Economic Development Goals, Policies, and Actions

**ECONOMIC DEVELOPMENT**

The Economic Development Element provides a framework for fostering a healthy and balanced local economy in Milpitas. Although the Economic Development Element is not a mandatory component of the General Plan, the City seeks to promote economic health as an essential component of maintaining a balanced community, providing goods, services, employment and housing opportunities, which, in turn, help attract and retain commercial, service, and industrial businesses. The Economic Development Element contains the goals, policies, and actions that will help sustain and diversify the City’s economy, recognizing the importance of supporting local businesses while broadening and expanding the employment base and economic opportunities within the city.

**GOAL ED 1: CULTIVATE A STRONG, STABLE, AND DIVERSE LOCAL ECONOMY.**

**Policy ED 1-1:** Develop, implement, and update at least every five years an Economic Development Strategic Plan that focuses on operational practices that will achieve the economic development goals of the City.

**Policy ED 1-2:** Strengthen the City’s position as a premier regional location for high-tech industrial and advanced manufacturing uses and position it as a location for high-tech office and R&D uses.

**Policy ED 1-3:** Make Milpitas a more predictable place for companies to do business by actively planning to provide adequate space for companies to meet long-term growth needs in the General Plan and relevant specific plans. Eliminate land use conflicts and reduce potential impediments to development, which can discourage new or growing companies from wanting to locate or expand in Milpitas.

**Policy ED 1-4:** Maintain and enhance the City’s position as a regional retail destination and a location of choice by local, national, and international retailers.

**Policy ED 1-5:** Regularly monitor and track economic development trends, including business recruitment and retention efforts initiated by the City.

**Actions in Support of Goal ED 1**

*Action ED 1a:* Annually conduct an analysis of the local economy’s strengths, weaknesses, and opportunities and adjust the economic development strategy as needed.

*Action ED 1b:* Ensure the City’s public works and capital improvement plans are aligned with the goals and objectives in the Economic Development Strategic Plan.
**Action ED 1c:** Develop, implement, and update at least every five years, a citywide Retail Strategy to reduce retail vacancy and strengthen the City’s retail base.

**Action ED 1d:** Identify existing sites that are suitable for or that could be reused or re-purposed for advanced and specialized manufacturing.

**Action ED 1e:** Consider establishing an “Advanced Manufacturing Innovation District” to bolster the City’s position as a key manufacturing location in Silicon Valley.

**Action ED 1f:** Partner with existing high-tech and advanced manufacturing companies in Milpitas to identify opportunities for attracting ancillary and complementary businesses.

**Action ED 1g:** Encourage the renovation and/or redevelopment of existing outdated facilities that have strong linkages to transit and nearby retail and recreational amenities.

**Action ED 1h:** Evaluate and periodically update the City’s policies, regulations and ordinances to maintain Milpitas’ competitive ability to attract and grow businesses, including small businesses.

**Action ED 1i:** Work with existing companies to identify and remove existing obstacles related to development that may hinder long-term business growth.

**Action ED 1j:** Ensure that adequate industrial land remains available in Milpitas by limiting the conversion of strategically important industrial lands to other uses. Identify suitable sites or opportunity areas to accommodate future office and R&D uses.

**Action ED 1k:** Entitle large blocks of contiguous space (500,000 to 2 million square feet) to have “ready-to-go” sites ready for any large single end users wishing to locate in Milpitas. Appropriate sites may include areas that are currently underdeveloped or underutilized and have the potential for development intensification and site re-use.

**Action ED 1l:** Ensure that non-industrial uses that locate in industrial zoned areas do not adversely impact existing industrial uses or deter potential future uses.

**Action ED 1m:** Participate in development review in conjunction with related City departments in order to maintain a clear, consistent, and streamlined development approval process.

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**Advanced Manufacturing Innovation District**

Milpitas is home to a significant number of high-tech advanced manufacturing firms and the City is well-positioned to attract new firms due to its location and large resident skilled labor pool. The City can bolster its position as a hub for advanced manufacturers in Silicon Valley by establishing an “Advanced Manufacturing Innovation District” where innovative companies, institutions, and advanced technologies can cluster. Examples of nearby districts include the Fremont Innovation District and North San Jose Innovation District.
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Action ED 1n: To encourage redevelopment of underperforming commercial corridors and retail centers, maintain flexible zoning standards allowing both vertical and horizontal mixed uses.

LOCAL BUSINESSES AND WORKFORCE DEVELOPMENT

GOAL ED 2: INCREASE COMMUNITY WORKFORCE PREPAREDNESS AND CULTIVATE AN ENTREPRENEURIAL ENVIRONMENT THAT FOSTERS INNOVATION.

Policy ED 2-1: Facilitate job training and education programs to prepare Milpitas residents for high-quality jobs.

Policy ED 2-2: Attract high performing companies that complement existing industries in Milpitas and provide well-paying employment opportunities suited to the local workforce.

Policy ED 2-3: Invest in infrastructure to support local innovation, entrepreneurship and mobility options for all users.

Policy ED 2-4: Support economic growth that provides quality employment opportunities in order to balance Milpitas’ jobs with its housing supply, resulting in a more sustainable City.

Policy ED 2-5: Encourage new and existing businesses to hire local residents to help achieve a jobs-housing balance and assist with sustainability efforts.

Actions in Support of Goal ED 2

Action ED 2a: Promote and expand job training and workforce development programs that improve resident access to high-quality jobs in Milpitas.

Action ED 2b: Partner with public, private, and non-profit organizations, and continue to develop partnerships with community colleges and other educational institutions, to advance economic development goals, meet the needs of businesses, and resolve constraints to business operations at the local, state, and federal levels.

Action ED 2c: Focus resources to help retain small businesses to continue operating to provide goods and services to the community.

Action ED 2d: Seek out businesses that build on the City’s existing competitive advantages and offer high wage jobs in industries such as advanced manufacturing, professional and business services, and educational and health services.
**Action ED 2e:** Promote the local workforce as a marketable resource for companies and target industries.

**Action ED 2f:** Establish a Municipal High-Speed Fiber Optic Network to enhance the telecommunications capacity of the City. Incorporate telecommunications conduit in all public infrastructure projects and encourage private developments to incorporate telecommunications conduit where appropriate and feasible.

**Action ED 2g:** Assess the feasibility of developing additional incubator or co-working spaces to serve local start-ups and small businesses.

**Action ED 2h:** Support local programs that offer technical assistance to local business owners, including seminars, marketing, consulting, and other key services.

**Action ED 2k:** Support seminars, educational programs, and facilitate collateral to small businesses in various aspects of business management, development, and marketing.

**OPPORTUNITY AREAS**

**GOAL ED 3:** ENCOURAGE NEW DEVELOPMENT IN KEY OPPORTUNITY AREAS THAT PROVIDE HIGH-QUALITY WORK ENVIRONMENTS AND COMPETITIVE BUSINESS LOCATIONS.

**Policy ED 3-1:** Focus transportation, telecommunications, and utility infrastructure investments in key opportunity areas to achieve service efficiencies and stimulate additional private investment.

**Policy ED 3-2:** Support the development of new high-quality creative office and R&D projects around the BART station to meet market demand, compete for regional growth opportunities, and create high-quality jobs.

**Policy ED 3-3:** Ensure that major development projects contribute to the vitality of key opportunity areas and further the economic development priorities of the General Plan.

**Policy ED 3-4:** Continue to implement the Midtown Specific Plan and the Transit Area Specific Plan to create attractive and vibrant mixed-use neighborhoods that provide a mixture of housing, shopping, employment, entertainment, and cultural and recreational activities.
**Actions in Support of Goal ED 3**

**Action ED 3a:** Undertake strategic initiatives to attract private investment in well-located properties that are currently vacant and/or underutilized.

**Action ED 3b:** Maintain flexible development standards to accommodate a wide range of commercial space needs and facilitate the adaptive reuse of older properties.

**Action ED 3c:** Continue to provide ombudsperson services to assist existing and new businesses with their permitting process, including assistance with other agencies such as utility districts and other regulatory bodies.

**Action ED 3d:** Adopt design guidelines to ensure new development incorporates high quality and sustainable design materials and features.

**Action ED 3e:** Support the redevelopment of Serra Center into a mixed-use residential and commercial hub that capitalizes on housing and jobs opportunities emerging within the TASP and Midtown Specific Plan areas.

**Action ED 3f:** Enhance first and last mile connectivity to transit through infrastructure improvements and development of Complete Streets, as described in the Circulation and Mobility Element.

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**EQUITABLE GROWTH AND QUALITY OF LIFE**

**GOAL ED 4:** PURSUE ECONOMIC DEVELOPMENT OPPORTUNITIES THAT FOSTER EQUITABLE GROWTH AND IMPROVE LOCAL QUALITY OF LIFE.

**Policy ED 4-1:** Enhance entertainment, recreation, retail, and tourism opportunities in Milpitas to create a vibrant mix of places to live, shop, work, and play.

**Policy ED 4-2:** Consider leveraging public investments to enhance the City’s economic vitality and ensure that Milpitas is a prosperous, healthy, and safe community that is attractive to business.
Policy ED 4-3: Provide educational programs and funding-assistance resources for local businesses and residents to ensure that the entire community benefits from economic development in Milpitas.

Policy ED 4-4: Encourage change and revitalization of Main Street and other commercial corridors in need of maintenance and/or modernization.

Policy ED 4-5: Support strategies to enhance circulation and improve the supply and management of parking.

Actions in Support of Goal ED 4

Action ED 4a: Encourage the evolution of underperforming and outdated retail centers.

Action ED 4b: Identify municipal code requirements that might constrain experiential retail, including such elements as outdoor food trucks, outdoor seating, pop-up retail, outdoor kiosks, music, and other special events.

Action ED 4c: Encourage the use of outdoor public gathering spaces such as courtyards and plazas.

Action ED 4d: Collaborate with businesses and property owners to facilitate façade and streetscape improvements, improve signage, and provide supportive physical amenities.

Action ED 4e: Develop and implement streetscape improvement plans to facilitate the creation of physical and visual linkages along major commercial corridors.

Action ED 4f: Identify model asset building programs from other communities and study the feasibility of implementing similar programs in Milpitas.

Action ED 4g: Seek foundation funding to support financial literacy programming targeted to underprivileged youth, immigrant communities, and low-income residents.

Action ED 4h: Use the City’s Capital Improvement Program to ensure that road improvement programs provide for adequate, convenient access to commercial, industrial, and service areas.

Action ED 4i: Support the creation of parking maintenance assessment districts to support ongoing maintenance and operations of parking facilities and expand the utilization of parking technology to alleviate congestion.

Action ED 4j: Promote Milpitas as a city that has a broad variety of occupations and family incomes, ethnic and lifestyle diversity and a variety of housing accommodations, a broad
range of commercial services, educational and job opportunities, and many recreational options.

**Action ED 4k**: Promote the Milpitas business community by working in partnership with the Milpitas Chamber of Commerce, business and civic associations, regional economic development and trade groups, property owners, and developers to improve the general business climate and to discuss opportunities for change and revitalization of Main Street.

**Action ED 4l**: Promote tourism and special events as a way to highlight unique Milpitas neighborhoods and attractions and to bring revenues into the local economy.

**FISCAL SUSTAINABILITY**

**GOAL ED 5**: **ACHIEVE FISCAL SUSTAINABILITY AND MAINTAIN ADEQUATE REVENUES TO PROVIDE QUALITY PUBLIC SERVICES.**

**Policy ED 5-1**: Encourage economic development that generates a diverse tax base that can resist downturns in any one economic sector.

**Policy ED 5-2**: Consider offering strategic and flexible programs that create a supportive environment for local businesses to increase local employment and revenues.

**Policy ED 5-3**: Establish a strong regulatory framework to manage the City’s future growth in an orderly, planned manner that is consistent with the City’s ability to provide efficient and economical public services.

**Policy ED 5-4**: Facilitate development projects that provide property tax, transient occupancy tax, and sales tax revenues.

**Actions in Support of Goal ED 5**

**Action ED 5a**: Improve the City’s tax revenue base by attracting new sales and use tax-generating businesses.

**Action ED 5b**: Update zoning code and land use definitions to provide greater flexibility to emerging retail business models.

**Action ED 5c**: Discourage proposed re-zonings or other discretionary land use actions that could significantly diminish revenue or jobs to the City or significantly increase the City’s service costs to the City without offsetting increases in revenue.
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*Action ED 5d: Evaluate the feasibility of creating business improvement districts and/or maintenance assessment districts to fund improvements and maintenance to support economic development.*

*Action ED 5d: Support tax-generating businesses seeking to relocate or expand in Milpitas by assisting with land assembly and/or development permitting.*

*Action ED 5e: Periodically evaluate the performance of the City's retail and industrial centers. As part of the evaluation, analyze and make recommendations regarding measures likely to improve retail performance.*

*Action ED 5f: Consider the impact of establishing new or revising existing fees and taxes on business attraction and retention.*