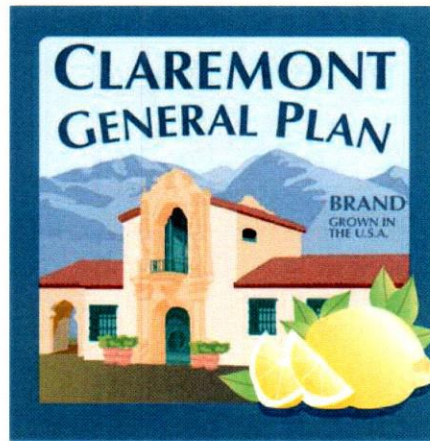


CHAPTER 3
ECONOMIC
DEVELOPMENT/FISCAL
ELEMENT



THE CITY OF CLAREMONT
GENERAL PLAN

CHAPTER 3 ECONOMIC DEVELOPMENT/ FISCAL ELEMENT

Claremont General Plan

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Sustainability Icon

The leaf icon identifies goals and policies involving sustainability (see example). The leaf signifies that the concept of sustainability – either economic, environmental and/or social – is promoted by that particular goal and policy.

CHAPTER 3

ECONOMIC DEVELOPMENT/ FISCAL ELEMENT

Claremont General Plan

Our Vision: Fiscal Sustainability

Claremont is a residential and college community that through careful and deliberate planning maintains its unique characteristics and environment such as:

- The City's distinct neighborhoods
- Having The Colleges that add breadth to the City's cultural life
- Being a leading center of learning
- Being a village in a metropolis
- The City's walkability
- The community's strong historic preservation efforts
- Having tree-lined streets, well-planned parks, and open spaces
- The City's strong sense of place, with identifiable statements of arrival
- Having small, thriving commercial and industrial clusters

We treasure Claremont as an excellent place both to live and work.

Economic Development Vision Statement

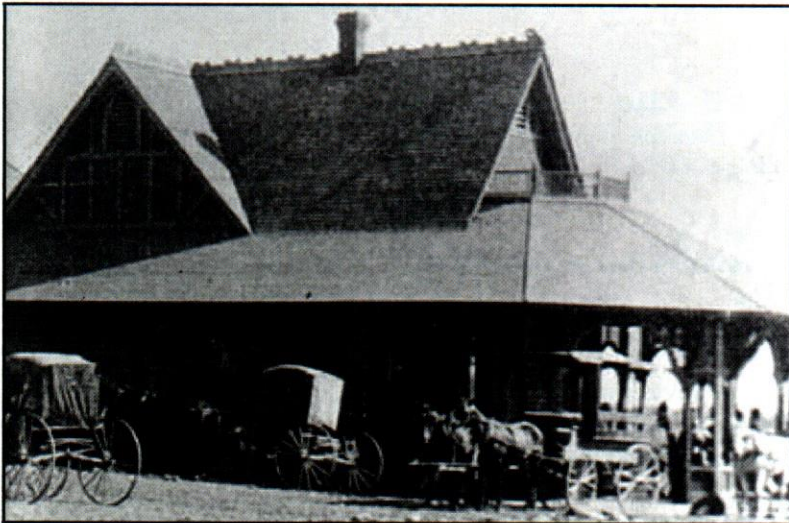
This Vision Statement was crafted by the Citizens' Committee for Claremont, Land Use and Economic Development Subcommittee as amended through the public review process.

The City balances the preservation of its characteristics with sustainable economic development and redevelopment initiatives that support the tax base required for current and future needs. The City encourages a diversity of commercial and industrial businesses and institutional uses that allow individuals to both live and work in the City. Economic development activities attract knowledge industries in keeping with Claremont's highly educated workforce and values of the community.

Context for Planning: Our Local Economy and How We Fit Within the Region

Community Roots: Land and Education

Claremont had its beginnings as a railroad town, when the Santa Fe Railroad Company extended its route from San Bernardino to Los Angeles in the late 1800s. With the railroad came the business of land speculation. In concert with Santa Fe's building of its depot in 1887, the Pacific Land and Improvement Company put up a few houses, a land office, and a large hotel to attract visitors to purchase the newly platted properties. More than 300 lots were bought, sold, and resold on the first day of sales in April of 1887.¹



**Original Santa Fe Depot
c. 1889**

The extension of the Santa Fe railroad through Claremont and construction of a depot and hotel created the appearance of a booming place in the 1880s. Carriages outside the Santa Fe Depot waited to show off lots to prospective buyers.

¹ Wright, pp 28-29.

In these very early days of Claremont, higher education also provided the community's foundation. By the 1880s, Eastern settlers had already established such institutions as Chaffey College, Occidental College, and the University of La Verne in other communities, and the Congregationalists looked to found their own college in Claremont after considering sites as far east as Riverside. In October of 1887, the Board of Trustees of Pomona College authorized plotting of the college grounds and planning for the first college building on Piedmont Mesa. The idea for more than one college first came under discussion in the 1920s. In 1925, The Claremont Colleges (The Colleges) were organized with one of their goals being to found new colleges. Since then, The Colleges have grown to become the major employer in the community.

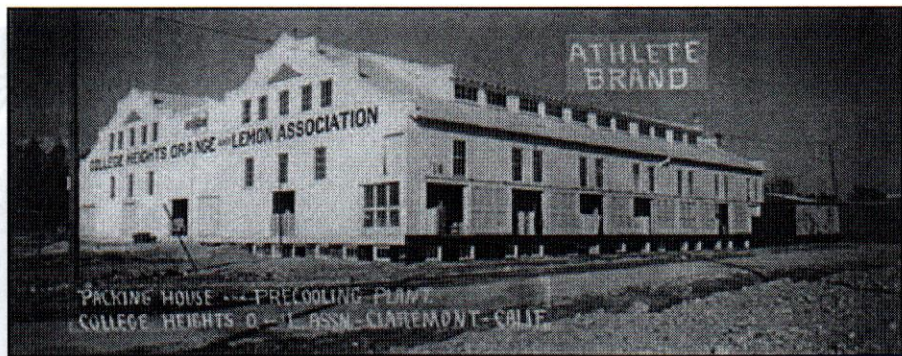
Agriculture also played a prominent role in forming the local economy. While the citrus industry contributed significantly beginning in the early 1900s, its dominance began to wane in the 1950s. At that time, agricultural land became increasingly valuable for residential subdivisions to house the executives working at major businesses in surrounding cities. By the mid-1970s, the local citrus industry had died out.²

Claremont traditionally has not been a major commercial center. Since the City's early days, land uses remained focused on The Colleges and residential development. The Claremont Village was laid out as part of the original town plan to provide a concentrated area of shops and services for local residents. The Claremont Chamber of Commerce, organized in 1922, was instrumental in the design of the civic center and appointed the City's first planning commission in 1924. As Judy Wright observes of the mid-1970s in *Claremont: A Pictorial History*, "While the typical family might visit The Village a number of times each month, most shopping was done at Montclair Plaza or other major commercial centers in the area."³ As of 2004, retail trade businesses represented just over 18 percent of businesses in Claremont.

As the City has grown, commercial business has expanded beyond the historical Village area to include enterprises along Foothill Boulevard and Indian Hill Boulevard, and at the 10 Freeway/Indian Hill interchange. In addition, The Village has expanded west of Indian Hill surrounding the historic College Heights Orange and Lemon

Roots in the Citrus Industry

The College Heights Orange and Lemon Association packing house, c. 1920.



² City of Claremont website. <<http://www.ci.claremont.ca.us>> (10 October 2004).

³ Wright, p. 381.

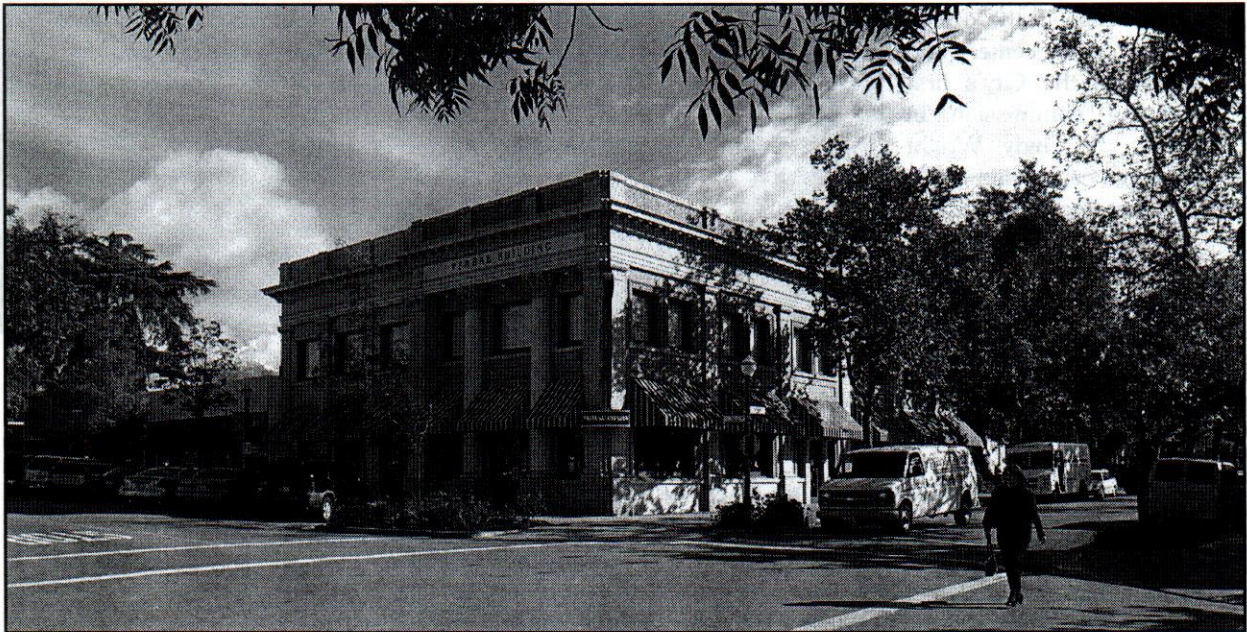
Association packing house. Importantly, properties around the 10 Freeway interchange at Indian Hill Boulevard support uses that serve the region and contribute significantly to the local tax base. In the late 1990s, automobile dealerships established a strong presence in the area, and these businesses represented roughly 70 percent of retail sales tax generated in the City in 2003. While this contribution is welcome, continued heavy reliance on auto sales revenues could prove problematic whenever vehicle sales experience low points, as they did in the early 1990s. This caused many auto-sales-dependent cities to cut municipal budgets dramatically.

Similarly, Claremont's industrial base has been limited to small-scale manufacturing businesses concentrated along the railroad lines west of Indian Hill Boulevard. The establishment of the Keck Graduate Institute of Applied Life Sciences within this business park area in 2000 is hoped to provide a catalyst for growth of small biotechnology and related businesses.

As Claremont entered the twenty-first century, education remained the principal "business" in the City, with The Claremont Colleges being the largest employer in the City and providing almost 60 percent of all jobs in the local economy.⁴ With 6,000 students, a payroll of approximately \$120 million per year, about 3,500 faculty and staff, and over 60,000 visitors to The Colleges annually, the local economy is affected by the presence of The Colleges. The multiplier effect of spending by students, faculty, staff, and visitors benefit merchants and the tax base of the community.

The Village

The Village is a pedestrian-friendly retail and civic center for Claremont. The Village, part of the original town as platted by land developers, hosts a variety of shops, restaurants, and civic uses. Below is the Verbal Building (formerly First National Bank).



⁴ Stanley R. Hoffman Associates, *Economic Development Trends - City of Claremont General Plan Update*, 22 October 2004.

Economic Conditions and Trends

Given the up-and-down nature of the economy, it is important to have an understanding of the baseline conditions that can affect decision making relating to land use and economic development. Many factors in the local economy will vary from year to year. The following descriptions provide snapshots of economic trends in Claremont relating to socio-economic, economic development, and market conditions that were taken prior to development of the General Plan.

Socio-Economic Conditions

Reviewing socio-economic conditions helps describe the social characteristics of Claremont residents that can influence the local economy.

- In 2000, the median household income in the City of Claremont was 56.0 percent higher than that of Los Angeles County as a whole.
- About 57.0 percent of Claremont's resident labor force was employed in Management and Professional Occupations in 2000. Sales and Office occupations represented about 22.1 percent of the resident labor force.
- The City's population was well educated. In 2000, about 52.4 percent of the population in Claremont age 25 years and older had received a Bachelor's degree or higher, compared to 24.9 percent in the County. Only about 7.6 percent of the adult population in Claremont had not achieved a high school diploma, compared to 30.1 percent in Los Angeles County.

Economic Development

Understanding the economic development conditions in Claremont can assist City staff and decision makers in making choices that contribute to the growth of the local economy. Such decisions can affect the sales tax base or the number of employment opportunities.

- The Claremont Colleges, with five undergraduate colleges and two graduate institutions, are a major source of employment in the City and the area, with about 3,500 faculty and staff. Student enrollment is estimated at 6,000. In addition, Rancho Santa Ana Botanic Garden and the Claremont School of Theology are affiliated with The Claremont Colleges.
- According to the California Employment Development Department, employment in the City grew from 10,081 to

12,397, or by 23.0 percent, between 1992 to 2000. The Services category experienced the strongest growth during this time period, increasing by 3,018 jobs, or 76.7 percent.

- In 2000, the City's employment base was comprised primarily of service jobs, at 56.1 percent of the total employment, or 6,952 jobs. About 58.9 percent of these service jobs were in the Educational Service category, reflecting the strength of The Claremont Colleges and Claremont Unified School District as major employers.
- During 2003, the City's estimated taxable retail sales were \$383.9 million, which consisted primarily of Auto and Transportation Sales. At an estimated \$268.1 million, the Auto and Transportation Sales category comprised almost 70.0 percent of the total taxable retail sales.
- The City's overall per capita taxable retail sales of \$10,648 is lower than that for Montclair, Ontario, and Chino, reflecting leakage of retail sales to other communities. The leakage is particularly high in General Merchandise and Apparel retail sales. Other categories that show leakage include Eating and Drinking Places, Home Furnishings, and Other Retail.

Market Conditions and Trends

Analysis of market conditions provides a general picture of the strength of the market or market segment, which can range anywhere from real estate, construction activity, office or commercial space leasing demands, or other market segments.

- According to the Construction Industry Research Board, from 1990 to 2003, most of the non-residential building activity in Claremont was commercial. Industrial building activity comprised slightly more than 10.0 percent of the total activity on an average annual basis. Total commercial valuation was reported to average \$1.5 million annually, while industrial valuation was reported at \$175,227 annually.
- The City has an estimated 540,000 square feet of retail space, with no large anchor stores. Most of the retail centers are neighborhood centers, with less than 100,000 square feet of space that include a grocery store anchor, smaller retail shops, and service-oriented businesses. Claremont has tended to attract many small, locally owned businesses rather than major retail chains.
- Redevelopment of some existing centers may be challenging because of parcel configurations and problems with multiple ownerships. Claremont has limited vacant land available for new commercial development. Although many of the centers

are visible at busy intersections or on major streets, they need modernization. Attraction of major retail tenants has been difficult due to competition from neighboring communities.

- With existing and planned major retail centers in nearby Upland, Montclair, and Ontario, analysis shows underperformance in the City's General Merchandise and Apparel retail categories. This indicates potential opportunities for revitalization of underutilized retail centers, as well as expansion in The Village and reuse of the Old School House site.

Our Spending Habits

One economic challenge we face as a community is keeping local dollars in the local economy. As noted above, many Claremonters shop outside the community for everyday household goods. Attracting additional establishments will remain a challenge because of limited land, regional competition, and the community's desire to preserve its small town character.

Our Resources for Securing a Sustainable Local Economy

Despite limited commercial and industrial development in Claremont, the City has been very resourceful in capturing significant tax revenues that fund the many public services and programs residents enjoy: from activities for youth, to senior citizen programs, to service and education assistance to families of limited economic means, to celebration of the arts and culture. These all contribute to Claremont's quality of life, and our goal to preserve these important features of our City requires that we continue creative and forward-thinking management of our economic resources. An important resource in the community continues to be the Claremont Chamber of Commerce, which historically has provided community leadership in support of educational and civic organizations and programs.

We do not envision Claremont as a major, large-scale regional commercial or industrial magnet; we do not have the land resources to support this level of development. We have had some success in encouraging and accommodating businesses that attract and cater to visitors, support most local retail and service needs, and provide opportunities for growth of emerging, clean industries. Two key complementary tools the City will continue to employ are economic development and redevelopment. The City will also continue

collaborative partnerships with the Claremont Chamber of Commerce to provide a strong link between the business community and the City.

Economic Development

The City's economic development objectives have focused on business retention and attraction, funding of visitor promotion activities provided by the Claremont Chamber of Commerce, and providing assistance to small businesses, amid other activities.

The City collects General Fund revenue from various taxes and fees, including sales tax, property tax, utility tax, developer fees, motor vehicle license fees, business licenses, franchise fees, and hotel occupancy tax. Sales tax alone accounts for almost a quarter of the total General Fund. The City accrues most of its sales tax from Auto and Transportation Sales, which amount to approximately 70 percent of total taxable sales. Claremont is experiencing leakage in retail sales to surrounding cities, particularly in General Merchandise and Apparel retail. This is due to the City's lack of anchor stores and the presence of smaller retail shops compared to larger retail centers. Retail centers in Claremont need rehabilitation and suffer loss due to competition from retailers in adjacent communities.

Since the City values the intimate and small town ambiance, economic growth in Claremont will aim to support shopping and entertainment businesses that preserve this unique character and atmosphere. Retail centers will be upgraded through redevelopment to help capture revenue lost to surrounding cities.

The City benefits from proximity to its many educational institutions. The presence of The Claremont Colleges and its students, especially those with skills in high technology industry, will benefit economic development by attracting innovative technology-oriented businesses. Highly regarded educational institutions and a pool of skilled labor create an economic environment conducive to growth in technology firms within the City.

The City will continue to work closely with the Claremont Chamber of Commerce to develop assistance programs, to encourage cooperative dialogue between City officials and merchants on business and economic development issues, and to attract businesses that will create local jobs and generate revenue to support municipal functions. The City will also consider analyzing its business permits and approval process to provide an efficient approval process.

Redevelopment

Redevelopment is a process created by the State of California to assist local governments in eliminating blight and revitalizing designated "project areas". Redevelopment provides communities with the ability to obtain funding to make infrastructure improvements, acquire property, and otherwise bring about desired development, reconstruction, and rehabilitation. A portion of redevelopment funds must also be used to promote affordable housing opportunities in the community.

Established in February of 1969, the Claremont Redevelopment Agency (Agency) administers one redevelopment project area that encompasses most commercial and industrial property in the City (Figure 3-1). These areas include the 10 Freeway corridor near the City's southern boundary, the Foothill Corridor, Base Line Road from Towne Avenue to Indian Hill Boulevard, the area north and south of the railroad tracks between Cambridge and College Avenues, the western extension of The Village area, and the former quarry site located at the southeast corner of Monte Vista Avenue and Base Line Road. Agency monies are used to provide infrastructure; support the enhancement of existing businesses and business districts; restore and renovate existing commercial centers such as Peppertree Square; stimulate new development, employment, and economic growth; assist with the provision of housing for low- and moderate-income households; and preserve historically and/or architecturally worthwhile structures and sites.

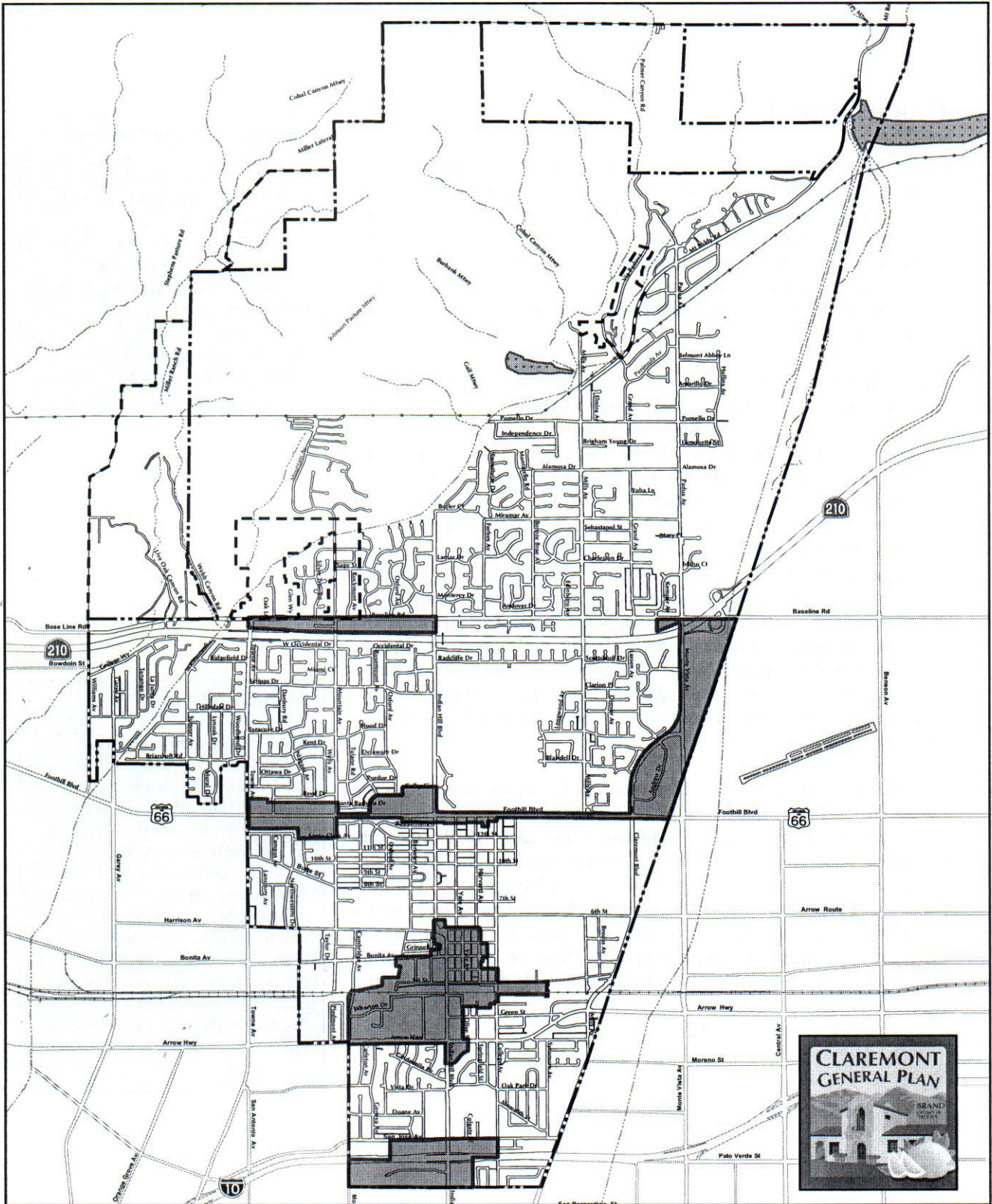
In a built-out community like Claremont, redevelopment provides the means to facilitate quality infill projects and encourage reuse of underperforming properties. Beginning in the early 1970s, the City began its redevelopment efforts to concentrate on the Claremont Village and to strengthen commercial areas within the City. With the passing of Proposition 13, the City could no longer depend on property tax to fund its programs. Since 1993, state law has required cities to generate and adopt an Implementation Plan every five years to document how programs eliminate blight and develop low- and moderate-income housing.

Redevelopment in Claremont

Claremont's first redevelopment efforts occurred in 1973 with the adoption of the Village Redevelopment Plan. Since 1973, the Agency has been the City's primary vehicle for ensuring long-term economic vitality of the community. - *Five-Year Implementation Plan, Claremont Redevelopment Agency.*

Definition of "Blight"

Blight is defined in Health and Safety Code Sections 33030 and 33031 as an area that is predominantly urbanized and in which the combination of statutorily enumerated conditions is so prevalent and so substantial that it constitutes a serious physical and economic burden on the community which cannot be expected to be reversed by private and /or governmental action, without redevelopment. - *Five-Year Implementation Plan, Claremont Redevelopment Agency.*



Legend

 Redevelopment Areas

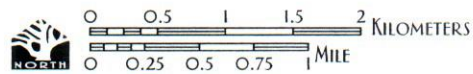


Figure 3-1
Redevelopment Project Areas
 CLAREMONT GENERAL PLAN

To help cities pay for municipal programs and public improvements and to provide low- and moderate-income housing, cities are allowed to use tax increments, a financing tool that allows redevelopment agencies to capture the increase in property tax revenues after the redevelopment plan is adopted. With tax increment funds, the Agency can finance infrastructure improvement projects that benefit the community without tapping into the general fund or other sources. Through its redevelopment authority, the Agency has successfully created a coordinated plan for the expanded Village that has integrated new housing with quality retail shops and other commercial businesses that boost the tax base. The Redevelopment Agency can also acquire interest in real property within a redevelopment project area to be spent on public or private uses to eliminate blight.

Key goals of the Agency include the implementation of the Village Expansion Specific Plan, preparation of plans and initiation implementation activities in the economic revitalization of the Foothill Corridor, enhancement of the Auto Center and Claremont Center retail complex, economic revitalization of unproductive or older commercial and industrial developments in the project area, expansion of the Village south of the railroad tracks and north of Arrow Highway, possible expansion of the redevelopment project area, and development of the former gravel quarry located at the southeast corner of Monte Vista and Base Line Road.

In addition to commercial development, 20 percent or more of redevelopment income is used for housing programs aimed at lower-income households. Housing projects in which redevelopment income has been used include the Claremont Senior Villas Apartments on Indian Hill Boulevard, Vista del Valle Apartments on San Jose Avenue, and a Habitat for Humanity project on Claremont Boulevard.

Given the positive results Claremont has experienced from redevelopment, the Agency will continue to fulfill its mission and work to implement the goals and policies set forth in this Element.

Fiscal

The New England settlers who helped establish Claremont instilled in their government a moral code of fiscal responsibility. This approach to local governance has guided the City well for more than 100 years. City leaders recognize that the budgeting process cannot be separated from the City's vision. The budget is "a financial plan for the City's vision and all programs that a city undertakes."⁵ Sound investment and budget management strategies allow the City to achieve its planning goals for public safety, community services and facilities, open space enhancement, housing production and maintenance, and overall quality of life in Claremont.

⁵ Wright, p. 475.

Claremont prepares a budget every two years, and the public participates in the budgeting process. Budget decisions are based on community needs, long-range goals, and fiscal policies adopted by the City Council. This balanced, long-range approach to allocating City resources over shorter time periods has allowed the City to maintain reserves to sustain the community during periods of economic uncertainty. Claremont will continue to exercise fiscal prudence.

Claremont Chamber of Commerce Strategic Plan

The Claremont Chamber of Commerce has formulated a strategic plan to carry out its mission to provide strong leadership in serving the interest of business, promote the inter-relationship between business and community, and encourage business participation with civic and educational organizations and programs within the Claremont area.

In September 2005, the Chamber Board of Directors approved the following vision statements:

1. The Chamber will maintain and strengthen its leadership role as an advocate, and resource for the business community and its members.
2. The Chamber will maintain an active and effective program to recruit and retain members, and provide members with a wide range of benefits designed to promote their business and increase their visibility in the community.
3. The Chamber will effectively communicate its events, programs, and benefits to its membership and the community.
4. The Chamber will use its position as a spokesperson of business to advocate effectively for members' interest with City and state government, including analysis and advocacy of membership interests with respect to proposed legislation.
5. The Chamber will actively build and promote strong relationships with member businesses, schools, and The Colleges, and the community as a whole, to expand the number of customers who patronize them, and to enhance the quality of life in our community.

Economic and Fiscal Benefits of the General Plan


A fiscal analysis was conducted on the Land Use Plan, to determine the effects and potential outcomes during the twenty-year timeline of the General Plan. Key conclusions include:


- Employment opportunities created by business and retail development will strengthen the City's economic base. Many of these jobs will be focused on technology, research, and specialized skills. This will continue to build strong linkages with the academic and research skills of The Claremont Colleges.
- Retail development is a significant economic activity because sales tax is the major General Fund revenue source. Maintaining competitiveness through retail development that provides a wide range of retail goods and services will continue to enhance taxable retail sales.
- A vibrant economic base will increase demand for housing by workers who wish to live near their place of work. The General Plan provides for a variety of different housing types to meet the needs of workers at different salary levels.
- Proposed residential development provides for an increased property tax base to the City. Additionally, new households will provide demand for retail uses.
- The mixed-use and higher-density, transit-oriented residential development adjacent to the Claremont Depot will enhance retail and other commercial development around the transit center. Downtown residential uses support revitalization as well as future retail development.
- The public revenues generated will provide a source of funding to maintain the City's public infrastructure, as well as provide a continuing high level of public services.
- A more diverse economy will strengthen the economic ties with the student population and employment of The Colleges.


Maintaining Balance and Supporting Community Goals


Recognizing that economic development is not a static process, these goals and policies provide direction to guide economic development, redevelopment activities, and fiscal decisions while maintaining flexibility to respond to changing economic trends and local market conditions.


Goal 3-1 Maintain a strong, diversified economic base.

Policy 3-1.1 Encourage a variety of businesses to locate in Claremont, including retail, high technology, professional services, and restaurants/entertainment, to promote the development of a diversified local economy. 

Policy 3-1.2 Support existing businesses in the City, and work to retain the small, independent business character of the City while accommodating some national/regional chain stores. 

Policy 3-1.3 Retain business/industrial park land for existing businesses that provide jobs for highly skilled manufacturing and research/development employees, create local revenue sources, support other business sectors, and provide other benefits to local residents and the City. 

Policy 3-1.4 Pursue new developments and businesses that add to the City's economic base, particularly those that generate sales tax and property tax increment revenue. The City's target is to achieve a balance between the retail sales of Claremont residents in other communities with the retail sales in Claremont by non-residents. 

Policy 3-1.5 Continue to maintain the strength of the automobile sales establishments while promoting a diversified tax base so that the municipal budget does not over-rely on consistently strong vehicle sales. 

Policy 3-1.6 Involve the Claremont Chamber of Commerce in the organization and formation of programs to achieve goals and policies of this Chapter.

Policy 3-1.7 Enforce property maintenance standards to help ensure neighborhoods are kept up, recognizing that property taxes generate significant revenue to the City.

Policy 3-1.8 Support growth of industrial businesses that contribute both high-paying jobs and point-of-sales revenues.



Policy 3-1.9 Encourage businesses in the expanded Village area that complement other Village shops and restaurants, and have revenue-generating potential.



Goal 3-2 Revitalize aging and underperforming commercial and industrial areas.

Policy 3-2.1 Continue to produce and use the Five-Year Implementation Plan to establish goals and implement actions plans to eliminate blight and revitalize the redevelopment area within the City.

Policy 3-2.2 Continue the strategic and judicious use of Redevelopment Agency resources to enhance and redevelop key sites for businesses in Claremont.



Policy 3-2.3 Continue to work to resolve issues associated with multiple ownerships within a commercial complex that hinder property redevelopment efforts.



Policy 3-2.4 Explore redevelopment alternatives for the Peppertree Square Commercial Center site consistent with land use policy articulated in the Land Use, Community Design, and Heritage Preservation Element.



Policy 3-2.5 Develop and implement a comprehensive plan for the reinvention of Foothill Boulevard as a vibrant mixed-use pedestrian corridor, consistent with the objectives set forth in the Land Use, Community Design, and Heritage Preservation Element.




Policy 3-2.6 Enhance the Claremont Auto Center to ensure uses in the area continue to contribute to the City's tax base.




Policy 3-2.7 Facilitate creative, attractive, and beneficial redevelopment of the Old School House site, including provision of housing opportunities.




Goal 3-3 Maximize the economic benefits provided by the college community and Claremont's youth.

Policy 3-3.1 Broaden retail, entertainment, and restaurant business opportunities, as appropriate, to meet needs of the college community, including students, faculty, administration, and visitors. 

Policy 3-3.2 Support spin-off and research ventures that will add to the City's revenue stream from The Claremont Colleges (i.e., Harvey Mudd College and Keck Graduate Institute). 

Policy 3-3.3 Consider the needs of teens and youth in developing future retail, dining, and entertainment venues in The Village area and throughout the City.

Goal 3-4 Develop a stronger visitor and tourism base.

Policy 3-4.1 Expand lodging choices in the City by attracting and retaining high-quality facilities desired by visitors to our community. 

Policy 3-4.2 Promote the expansion of The Claremont Village and the Wilderness Park as unique areas to visit.

Policy 3-4.3 Collaborate with The Claremont Colleges to determine the kinds of visitor-serving facilities that benefit both the City and the college community.

Policy 3-4.4 Work with the Claremont Chamber of Commerce and other community organizations to promote increased tourism.

Policy 3-4.5 Collaborate with local tourist attractions and cultural organizations, such as Rancho Santa Ana Botanic Garden, local art galleries, the Candlelight Pavilion, Padua Hills Theatre, and the Claremont Art Museum, to determine ways in which the City can support these institutions to reach a broader audience and attract visitors from outside the City's current constituent base.


Goal 3-5 Ensure beneficial and positive relationships between local businesses and the City.

Policy 3-5.1 Cooperate and coordinate business outreach programs with the Claremont Chamber of Commerce and other community organizations, and actively encourage


business owners to engage with City departments to address the business community's needs.


Policy 3-5.2 Ensure and advance continuing collaborations between the City and the Claremont Chamber of Commerce and other community organizations.

Goal 3-6 Provide for fiscal stability of the City.

Policy 3-6.1 Encourage a diverse mix of commercial and industrial land uses that allow the City to maintain a competitive edge and a strong sales tax base. 

Policy 3-6.2 Pursue a variety of funding approaches, including grants, impact fees, transportation funds, and other programs to fund City programs, services, and capital investments.

Policy 3-6.3 Continue capital improvements planning and prioritization of infrastructure investments to ensure that funding resources are allocated to the City's most critical economic needs. 


Policy 3-6.4 Continue to use redevelopment as a financing tool for City-initiated revitalization and to spark private investment. 

Policy 3-6.5 Continue to adhere to adopted City fiscal policy to follow prudent standards with strong financial reserves and to guide the City Manager and City Council through the budget decision-making process.

Policy 3-6.6 Plan for construction of new facilities in a manner that does not adversely impact the operating budget.

Policy 3-6.7 Maintain an amount equal to 25 percent of the General Fund operating expenses in a reserve account.

Policy 3-6.8 Maintain sufficient revenues in the Enterprise Funds to sustain desired operations and equipment replacement.

Policy 3-6.9 Add new City services only when a clear need has been identified and a sustainable funding source developed. 

Policy 3-6.10 Charge fees as determined appropriate by the City Council to users of City services and base the amount of the fees on the cost to provide such services.

CITY OF CLAREMONT GENERAL PLAN

Policy 3-6.11 Continue to maintain accurate accounting records to keep the City Manager and City Council informed of the City's financial conditions at all times.