 acres are fairly evenly distributed throughout the City.

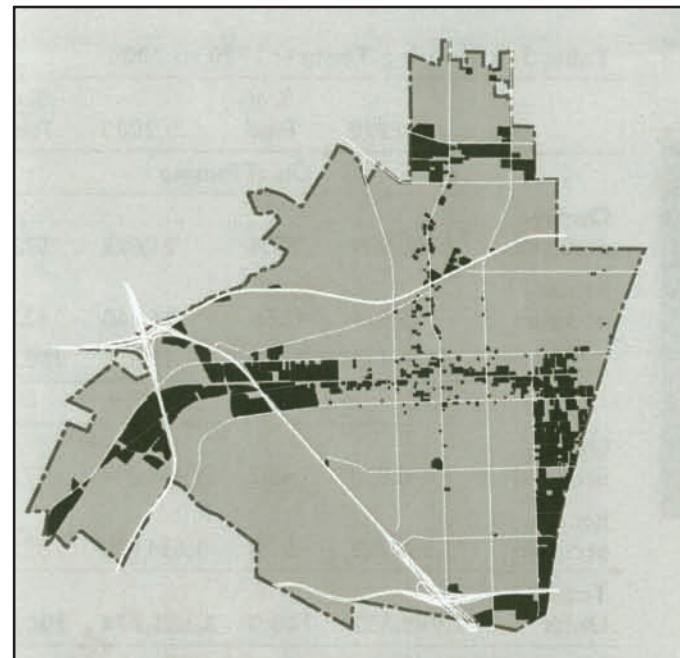


FIG.7-A.4: DISTRIBUTION OF INDUSTRIAL AND OFFICE LAND USES

## LAND USE SUPPLY

Before forecasting demand, this Plan assessed current over/under supply of four key land uses:

### Retail – *Under-Supply*

The high ratio of resident income to City retail inventory indicates significant leakage of retail spending capacity out of Pomona to neighboring cities. If Pomona is able to recapture leaked spending, the City has the potential to add 600,000 square feet of retail space (or a 14% increase to its current inventory) to serve its existing household base. This reflects current demand and is in addition to the baseline retail growth projection summarized below.

### Residential – *Under-Supply*

Housing production has slowed significantly during the past three decades as the City approaches build-out. During the 1980s, Pomona added an average of 640 new housing units per year. Since 1990, annual housing production has been cut by 75%, with the addition of only 165 new units per year. Similarly slow household growth reflects this reduction in housing production. Low household growth projections are partially a result of this past trend. Potential exists for increased housing growth should appropriately designed product types become available.

### Office & Industrial – *Over-Supply*

Pomona possesses a high ratio of office/industrial space per job. Recent regional job losses have generated high vacancies which will take time to absorb. However, the fact that a significant portion of office/industrial inventory is outdated and requires redevelopment or reconfiguration to be competitive is an obstacle to filling this existing space. On the other hand, this presents an opportunity to establish a new pattern of workplace districts and attract businesses in new sectors that are a better fit for Pomona's location and future role in the Los Angeles region.

## LAND USE PROJECTIONS

This Plan utilizes Southern California Association of Governments ("SCAG") household and employment projections for the City in order to determine future need for residential, retail, office and industrial development over a 20-year time horizon. The baseline projection of future land use needs is driven by population and employment forecasts as follows:

- **Growth:** Overall, SCAG is assuming limited employment growth of only 0.4% per year – much less than the Regional Market Area ("RMA") average of 0.9%. Population and household growth projections are more in line with the RMA and assume 1.0% annual growth.
- **Land use projections to accommodate growth (2010-2020):** retail projections exclude current "leaked" space. The limited net addition to office and industrial space reflects current high vacancy rates. The limited projected demand for new office and industrial uses is directly impacted by SCAG's forecast of limited employment growth for Pomona.

Inventory (in 000s)	Current 2008	Forecasted Need		
		2010	2020	2030
Housing Units	41.3	41.9	46.8	50.7
Increase from 2008		0.6	5.5	9.4
Retail (sf)	4,150	4,210	4,690	5,150
Increase from 2008		60	540	1,000
Office (sf)	2,910	2,780	2,900	3,020
Increase from 2008		-130	-10	110
Industrial (sf)	19,420	18,570	19,380	20,140
Increase from 2008		-850	-40	720

These projections are based on current socio-economic conditions. They assume that the overall future distribution of growth and new development in the region will follow past trends of spreading east into the Inland Empire. It also is important to note that the projections assume that land use changes in cities throughout the region will be required to accommodate "growth as usual." However, forces of change identified in Section 4. Guiding Forces & Opportunities indicate that the future distribution of growth in the region will not coincide with these past trends but instead will increasingly cluster in/near urban centers and decreasingly be located toward the edge of the region. In addition, it must be acknowledged that actual land use changes throughout the region may not support past "growth as usual" trends."

As a result, Pomona intends to position itself to take advantage of the future potential for growth in existing urban centers in order to attract jobs and households above the baseline projections.

## DISTRIBUTION OF FUTURE LAND USES

The vision established in Section 6. Pomona Tomorrow places a greater emphasis on building form and character in districts and neighborhoods to allow a mix of land uses. Following that vision, this Plan significantly changes the geographic distribution of land designated for certain land uses within the City (as illustrated in Fig. 7-A.5, Fig. 7-A.6 and Fig. 7-A.7). However, only moderate growth rates are anticipated for the City (as summarized in the Land Use Projections section above), and most growth will consist of redevelopment and a more efficient use of land. Accordingly, the Plan does not anticipate significant changes in the proportion of land within the City that is occupied by various uses.

The geographic distribution of land use designations aligns with the Pomona Tomorrow General Plan Diagram and is secondary to and in support of the form and character of the Place Types outlined in Section 6. Pomona Tomorrow. Furthermore, the City's Zoning Ordinance and specific plans will apply a greater level of detail to this pattern and may contain additional restrictions on where specific land uses are permitted or on the form those uses shall take in order to implement the General Plan vision. In particular, regulations in the Zoning Ordinance will ensure building compatibility in locations where multiple uses are permitted. As a result, more than one zoning district may be consistent with a single General Plan land use designation.

The following summarizes the general distribution of land designated for residential, retail, office, and industrial uses throughout the City.

### 1) RETAIL USES

The City will strategically promote a reconfigured pattern of retail land use to make the most of its critical role as an activity-generator which benefits the character and vitality of adjacent districts and neighborhoods. This pattern will maintain the generally even distribution of retail uses throughout the City to serve both residents and visitors (especially convenience retail). However, national retail industry practices will continue to focus investments on medium to larger sized clustered formats – “activity centers” – at or near the major crossroads of freeways and/or arterials.

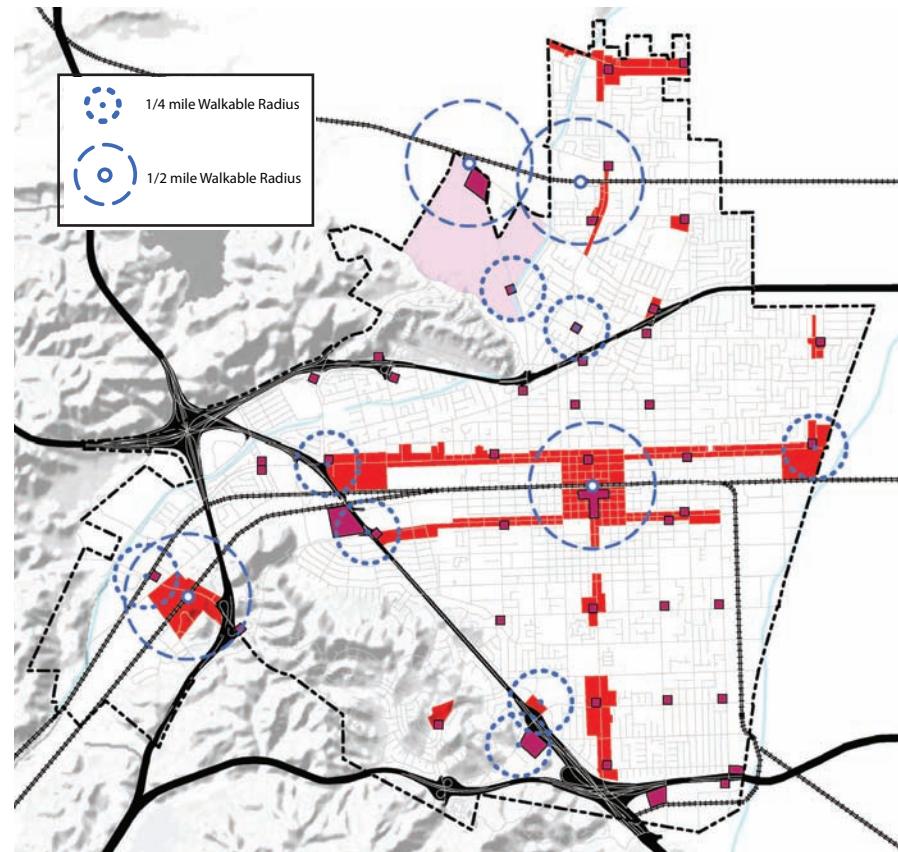


FIG. 7-A.5: LAND DESIGNATED FOR RETAIL USES

To support retail's role as an activity generator and to align with the retail industry's clustering practices, Pomona's reconfigured retail pattern will be based on a City-wide hierarchy of retail centers of different sizes appropriate for the markets they serve. The City will orient key types of retail activities to priority locations such as Downtown and regional centers. Activity centers will use land more efficiently by containing higher concentrations of retail and in some cases, mixed uses. Some existing clusters will intensify, and some new clusters will be established. Well-distributed convenience retail in smaller formats will remain a part of this hierarchy. As activity centers intensify, some retail properties in non-clustered locations that are no longer well-positioned to support retail development will convert to other uses. As such, the overall percentage of City land with retail development is expected to remain constant or be slightly reduced despite a net increase in total retail square footage.

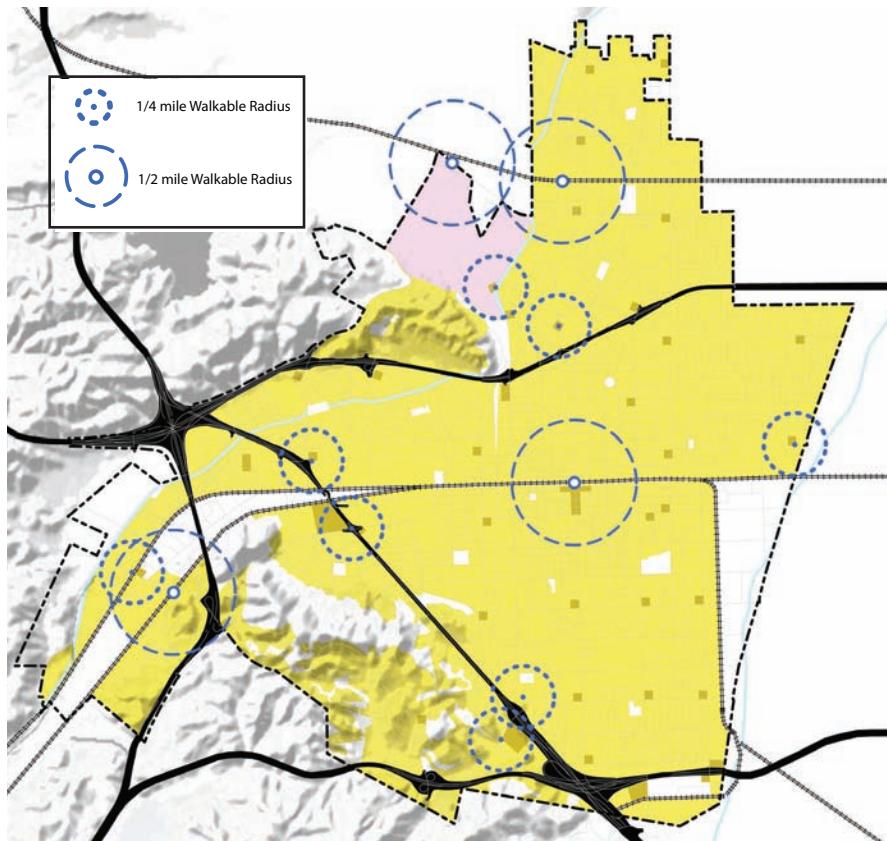


FIG.7-A.6 LAND DESIGNATED FOR RESIDENTIAL USES

## 2) RESIDENTIAL USES

Housing growth will primarily be accommodated through infill and redevelopment on properties currently without residential entitlements. This means that the percentage of land in the City with residential development will increase. However, most new housing will be built at higher intensities than the current City-wide average. As a result, the overall increase in the percentage of land with housing will be limited.

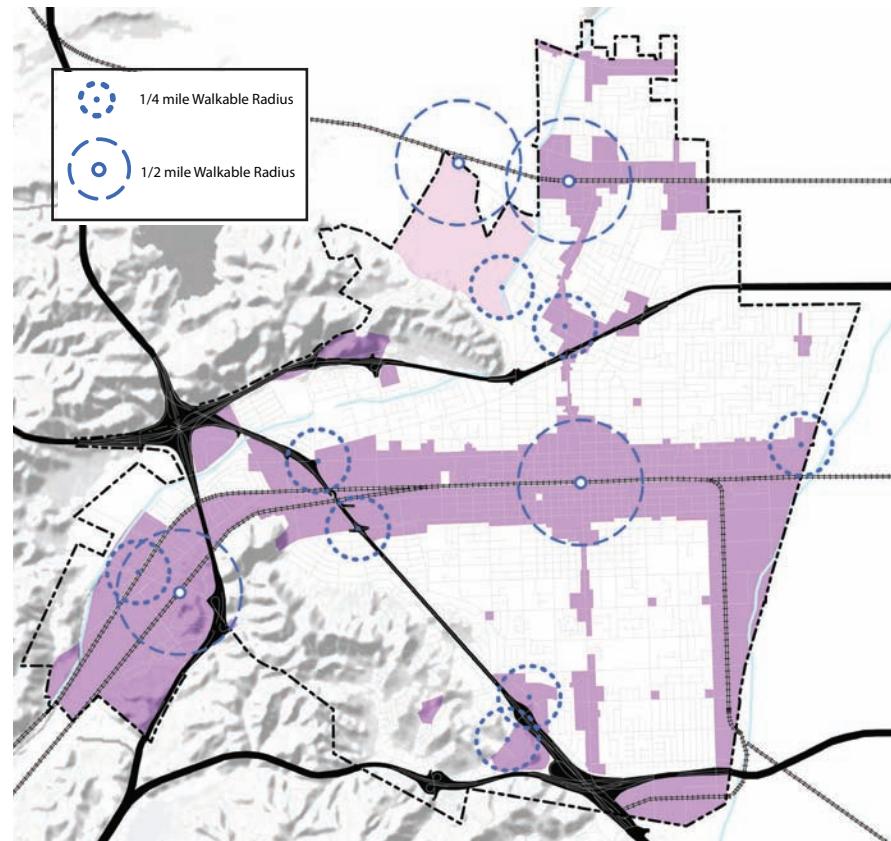


FIG.7-A.7: LAND DESIGNATED FOR OFFICE &amp; INDUSTRIAL USES

## 3) OFFICE & INDUSTRIAL USES

Net office and industrial growth is projected to be relatively low within the timeframe of this Plan. Similar to retail development, most new office and industrial development is expected to be redevelopment, reconfiguration of workspace into a more concentrated pattern, or replacement of older building stock with newer facilities. In addition, potential employment growth above SCAG projections would be clustered at higher intensities within existing workplace districts. Therefore, the overall percentage of City land with office and industrial development is expected to remain constant, or be slightly reduced despite a net increase in total square footage.

## INTENSITY OF FUTURE DEVELOPMENT

Density and intensity standards are used primarily as a basis for transportation planning, for ensuring adequate infrastructure and services throughout the City to serve the community, and to preserve and enhance the desired scale and character of Pomona's districts and neighborhoods. The nature of development throughout the City implied by these standards is secondary to and in support of the envisioned building form and character established in Section 6. Pomona Tomorrow.

The General Plan establishes land use density/intensity standards by transect zone. The transect is a system of classification for built environments established in the SmartCode<sup>1</sup>, an open source, transect-based, model development code (see Fig.7-F.1). This system uses the concept of place types that range from rural (T1) to urban (T6). The character and function of a district, center, or segment is an extension of its place in the continuum of the transect. Every element of the built environment has a place in the transect.

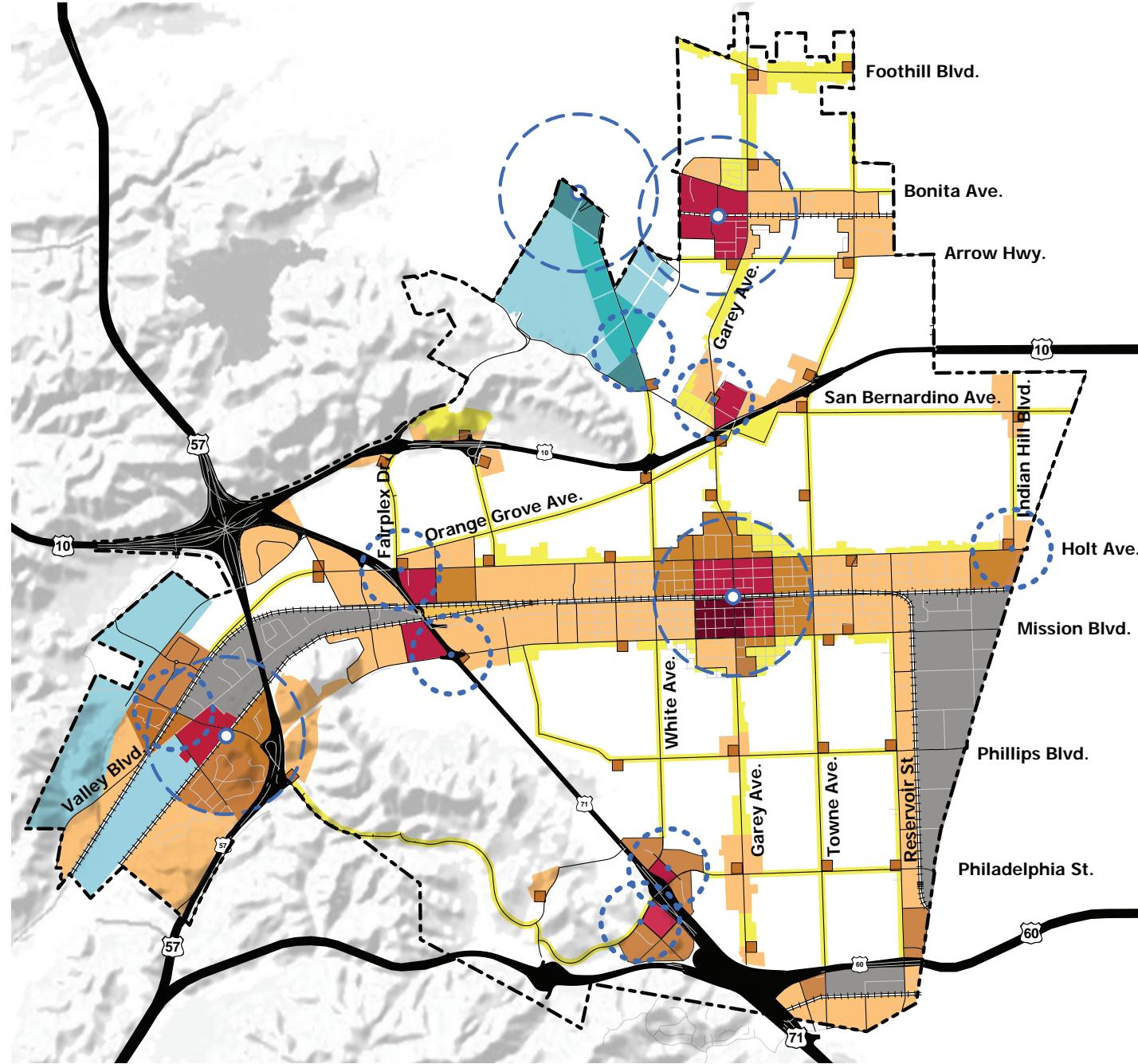
Figure 7-A.8 Transect Tomorrow illustrates the envisioned future pattern of intensity throughout the City by transect zone. The chart that follows designates the range of density/intensity for each transect zone.

For all development, maximum permitted heights (expressed in number of stories) are established to express the overall scale of development envisioned for the City's various districts and neighborhoods. Maximum height limits, in combination with the vision articulated in Pomona Tomorrow, can be clearly translated into various limits on building bulk in the City's Zoning and Subdivision Ordinances and are independent of the type of use occupying the building. Residential density is expressed as housing units per net acre (exclusive of public streets and other rights-of-way). In addition to these density/intensity standards, some transect zone classifications stipulate envisioned building types (such as single-family residential) as well.

The density/intensity standards do not imply that development projects will be approved at the maximum density or intensity specified for each use. Zoning regulations consistent with General Plan policies and/or site conditions may reduce development potential within the stated ranges. The classifications in this section represent adopted City policy. They are meant to be broad enough to give the City flexibility in implementing City policy, but clear enough to provide sufficient direction to carry out the vision of Pomona Tomorrow outlined in the General Plan. The City's Zoning Ordinance and specific plans contain more detailed provisions and standards. As a result, more than one zoning district may be consistent with a single General Plan transect zone.

### (Endnotes)

- 1 The SmartCode Version 9: New Urban News Publications; <http://www.smartcodecentral.org/>



### TRANSECT ZONES

- T6-A
- T6-B
- T5
- T4-A
- T4-B
- T3
- SD
- SC

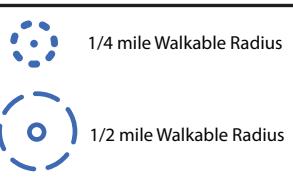


FIG. 7-A.8: TRANSECT TOMORROW



## 7-A Land Use and Density

	T6-A DOWNTOWN CORE	T6-B TYPICAL	T5 TYPICAL	T4-A TYPICAL	T4-B NEIGHBORHOOD EDGE
Height	2 floors min. 12 floors max.	2 floors or 24 ft. min. 6 floors max.	6 floors max.	4 floors max.	3 floors max.
Housing Density	50 du/ac min. over 100 du/ac max.	20 du/ac min. 100 du/ac max.	80 du/ac max.	70 du/ac max.	40 du/ac max.
Typical Development Types	Attached “commercial block” buildings	Attached “commercial block” buildings including new multi-story workplace and industrial buildings in transit oriented districts.  Stacked housing with boulevard scale buildings highlight Holt Ave. and Mission Blvd. and some townhomes along district edges.	Some mixed use buildings or sites featuring ground floor shopfronts in activity centers.  A mix of building types compatible with larger scale multi-family housing as well as townhomes.  Smaller scale multi-family housing limited to locations that are adjacent to stable residential neighborhoods.	A mix of building types compatible with medium scale multi-family housing as well as townhomes, and other smaller scale multi-family housing in locations that are adjacent to stable residential neighborhoods.	Grand scale buildings. Development is compatible with medium scale multi-family housing and townhomes in areas envisioned to have a more residential character.  Grand scale development is more commercial in character and disposition in areas envisioned to have more commercial or mixed-use character.

	T4-B SECONDARY CORRIDORS	T4-B RESIDENTIAL TRANSITION	T3 TYPICAL	SD SPECIAL DISTRICTS	SC SPECIAL CAMPUSES
Maximum Height	3 floors max.	3 floors max.	2.5 floors max.	9 floors & 100 ft. max	
Housing Density	30 du/ac max.	20 du/ac max.	20 du/ac max.	n/a	
Typical Development Types	<p>Medium to small scale grand boulevard building types including townhomes, multiplexes, and some detached single family homes.</p> <p>In some cases, sensitively designed and explicitly compatible office buildings.</p>	<p>The full range of housing types (single-family detached, attached and multi-family) with form regulations to ensure compatibility with adjacent lower density development.</p>	<p>A variety of small scale, primarily single-family housing types as well as limited attached housing types (such as townhomes and multiplexes) that are sensitively designed and explicitly compatible with adjacent homes.</p>	<p>A variety of functional workplace and industrial buildings including multi-story developments.</p>	SUBJECT TO REVIEW

## 7-A Land Use and Density

## 7 PLAN COMPONENTS



## 7-A Land Use and Density

The primary goal of the Economic Development Component is to establish a framework to enhance the economic character of the City and achieve the community's economic goals, consistent with the vision of a prosperous community with a high quality of life. Implementation of the Economic Development Strategy outlined in this section is the City leadership's primary means of guiding economic growth and change to achieve the General Plan's vision of Pomona Tomorrow.

## ECONOMIC DEVELOPMENT STRATEGY

The Economic Development Strategy provides an organizational framework that can guide both short-term and long-term development efforts to enhance the City's competitive position in the region and, in turn, enhance the prosperity of the City and its residents. Recognizing that economic development is not a static process, the strategy is intended to:

- Provide direction to guide development activities while maintaining the flexibility to make the best use of resources as they become available
- Take advantage of future economic opportunities
- Respond to changing economic trends
- React to local market conditions

Considering the forces acting on the City and the region (outlined in Section 4. Guiding Forces & Opportunities), the future success of Pomona is dependent on its ability to leverage its role as a sub-regional center of economic activity in the more localized east San Gabriel Valley environment. For this reason, the Economic Development Strategy should not rely on capturing demand from the greater Los Angeles area. It should focus more on positioning Pomona as a hub of activity for a smaller area of surrounding communities.

To better position Pomona for socio-economic success, this Plan establishes the following strategic priorities with further detail below:

1. Make the most of value already in place and tailor policies that adequately consider existing conditions
2. Make Downtown the centerpiece of the Plan
3. Encourage redevelopment and reinvestment: target change areas identified in Section 5. Stability & Change
4. Recapture lost retail spending
5. Deliver housing attractive to families and compact, 1 and 2 person households
6. Strengthen the jobs base and support the 21<sup>st</sup> century workplace environment
7. Remove potential barriers to new investment and economic prosperity
8. Ensure fiscal stability
9. Maintain pro-active City leadership
10. Pursue stakeholder partnerships and collaboration

## 1. MAKE THE MOST OF VALUE ALREADY IN PLACE

To be the most effective and responsive to the realities of Pomona Today, economic development policies and decisions should build upon the City's strengths and existing assets as identified in Section 4. Guiding Forces & Opportunities:

1. Established Downtown Core
2. Institutions of Higher Education
3. Hospital and Medical Facilities
4. County/Civic Operations
5. Transportation and Access
6. Fairplex
7. Industrial Base
8. Historic Districts

These assets provide a framework for the Economic Development Strategy's other priorities to build upon.

## 2. MAKE DOWNTOWN THE CENTERPIECE OF THE PLAN

The ultimate goal for Pomona is to become *the* place in the east San Gabriel Valley sub-region where activity, "buzz," and dynamic industries converge.<sup>1</sup> Because Downtown is the community's center of business, culture, and living, i.e., the "Heart of the City," it plays one of the most important roles in realizing this goal. The historical role of Pomona in the region and the assets that it has accumulated give it an advantage in attracting new people, businesses, and activity for all the reasons outlined in Section 4. Guiding Forces & Opportunities. To achieve success, Pomona must strategically leverage that advantage to overcome the weaknesses that are potential barriers to a prosperous future.<sup>2</sup>

### Increase housing to generate activity <-> increase activity to attract housing

People not places create activity. And people will create activity only if all necessary conditions are present.<sup>3</sup> Likewise, activity will flourish only by attracting people. The most reliable way to bring people Downtown is to provide attractive Downtown residential options, thus creating a captive market. Therefore, a high priority will be placed on instigating the addition of a significant number of housing units Downtown. A complementary focus will be placed on attracting investment in a wide range of unique retail, restaurant, and entertainment offerings that serve the needs of the people who live and work Downtown, as well as attract people from the larger City and region.

## 3. ENCOURAGE REDEVELOPMENT AND REINVESTMENT: TARGET CHANGE AREAS IDENTIFIED IN STABILITY & CHANGE SECTION

As Pomona is largely built out, revitalization through redevelopment and reinvestment will be a core aspect of the economic development strategy. The City must utilize a mixture of funding sources to finance the City programs and capital improvements that are central to the implementation of this Plan as well as to support private development and redevelopment efforts. Potential funding sources include state and federal funding, development impact fees, and special tax assessment districts.

To make the most of these limited City resources, building on the framework for change outlined in Section 5. Stability & Change, and the prioritized strategies established in Section 6. Pomona Tomorrow, the City will focus economic development efforts primarily on change areas and work hardest to encourage investment in areas with the greatest short-term potential for change.

Restructure: In Short Term and Medium Term Change Areas with severe disinvestment, vacancy and/or dominant redevelopment opportunities, the City will establish policies that support significant restructuring.

Transition: In areas with Medium Term, Long Term, and Development Type potential for change with some disinvestment and a moderate level of opportunity, the City will establish policies that encourage a gradual transition to a more viable future restructured condition, but also support the retention of existing value already in place.

Preserve: In areas with little or no potential for change, the City will establish policies that primarily preserve and strengthen existing value.

#### 4. RECAPTURE LOST RETAIL SPENDING

Trend away from auto-oriented shopping towards open air, amenity driven formats, with day-time, and night-time activity that are clustered at major crossroads

The City intends to capture the retail spending capacity of its residents that is currently “leaking” to adjacent communities. The majority of Pomona’s retail activity is located along major transportation corridors – primarily Garey and Holt Avenues and Mission Boulevard – in dated formats lacking the configurations that are consistent with current consumer preferences. While highly visible, the existing retail uses are too fragmented and spread apart and lack the critical mass and concentration that appeal to consumers’ need for “one-stop-shop” formats in which multiple purchases can be made in one trip. The fragmented pattern of Pomona’s retail corridors requires multiple car trips to multiple destinations.

To re-capture lost retail spending, the City will attract retail development that is targeted to meet the specific needs of Pomona residents, provide retail formats that build upon the physical and social strengths of the City, and align with investor preferences.

Conventional regional mall and big-box suburban retail configurations are widespread in the regional market area. Attempting to channel Pomona’s retail growth into these formats would be difficult and would create the potential to over-supply the marketplace with such configurations, cannibalizing demand. Instead, the demographic composition of the City’s population and Downtown’s physical assets present the City with better, targeted retail opportunities that are currently not found in the regional market area. Potential niche retail opportunities target:

- The City’s large student population
- The City’s Hispanic household base
- Daytime government and manufacturing sector employees

The regional market area lacks retail environments that target such niche demographics. Targeting niche retail uses offers a means for Pomona to compete effectively, but does not guarantee success. To be successful, niche retail environments must be configured in formats and locations that are attractive to retailers.

Above all else, retailers require good visibility and easy access. Downtown Pomona offers both, while also presenting a unique environment not found in the regional market area. Demand is high for Downtown retail concentrations which are proliferating in Southern California. Downtown Pomona has the potential to be a sub-regional shopping destination because it is the only downtown in the regional market area with the physical and social infrastructure in place to become a true day-time / night-time employment and retail destination.

In addition to Downtown, Pomona’s existing retail corridors present attractive redevelopment opportunities. The current underperformance of retail along the City’s corridors is not a result of poor visibility or access. Traffic counts along Garey and Holt Avenues and Mission, Foothill and Indian Hill Boulevards are sufficient to attract retailers.

Corridor retail business is underperforming because of the fragmented development pattern. To improve corridor retail performance, this Plan’s land use policies focus on concentrating retail at key intersections. Concentrating retail into larger neighborhood centers will increase its visibility and make it more convenient to access.

Retail uses along the City’s major corridors are best positioned to serve nearby neighborhoods, with each concentration meeting the needs of a localized market: typically a half- to one-mile radius market area. Concentrating retail uses is also attractive to the many Pomona residents who use public transportation as it will require fewer, as well as shorter, shopping trips.

## 5. DELIVER HOUSING ATTRACTIVE TO FAMILIES AND COMPACT, 1 AND 2 PERSON HOUSEHOLDS

### Capture demand for active, walkable urban places

Significant growth in family households has been and continues to be the foundation of Pomona's identity and sense of community. Pomona possesses a rapidly expanding household base of relatively young, low to middle income families. At the same time, there is a shortage of compact, one- and two-person households. Compact households are an attractive demographic as they can increase the economic vitality of the City, simultaneously supporting the City's educational and institutional assets and serving to better activate Pomona's downtown and retail establishments.

While family households are typically home-based, especially during the evenings, compact households spend a greater share of their time outside of the house socializing, shopping, and recreating. These households include the student population of the nearby universities, young and middle-aged professionals working in Pomona but currently residing outside the City, and a large aging-in-place population of empty-nesters and retirees. In fact, the age 55 plus cohort is Pomona's fastest growing demographic. Age-appropriate housing targeting the fast-growing empty-nester and retiree market will be required to retain Pomona's valuable aging-in-place population.

New residential development must serve the needs of Pomona's core household population – families – while also attracting compact, one- and two-person households. The housing preferences of each of these demographics are divergent, but both desire safe and secure residential environments. To effectively retain families while attracting compact households, housing products must be specifically tailored to each.

The provision of new and attractive housing choices meeting the needs of both families and compact households also serves to attract new employers into the City. A key component of an employer's relocation decision making is the availability of desirable and affordable housing for its workforce. A more focused residential redevelopment strategy will improve Pomona's marketability.

## 6. STRENGTHEN THE JOBS BASE AND SUPPORT THE 21<sup>ST</sup> CENTURY WORKPLACE ENVIRONMENT

The City will promote a strong and diversified economic base by attracting, retaining, and expanding businesses. By encouraging profitable and innovative enterprises, the City will create sustainable local jobs and generate revenue to support municipal functions.

Job diversification, a skilled labor force, and environments that foster innovation and industry networking are essential to maintaining a strong economic base.

As noted in Section 4. Guiding Forces & Opportunities, a significant portion of skilled workers employed by Pomona's institutions live outside the City while most workers who live in Pomona work outside the City. In addition, Pomona is a net exporter of labor, possessing fewer jobs than employed residents. This jobs/labor imbalance represents a significant opportunity for the City to provide more "in-town" jobs.

To grow Pomona's job base, the City must target industries that show growth potential and are a good match with the City's infrastructure strengths and workforce. By focusing on intensifying the City's employment districts and leveraging the demand for walkable urbanism identified in Section 4. Guiding Forces & Opportunities, the City can attract commercial and industrial businesses that will lead to a broader range of wages for the community's workforce.

Business retention and recruitment can be further improved by maintaining public infrastructure, providing a full range of economic development services, and supplying a skilled labor force to meet the needs of new business opportunities.

Finally, in order to support profitable and innovative businesses, 21st century workplace districts must have the physical characteristics necessary to accommodate industry in the post-industrial, information age (as described in Section 6. Pomona Tomorrow).

Three focused strategies will allow Pomona to capitalize on existing assets to strengthen the City's economic base:

### Redevelop Downtown

Pomona's revitalizing Downtown represents a competitive advantage relative to other employment centers in the Regional Market Area ("RMA"). Currently, the RMA lacks a true mixed-use employment node of a significant scale. Focused improvements to the office stock in Downtown (transitioning to higher quality office space) has the potential to attract employers seeking a vibrant mixed-use environment for their employees like those found in similarly mature communities such as Anaheim and Fullerton.

Employers are also seeking out locations with convenient access to public transit, especially as commuting times along I-10, SR 60, and the 210 Freeway continue to worsen. The Metrolink Station in Downtown is a marketable asset to attract prospective employers. To further improve the marketability of Downtown, the linkage to Cal Poly to the west and the medical establishment to the north must be strengthened. Potential Downtown employers will be attracted to the talented pool of labor at Cal Poly, while ancillary medical service providers will appreciate Downtown's close proximity to the City's prestigious medical centers and Western University of Health Sciences.

### Develop Medical Office and Research Nodes Around Medical Assets

The properties surrounding the Pomona Valley Hospital Medical Center ("PVHMC") require significant upgrading and redevelopment. The character and condition of properties surrounding PVHMC are insufficient to attract the ancillary medical service providers that typically seek out locations to create synergy with nearby hospitals. Recent expansion plans by PVHMC represent a significant source of momentum to catalyze redevelopment of surrounding properties.

Furthermore, to maximize the economic potential represented by the City's medical assets, Pomona should seek out partnerships with PVHMC, Casa Colina and Western University of Health Sciences, as well as Cal Poly, to seed medical research and development employment nodes that are currently lacking in the City.

### Reposition Workplace Districts and Grow the Innovation Village Concept

The Los Angeles region has the largest import/export port in the United States. A significant amount of the region's trade is, and will continue to be, with the large, growing markets in Asia. Among the top industries in the Los Angeles region are producers of computer and electronics-related products, fabricated metal products, food and agriculture related products, and high-technology research and development. Due to high land value / low land availability in central Los Angeles, and Pomona's educational and medical institutions, the City is well positioned to attract various businesses that want to take advantage of the regional economy.

**Cal Poly & Innovation Village:** The development of Innovation Village is the optimal means to synergize with Cal Poly and other local educational institutions to further job growth in the City. Cal Poly is a significant community asset that has long been underutilized as a marketing tool to attract employers to the City. The key strengths of Cal Poly are its engineering program (ranked 5th in the country) as well as its agriculture program. Partnerships with Cal Poly represent a solid opportunity to attract high-tech and bio-agriculture jobs to the City, as each sector represents dynamic industries of the future that build on the core academic strengths of Cal Poly as well as the economic strengths of the region.

A recent study by the University of California (UC) system identified seven high-tech industries slated for strong growth during the next business cycle, all sharing a high propensity for synergizing with universities. Two of the seven high-tech sectors are a good fit for Pomona and Cal Poly – agriculture and bio-sciences. Planning and regulatory efforts should focus on ensuring the sustainable water supply and management needs of these industries.

### **North Metrolink, and Eastern and Western Workplace Districts:**

Portions of the North Metrolink and East / West workplace districts are underutilized and have strong potential for change. Any redevelopment in these established employment areas should take advantage of projected growth industries, including green technology, high-tech, and bio-tech industry clusters as well as the light industrial and manufacturing uses that support these industries.

The vision outlined in Section 6. Pomona Tomorrow is intended to take advantage of the forces of change identified in Section 4 to establish environments that will attract these industries to Pomona and support successful businesses and workplace districts.

## 7. REMOVE POTENTIAL BARRIERS TO NEW INVESTMENT AND ECONOMIC PROSPERITY

Several market-based obstacles stand in the way of redevelopment and reinvestment throughout Pomona, slowing the City's progress towards improved prosperity. The City will address these barriers as follows:

### Current Appearance of the Corridors

Highly-traveled Garey Avenue, Holt Avenue, Mission Boulevard, and Foothill Boulevard are the primary "gateways" into Pomona and often form the basis of visitors' first and continuing impressions of the City. Despite some landscaping improvements, the current overall condition includes a mix of unrelated and dated property development in various states of upkeep. Developers seeking to take advantage of Pomona's physical and socio-economic strengths with new employment, retail, or housing investment may be deterred by the perceived lack of economic vitality and aesthetically pleasing image of the corridors. Redevelopment efforts must stimulate investment in the form of direct fiscal injection as well as incentivizing the establishment of Business Improvement Districts (such as that undertaken Downtown). Such efforts must also transform the streetscape environments into more appealing settings which will attract new investment as outlined in Section 7-C Open Space Network.

### Costly Minimum Parking Requirements

Redevelopment of existing urbanized land and more compact forms of development are often accompanied by construction costs higher than those associated with less intense development. For example, the cost per square foot to build a podium-parked four-story building can be twice as much as the cost for an at-grade two-story structure with surface parking. A significant portion of this cost difference can be attributed to parking, which can range from \$10,000 to \$30,000 per structure space, depending on the configuration. The high cost of parking limits the short-term feasibility of both mid-rise (4-5-story) and high-rise (6+ stories) construction until residential and commercial revenues become adequate to support the cost of construction.

However, such compact forms of development are critical to creating the active mixed-use environments needed to attract investment and support niche markets for Downtown, corridor and transit oriented development (TOD) locations. The decreased ownership and use of automobiles often exhibited by people choosing to live and work in denser walkable and transit-served environments indicates that parking requirements for these settings can be reduced which, in turn, can dramatically reduce construction costs and improve the market feasibility of providing these compact forms of development.

To help improve economic feasibility of compact development, the City will consider reducing parking ratios appropriately and promoting alternative transportation demand management tools as part of the City-wide Zoning Ordinance Update and more specific Focus Area planning. In addition, the City will consider building public use parking structures in TOD districts such as Downtown and around the North Metrolink station to support these reduced parking requirements and catalyze higher density development while still providing adequate parking for customers, visitors, workers, and residents.

### Labor Force: Mismatch between Skills and Jobs

Supporting local economic growth requires a better match between the City's resident labor force and its employment opportunities. Pomona is home to several prominent regional medical and educational institutions. Building on these assets and attracting skilled workers to live in Pomona rather than commute from other communities is a major economic development goal. The current education and skills mismatch between Pomona's resident workforce and potential new employment remains a barrier to reducing labor exports and attracting jobs through strategic partnerships with these institutions. The City must support workforce development to provide training for local residents so that they may take advantage of new, higher paying jobs entering the City. Existing initiatives such as The People's Economic Summit organized by the Inland Empire Sponsoring Committee, and the Pomona Unified School District's collaborations with Western University of Health Sciences are excellent examples of actions already taken to accomplish this goal.

### Image/Crime

The City's vision is to have a prosperous community and a high quality of life. The perception of high crime rates continues to negatively impact property values, reducing economic prosperity. The City will continue to make improving Pomona's image a high priority by evaluating existing programs, identifying needs, and implementing new policies where necessary.

### A Clear City Vision and Developer-Friendly Regulatory Environment

The City will market Pomona by promoting the vision of a prosperous future and establishing a developer-friendly regulatory environment to attract new investment and reinvestment throughout the City. This will include regulatory updates to the City's Zoning and Subdivision Ordinances as well as Focus Area planning that will streamline the development process and provide reliability for developers to invest in mixed use environments that have a clear character and compatibility with adjacent development.



## 8. ENSURE FISCAL STABILITY

In order to provide the infrastructure and services necessary to support a prosperous Pomona Tomorrow, the City must ensure fiscal viability by maintaining an appropriate balance between the City's expenses and the revenue sources it has to cover those expenses.

### Revenue

Property taxes continue to be the City's major source of revenue, accounting for 30% of revenue, followed closely by service charges, accounting for another 26% of revenue. Despite the fact that these revenue sources rose in 2009, like the majority of municipalities throughout California, Pomona experienced a revenue stream decline in 2009 due to the eroding economic environment. Revenue shortfalls stemmed primarily from three sources directly linked to the health of the economy – sales and use taxes (down 38%), operating grants (down 27%), and capital grant (down 27%).

It is anticipated that these revenue sources will increase to typical levels in the future, addressing some of the City's current revenue issues. However, there are steps the City will take to further strengthen its revenue stream. First and foremost steps must be taken to re-organize land use designations into a pattern that is more in line with contemporary investor and consumer preferences. This will improve retail performance as well as property values, thereby increasing both sales and property tax revenues. In addition, the City will continue to pursue other financial sources to supplement its primary revenues for both capital facility costs and ongoing operations and maintenance costs.

### Expenses

Public safety continues to be the City's primary expenditure, accounting for 34% of City outlays; however, Pomona's focus on public safety is comparable to that of neighboring cities. On the other hand, per capita City expenses excluding public safety are higher than in similarly built-out cities. Therefore, the City will look for ways to provide critical City services more efficiently and reduce spending on non-essential services.

### Fiscal Outlook

The budgeting process can strategically allocate funds according to City priorities in ways that will further the City's economic and community goals. Therefore, this process cannot be separated from the City's vision. Changes in the distribution and magnitude of uses throughout Pomona will require the City to monitor changes in revenues and expenses related to those uses.

Sound investment and budget management strategies will allow the City to achieve its public safety, community services, infrastructure/facilities, and planning goals. The City's current operating gap, at least in the near-term, will be addressed primarily by bringing per capita expenditures more in line with levels seen in similarly mature cities. In the long term, achieving economic development strategy objectives and realizing the vision outlined in Section 6. Pomona Tomorrow will improve Pomona's fiscal health through revenue growth, attracting new investment, and allowing the City to provide services more efficiently.

## 9. MAINTAIN PRO-ACTIVE CITY LEADERSHIP

City leadership plays a crucial role in providing direction on policy initiatives and the implementation of new measures. At the same time, well-informed policies require active public participation in identifying key issues and possible opportunities and challenges. Thus, mechanisms of participation and collaboration are critical to economic success through effective sharing of information and local knowledge.

Key to successful implementation of the City's economic development strategy will be a proactive position taken by the City's elected officials and staff. Those charged with promoting the vision for Pomona's future must ensure that attention and resources are given to the strategy. Implementing the strategy will require prioritization of economic goals and allocation of funds to meet the financial needs of each specific action that supports the economic goals.

A coordinated economic development strategy is essential to support community development objectives such as providing and maintaining parks, protecting open space and maintaining high levels of municipal services. A managed program of fiscal development, strategic public improvements and balanced land use will help maximize resultant community benefits. Thus, the Economic Development Component envisions three central roles for the City:

### 1. Promoting development that both results in fiscal benefits to the City and realizes the vision for Pomona Tomorrow

It is crucial to understand both the economic benefits and burdens of various development types on the City's General Fund as well as their respective impacts and contributions to achieving the community's vision. This involves considering both direct and indirect affects on property values, property tax revenue, sales tax revenue, the City's ability to attract new jobs and investment, livability, and community character. These factors are important in determining the distribution and prioritization of future development in Pomona.

### 2. Financing public improvements

The financing of public improvements is a key element of any municipal economic development effort. Such improvements may include street design, re-configuration, or extension; sewer and water upgrades; and utility undergrounding. In some cases, these improvements provide the necessary incentive for subsequent private sector investment in the revitalization or redevelopment of an area. In others, these improvements are made in an effort to retain or expand existing business, or to attract new business. Since the City's ability to finance public improvements is closely related to its fiscal health, efforts to achieve fiscal stability and provide needed infrastructure are closely intertwined. Improvements can be targeted to facilitate or expedite certain developments, or to ensure that infrastructure capacity does not become an impediment to growth.

### 3. Maintaining Land Use Balance

Maintaining a balanced supply of different land uses—based on economic and community development objectives—is critical to the City's financial health. This balance is also necessary to ensure that existing transportation capacity can be used more effectively.

## 10. PURSUE STAKEHOLDER PARTNERSHIPS AND COLLABORATION

### California State Polytechnic University, Pomona (Cal Poly)

Cal Poly is adjacent to (and partially within) the City and produces a skilled labor pool from its School of Engineering and other programs which can be leveraged to support local business growth and attract investment. To accomplish this, the City will work to improve coordination between Cal Poly and local business organizations to increase responsiveness to area labor needs. In addition, labor force training opportunities will become increasingly attractive to local businesses as trends towards technology, research, and specialized skills continue.

Alliances with Cal Poly will be an important component in the City's long-term economic plan. Located on campus in the Center for Training, Technology and Incubation, the Pomona Technology Center (PTC) is a high-technology business incubator that provides product development assistance for early stage companies using emerging technologies. Alliances with this organization could help the City attract higher-technology businesses and a competitive labor pool. Incubator firms formed at the Center could collaborate with other businesses in the City.

### Medical Facilities and Research Institutions

As mentioned earlier, medical facilities and research institutions are important sources of employment and business attractors that Pomona must support. The City can play an important role in identifying and facilitating ways for the major regional medical facilities of Pomona Valley Hospital Medical Center (PVHMC) and Casa Colina to synergize with medical office / research facilities as well as Western University of Health Sciences and its valuable source of skilled labor.

The City should pursue ways to take better advantage of these institutions to further the goals for Pomona Tomorrow. In addition to serving as successful anchors in their respective districts (see Section 6. Pomona Tomorrow), large medical facilities are excellent candidates for district cogeneration (see Section 7-E. Conservation). Research institutions provide the opportunity to align City health analysis needs with university research imperatives.

### Fairplex

As noted in Section 4. Guiding Forces and Opportunities, Fairplex is a major activity generator. By promoting the vision of Pomona Tomorrow and implementing this Economic Development Strategy, the City intends to take advantage of County Fair visitors, conference attendees, and

tourists visiting the Fairplex as they provide significant spending capacity that can be captured in Pomona. The City must work with the Fairplex to encourage intensification of development and activity that will help ensure its success as an important part of Pomona. A good example of this is the addition of a conference center to the Sheraton Fairplex Hotel. This center is expected to hold about 250 events a year including conferences with 2,000 to 5,000 participants.

However, because of retail industry trends towards clustering, specialization, and niche formats (see Section 4. Guiding Forces and Opportunities), it is essential that Fairplex's role as an activity center fits within the City's overall hierarchical pattern of retail and does not adversely compete with Downtown; a successful Fairplex benefits from a successful Pomona. As a result, the City must also promote ways to strengthen Fairplex by creating easily accessible destinations in Pomona, especially in Downtown, for Fairplex visitors to frequent.

### Lanterman Center

As noted in Section 3. Pomona Today, the State will be phasing out developmental services at Lanterman Center facilities. Therefore, this large, single ownership property holds significant potential for new development in Pomona which benefits the community. Additional planning will be essential to determine the best re-use of the facility. The City must work with the State to coordinate long term goals and plans with potential infill and redevelopment such as a Metrolink train station located on or near the site. Public/private development partnerships that would align important aspects of district pattern and function with City goals must be pursued.

### Marketing Pomona

City staff and organizations such as the Chamber of Commerce, the Inland Valley Economic Development Corporation, and the San Gabriel Valley Economic Partnership bring businesses together periodically to discuss issues of concern. This provides an opportunity for joint marketing of City services as well as image building with the business community. Outside of these organized venues, all stakeholders must regularly and proactively promote the City's vision to potential investors. The City can use the internet and other networking resources to create platforms that local businesses, property owners, and developers can use to market Pomona, identify opportunities for investment, and establish the business connections that can strengthen workplace clusters and support business innovation.

## IMPLEMENTING A SUCCESSFUL ECONOMIC DEVELOPMENT STRATEGY

### Economic Development Implementation Program

Whereas the General Plan's Economic Development Strategy provides an overall framework for success, the Economic Development Implementation Program will determine the specific tasks to be undertaken, set the task deadlines, allocate the necessary resources and provide the means for monitoring, evaluation and regular reporting. The program format could be similar to that of the City's Capital Improvement Program, with a five-year program horizon and annual budgeting and updates. Specific components should at least include:

- Targeted investment and strategic improvements;
- Targeted industries;
- Revenue enhancement;
- Small business incubation;
- Redevelopment;
- Land availability, acquisition and assembly;
- Development tracking;
- Monitoring market trends; and
- Marketing.

The program will allow the City to demonstrate its commitment to the expansion, retention and attraction of business through specific actions and investment decisions. The program should actively involve business and community groups and property owners in Pomona to access community knowledge and expertise and partner in the City's future.

### Focus Areas and Opportunity Sites

Successful implementation of the City's economic vision will depend on addressing development and revitalization in specific areas of the City, as well as certain sites that are available for development. The General Plan has identified several focus areas that have potential benefit for the City's economic base (see Section 8. Implementation).

### Computerized Central Information System

A computerized central information system could be a key element of the economic development strategy. The system would provide instant site-specific information for every municipal address, including property ownership, lot dimensions, General Plan designation, current zoning, business activity (SIC code), development history, environmental status, relevant City programs, etc. Not all information needs to be gathered at once or immediately. Information can be incrementally added over time and the level of detail provided and monitored will depend on City resources and priorities.

Such a system could offer significant advantages to the City by enabling the City to:

- Monitor sites that are of strategic importance for redevelopment and focus areas, using the change areas identified in Section 5. Stability & Change as a guide
- Monitor progress in environmental remediation or status of environmental clearance
- Coordinate strategic improvements for redevelopment, such as infrastructure upgrade and extension, environmental remediation, etc.
- Identify development trends and monitor land capacity
- Identify sites for acquisition or assembly in support of economic development initiatives
- Generate reports for marketing key development sites

Others benefiting from such a system include permit applicants, property owners and prospective locators. For permit applicants, the system could make necessary property information and application requirements instantly available at the planning counter. Tracking status could be made available once an application is filed. For property owners, this information could be used to determine the environmental compliance of their property. Finally, for prospective locators to Pomona, the system could provide the ability to electronically search and identify sites in the City that best meet their needs.

## Industry Clusters

Some advantage may exist for businesses to cluster if doing so allows them to take better advantage of City assets or create synergies with other businesses. For instance, proximity of like activities may be an advantage in some industries. Proximity of complementary activities may also be advantageous. The identification of industry clusters could result from the implementation of the computerized central information system program outlined above. The clusters could then be mapped as part of system integration with the City's GIS.

Identification of industry clusters would allow the City to evaluate policies and regulations to determine their effects on the operation and continued success of these clusters. Such an evaluation should involve the General Plan, as well as the various regulations and standards included in the Zoning Ordinance, related to conformity, lot area, parking and loading, etc. Identification of industry clusters would also help the City determine which clusters should be targeted for economic development, based on their current contribution to the local economy and potential for future growth.

Targeting of certain clusters could result in the creation of a specific plan, infrastructure improvement, or marketing program to retain and expand existing cluster businesses, or to attract new businesses to the cluster. The City must work closely with industry contacts to ensure the program meets industry needs.

## Indicators of City Economic Performance

Once formulated and implemented, the City's economic development strategy requires periodic monitoring to ensure desired outcomes. Economic goals and policies must be connected to certain benchmark standards related to the health of the economy, and progress must be measured and reviewed periodically. Health of the economy can be gauged with an economic indicator system, which tracks progress in key economic areas and is integrated into the annual budgeting process. This indicator system consists of quantifiable measures grouped under four categories (see Table 3.3-1). These suggested indicators may involve a combination of primary survey and secondary data sources that include the following:

- *Business and Industrial Performance Indicators.* These measure the economic health of the City and the effectiveness of the City's economic policies. These indicators can be quantified in terms of growth and composition of the employment base and the quantity of business output.
- *Market and Real Estate Trend Indicators.* These include information on retail, business and real estate transactions. Tracking factors that support these transactions is a good indicator of market performance, including availability of commercial space, pace of construction activity and vacancy rates, real estate sales volumes and lease and rental rates.
- *Human Development Indicators.* These are a direct reflection of the effectiveness of economic policies. They define constraining labor force factors on the City's future economic growth prospects. Demographic factors are both an effect and a cause of economic growth.
- *Quality of Life Indicators.* These include factors that make a place suitable for living and working. Ability of a place to attract a diverse workforce is crucial for its long-term growth and evolution. These factors include access to infrastructure and services, quality of the environment, capital improvement projects and human development indicators.

### (Endnotes)

- 1 The Wealth and Poverty of Regions: Why Cities Matter, p.151
- 2 Ibid
- 3 Ibid

**Figure 7-B.1: Suggested Economic Performance Indicators**

Indicators	Measure	Sources
<b>Business and Industrial Performance Indicators</b>		
<b>Employment Trends</b>		
<ul style="list-style-type: none"> <li>Employment growth is a direct result of economic growth.</li> <li>Distribution of employment by sector is indicative of the City's competencies.</li> <li>Methods such as location quotients enable regional comparisons.</li> </ul>	Employment growth and composition by sector	Economic Census (5-year) and California Employment Development Dept., Annual Estimates
<b>Average Employment per Household</b>		
<ul style="list-style-type: none"> <li>Jobs-per-household ratio indicates employment opportunities for residents in the City.</li> <li>Availability of local jobs is indicative of local employment options.</li> </ul>	Employment growth and sectorial composition	Economic Census (5-year) California Employment Development Dept. Annual Estimates
<b>Average Wage by Sector</b>		
<ul style="list-style-type: none"> <li>Average local salaries and wages provide a direct indication of the health and competitiveness of local industry when compared to the regional averages.</li> </ul>	Aggregate payroll, average wages and salaries	California Employment Development Dept. Annual Estimates
<b>Unemployment Trends</b>		
<ul style="list-style-type: none"> <li>High unemployment rates indicate low match rates between local labor and local job opportunities.</li> <li>Unemployment impacts education, health, mobility and local expenditures.</li> </ul>	Local unemployment rates	Bureau of Labor Statistics annual and monthly unemployment rates
<b>Business License Data</b>		
<ul style="list-style-type: none"> <li>Business license trends show growth patterns in local businesses.</li> <li>Employee per license figures can provide job creation and job loss statistics.</li> </ul>	Business licenses by sectors and employed personnel	City Finance Dept. and City business license data

**Figure 7-B.1: Suggested Economic Performance Indicators**

Indicators	Measure	Sources
<b>Market and Real Estate Trend Indicators</b>		
<b>Retail Sales</b>		
<ul style="list-style-type: none"> <li>Tax from retail sales is a critical source of revenue for the City.</li> <li>Retail sales per capita are indicative of relative performance of the City compared to the regional average, which helps conduct leakage analysis.</li> <li>Per capita retail sales by retail categories indicate strengths and weaknesses of the retail market.</li> </ul>	Annual retail sales by retail categories	California State Board of Equalization and City Finance Dept.
<b>Retail Space Vacancy</b>		
<ul style="list-style-type: none"> <li>Vacancy rates of the retail inventory directly relate to the performance of the retail market.</li> <li>A lower vacancy rate correlates to higher demand for retail space and the City's retail market performance.</li> </ul>	Retail commercial vacancy rates	Market data from real estate brokers and local surveys
<b>Construction Activity</b>		
<ul style="list-style-type: none"> <li>Residential building activity for single &amp; multi-family homes indicate growth/decline of housing demand.</li> <li>Non-residential building activity indicate demand for space from firms and business establishments.</li> </ul>	Residential and non-residential building permits	Commercial vendors (e.g. Construction Industry Research Board), Greatpossibilities.com and the Pomona Community Development Dept.
<b>Average Commercial and Industrial Lease Rates</b>		
<ul style="list-style-type: none"> <li>High demand for leasable space results in lease and rental rate increases.</li> <li>Time series comparisons (monthly or annual) reveal the relative volatility or stability of the market.</li> <li>Regional comparisons indicate the attractiveness of the City to businesses.</li> </ul>	Lease rates per square-foot	Real estate brokers and Loopnet.com

**Figure 7-B.1: Suggested Economic Performance Indicators**

Indicators	Measure	Sources
Average Home and Condominium Price		
<ul style="list-style-type: none"> <li>High demand for housing increases home prices indicating desirability of a particular location.</li> <li>Affordable housing is essential to maintaining a diverse work-force, which is critical for a vibrant economy.</li> <li>Attracting workers to live in Pomona will be crucial for the long term economic growth of the City.</li> </ul>	Average home and condominium prices	Real estate brokers, commercial vendors (e.g., Data Quick and California Association of Realtors)
Human Development Indicators		
Population and Household Growth Trends		
<ul style="list-style-type: none"> <li>Tracking population and household growth on a periodic basis tracks household population trends and labor market trends.</li> </ul>	Population and household growth trends, age composition	Decennial Census and California Dept. of Finance annual population and household estimates
Educational Attainment		
<ul style="list-style-type: none"> <li>Measuring educational attainment of the population is crucial to maintaining a competitive labor force, which includes percent of population with a minimum of bachelors or associate degree, population with high school or less than high school education, API index, school test scores, enrollment statistics and drop-out rates.</li> </ul>	Educational attainment of workforce (16 years and older)	Decennial Census, California Dept. of Education, Greatschools.com and Homefair.com
Labor Force Composition		
<ul style="list-style-type: none"> <li>Composition of the City's workforce is directly related to the levels of educational attainment. While many jobs in the City may be held by residents of other jurisdictions, the concentration of the resident workforce in growing industries ensures stability in household purchasing power.</li> </ul>	Labor force composition (16 years and older)	Decennial Census and California Employment Development Dept.

**Figure 7-B.1: Suggested Economic Performance Indicators**

Indicators	Measure	Sources
Household Income Measures		
<ul style="list-style-type: none"> <li>Average household income defines the purchasing power of a household. Higher average household incomes translate to higher disposable incomes for education, health, mobility and local retail expenditures.</li> </ul>	Aggregate household income, average and median household income	Decennial Census, Bureau of Labor Statistics consumer expenditures data and survey data
Poverty Levels		
<ul style="list-style-type: none"> <li>High levels of poverty indicate a lack of employment opportunities possibly due to limited education and skills. Poverty in turn reduces household and per capita spending power and limits personal development opportunities.</li> </ul>	Households below poverty line	Decennial Census, U.S. Dept. of Housing and Urban Development (HUD) and survey data
Quality of Life Indicators		
Access to Infrastructure		
<ul style="list-style-type: none"> <li>Park acres per capita indicates availability of recreation opportunities for residents.</li> <li>Sports and fitness facilities helps create awareness of and opportunities for well-being.</li> </ul>	Park acres per capita and recreation facilities per capita	City of Pomona Parks and Community Services
Access to Services		
<ul style="list-style-type: none"> <li>School districts play a crucial role in attracting and maintaining a stable residential population. People choose to locate within select jurisdictions in order to send their children to schools in those areas.</li> <li>Availability and concentration of health facilities and personnel is an important indicator of quality of life.</li> <li>Other public services that increase quality of life include libraries and social and emergency services such as fire and police.</li> </ul>	Students per teacher, students per classroom, available health facilities, libraries, social services, police and fire officers to population ratio	Pomona Unified School District and the City's human services statistics
Crime Statistics		
<ul style="list-style-type: none"> <li>Public safety is an important factor in making the City attractive for potential residents and business owners.</li> </ul>	Crime statistics	FBI, Police Department, Homefair.com and Realtor.com



## 7-B Economic Development

Parks, public recreation facilities, and other open spaces are essential components for livable and healthy communities, especially in urbanized areas. In addition to providing vital recreation opportunities, parks and greenbelts provide a needed respite from busy city life. Parks, plazas and attractive streetscapes also help foster social interactions and a sense of community that define the public realm and urban culture.

This Open Space Network Component outlines the City's plan for meeting the parks and recreational needs of its citizens over the next twenty (20) years. It addresses open spaces for the purpose of parks and recreation, and the related open space character of public streets. Open space for conservation purposes is addressed in Section 7-E. Conservation.

## THE EXISTING OPEN SPACE NETWORK

Pomona is largely built out. Vacant land and open spaces (exclusive of streets) account for ten percent of City land. As in many cities of Pomona's age, the majority of neighborhoods have evolved without adequate parkland. As a result, the City has less parkland to serve its citizens than is desirable. Furthermore, the network of open space is not well connected, limiting access to these facilities from nearby neighborhoods. With a population of approximately 163,000 residents (California Dept. of Finance est., 2010) and a total of 221 acres of parks and open space, the City currently provides about 1.3 acres of parkland per 1,000 residents.

Fig.7-C.1 illustrates the existing open space network. Areas that are within a 5 minute walk of existing facilities can be compared with planned increases in open space and the resulting coverage as shown in the Future Open Space Network (Fig.7-C.3). Fig.7-C.1 also indicates existing segments of streets that provide open space characteristics. (See the Existing Conditions Opportunities and Challenges report for a detailed summary of Pomona's existing open space and recreational facilities network.)

## TYPES OF OPEN SPACE

### PARKS

The City of Pomona strives to offer its citizens a safe and multi-faceted park and recreation system. The City's existing open space system includes a variety of different types of parks that meet different needs and have different functions, including mini parks, neighborhood parks and community parks. The following paragraphs define these components of the open space network, including the types of parks currently provided as well as the City's goals for the future.

### Community Parks

Community parks serve a Citywide population and usually include sports facilities, such as lighted fields, courts, swimming pools, recreation buildings and other special use facilities. Restrooms and off-street parking are generally provided. Although community parks have a much larger service area than neighborhood parks, they often serve a neighborhood function as well. Pomona currently owns and operates four community parks.

### Neighborhood Parks

Neighborhood parks are devoted primarily to serving a small portion of the City, usually within easy walking and biking distance for residents. These parks are designed for unorganized and unsupervised recreation activities. Play equipment, open turf areas and picnic tables are generally provided, although restrooms and off-street parking are usually not available. There are currently 17 neighborhood parks in Pomona.

### Mini Parks

Mini parks are small play areas, green spaces, or plaza spaces, usually less than one acre in size, designed as playgrounds for small children, places for adult and family gathering or relaxation, or for visual purposes. In addition to play equipment, these parks may provide active recreation opportunities, such as basketball or tennis courts. There are three mini parks in Pomona.

### Nature Parks

A goal of this General Plan is to pursue the creation of nature parks from the City's existing natural reserve areas. These lands are most often used for passive recreation activities, such as hiking. Improvements are generally minimal, such as the creation of hiking trails. The hillsides bordering Pomona on the west and south provide opportunities for natural and scenic open space areas. These areas include the Westmont Hill area and the steep slopes of the Lanterman Developmental Center property.

### Downtown

Under this General Plan, special focus shall be given to Downtown open spaces because of the importance they play in providing a sense of community and character for an area and improving the marketability both to developers and potential residents. In a Downtown environment with high population densities, parks and open space play an essential role in creating a livable, healthful environment for residents and visitors alike. Small open spaces will be provided within the Downtown to provide landscaped plazas and gathering spaces. In addition, locations for large community gatherings will be provided to make Downtown a pleasant and attractive living environment (which, for example, could include development of the Civic Center site as a community park).

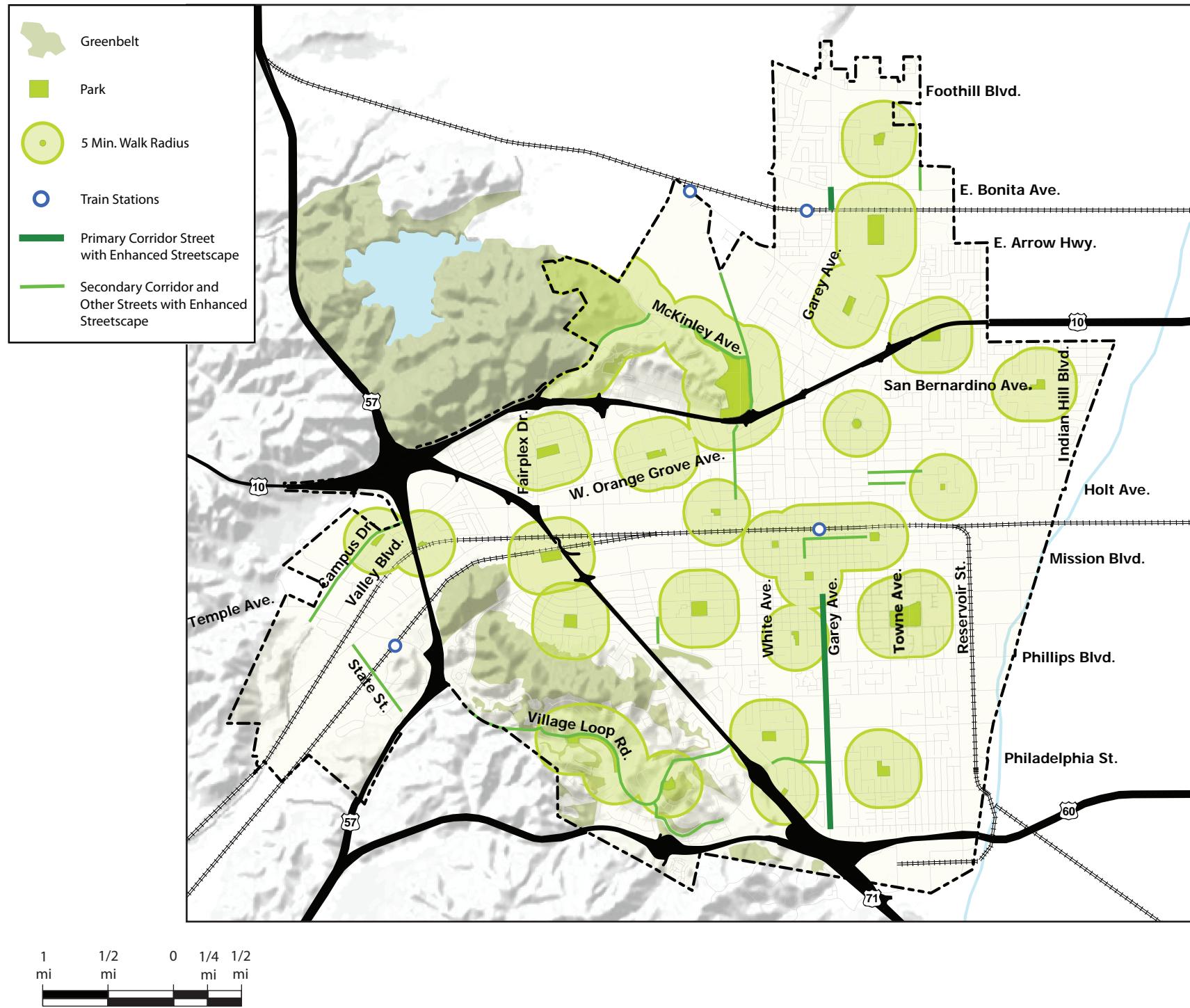


FIG.7-C.1: EXISTING OPEN SPACE NETWORK

## Joint Use Opportunities

In 1974, a joint-use agreement between the City of Pomona and the Pomona Unified School District was established for the shared use of recreation facilities. However, very few joint-use opportunities have been pursued by either the City or the School District. Huge potential for expanding the existing supply of recreation facilities exists in making use of the joint-use agreements between the City and the School District. Joint-use agreements allow shared use of many parks and recreation facilities located on or near school property. The agreements allow weekday student users and after-school and weekend users to access and use the facilities. Joint-use agreements help a community meet its demand for recreation facilities, but also provide cost-saving benefits to the School District and the City through shared maintenance and program management costs.

## Other

In addition to the public parks listed above, there are several private recreation facilities and transit oriented parks that serve the City. These include the Mountain Meadows Golf Course, the Fairplex, Cal Poly and Bonelli Park. Bonelli Park is a 1,970-acre regional park immediately north and west of the City that contains picnic facilities, a 250-acre lake for boating and fishing, and equestrian and hiking trails.

## GREENBELTS

A majority of the City of Pomona is developed; however, a few greenbelts exist consisting of natural undeveloped lands. The Chino Hills in the southwestern area of the City includes Phillips Ranch, Elephant Hill and Westmont Hill while the San Jose Hills in the northwestern corner of the City includes Mountain Meadows and Bonelli Park.

In addition, the Spadra Landfill is an open space area that is adjacent to California State Polytechnic University, Pomona (Cal Poly) in the western portion of the City. The landfill closed to the general public in 2000. In 1985, the Los Angeles County Sanitation District entered into the Spadra Landfill and Resource Conservation Agreement with Cal Poly Pomona and the County to create LandLab, a 320-acre center for education and research in the sustainable use of resources while providing for recycling, diversion of waste materials and efficient use of refuse capacity. As part of the responsibilities outlined in the 1985 agreement, Cal Poly Pomona prepared a Master Plan, which identified post-closure land uses for the site as a combination of education, research, recreation and open space uses.

## STREETS

As noted in Section 3. Pomona Today, streets and rights-of-way occupy 24% of land in Pomona – equal in share to all of the City's public lands. As part of the Open Space Network, they play the primary role of connecting with and providing access to parks and other recreation facilities. In addition, while most streets are primarily vehicular roadway spaces, they can also serve an open space function by providing walking, jogging, bicycling, and relaxation opportunities when they are configured with adequate sidewalks, bike paths, street trees, landscaped planting areas, and other streetscape amenities.

High-quality streetscapes also create supportive settings for the homes, businesses, institutions, and the public facilities they serve. They strengthen neighborhood and City character, and incentivize property upkeep and investment. Streetscapes with trees and landscaping provide shade and cooling, visual relief, and residential buffering. A recognizable hierarchy of street spaces helps visitors and residents alike in getting around the City. Street spaces may also be flexibly used for community events (such as parades, street festivals, and block parties) in accordance with City regulations. With many of Pomona's existing streets being utilitarian in character (especially the wide, heavily traveled and highly visible arterials), there is substantial potential for enhanced streetscapes to benefit livability and City identity.

The street types below, which extend the open space network are classified in relation to the place types that they serve, as outlined under Corridors in Section 3. Pomona Today, and further discussed in the context of the future City structure of place types in Section 6. Pomona Tomorrow. The major categories are Primary Corridors and Secondary Corridors, which also serve as Neighborhood Edges (Note: Primary Corridor streets are arterial streets and Secondary Corridor streets include arterials and collector streets (these place categories are not the same as traffic engineering categories). Local streets with enhanced streetscape also play a role in extending open space character into City neighborhoods. There can be considerable variation in appropriate streetscape treatments, depending on the type of neighborhood and setting. Larger streets are more typically distinguished by boulevard (more formal) and parkway (more naturalistic) streetscape treatments, some of which utilize landscaped medians to "break down" and humanize the scale of wide arterial roads.

The examples listed below represent a small proportion of the existing streets that contribute to Pomona's open space distinctiveness by means of their enhanced streetscape configuration and amenities (noted in parentheses):



## Primary Corridors

South Garey Avenue between 9<sup>th</sup> Street and SR 60 (featuring medians with date palm trees and landscaping)

## Secondary Corridors

White Avenue between Fairplex and I-10 (featuring parkway medians and side plantings, and a landmark City gateway structure);

Village Loop Road in the Phillips Ranch neighborhood (featuring lush parkway plantings and side plantings)

Campus Drive between West Temple Avenue and SR 57 (featuring continuous and mature London Plane street tree canopies)

## Local Streets

Huntington Boulevard between I-10 and Holt Avenue (featuring a wide park-like tree-lined median)

Second Street (a.k.a. Pomona Mall) between Park Avenue and Eleanor Street (featuring historic Downtown streetscape and paseo improvements and gateway structures)

San Francisco Avenue between Eleanor Street and San Antonio Avenue (featuring distinctive rows of mature palm trees and planter strips)

## RECREATION FACILITIES

There is a variety of churches and non-profit organizations in the City that provide recreational facilities to Pomona residents. Recreational facilities at the YMCA Pomona Valley and the Boys and Girls Club of Pomona are available to the public for a fee.

## Aquatics

The City has two outdoor pools, which are generally open from early June until early September on a daily basis. The Ganesha pool has a water slide, while the Washington Park pool is a conventional pool. Community Services offers the following aquatic activities:

- recreation swim
- learn to swim classes
- water exercise classes

## PARK AND RECREATION FACILITY MASTER PLANS

### Citywide Park Facilities Master Plan

The City prepared a Citywide Park Facilities Master Plan in 1997 that provides an inventory, assessment and action plan for park and recreation facilities. The action plan for park facilities, which was based on a significant public input process, helped the City determine where capital improvement funds dedicated to park facilities should be focused. The Master Plan identifies the following facilities and programs as the most needed according to the community:

- Community swimming pools
- Indoor facilities for after-school youth programs
- Gymnasiums
- Community recreation centers
- Picnicking facilities for large groups
- Indoor and outdoor basketball courts
- Hiking trails
- Playgrounds
- Citywide Park Facilities Master Plan

### Washington Park Masterplan

The Washington Park Master Plan was approved by the City Council on November 6, 2005. The plan allows for future expansion of the park by acquiring properties immediately adjacent to the existing Washington Park site at Towne Avenue and Ninth Street. The park would be expanded to provide more playfields, potentially including soccer fields, speed soccer fields and a hockey field. Also included would be a newly constructed pool and a community center. The City maintenance yard, which is adjacent to the park on the north, would be relocated and that property would become part of the Washington Park Master Plan.

## THE FUTURE OPEN SPACE NETWORK

The Future Open Space Network (illustrated in Fig.7-C.3) will feature more open space that is better distributed throughout the City and is better connected. The result will be a better balance between the resident population and open space as well as better accessibility from nearby neighborhoods. Fig.7-C.3 illustrates this by showing areas that are within a 5 minute walk of both existing and potential future open space.

Future Open Space includes areas that will be targeted for new parks/open spaces, joint use opportunities, greenbelt spaces with improved access, and streetscape enhancements which will enhance the connectivity/continuity of the network. **The following sections provide an overview of these future open space opportunities.**

### PARKS, RECREATION, AND OPEN SPACE

#### Park Standards

The City will pursue a goal of providing 3 acres of parkland per 1,000 residents.

#### Additions to the Open Space Network

The City is largely built out and finding space to build new parks will be a challenge. Therefore, this General Plan encourages creative solutions to increase the availability of park space, improve and enhance the existing parkland system, and better serve the recreation needs of the community. With expected growth of 36,810 new residents over the next 20 years, approximately 110 new acres of parkland will be needed to meet the City's park standards. This General Plan seeks to add approximately 368 acres of parks to the open space system, which is more than adequate to meet the needs of the increased population.

#### Target Open Space Areas

Target Open Space Areas are:

- Areas that are currently underserved by parks and recreation facilities
- Areas that would experience population densification under this General Plan
- Corridors that have been identified for transformation
- Locations that are easily accessed by Pomona's residents

The City will pursue opportunities to add new parks or other open spaces in these locations. This will be achieved through the land dedications or in-lieu fee requirements allowed by the State's Quimby Act (California Government Code §66477) as well through other mechanisms, such as developer incentives.

#### School District Joint Use Opportunities

The City will pursue ways to take better advantage of its existing Joint Use Agreement between the City of Pomona and the Pomona Unified School District. This is a key opportunity to expand the City's park facilities.

#### Specific Anticipated Additions

Specific anticipated additions to the parkland system are shown in Fig.7-C.2.

<b>Fig.7-C.2: Anticipated Additions to Open Space Network</b>		
<b>Location</b>	<b>Possible Focus</b>	<b>Approx. Acreage</b>
Veteran's Park	Soccer fields	11
Washington Park	Sports complex	18.8
Civic Center	TBD	9.0
Off Garey Ave b/w Grove St. & Foothill Blvd.	Ball fields	2.5
Holt Ave. & St. Paul St.	Playground	1.6
Sherwood St. b/w Aliso & Berkeley Streets	Playground	1.2
Park & Orange Grove Aves.	Passive Park	1.76
Center Street	Downtown Plaza	0.4
Second & Gordon Streets	Downtown Plaza	0.3
Fourth & Gordon Streets	Downtown Plaza	0.3
Gordon St. from 2nd to 3rd	Pedestrian walkway	1
First Street Linear Park	Pedestrian walkway/ballcourts	3.6
Second & Palomares Streets	Downtown Plaza	0.3
Lanterman	Hiking trails, playground	300
Westmont Hill	Hiking trails	100
1041 South White Ave.	Playground	2
San Jose Creek Bicycle Trail regional initiative - a segment of the proposed East West Bicycle Trail from Los Angeles' Union Station to Claremont (Lower Los Angeles and San Gabriel Rivers and Mountains Conservancy)		TBD