

DOWNTOWN FONTANA TRANSIT-ORIENTED DEVELOPMENT STUDY

FINAL RECOMMENDATIONS REPORT



JUNE 2010



City of Fontana



SOUTHERN CALIFORNIA



ASSOCIATION OF
GOVERNMENTS



BUS STOP ALONG SIERRA AVENUE IN DOWNTOWN FONTANA

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COMPASS BLUEPRINT PROGRAM:

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City of Fontana





CENTER STAGE THEATER AND SIERRA AVENUE

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CIVIC CENTER COMPLEX

1.0 INTRODUCTION

1.1 PROJECT SUMMARY

Downtown Fontana has been undergoing a renaissance over the past decade, with significant public sector investment creating a renewed civic/cultural/recreational hub for the City. The location of a Metrolink station in the Downtown has had a positive effect on surrounding property values, and there are opportunities to take advantage of this value to attract denser development and a variety of goods and services that is sustainable over time. With a good public realm core in place, what will it take to attract higher-density residential development and a broader array of services that will collectively bring a full-time population to the Downtown?

The City of Fontana desires to transform its Downtown into a vibrant retail and entertainment district and reestablish it as the heart of the community as well as a regional destination. The City would like to encourage transit-oriented development (TOD) to capitalize on the Downtown's adjacent Metrolink commuter rail station and help drive this transformation.

The City's objectives for this project were to: 1) draw intelligence from comparable transit stations across the country to understand the critical factors in achieving a truly transit-oriented, transit-serving Downtown; 2) identify the market potential and timing for new goods, services, and entertainment uses (and programming activities) that will ultimately result in the Downtown serving as a destination for residents; and 3) identify residential prototypes and locations suitable for the Downtown that will help to create an urban, transit-oriented place.

To meet these objectives the project team completed a transit user characteristics analysis and Downtown market assessment, facilitated a technical advisory panel (TAP), and studied several opportunity areas that are likely to transition in the near term. In addition, a video fly-through of the Downtown area was produced to provide a visual simulation of how new higher density housing, live-work, and commercial uses would be integrated within the existing Downtown fabric. This report summarizes the work completed under the Compass Blueprint project and provides City leaders recommendations for moving forward with their goal of transforming Downtown Fontana into a vibrant, transit-oriented environment that regains its role as the "heart" of the community.

1.2 THE CITY OF FONTANA

The City of Fontana is in west San Bernardino county, approximately 50 miles east of the City of Los Angeles and 16 miles north of the City of Riverside. Interstates 10 and 15 and Highway 210 provide regional access to the City. The City of Fontana is bordered by the City of Rancho Cucamonga to the northwest, the City of Ontario to the southwest, the City of Rialto to the northeast, and unincorporated San Bernardino County to the southwest.

In 2009 the City of Fontana had a population of 189,021, making it the second largest city in San Bernardino County. The City has experienced tremendous growth during the past decade, increasing its size by 47 percent from 2000 to 2009. In comparison, the County grew by 20 percent during the same time period. The City had 50,365 housing units and an average housing size of four persons per household, the largest average household size of any city in the county.

1.3 HISTORY OF FONTANA

Note: The following historical information can be found on the City of Fontana's official website, along with additional historical maps and information.

The earliest recorded landowner in the Fontana area was Don Antonio Maria Lugo, who received a land grant in 1813. A second grant secured the land known as Rancho de San Bernardino for his sons. The Lugo sons sold a portion of their land, which included part of what is now Fontana, to a group of Mormon settlers in 1851. The Mormon settlers eventually returned to Salt Lake City, and the Semi Tropical Land & Water Company gained control of the rancho. Active development of the area, however, did not begin until the early 1900s when the Fontana Development Company acquired the acreage and began a community called Rosena, which was changed to Fontana in 1913.

Founded in 1913 by A. B. Miller, Fontana was originally an agricultural town of citrus orchards, vineyards, and chicken ranches along US Route 66 (present-day Foothill Boulevard). During WWII Fontana transformed to an industrial center when it was selected as the site for a steel mill. In 1941 Kaiser Steel Mill opened in Fontana to supply steel for shop building during the war.

The City incorporated in June of 1952 with a population of 13,695 and became Southern California's leading producer of steel and related products. The steel industry dominated the City's economy until it closed in 1984. The plate steel and rolling mill plant was acquired by California Steel Company, which continues to produce steel products. In addition, railroad and trucking operations, a number of medium to heavy industrial facilities, and several warehousing/distribution centers are located in Fontana because of its convenient geographical location and excellent transportation network.

1.4 COMMUNITY CONTEXT

The following section describes how the City of Fontana operates in the region and the City's different land use districts, major destinations, and major retail centers. See Figure 1, Community Context.

Districts

The City of Fontana can be loosely divided into three districts: Planned Community, City Core, and Industrial. See Figure 1 for a graphic representation of these districts.

Fontana is home to many planned communities; these communities, concentrated in North Fontana (the area north of Foothill Boulevard) and South Fontana (south of Jurupa Avenue) boast higher home prices and more amenities than the City's older neighborhoods. North Fontana is continuing to grow with more than 3,500 new housing units approved for development.

The City Core/Residential area is the center of the community, sandwiched between the planned communities in the north and south. This area contains the oldest parts of Fontana and has a mix of retail, residential, and public uses. It also contains Fontana's commercial core, which runs north-south along Sierra Avenue and east-west along Foothill Boulevard and Valley Boulevard, and Downtown Fontana.

The City of Fontana also has a significant amount of industrial uses located along and south of I-10 up until the planned communities. While not within the City's boundaries, but within its sphere of influence, the Industrial district also includes the Fontana Speedway and former Kaiser Steel Mill property.

Major Destinations

The City of Fontana has several major destinations that draw users throughout the City and region. Most of these are in the City's commercial core along Sierra Avenue between Arrow Boulevard and I-10.

- The first is the Civic Center Complex, a recently renovated complex of civic buildings, public open space, and cultural facilities, including the Lewis Library and Center Stage Theater (discussed in more detail later).
- Chaffey College, a two-year community college based in the Ranch Cucamonga, has a campus in Downtown Fontana.
- The Fontana Metrolink Station is also in this area, across the street from Chaffey Community College.

- Located farther south, with easy access to I-10, is Kaiser Permanente, the City's largest employer.
- Two other major destinations outside of the City Core are the Fontana Speedway, located in the City's sphere of influence, and Rialto Airport, located on the north side of Baseline Road just east of the City's boundary.

Existing Major Retail Centers (over 100,000 sf)

Major retail centers are defined as centers having over 100,000 square feet of commercial space. The City of Fontana has 14 major retail centers, half of which are in planned communities with the rest located along Sierra Avenue.

1.5 DOWNTOWN FONTANA

Downtown Fontana's boundaries are defined as Foothill Boulevard to the north, Merrill Avenue to the south, Mango Avenue to the east, and Juniper Avenue to the west. Downtown Fontana has a strong fabric of existing public realm spaces and community assets intermixed with potential opportunity areas. The retail core along Sierra Avenue between Arrow Boulevard and Orange Way anchors the Downtown. See Figure 2, Asset Evaluation.

Public Realm/Community Assets

Downtown Fontana already has an established network of community assets that will assist in the transformation of the Downtown into a vibrant, transit-oriented district. These assets include public facilities, park space, the Metrolink station, new senior housing, educational facilities, landscaped medians, and religious gathering places.

FIGURE 1 LEGEND

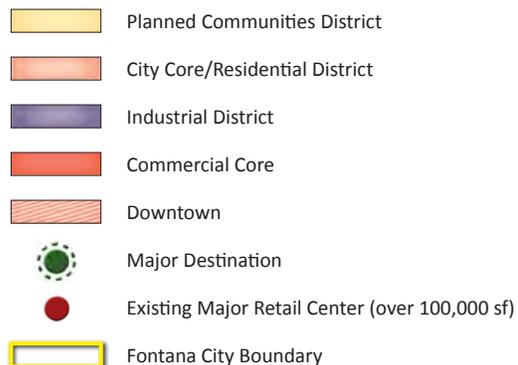
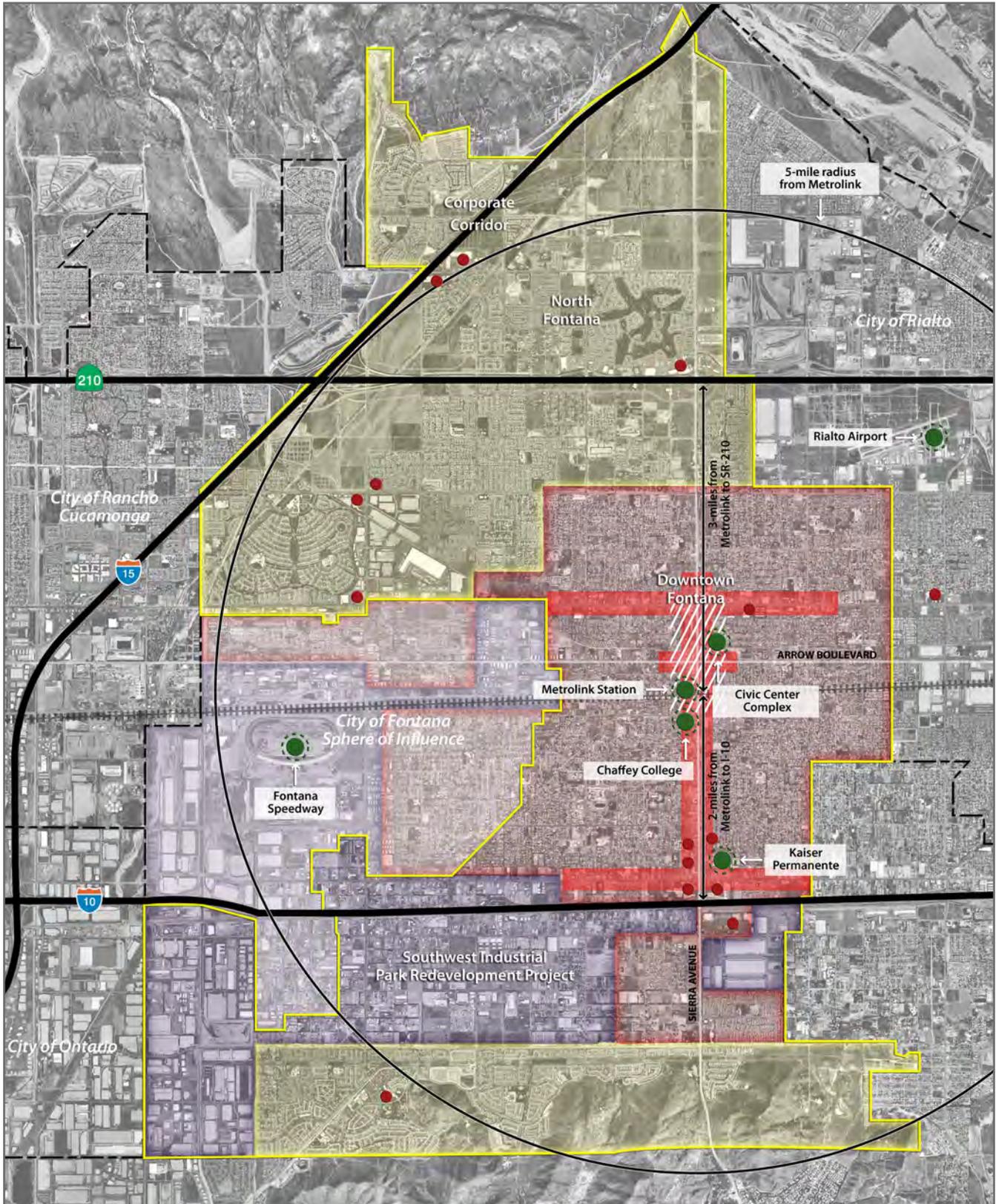


Figure 1. Community Context



See legend on opposite page.

In 2000 Fontana's mayor and city council, acting as the redevelopment agency (RDA), made Downtown revitalization a key goal of redevelopment and a vital element of the *2005–2009 Five Year Implementation Plan*. The following community assets are part of the Renaissance Program, a revitalization strategy for Fontana's Downtown.

Lewis Library

In 2008 the Lewis Library and Technology Center, a new 93,000-square-foot facility, opened in Downtown Fontana adjacent to City Hall. The library was funded with tax increment revenues and leveraged by a State Library Grant of \$14.9 million. Over 10,000 visitors celebrated opening day at the library and 3,000 people visit the library every day. More than a just a place to check out books, Lewis Library has a career center, language training labs, homework clubs, and over 200 internet accessible computers. The facility also has underground parking, meeting rooms, and a 330-seat auditorium. Adjacent to the library is an outdoor amphitheater perfect for outdoor concerns or movie showings.

Pacific Electric Trail

The Pacific Electric Trail is a 21-mile regional trail system extending from Claremont through Fontana and ending in Rialto. The trail is built in the right-of-way of an abandoned rail corridor. In Fontana, the trail traverses through the heart of Downtown, passing by Fontana Middle School, Lewis Library, Miller Park, City Hall, and other public uses. To date, 2.5 miles have been completed in Fontana. The space is landscaped with berms and orange trees to acknowledge the City's rural roots.

Center Stage Theater

Center Stage Theater opened in 2008 in a 1937 building that has been used as a movie theater, an Elks Lodge, a roller skating rink, a tea shop, and a stationery store. The City purchased the theater building and an adjacent one-story building and restored the interior and exterior to its original art deco style. The building is now home to a professional dinner theater production company.

Senior Housing

Continuing the City's commitment to provide affordable senior housing, Related Companies has built 294 one- and two-bedroom apartments in three separate complexes in Downtown Fontana. A fourth phase, with an additional 93 units, is under construction. In addition to the apartment homes, a new 44,000-square-foot Community Senior Center opened in 2010 as a place for seniors to socialize, learn, and receive essential services. The apartments and senior center are conveniently located across the tracks from the Omnitrans bus and Metrolink train station.

Façade Improvement Program

Aimed at improving the image of Downtown, the façade renovation project is funded entirely by the RDA at no cost to the property owner or business. To accomplish its goals, the City created a façade easement agreement whereby each property owner grants the City's RDA a façade easement (12–18 inches building depth plus any ground plane area in the alley) for the front and rear façades of their building. Once the new façade has been completed, the property owner/tenant agree to maintain their building/property for 10 years. Each year 10 percent of the façade easement is given back to the property owner until the entire façade is returned to the property owner in the tenth year.

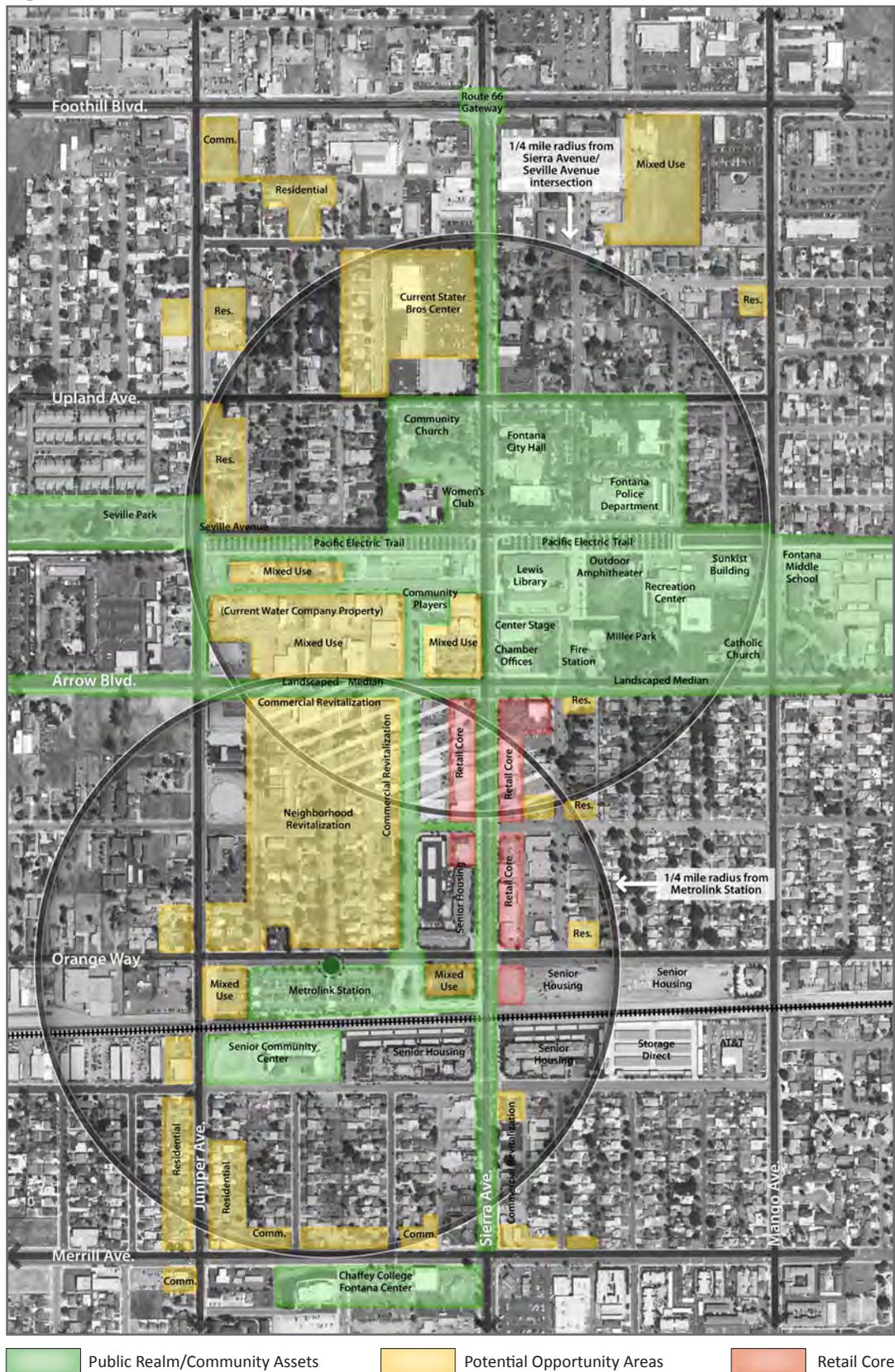
Phase 1 of the program, completed in 2007, included the block face of the east side of Sierra Avenue between Orange Way and Valencia Avenue. Phase 2, the east side of Sierra Avenue between Valencia Avenue and Arrow Boulevard, was completed in April 2010. As of June 2010, Phase 3, the west side of Sierra Avenue between Valencia Avenue and Arrow Boulevard, was in the design phase.

Potential Opportunity Areas

While Downtown Fontana has a strong foundation of community assets, the project team identified a number of potential opportunity areas for higher density housing and commercial development (shown in yellow on Figure 2). Four sites on the west side of Sierra Avenue were selected for further study: two sites north of Arrow Boulevard, the existing residential neighborhood between Arrow Boulevard and Orange Way, and the Metrolink Station parking lot. These opportunity areas are explored in more detail in Section 3.0.

Another approach used to understand potential opportunity areas in Downtown Fontana is to look at a quarter-mile radius (i.e., a five-minute walk) around two major destinations: the Civic Center complex and the Metrolink station. These two circles, shown on Figure 2, identify a small portion of Downtown Fontana that is within a quarter mile of both the Civic Center complex and the Metrolink station. This area, southwest of the intersection of Arrow Boulevard and Sierra Avenue, can be considered a "sweet spot" for future development opportunities.

Figure 2. Asset Evaluation



1.6 THE FONTANA METROLINK STATION

The Fontana Metrolink Station’s entrance is on Orange Way between Juniper Avenue and Sierra Avenue. The station is the third most eastern station on the San Bernardino Metrolink line, between Rancho Cucamonga and Rialto. See Figure 3 for a map of the Metrolink system. (Further information regarding the Metrolink system is provided in the Comparable Station Selection discussion.)

Traveling west from Fontana it takes 1 hour and 17 minutes to reach Los Angeles Union Station. From there riders can transfer to the following Metrolink lines: Antelope Valley, Ventura, Orange County, 91, and Riverside. At LA Union riders can also transfer to the Amtrak system. The train frequency traveling west during peak travel times (5:30–7:30 AM) is approximately 20 minutes.

Traveling east from Fontana, it takes 18 minutes to reach the San Bernardino station where riders may transfer to Metrolink’s Inland Empire/Orange County line. The train frequency traveling east during peak travel times (5:30–7:30 PM) is approximately 20 minutes.

Based on information provided by Metrolink, a profile of San Bernardino line riders can be developed. In 2007 the San Bernardino line had an average weekday ridership of 12,121 persons. The average trip length was 36.7 miles. Of these riders, over 80 percent had access to a vehicle. The median household income of riders (based on 2003 figures) was \$61,914. Three-quarters of riders were employed full-time, 7 percent were employed part-time, 5 percent were self-employed, 3 percent were retired, 3 percent were not employed/seeking employment, and 8 percent were students. Three-quarters of riders were taking the train to work, 3 percent were taking a business trip, and 23 percent were riding the train for nonwork reasons. Hispanics made up the highest proportion of riders (35 percent) followed by Caucasians (30 percent), African Americans (17 percent), Asian/Pacific Islanders (13 percent), and others (5 percent). Baby boomers (persons born between 1946 and 1964) comprised 41 percent of riders, Gen Xers (born between 1965 and 1976) made up 26 percent of riders, Gen Yers (born between 1977 and 1994) were 24 percent of riders, with the oldest generations (GI, born before 1933, and Swing, born between 1933 and 1945) only making up 5 percent of riders.

Metrolink also collected daily station boarding statistics for inbound trains in March of 2007. In Fontana, 368 riders boarded a train in the morning headed toward Los Angeles. Of the 12 stations on the San Bernardino line, Fontana has the fifth highest boarding total (Rancho Cucamonga is the highest, followed by Covina, San Bernardino, and Upland).

1.7 OMNITRANS

Omnitrans is the public transit agency serving the San Bernardino Valley. Founded in 1976 through a joint powers agreement, Omnitrans carries over 14 million passengers each year throughout its 465-square-mile service area.

The Fontana Metrolink Station is a transcenter for the Omnitrans bus system. Nine bus routes converge at the station, connecting Fontana to San Bernardino, Rialto, Redlands, Colton, Ontario, Pomona, Montclair, and Rancho Cucamonga. Bus headways vary from route to route: three of the routes have 15-minute headways, four have 30-minute headways, and two have 60-minute headways. See Figure 4 for a map of the Fontana Metrolink Station’s Transcenter. Table 1 provides a comprehensive list of the routes that stop at the Fontana station, their destinations, their 2006 ridership, and their frequency.

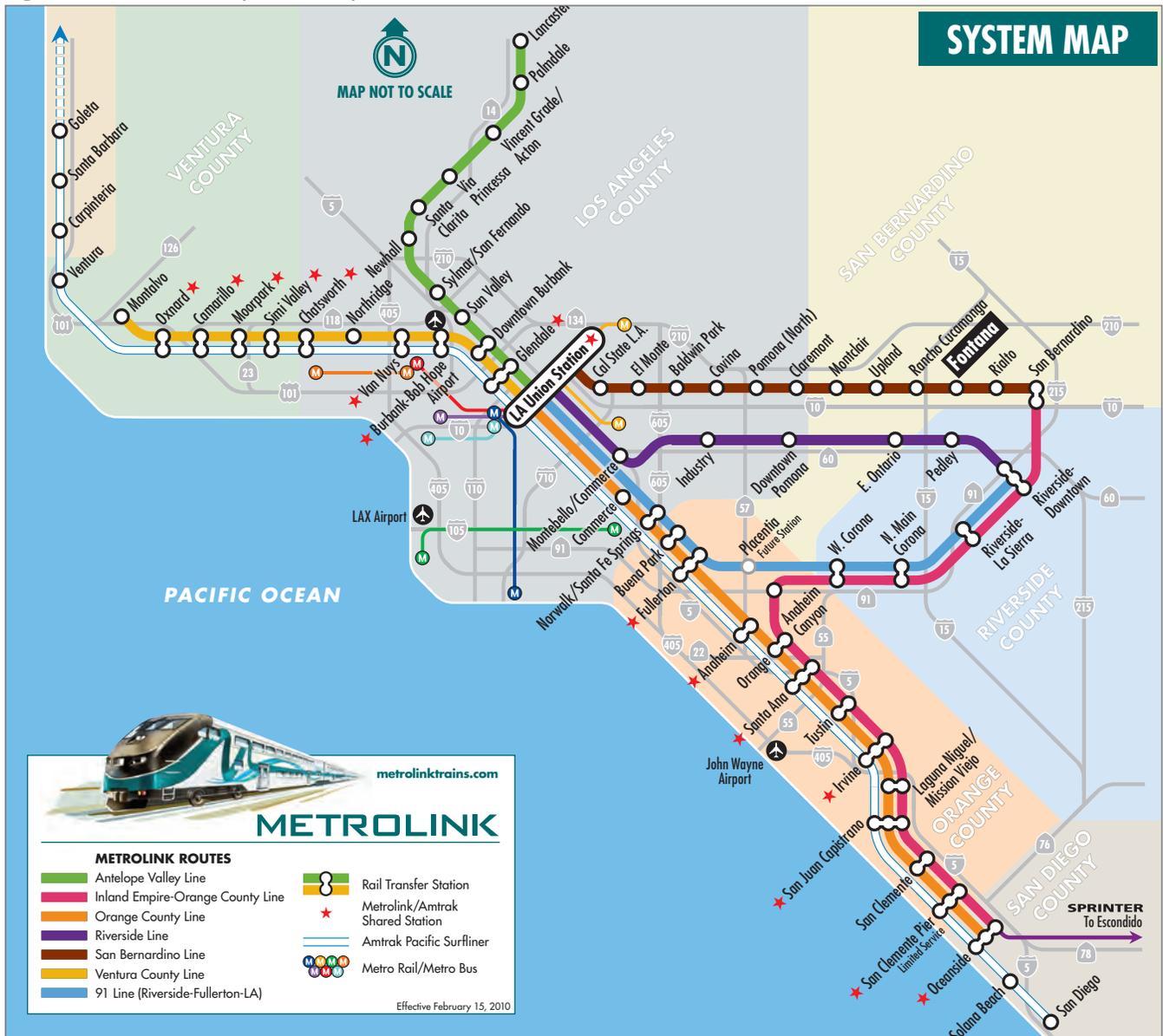
Based on information provided by Omnitrans for the 2007–2008 FY, there were 27 local and express bus routes that carried approximately 14.5 million riders and logged 9.5 million miles. Omnitrans saw a surge in systemwide ridership in the mid-1990s, with year-over-year percentage increases continually in the double digits. However, since 1999, year-over-year increases have dropped dramatically. From 2003–2005 and again in 2007 Omnitrans saw a decrease in ridership. A 2006 Omnitrans study identified the typical fixed-route rider as between the ages of 20 and 49 who has an income of less than \$20,000. Only 15 percent of riders reported that they had access to an automobile and only 36 percent had a valid driver’s license.

Table 1. Omnitrans Route Details

Route	Destinations	Daily Riders (2006)	Frequency
10	San Bernardino-Fontana	1,611	30 minutes
14	San Bernardino-Fontana	4,638	15 minutes
15	San Bernardino-Rialto-Fontana	2,672	30 minutes
19	Redlands-Colton-Fontana	2,640	30 minutes
20	Fontana Metrolink-Kaiser	780	30 minutes
61	Fontana-Ontario-Pomona	5,729	15 minutes
66	Fontana-Montclair	3,238	15 minutes
67	Fontana-Montclair	676	60 minutes
82	Rancho Cucamonga-Fontana	N/A	60 minutes

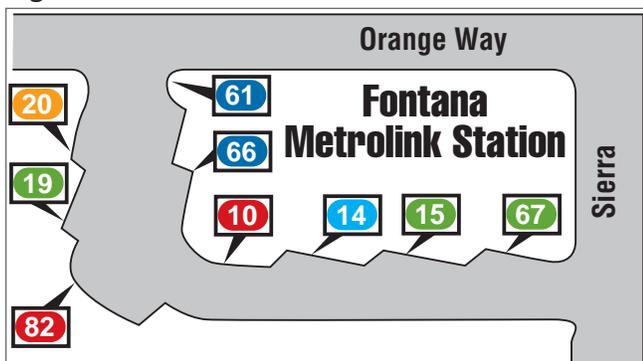
Source: Omnitrans Short Range Transit Plan FY 2008–2013.

Figure 3. Metrolink System Map



Source: Metrolinktrains.com.

Figure 4. Fontana Metrolink Omnitrans Transcenter



Source: Omnitrans.org.



Fontana
Fontana

59

8571

Salon De Belleza
CORTES
FINADOS
RAYITOS
TINTOS
PERMANENTES

PUSH

PUSH

EXISTING RETAIL IN DOWNTOWN FONTANA

2.0 DOWNTOWN MARKET ASSESSMENT

2.1 APPROACH

As part of this project the City of Fontana was seeking intelligence on the characteristics of similar station areas that have sought to create a vibrant, relatively urban transit-oriented environment. To conduct a relevant analysis, the project team undertook a two-step process.

First, transit stations across the state were screened based on the following criteria for comparison to Fontana: urban setting and mix of uses, similar type and frequency of service, station maturity, and presence of new development. Based on these stations, a model of the demographic and lifestyle characteristics of the households that have chosen to live in transit zones in similar Downtown areas was created.

The second task involved evaluating the potential market for the Downtown Fontana station area. As part of this task the report projects the subregional growth in the model type of households (as noted above) and identifies the supportable portion of mixed-use developments in the Downtown area. The report also assesses the blend of retail goods and services and other businesses that are appropriate for the remainder of the nonresidential mixed-use components of Downtown development. These assessments were based on the patterns observed around the selected group of transit stations and based on the lifestyle and consumer spending patterns of the target types of households. The two tasks are summarized below.

2.2 COMPARISON STATION SELECTION

The type of service, station location, frequency of service, and destination choices all play a role in creating user profiles and markets for transit-oriented development. In order to understand the critical factors in achieving a truly transit-oriented, transit-serving Downtown, comparison transit stations—control stations, if you will—needed to be selected and evaluated. The following section presents a summary of how the report came to select 19 California transit stations as comparison stations for this study.

Step One: Identify Comprehensive Station List

The evaluation started by identifying the different light-rail train systems in California (to ensure that the selected comparison stations were applicable to Fontana, only California stations were considered as potential comparison stations). There are five commuter-based rail systems in California: Metrolink in Los Angeles/Orange County, COASTER in San Diego, BART in the San Francisco Bay Area, Amtrak throughout the state, and Caltrain in the San Francisco peninsula area and Santa Clara County. Together these systems have a total of 158 stations—these stations served as the base list for selecting our comparison stations. For context, the different systems are briefly described.

Metrolink

Metrolink is a regional rail system that serves Southern California. It began with 12 stations and a little over 5,000 daily passengers and has grown to seven lines, 55 stations, and 40,000 passengers per day. Since July 2005 Metrolink has operated under contract by Veolia Transport. Before that, Metrolink was operated under contract by Amtrak. The average weekday ridership from July to September 2009 was 40,331 persons.

Major plans include increased frequencies on the Orange County and Inland Empire-Orange County Lines; the 91 Line expansion linking Riverside to Perris with potential plans for a second phase linking Hemet to San Jacinto; the Redlands Corridor extension linking San Bernardino to Redlands/Mentone; and a new station in Placentia.

COASTER

The San Diego Coast Express Rail, or COASTER, is a regional rail service that links North San Diego County to Downtown San Diego Monday–Saturday (plus Sundays for baseball games). The service is operated by TransitAmerica under contract with North County Transit District. Headway varies throughout the day, ranging from 35 minutes during peak commute to over 3 hours during off-peak times. By 2004, the COASTER was carrying 1.4 million passengers annually. Approximately 40 percent of weekday commuters detrain at Sorrento Valley.

BART

Bay Area Rapid Transit is a public rapid transit system serving the San Francisco Bay Area. It connects San Francisco with cities in the East Bay and suburbs in northern San Mateo County. With average weekday ridership of 346,504 passengers, BART is the fifth busiest heavy-rail rapid transit system in the United States. BART is operated by the San Francisco Bay Area Rapid Transit District, a special purpose transit district covering San Francisco, Alameda, and Contra Costa counties.

The majority of BART's service area, as measured by percentage of system length, consists of low-density suburbs. Unlike the New York City Subway or the London Underground, individual BART lines were not designed to provide frequent local service, as evidenced by the system's current maximum achievable headway of 13.33 minutes per line through the quadruple interlined section. BART possesses all the qualities and services of a metro system, including electrified third-rail propulsion, exclusive grade-separated right-of-way, frequent headways in its urban service areas, and prepaid fare card access. BART is described as a hybrid metro-commuter system, functioning as a metrorail system in the central business districts of San Francisco, Oakland, and Berkeley, and as a commuter rail in the region's suburban areas.

In July 2005, the BART Board of Directors adopted a transit-oriented development policy. Two recommendations underpinned the adoption of the new policy:

Recommendation #1: Pursue transit-oriented development, not joint development—BART should work proactively with cities to plan for development over a larger area around its stations that is both supportive of transit service and maximizes the value of the land.

Recommendation #2: Shift Access Approach—Developers, cities, and funding agencies view BART's application of a 1:1 parking replacement practice as a significant barrier to joint development and TOD. Refining this replacement practice and developing alternative implementation approaches will enhance development opportunities.

Amtrak

Amtrak is a government-owned intercity rail line corporation organized in 1971 with service to 46 of the 48 contiguous states (Wyoming and South Dakota are excluded). Regional services in California, subsidized by the California Department of Transportation, are the most popular services outside of the Northeast Corridor and the only other service boasting over one million passengers per annum. Amtrak uses diesel locomotives on all of its services except for service on the Northeast Corridor, between Boston and Washington, DC, and between Philadelphia and Harrisburg, PA, which are powered by overhead wires.

Amtrak operates three routes that run entirely within California and another five that connect California to other states. The three routes that are wholly within California are the Capitol Corridor, which runs from Auburn to San Jose, the Pacific Surfliner, which runs from San Luis Obispo to San Diego, and the San Joaquin, which runs from Sacramento to Bakersfield. These three routes account for a combined five million passengers in fiscal year 2007. Headways for these train routes vary greatly, running from 30–45 minutes during peak time to over 2 hours during off-peak. The other five routes take travelers from California to end destinations of Chicago, Seattle, or New Orleans.

Caltrain

Caltrain is a California commuter rail line on the San Francisco Peninsula and the Santa Clara Valley. It is currently operated under contract by Amtrak and funded jointly by the City and County of San Francisco, San Mateo County Transit District, and Santa Clara Valley Transportation Authority through the Peninsula Corridor Joint Powers Board. Trains operate out of San Francisco and San Jose approximately every half-hour on weekdays, with more frequent service provided during commute hours and for special events. Average weekday ridership in February 2008 was 36,993 persons.

The entire length of the Caltrain right-of-way from Gilroy to San Francisco is part of the planned route of the California High-Speed Rail line.

Step Two: Exclude Very Urban Stations

From the list of 158 light rail transit stations in California, this study immediately removed 16 stations that were in very urban settings. Examples include BART stations in Downtown San Francisco and Metrolink’s Los Angeles Union station. The very urban setting of these stations made them inappropriate comparison stations for Fontana and would not provide the necessary reference points to make recommendations to Fontana on how best to utilize its transit station. After removing these locations the list was reduced to 142 stations.

Step Three: Select Stations in Mixed-Use or Downtown Settings

Using online mapping programs, including Google and Bing Maps, each of the remaining 142 stations was reviewed to determine whether or not it existed in a environment with a mix of uses. This was an important step because Fontana’s Metrolink station is a mixed-use environment with residential, office, retail, college, and industrial uses all within proximity of the station, and in order to develop the most appropriate and comprehensive set of recommendations, this report needed to exclude stations from the comparison set that were in single-use settings (i.e., all residential, in an office park, at a sports stadium). This review resulted in the exclusion of 100 stations, bringing the list of potential comparison stations down to 42.

Step Four: Final Selection of Comparison Stations

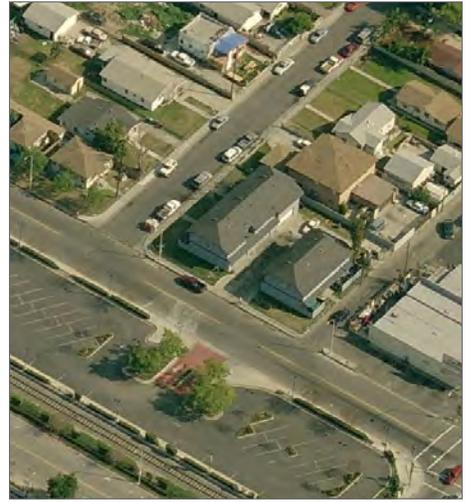
The stations that remained on the list after step three represented those stations that, based on their land use setting, were appropriate to evaluate in greater detail. These stations were evaluated for similar frequency of service (based on ultimate Metrolink service), maturity level (at least 10 years old), and having some form of new development within a quarter mile of the station. This information was collected and the remaining 42 stations were grouped into three levels: best comparison stations (19), comparison quality undetermined (5), and inappropriate comparison stations (18). Table 2 summarizes the 19 California light rail transit stations selected as comparison stations for this market analysis. Aerial views and photos for eight of these stations (identified with asterisks in Table 2) are presented on the following pages as examples of what station areas throughout California look like.

Table 2. Selected Comparison Stations

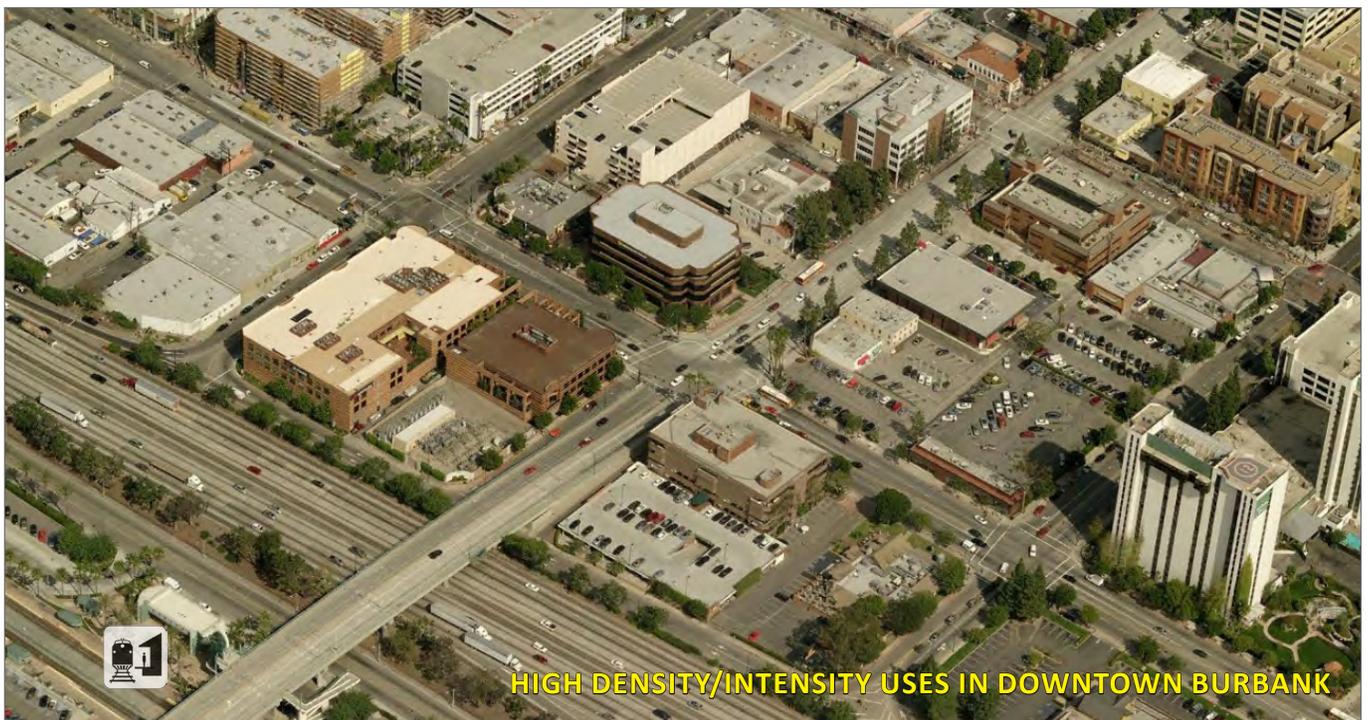
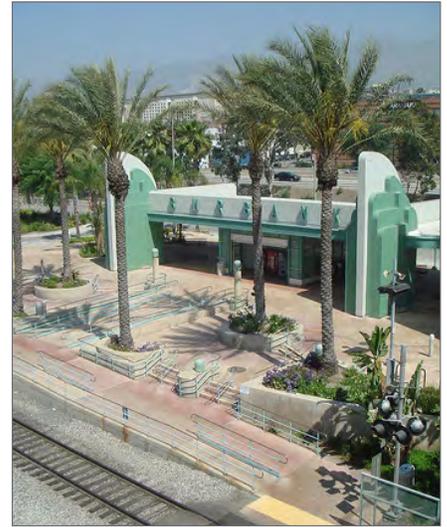
Station	Service
Baldwin Park*	Metrolink
Burbank*	Metrolink
Burlingame	Caltrain
California Avenue (Palo Alto)	Caltrain
Castro Valley	BART
Emeryville	Amtrak
Encinitas	COASTER
Fruitvale (Oakland)*	BART
Fullerton*	Metrolink
Hayward*	BART
Lodi	Amtrak
Mountain View	Caltrain
Orange*	Metrolink
Palo Alto	Caltrain
San Juan Capistrano	Metrolink
San Mateo	Caltrain
Santa Ana*	Metrolink
Santa Barbara	Amtrak
Upland*	Metrolink

* Photos on following pages.

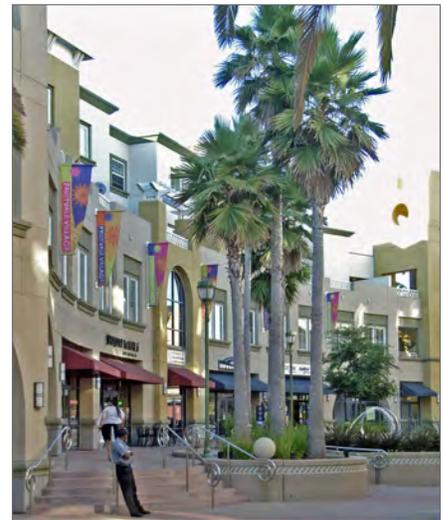
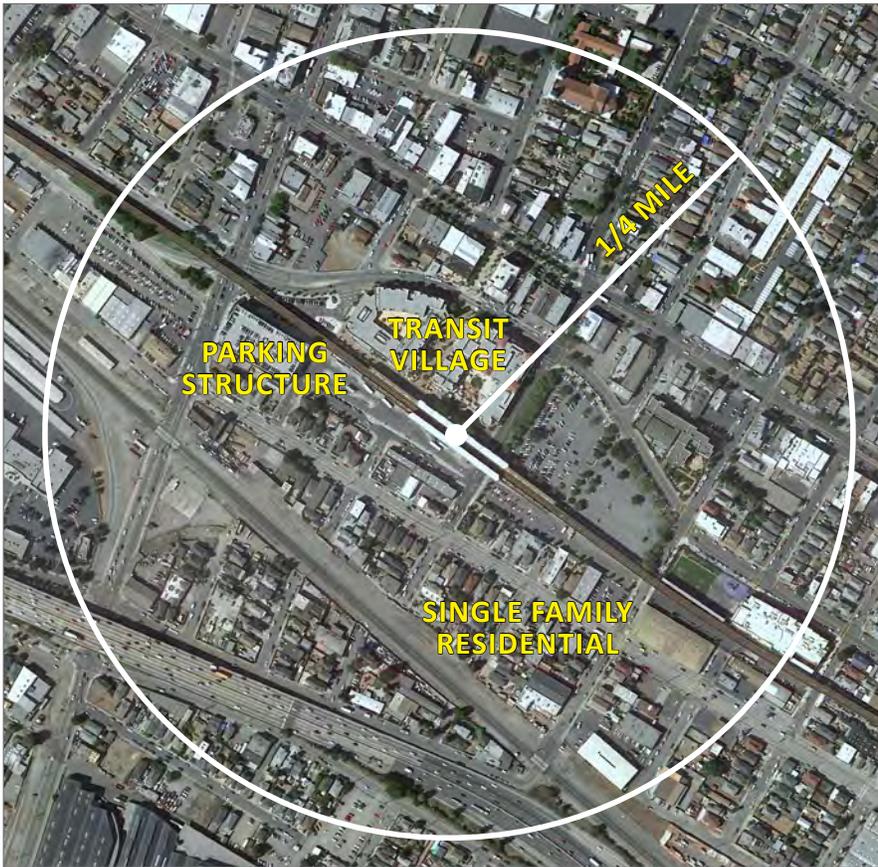
Baldwin Park Metrolink Station



Burbank Metrolink Station

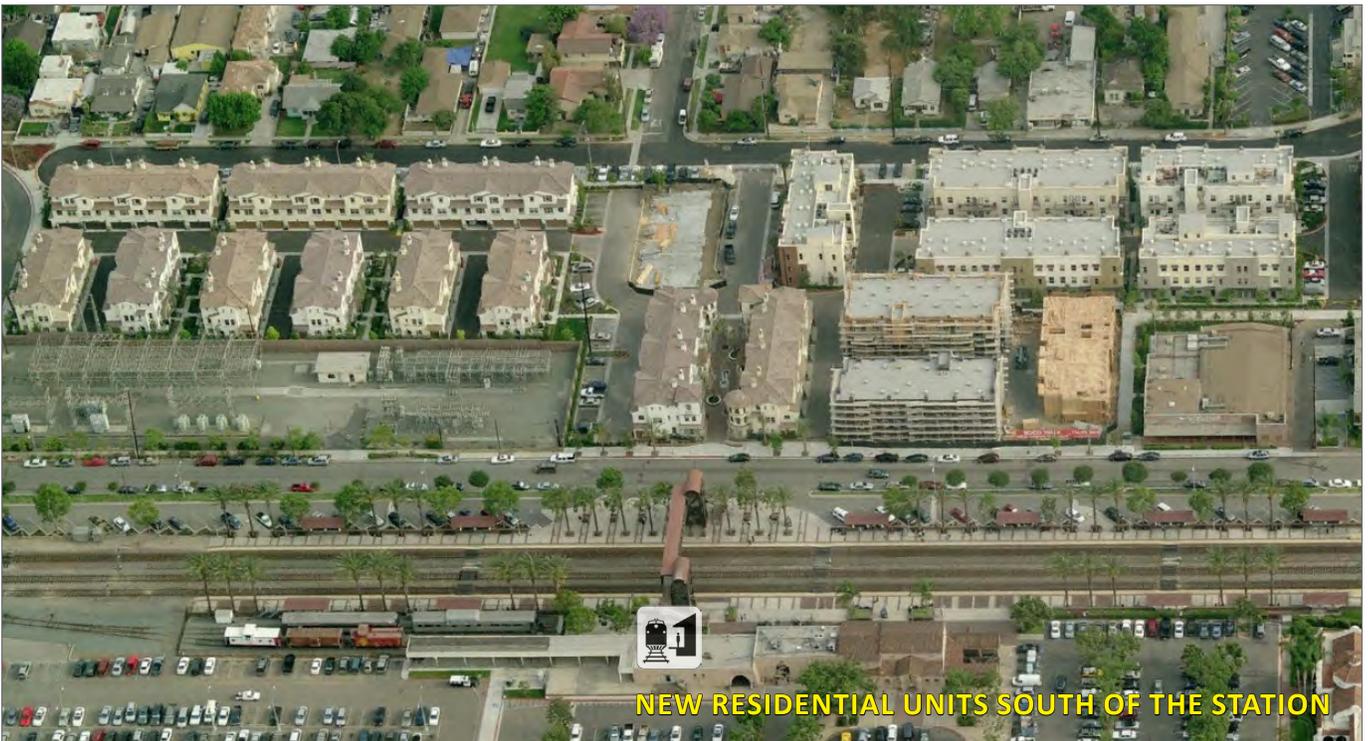


Fruitvale BART Station



FRUITVALE TRANSIT VILLAGE MIXED-USE PROJECT

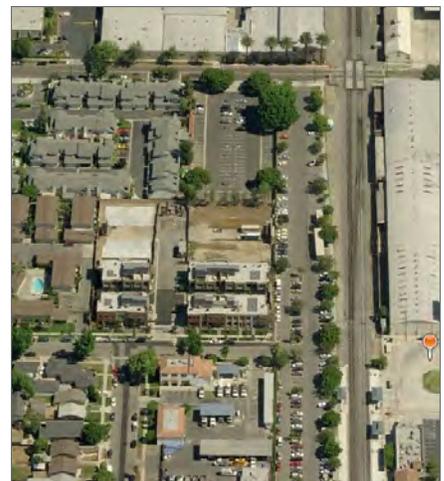
Fullerton Metrolink Station



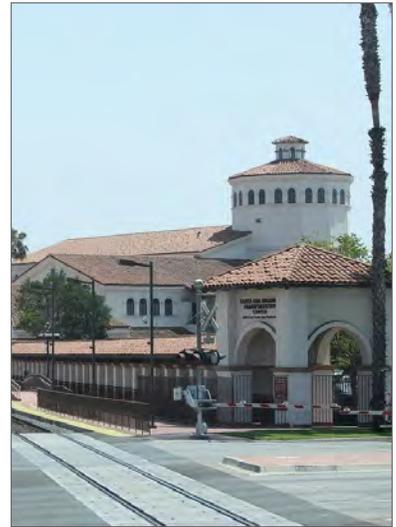
Hayward BART Station



Orange Amtrak/Metrolink Station



Santa Ana Amtrak Station



Upland Metrolink Station



2.3 MARKET ASSESSMENT

The intent of the market assessment¹ was prepared to help the Technical Advisory Panelists answer these questions:

- How should Fontana align residential market demand for TOD with the Downtown area’s retail, entertainment, and amenity mix?
- Will TOD be successful with the existing business mix or do the retail and entertainment offerings need to change in order to attract the types of residents who choose TOD?



Methodology

The market assessment uses a two-step process. First, we compare the transit zone² around Fontana’s Metrolink station to the transit zone around other comparable rail stations in California identified in Table 2. This comparison assesses socioeconomic factors, lifestyle characteristics, retail business types, and employment to identify Downtown Fontana’s strengths and weaknesses for attracting TOD residents and TOD projects.

Secondly, we assess regional market conditions within three- and five-mile radii of Downtown. This second step identifies the existing market potential that Downtown Fontana could draw upon to support the types of retail, entertainment, and amenities that would enhance the transit zone’s attractiveness to potential TOD residents.

Transit Zone Comparison – Socioeconomic Findings

Based on the typical range for comparable stations, Downtown Fontana’s transit zone differs significantly in four ways. The market assessment considers a normal range of a socioeconomic measure as the average for the comparable stations plus or minus one standard deviation. Downtown Fontana’s transit zone then differs significantly when its measure is outside of this normal range.

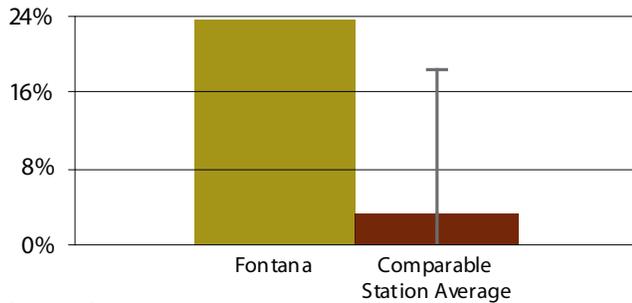
1. The market assessment is not a traditional market analysis, which usually seeks to quantify the short-term market demand for new residential and commercial development by number of units and square footage. Rather, the assessment provides quantitative factors to better assess the Downtown area’s competitiveness to attract potential TOD residents and businesses.

2. “Transit zone” is generally defined as the area within ¼- to ½- mile radius around the station and is intended to capture the area that is within about a 5 to 10 minute walk.



High Growth. From 2000 to 2009, the transit zone's population increased 29.8 percent and its households grew by 23.6 percent. For comparable stations, the average growth was 4.3 and 3.3 percent, respectively, with the typical range up to 18.5 and 18.3 percent. While high growth often correlates with attractiveness for new residential and retail growth, three new senior housing projects probably account for most of the transit zone's growth.

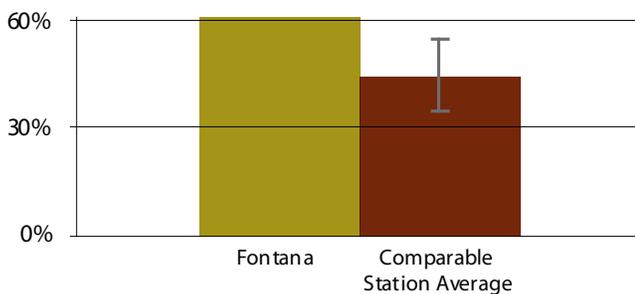
Figure 5. Household Growth



Source: Claritas, 2009

More Families, Less Singles. Married couples account for 60.8 percent of the households in the transit zone. For comparable stations, the average is 44.8 percent with a normal range up to 54.8 percent. Children under the age of 18 make up 35.9 percent of the transit zone's population, and 22.9 percent for comparable stations, with a normal range of up to 30.6 percent. Never-married singles represent 27.0 percent of the transit zone's households, and 37.0 percent for comparable stations with a normal range down to 29.7 percent. The presence of more families, more children, and fewer singles influences the types of businesses that could be profitable in Downtown Fontana, especially in regard to nighttime entertainment. Both Castro Valley and Upland stations have a significantly lower portion of never-married singles, and they could offer indications of how the business mix responds to a higher level of families.

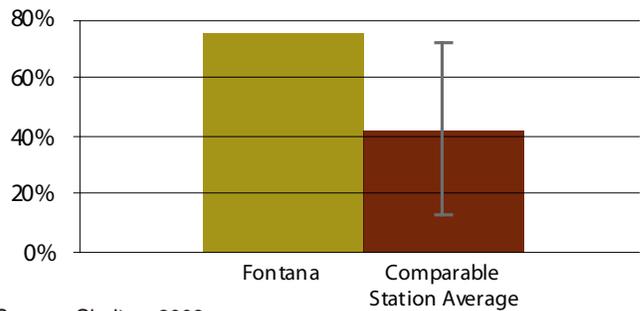
Figure 6. Married Households, Share of Total



Source: Claritas, 2009

More Latinos. Latinos constitute an estimated 74.7 percent of the transit zone's population. For comparable stations, Latinos are 42.4 percent, with a normal range up to 71.8 percent. This factor could make it easier for the transit zone to attract residents and businesses interested in a predominantly Latino neighborhood or harder to attract retail and entertainment businesses that serve a broader clientele. Fontana could possibly learn from the experiences of the comparable stations that also have a higher than normal concentration of Latinos: Baldwin Park, Fruitvale, San Juan Capistrano, and Santa Ana.

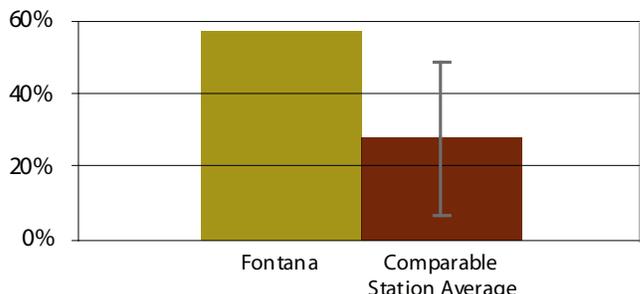
Figure 7. Latino Share of Population



Source: Claritas, 2009

Less Education, Lower Incomes. Of the transit zone's population aged 25 and older, 59.6 percent do not have a high school or equivalent diploma and 4.5 percent have a bachelor's degree or more education. For comparable stations, 27.7 percent do not have a high school diploma, with a normal range up to 48.8 percent; 30.2 percent have a bachelor's degree or more education, with a normal range down to 4.7 percent. The lower level of education manifests in lower incomes, with 72.3 percent of the transit zone's households earning \$50,000 or less per year. For comparable stations, the average is 48.9 percent, with a normal range up to 66.1 percent. Downtown Fontana should weigh the effects in Lodi and Santa Ana, both of which have populations with significantly less education and lower incomes.

Figure 8. Population without HS Diploma



Source: Claritas, 2009

Transit Zone Comparison – Lifestyle Characteristics

Neilsen-Claritas’s PRIZM® market segmentation was used to compare the characteristics of the largest three lifestyle segments living in the transit zone within one-half mile of the transit stations. The analysis finds significant differences between Downtown Fontana and the comparable stations. See Appendix A for more detail on these lifestyle segments.

Lack of Key Lifestyle Segments. For the comparable stations, the three largest lifestyle segments are: 1) Young Digerati (14.6 percent of households), upscale, younger family mix; 2) Money & Brains (13.2 percent), upscale, older family mix; and 3) Bohemian Mix (12.9 percent), upper-middle income, middle-age family mix. Downtown Fontana’s transit zone currently has no households in these lifestyle segments.

Higher Proportion of More Modest Lifestyle Segments. For Downtown Fontana’s transit zone, the three largest lifestyle segments are: 1) Family Thrifts (71.4 percent of Downtown Fontana households, 2.5 percent of comparable station households), lower-middle income, younger with kids; 2) Park Bench Seniors (10.6 percent, 1.2 percent for comparable stations), low income, mostly without kids; and 3) White Picket Fences (6.9 percent, 0.5 percent for comparable stations), upper-middle income, younger with kids.

Different Lifestyle Behaviors. The following table identifies some of the primary differentiating lifestyle behaviors of the largest segments. As the table illustrates, there are key differences between the shopping and activities of the largest segments in Downtown Fontana’s transit zone and the largest segments among the transit zones of comparable stations.

Table 3. Lifestyle Characteristics Summary

Segment	Shopping	Activities	Print Media	Television	Automobile
Young Digerati	Shop at Banana Republic	Go snowboarding	Read <i>Elle Décor</i>	Watch Independent Film Channel	Toyota Prius
Money & Brains	Shop at Nordstrom	Contribute to NPR	Read Sunday newspaper	Watch Wall Street Week	Mercedes Benz E-class
Bohemian Mix	Eat at Au Bon Pan	Buy Spanish/Latin music	Read the <i>Economist</i>	Watch soccer	Audi A4
Family Thrifts	Eat at Chuck E Cheese	Go roller skating	Read <i>CosmoGIRL!</i>	Watch VH1 Classic	Kia Spectra
Park Bench Seniors	Make in-home purchases	Play the lottery	Read <i>Saturday Evening Post</i>	Watch Soap Net	Own/Lease Mitsubishi
White Picket Fences	Shop at Wal-Mart pharmacy	Rent/Buy kid’s videos	Read <i>People en Espanol</i>	Watch Toon Disney	Nissan Frontier

Source: Claritas, 2009

Transit Zone Comparison – Retail Business Mix

Using Neilsen-Claritas’s Retail Opportunity Gap report and sales efficiency data from the ISCS/ULI Dollars and Cents of Shopping Centers, we estimate the mix of retail businesses in the one-half-mile transit zones for Downtown Fontana and the comparable stations. We then quantify the market demand for additional retail businesses based on the consumer spending of current households in Downtown Fontana’s transit zone.

Less Retail Sales. We estimate that Downtown Fontana’s one-half-mile transit zone provides 144,600 square feet of retail business space, less than the average for comparable stations (481,300 square feet), but within the normal range. The transit zone exceeds the average for gasoline stations, is about average for food stores and health care stores, and very low in food service and drinking places.

Limited Market Potential for Additional Retail Businesses. We estimate that consumer spending in Downtown Fontana’s transit zone could support an additional 26,460 square feet of retail businesses. General merchandise stores account for most of the additional square footage potential, with some further support for building material, clothing, and electronics. To approximate the average retail sales among the comparison stations, Downtown Fontana would need another 330,000 square feet of retail business space. To attract substantial new retail development, though, the Downtown area would have to attract consumer spending from the larger region.

Transit Zone Comparison – Employment

Using data from the US Census Bureau’s Local Employment Dynamics program, we compare the number, types, and wages of jobs in Downtown Fontana’s one-half-mile transit zone and the average for the comparable stations.

Fewer Jobs. The transit zone has 1,739 total jobs (full- and part-time). Although this number is statistically within the normal range, it is well below the average for comparable stations, 6,255 jobs, and less than half of the number for the lowest station among all of the comparable stations. Employment is a key indicator for the daytime population necessary to support retail businesses in a Downtown area. Restaurants especially rely on having both lunch-time and dinner business to be profitable.

Lower Average Wages. The average monthly wage of stable jobs in the transit zone, \$2,482, is lower than the average for the comparable stations, \$3,270, although it is within the normal range. Wage levels are important if jobs are desired to provide daytime support to retailers and restaurants.

Fewer Professional and Office-Based Jobs. The transit zone has a high proportion of jobs in utilities, manufacturing, wholesaling, retail, transportation, and public administration. In contrast, the comparable stations have a higher proportion of information, real estate, professional and scientific services, management of companies, health care, and information jobs. The difference in job types probably causes part of the difference in average wages.

Regional Market Conditions – Household Growth

Neilsen-Claritas projections show substantial household growth in the 1-, 3-, and 5-mile areas around Fontana’s Metrolink station, but not necessarily growth that would support TOD residential projects. Household growth will, however, support retail businesses.

Continued Household Growth. From 2009 through 2014, the total number of households is projected to increase by 7.5 percent in the 1- and 3-mile-radii areas, and 8.7 percent in the 5-mile-radius area. This growth would add 612 households in the 1-mile area, 3,129 in the 3-mile, and 7,314 in the 5-mile.

High Income Households. In the 1-mile area, households with incomes from \$50,000 to \$99,999 would account for 60 percent of the household growth. In the 3- and 5-mile areas, however, households with income from \$100,000 to \$149,999 would make up 61.7 percent and 57.2 percent of the household growth. Those with incomes of \$150,000 and higher would comprise another 36.0 and 49.9 percent of the growth³. This suggests that the region will attract households that can afford new housing, with increased discretionary spending.

Larger Households. Households with 4 or more persons would account for 61.3 percent of the growth in the 1-mile area, 66.2 percent in the 3-mile area, and 64.6 percent in the 5-mile area. Growth in smaller households that typically make up demand for new multifamily housing is limited. New TOD would likely have to accommodate larger units or attract residents that would not otherwise move to the area.



Regional Market Conditions – Retail Market Demand

Using Nielsen-Claritas’s Retail Opportunity Gap report and sales efficiency data from the ISCS/ULI Dollars and Cents of Shopping Centers, we estimate the demand for additional retail building space, as described in the following table.

Table 4. Opportunity Gap Analysis

Retail Stores	1-Mile	3-Mile	5-Mile
Furniture and Home Furnishings Stores	115	67,767	72,222
Electronics and Appliance Stores	0	40,261	106,737
Building Material, Garden Equip Stores	16,016	21,544	0
Food and Beverage Stores	0	23,773	0
Health and Personal Care Stores	5,111	92,875	129,145
Gasoline Stations	11,696	13,965	93,248
Clothing and Clothing Accessories Stores	28,203	207,610	422,656
Sporting Goods, Hobby, Book, Music Stores	16,946	81,926	60,425
General Merchandise Stores	0	0	0
Miscellaneous Store Retailers	0	40,828	20,131
Food/Service and Drinking Places	38,423	110,473	73,490
TOTAL	116,510	701,023	978,053

Source: Claritas, 2009

These data indicate that there is unmet market demand in the region, suggesting that there is potential to capture regional spending to support additional retail businesses and development in Downtown Fontana. These data, however, reflect existing development as of the end of 2008. Demand for any new retail must be weighed against other planned commercial development in the 1-, 3-, and 5-mile areas.

Regional Market Conditions – Lifestyle Segmentation

Once again using Nielsen-Claritas’s PRIZM market segmentation, the market assessment finds that the households become more affluent with distance from Downtown Fontana. Lower-middle income Family Thrifts are the largest lifestyle segment in each radial area, but a majority (59.5 percent) of the households within the 1-mile radius area. Upper-middle-income White Picket Fences and upscale Upward Bound segments are a larger portion (35.3 percent) of the 3-mile area than are the Family Thrifts. Upper-middle income White Picket Fences, upper-middle-income Kids and Cul-de-Sacs, and upscale Upward Bound segments are twice as large a portion of the 5-mile area as the Family Thrifts (39.3 versus 17.2 percent).

Regional Market Conditions – Lifestyle Traits

Within the 3-mile radius area, residents like their pizza: a majority of households regularly patronize Chuck E. Cheese, Dominos, and Little Caesar’s. Within the 5-mile radius area, a majority of the households regularly buy children’s furniture, shoes, clothes, and bikes, and shop at the Disney Store. While there is no majority for any activities, within the 5-mile radius area, 43.5 percent of households regularly play soccer and 39.1 percent go roller-skating.



Conclusions

The purpose of the Downtown Market Assessment Overview Report was to answer the question: Can the City attract TOD projects, the residents of which would help drive transformation of the Downtown business mix, or does the City need to work on the mix of businesses, entertainment, and amenities in the Downtown as a prerequisite to attracting new TOD projects.

The market assessment suggests that the demographics, retail business mix, and employment patterns would make it difficult for developers to attract typical transit zone residents to a new TOD project in Downtown Fontana. The City could consider how other stations with similar demographics, most notably Santa Ana, have managed to attract new development. To most effectively attract TOD, however, the analysis leads to the conclusion that the City should focus first on enhancing the attractiveness of the Downtown area to potential TOD residents and then put its efforts into bringing in TOD developers.

Because typical transit zone residents tend to be in more-affluent lifestyle segments, the City should implement a plan for the Downtown area to provide retail, entertainment, and amenities targeted to the more-affluent lifestyle segments in the 3- and 5-mile areas around the station. These are the White Picket Fences, Kids and Cul-de-Sacs, and upscale Upward Bound segments. Targeted retailers would include an emphasis on family furniture, apparel, and restaurants. Entertainment and activities would likewise have a family focus, such as ice- and roller-skating, skate parks, and youth and family bicycling. These findings were shared with a Technical Advisory Panel for further evaluation, as described in Section 4.0.



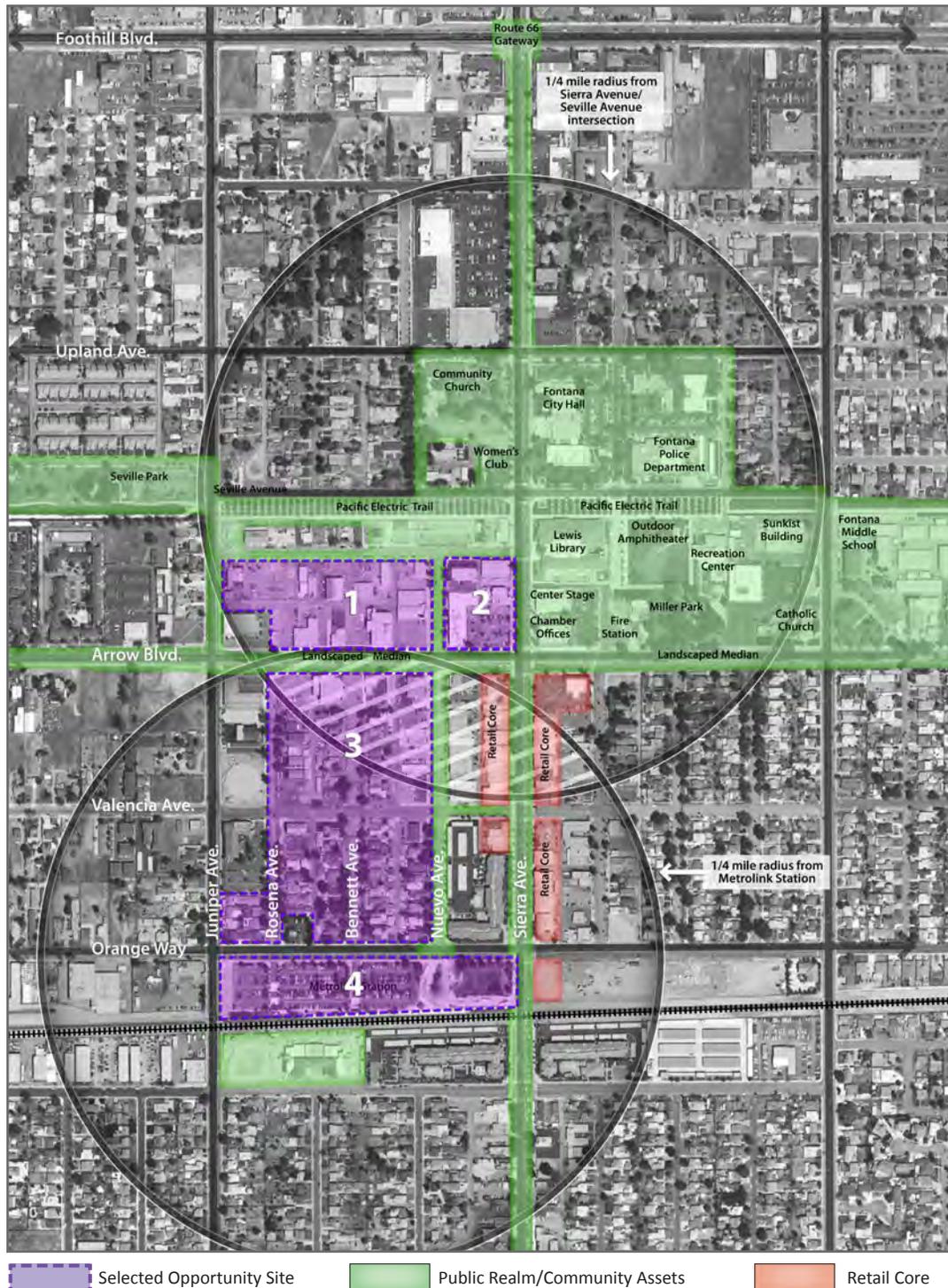


NEW DEVELOPMENT ALONG SIERRA AVENUE

3.0 OPPORTUNITY AREAS

It is clear that Downtown Fontana has a strong public realm and established network of community assets—it also has opportunity areas that are well-positioned to accommodate future higher density housing and commercial development. This study selected four opportunity areas for further analysis. These sites were identified based on their relationship to key destinations Downtown (i.e., the Metrolink station, the civic center, the retail core), their existing land uses, and their ownership patterns. The four opportunity areas are identified in Figure 9 below and explored in further detail in this chapter.

Figure 9. Selected Opportunity Sites



3.1 OPPORTUNITY SITE #1

The first opportunity site is bounded by Spring Street on the north, Nuevo Avenue on the east, Arrow Boulevard on the south, and Juniper Avenue on the west (minus a parcel in the southwest corner which is not part of the opportunity area). The site is approximately 7 acres and is made up of 31 parcels. Nearly half of the site is owned by the San Gabriel Valley Water District. The City of Fontana owns 3 parcels in the southeast corner along Nuevo Avenue currently used for surface parking. Suggested product types for this site include live-work units, mixed-use opportunities, motorcourt residential development in both townhomes and flats, and greencourt residential development. These products are shown in greater detail at the end of this section.



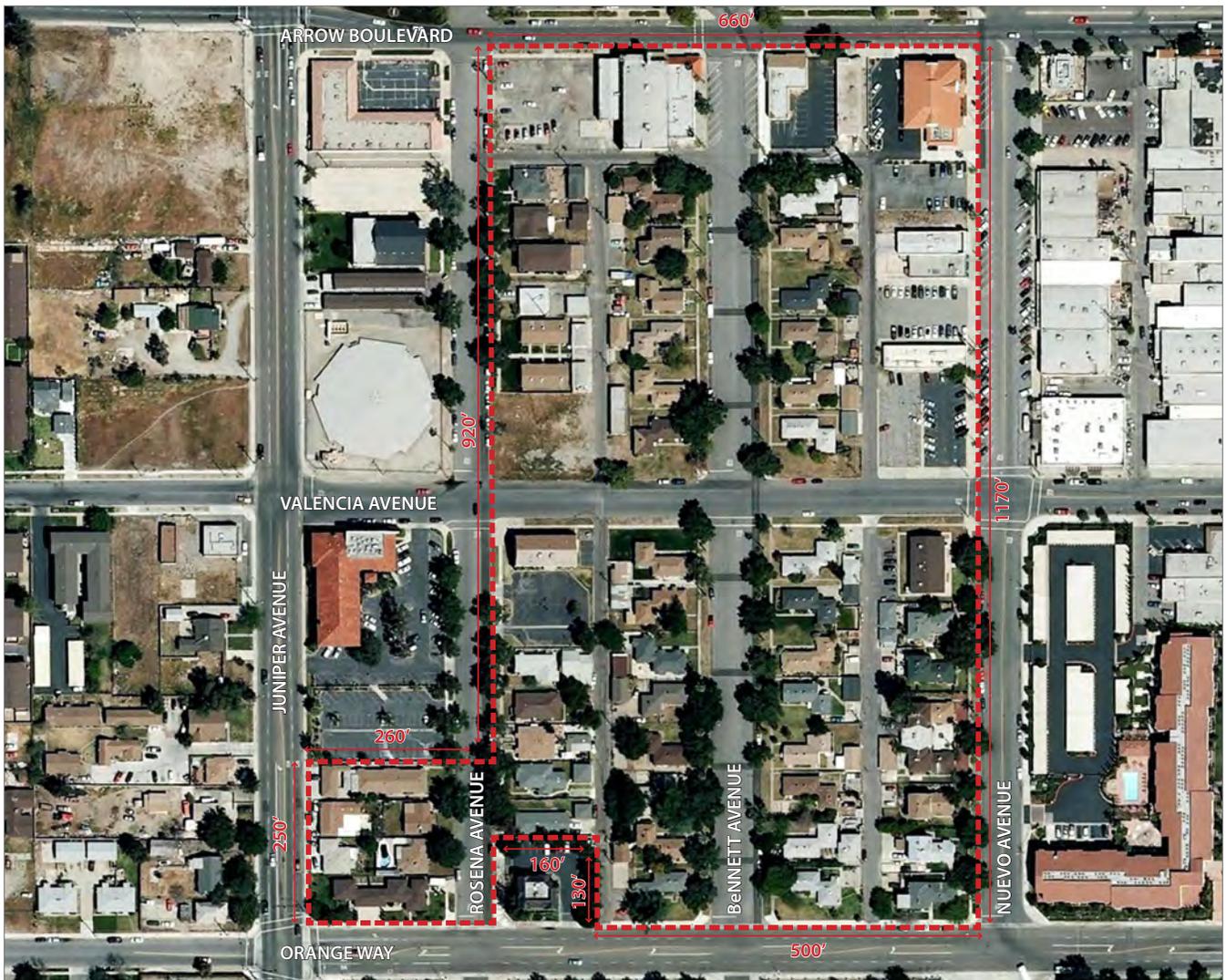
3.2 OPPORTUNITY SITE #2

The second opportunity site is immediately east of the first opportunity site and bounded by Spring Street on the north, Sierra Avenue on the east, Arrow Boulevard on the south, and Nuevo Avenue on the west. The site is approximately 5 acres made up of 13 parcels. The southern half of the site is owned by Bank of America, which currently operates a strip commercial center anchored by the financial institution. The building in the northwest corner of the site is the former home of the Fontana Community Players, a theater group, which has recently relocated to a facility in Moreno Valley. Three-story townhomes and greencourt products were identified as potential development opportunities for this site.



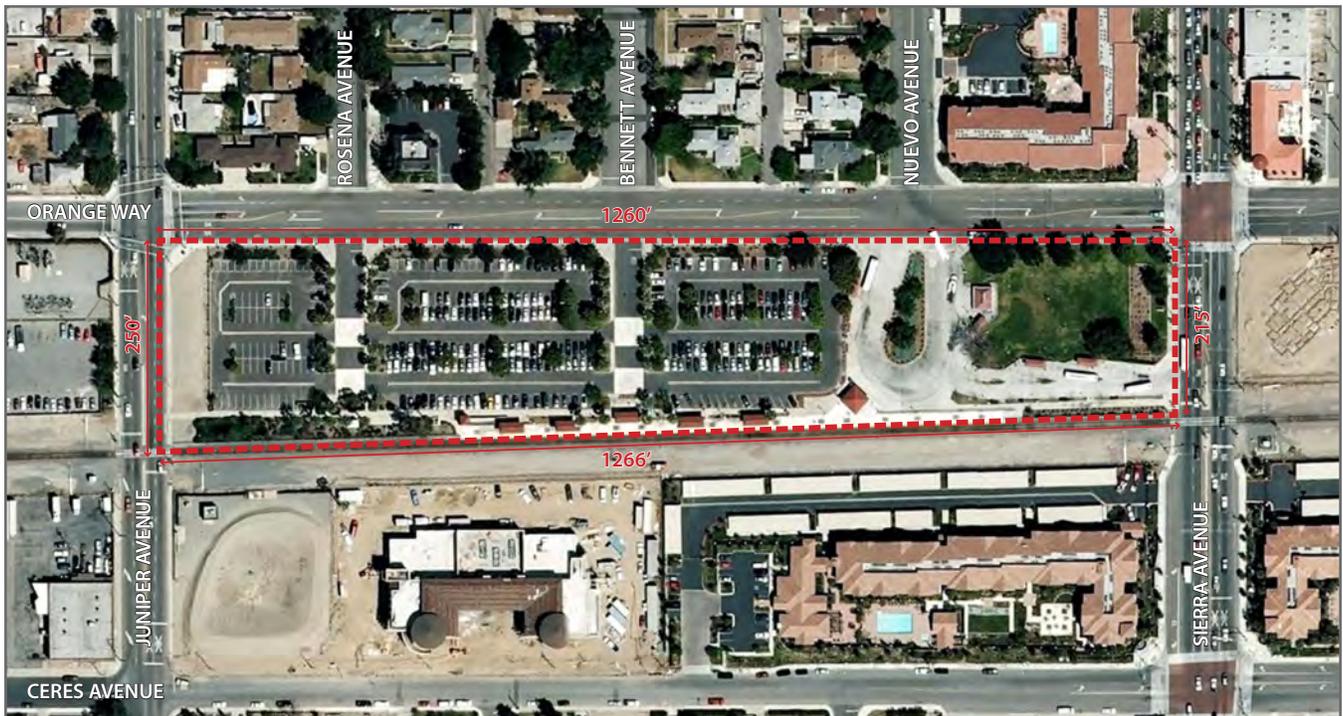
3.3 OPPORTUNITY SITE #3

The third opportunity site is located to the south of opportunity sites 1 and 2. The boundaries for site 3 are Arrow Boulevard on the north, Nuevo Avenue on the east, Orange Way on the south, and Juniper Avenue/Rosena Avenue on the west. The opportunity site does not include an office building on the northeast corner of Orange Way and Rosena Avenue. The site is approximately 18 acres and made up of 74 parcels. The majority of the site is currently developed as single-family homes. Triplex, rowtown, cottage, and motorcourt products were identified as possible development options in this opportunity site as the neighborhood transitions over time.



3.4 OPPORTUNITY SITE #4

The final opportunity site is essentially Fontana’s Metrolink station, including the parking lot and grassy area north of the rail line. The boundaries for site 4 are Orange Way on the north, Sierra Avenue on the east, the rail road track on the south, and Juniper Avenue on the west. The site is approximately 7 acres and made up of two parcels: one large parcel that contains the parking lot, bus station, and open space; and a small parcel along Juniper Avenue that is currently vacant. The parking for Metrolink will need to expand in the future, at which time the market may be able to support a joint-use office development at the site. In the near term, the open space area at the corner of Orange Way and Sierra Avenue is the focus of this opportunity site—it is envisioned that this be transformed into a public plaza where community events, such as farmers markets, could take place.



3.5 POTENTIAL PRODUCTS TYPES

The following sample product types were selected based on targeted lifestyle segments, the quality of their design, orientation to the street, and price points feasible for the likely Downtown market in the next ten years.

TRIPLEX

- Density: 8 to 18 du/ac
- Alley-loaded
- 2-story
- 2 and 3 bedrooms
- 1,200 to 2,000 sf

ARCHITECTS

- Unknown

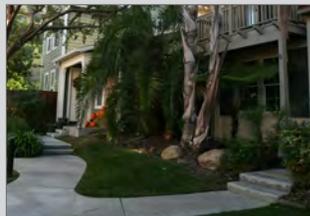


GREENCOURT HOME

- Density: 9 to 12 du/ac
- Alley-loaded
- 1 to 2-story
- 2 and 3 bedrooms
- 1,200 to 1,800 sf

ARCHITECTS

- William Hezmalhalch Architects



PAIRED HOME

- Density: 9 to 12 du/ac
- Alley-loaded
- 1 to 2-story
- 2 to 4 bedroom
- 1,400 to 2,400 sf

ARCHITECTS

- JZMK Partners
- Bassenian



ROW TOWNHOME

- Density: 13 to 24 du/ac
- Alley-loaded
- 2 to 3-story
- 2 and 3 bedrooms
- 1,400 to 2,000 sf

ARCHITECTS

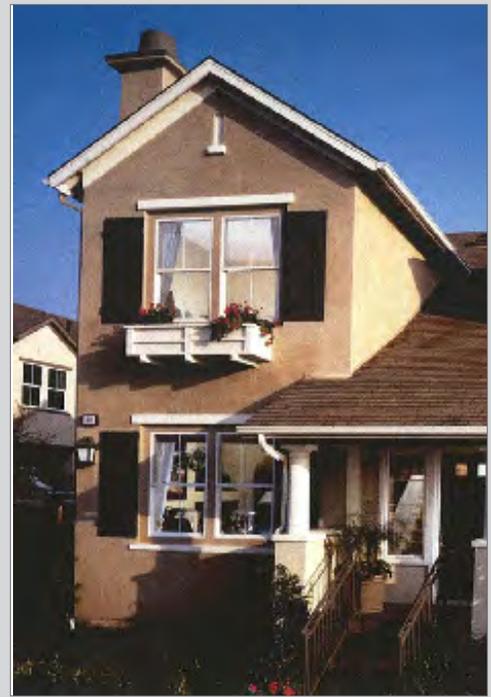
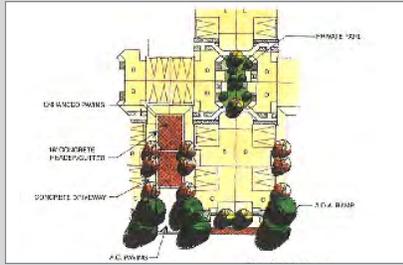
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MOTORCOURT

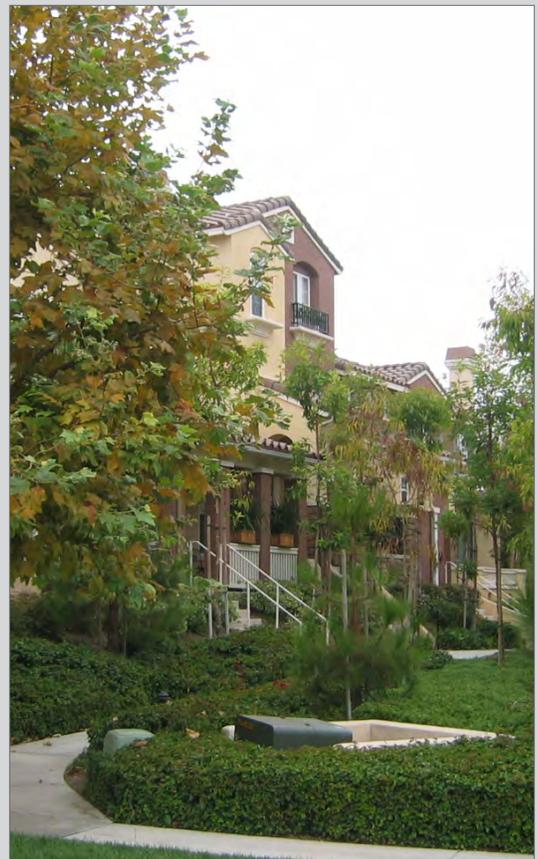
TOWNHOMES

- Density: 13.5 du/ac
- Motorcourt (individual garage)
- 1 to 2-story
- 1 and 2 bedrooms



FLATS

- Density: 16 to 30 du/ac
- Motorcourt (individual garage)
- 2 to 3-story
- 1 and 2 bedrooms



ARCHITECTS

- KTGy

ARCHITECTS

- Tom Cox Architects

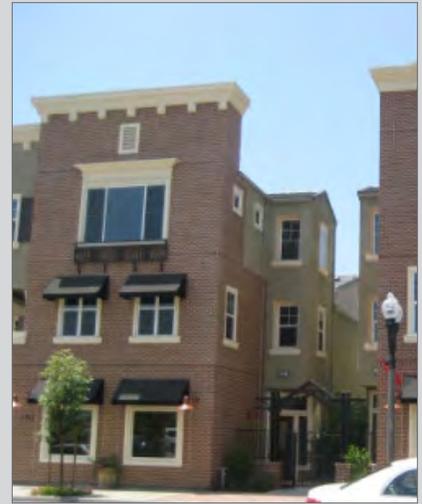
LIVE-WORK

LOFT

- Density: 15 to 16 du/ac
- 2-car attached garage
- 3-story
- 2 and 3 bedrooms
- 2,034 sf (430 sf of work space)

ARCHITECTS

- William Hezmalhalch Architects
- Ross Sutherland



ROWTOWN

- Density: 17.0 du/ac
- 2-car attached garage
- 3-story
- 3 bedrooms
- 1,630 sf (350 sf of work space)

ARCHITECTS

- JZMK Partners

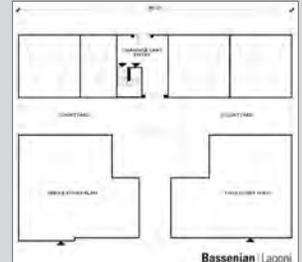


COTTAGE CLUSTER

- Density: 18 to 23 du/ac
- Alley-loaded
- 1 to 2-story
- 4 sfd and 2 carriage units
- Studio to 2 bedroom
- 600 to 950 sf

ARCHITECTS

- KTGy
- Bassenian



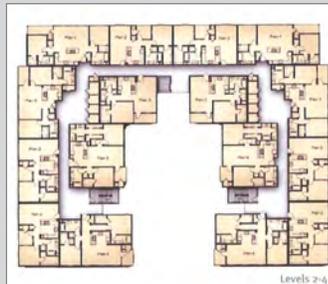
GREENCOURT

FLATS

- Density: 20 to 31 du/ac
- Motorcourt (individual garage)
- 2 to 3-story
- 1 and 2 bedrooms

ARCHITECTS

- KTGy







TECHNICAL ADVISORY PANEL MEETING

4.0 TECHNICAL ADVISORY PANEL

On March 9th, 2010 a Technical Advisory Panel (TAP) was convened at Fontana's City Hall. The purpose was to enable the City's elected/appointed officials and staff to hear directly from experts and other key stakeholders regarding on-the-ground development opportunities in the Downtown area and to receive strategic advice on transit-oriented development, Downtown business attraction, placemaking, and market issues. Panelists included experts in the fields of commercial real estate development, housing and mixed-use development, economics, and design, as well as representatives from key stakeholder groups including Chaffey College, Metrolink, the Chamber of Commerce, and SCAG.

4.1 TAP PARTICIPANTS

Roundtable Panelists

Jerry Ogburn, The Planning Center
Steve Gunnells, The Planning Center
Don Henry, Village Partners
Ted Snell, CBRE
David DiRienzo, Urban West Strategies
Mark Buckland, City Ventures
Eric Bishop, Chaffey College
Mark Waier, Metrolink
Susie Colon, Chamber of Commerce
Mark Nuaimi, Mayor
Frank Scialdone, Councilmember
Ken Galasso, Planning Commissioner
Jennifer Sarnecki, SCAG

City Staff

Ken Hunt, City Manager
Debbie Brazill, Deputy City Manager
David Edgar, Deputy City Manager
Don Williams, Director of Community Development
Evelyn Ssenkoloto, Redevelopment Manager
Shannon Casey, Senior Planner
Elisa Grey, Economic Development
Brent Mickey, Housing Authority
Kyla Brown, Community Services

The Planning Center Staff

Karen Gulley, Director of Design, Project Manager
Amanda Tropiano, Associate Planner

4.2 BACKGROUND MATERIALS

The panelists were given the following list of questions prior to the roundtable discussion:

- Can market-rate residential transit-oriented development be attracted to the area given the current Downtown business mix? If not, what key businesses are needed?
- What products seem most feasible for the opportunity areas?
- What do you see as the buyer profile for TOD in this area? Can TOD homesteaders be targeted?
- What additional community/Downtown amenities and improvements are needed?
- Will incentives be required to attract development?
- How should the City best position the opportunity sites for TOD?

Prior to the roundtable panelists received a community context map identifying the City's master-planned residential areas, city core uses, Downtown district, and industrial areas. In addition, the locations of existing major retail centers (over 100,000 square feet) and major destinations within a five-mile radius of Downtown were also identified. Panelists also received a map of the study area identifying Downtown's public realm, community assets, and potential opportunity areas. Before the roundtable the project team identified three specific opportunity sites for further discussion. Potential product types were selected for each site, and these ideas were presented on large-format boards at the meeting. Finally, for reference and discussion purposes, aerial images and photos for eight comparable light-rail California transit stations were presented, also on large-format boards.



4.3 DISCUSSION SUMMARY BY MAJOR TOPICS

The following reflects the comments, opinions, and recommendations of the panelists organized by topic area.

“Chicken or Egg?” What needs to come first to Downtown Fontana to create a vibrant Downtown marketplace, new housing, or an improved retail mix?

1. Redevelopment projects alone—whether residential, commercial, or public uses—are not enough to make a great Downtown experience. The City needs to put its energy into creating Downtown Fontana’s brand, changing its public image, and programming regular events and activities.
2. A main emphasis needs to be on strengthening the public realm, breaking past stereotypes, and creating a pedestrian environment where people will want to spend their time and money.
3. It’s not the chicken or the egg, it’s both at the same time—the City should be “throwing punches with both fists.” On one hand, the City should be revitalizing the image and brand of Downtown Fontana, strengthening the public realm, programming activities, and improving walkability, and on the other hand the City should be using the tools available to attract developers and businesses.

“THE CITY SHOULD BE THROWING PUNCHES WITH BOTH FISTS” - TAP PANELIST

4. Successful Downtowns start with building foot traffic. All it takes is a small spark to get it going.
5. Housing in the Downtown, including TOD around Metrolink, will logically follow a concerted effort by the City to brand and “go after” a broader business mix.
6. Developers with experience building residential for “pioneers” in the revitalizing areas of Downtown Santa Ana stated that the pioneer niche is small, but real. Need to find the right developer to partner with. Can happen anytime. Potentially a great balance to all the family-oriented SFD in the City and a way to market the Downtown.

Transit-Oriented Development Buyer Profile

1. The Santiago Lofts project in Santa Ana attracted “move-downs” (baby boomers looking to downsize), young professionals without kids, high-income earners (\$75,000+ annual income), artists, and other individuals drawn to change and the urban movement.
2. Santiago Lofts’ residents want lifestyle services within walking distance.
3. Being near transit was not the major draw for Santiago Lofts’ buyers—it was an amenity.
4. For TOD and Downtown residential development, the City needs to think about a new residential profile. The change in residents will slowly have an impact on the Downtown.
5. The “creative class” is attracted to emerging Downtowns and the types of housing products normally associated with TOD development. Build on this overlap.
6. See Opportunity Area discussion for input on product types.

Downtown Amenities/Activity Program

1. The City of Fontana has history, unlike some of its competition. Its great “bones”: public spaces, Lewis Library and Technology Center, Pacific Electric Trail, history, new facades, and performance facilities provide the backdrop for a successful Downtown environment.

“THE CITY HAS GREAT BONES” - TAP PANELIST

2. Fontana has many community gathering places in its Downtown but there isn’t a specific user. Event programming should take into account all types of users and seek to create activities that will cater to a variety of patrons.
3. Activities lead to increased business performance and new businesses. Synergy....momentum.
4. There is the potential for a performing arts district in Downtown Fontana given the amphitheater, Center Stage, Community Players, and a future arts program at Chaffey College.
5. Increasing the density in Downtown may reduce the percentage of families that live in the area and increase the percentage of young couples and

Baby Boomers—this should be taken into account when developing an ideal business mix and making programming recommendations.

6. Ideas for Downtown events and programs: Certified Farmers Market; Classic Auto Show and Auction; Juried Arts and Crafts Fair; Street Performers' Festival (BuskerFest); New and Used Book Fair; Outdoor Theater Festival; Outdoor Music Concerts.

Downtown Improvement Considerations

1. Creating a walkable environment in Downtown Fontana will require a perception of safety. People will not walk from one place to another (i.e., the Metrolink station to City Hall) unless they feel safe.
2. Downtown Fontana needs to fill a specific niche—people might not come just to shop or just to have dinner, but they will come for the “Downtown experience” that is different from other shopping centers in the City.
3. Jobs are a key ingredient for a successful Downtown—this needs to be a broader effort.
4. Signage in Downtown Fontana needs to be improved to alert users where to park and how to navigate the Downtown district.
5. Street trees should provide shade to encourage walking.
6. Guest parking districts can help make residential projects more feasible in the Downtown area.
7. While structured parking may be preferred in the Downtown, developers will not be able to afford it for the foreseeable future. The City needs to be an active player in building a Downtown parking structure if one is going to be built.
8. Congestion along Sierra can be a problem, but “smart congestion” can also be a good thing for Downtown businesses. Level of service “F” in traffic terms can be a level of service “A” in retail terms. Business concern is that traffic doesn't stop. This indicates an issue with the mix and draw of the retail.
9. Thru traffic from freeways could be diverted onto other streets at appropriate times, but congestion along Sierra might feed into the image of a vibrant Downtown environment and attract shoppers. Evaluate concept of “go” and “no go” streets.

Opportunity Area Discussion

1. Downtown's sweet spot is the area within a quarter mile of both the Civic Center Complex and the Metrolink station. This area can capitalize on community events, the Center Stage Theater, the Metrolink station, and City Hall. Within this sweet spot are a number of redevelopment opportunities.
2. The opportunity site identified at Sierra and Arrow is uniquely positioned as a catalytic project site. Recommendation for RDA to pursue.
3. The water company opportunity site is potentially under lease to a church with a large congregation. Discussion about highest and best use for a Downtown area—one that provides foot traffic and patrons to the Downtown. Panelists encouraged the City to pursue for residential and mixed-use development.
4. Rock Honda is leaving their site on Sierra Avenue between Downtown and I-10. This site might serve as a leap-frog project drawing people from the freeway into Downtown. However, expanded commercial development along Sierra could cannibalize the potential for Downtown.
5. There was some disagreement over the preferred density for residential projects in Downtown Fontana; some panelists thought a density of 18–20 du/ac would be an aggressive approach while some panelists thought that projects could be even denser.
6. Opportunity Area #2, existing SF/MF west of Sierra: general agreement that smaller scale products such as cottages, green courts, and lower density townhome products are best suited for the area. This area will likely redevelop with incremental development and lot consolidation over time.
7. The developers agreed that podium products do not pencil out in Southern California at this time (and for the foreseeable future) and would not recommend the development of a podium project in Downtown Fontana.
8. Go for higher density in Opportunity Area #1.

Marketing and Branding

1. Discussion started with the branding idea that “Downtown Fontana is Everyone’s Neighborhood.” This was followed by the mayor’s suggested revision: “Downtown Fontana is Everyone’s Playground.” It should draw from the full 5-mile radius, not just residents within walking distance. It should be somewhere where people from both north and south Fontana want to come to have fun, get out of their residential “planned communities,” and enjoy themselves at dinner, entertainment, or events.

“DOWNTOWN FONTANA IS EVERYONE’S PLAYGROUND”

- TAP PANELIST

2. The marketing and branding of Downtown Fontana cannot dwell on the past; it must look toward the future.
3. The City’s website should reflect their vision. It should highlight the opportunities available in the City and serve as a marketing mechanism to attract new businesses. The current website focuses too much on the history of the City and is not helpful to potential developers/builders.
4. Right now the priority should be to create an identifiable Downtown (differentiated from other town centers or shopping centers in the City and from other nearby Downtowns). A Downtown logo and/or signage will help create a Downtown identity.
5. The City needs to start branding the Downtown as a place ready for reinvestment and development.
6. Fontana must brand itself as something different than the racetrack and industrial district.

“DOWNTOWN FONTANA MUST OFFER QUALITY OF LIFE ELEMENTS THAT (RESIDENTS) DO NOT GET AT HOME. THINK DIVERSITY, CREATIVE CLASS, URBAN LIFESTYLE, ARTS, AND CULTURE” - TAP PANELIST

7. The City has a problem with its residents identifying primarily with their specific-plan neighborhoods, not the City of Fontana. There is no reason to come to Downtown if their needs can be met within their specific-plan community. Downtown must offer quality of life elements that they do not get at home. Think diversity, creative class, urban lifestyle, arts and culture.
8. There is an opportunity for the City to market itself to people who work in Downtown Los Angeles given the connection to Downtown LA via Metrolink from the Fontana station.

Role of City Government

1. The City must lead with flexibility and a long-term commitment to change the Downtown area. This also means directing the right uses to Downtown rather than other nearby competing shopping centers. (See Downtown Competition, below.)
2. The City will need to be a partner with the private sector in Downtown’s revitalization.
3. The City needs to have a positive, can-do attitude (and not dwell on the mistakes or lost opportunities of the past). City leadership needs to focus on what could be. Downtown is about diversity, having something for everyone. This also means being more flexible than in other areas of the City in terms of uses and activities. Allow the culture to evolve.

“THE CITY NEEDS TO FOCUS ON WHAT COULD BE...BE MORE FLEXIBLE THAN IN OTHER PARTS OF THE CITY”

- TAP PANELIST

4. The City’s message from top to bottom: Downtown revitalization is a priority and the right businesses need to be attracted.
5. Change in the Downtown can happen organically if the City is open-minded and respectful of new ideas and lifestyles. The City should look to bring in the younger generation of Fontana residents to live in the Downtown.
6. Decision making should be based on long term thinking; who will be coming to the Metrolink station in 20 years? Students, medical and other office professionals, artists, etc?

7. There must be a “playbook” for Downtown development and a champion to see it through.
8. Developers want to see Downtown Fontana have a specific plan or vision plan that lays out the vision, design guidelines, building standards, parking standards, circulation plan, and implementation tools available. This will be the foundation for allowing private sector-initiated transformation. Developers need direction and confidence that they will have the support of the City.
9. The City must take an active role in development activities in Downtown Fontana to help support the vision the City has for the area. The City of Fontana should have control over key properties in the Downtown area.
10. The City should make it easy for small businesses to get up and running; “time kills deals.”
3. Many of Metrolink’s regular riders receive a subsidy from their employer; a Metrolink ticket can be cost prohibitive for some people.
4. Metrolink is “not a destination service.” Long headways and limited off-peak service make midday travel difficult. Metrolink shares the tracks with freight trains, which impact Metrolink’s service schedule and expansion plans.
5. The extension of the San Bernardino Metrolink line will increase the number of riders traveling through the Fontana Station. Can Fontana grab some of those commuters who don’t wish to travel all the way into Downtown Los Angeles for employment?
6. Fontana is uniquely well positioned to capitalize on the Metrolink station because a freeway does not come between the station and Downtown; most other Metrolink stations have a problem with a freeway or other major barrier severing their connections to Downtown districts.

“TIME KILLS DEALS” - TAP PANELIST

11. To help small businesses succeed the City could provide soft second mortgages or help them acquire SBA loans.
12. How can Downtown Fontana get businesses? The City can offer subsidies, develop catalytic/demonstration projects, build on Chaffey College, and provide strong leadership and an understanding of what it will take to see the City’s vision from start to finish, from the top to the bottom.
13. The City must let people know there are development opportunities in Downtown Fontana and that the City is willing and open to change.
14. The City can incentivize development through reduced parking standards, fast-tracked entitlement processing, capital investments, and supporting the expansion of Chaffey College, Kaiser, and Metrolink.
15. The City should advertise its reduced fee program for Downtown development. It’s great that their fees in Downtown are 50%, but developers don’t know about it.
7. There are two types of transit users: those who will drive to the station and those who will walk. Both of these users need to be addressed to maximize the station area’s potential.
8. Currently the Fontana Metrolink Station has 390 parking spaces, 150 of which are used on any given day. Sometime in the future, Metrolink is planning to have 700 parking spaces per station. In Fontana that would mean the addition of 310 spaces. Parking for transit riders is a critical factor that must be taken into account as plans develop for and around the Metrolink station.
9. Metrolink parking structures can be shared to maximize space (i.e., they can also serve as the guest parking spaces for residential projects). They can also be activity centers if the structure incorporates ground-floor retail.
10. Metrolink often struggles with the “last mile” question. The first mile is the distance between a transit-rider’s home and the closest station and the last mile is the distance between exit station and final destination (office, a shopping center, school, etc.). The question becomes: how you can get people from their homes to their entrance station and from their exit station to their destination without the use of an automobile? If a Metrolink parking lot is full, potential riders could be prevented from taking transit because they are unable to park their cars at the station.

Role of Metrolink/Multimodal Station

1. The Metrolink property, including the park at Orange Way and Sierra Avenue, is owned by the County of San Bernardino and maintained by the City of Fontana.
2. The median income for Metrolink users who ride the San Bernardino line is \$61,000, and most of these riders travel from their home station to Downtown Los Angeles.

Role of Major Destinations

1. Downtown Fontana already has several major drivers for future development: Kaiser Medical, Chaffey College, City Hall, and Center Stage, but the current business mix does not cater to the needs of these users.
2. Chaffey College is currently a two-year institution, and the Fontana Campus is one of three. It currently has limited offerings, but the college intends to expand the campus and provide a full range of courses and programs. The college currently has approximately 2,300 students, mostly from Fontana and Rialto. Chaffey College does not currently have a fine arts curriculum, but the college is adding new classrooms, two of which will be an art studio and dance room.
3. Chaffey College students go to Carl's Jr. to eat and hang out between classes. If a student has a morning and afternoon class they need somewhere else to spend their time; Downtown Fontana can provide those types of places.
4. Entrepreneurs that relate to major employers in the region (Chaffey College, Kaiser) could potentially be attracted to locate in the Downtown.

Downtown Competition

1. New residential projects in Downtown must compete for buyers with the City's new single-family housing stock. Some of the comparison stations are located in communities with a relatively old housing stock, and their TOD projects do not face the same competition. However, the nationwide trend of growing households without children is creating a market for new housing products that cater to Gen Yers and Baby Boomers.
2. The Promenade Specific Plan poses a major threat to Downtown's success: freestanding restaurants in a lifestyle commercial center at the Promenade will be a "bullet through the heart" of Downtown Fontana. This rationale applies to growing commercial centers around Kaiser. City needs a much more thorough market demand analysis, along with specific recommendations for target retailers/services in the Downtown.
3. If the Promenade Specific Plan features residential uses with limited retail, Downtown Fontana can draw from the Promenade's new residents without competing with it for retail dollars.
4. At community events the City should look to bring in vendors that complement, not compete with, existing Downtown businesses. Downtown businesses should participate in the events and outside vendors should fill in the retail gaps. The goal should be to create, for a moment in time, the business mix the City wants to see permanently.

Examples of Successful Downtown Areas That Have Tackled Similar Conditions

1. Boulder, Colorado
 - The college helped Boulder succeed; students, parents, faculty, and visitors all help bolster Boulder's Downtown businesses.
 - Pearl Street has transformed into a culinary mecca, attracting visitors from across the country. "Food crosses borders."
 - Students that go to the university do not spend their time on Pearl Street; they go to other parts of the City that focus on small-scale businesses that cater to local residents.
 - Event programming helped Boulder reduce its vacancy rates.
2. Downtown San Diego, California
 - The transformation of Downtown San Diego was spurred by the development of the San Diego Convention Center.
 - The abundance of underutilized parking lots in Downtown San Diego provided the canvas for wide-scale redevelopment.
3. Shared Parking at Metrolink Stations
 - Fullerton Metrolink and Poinsettia Station in Carlsbad are good examples of shared parking programs.
4. Palm Springs, California
 - Restaurants on Palm Drive in Palm Springs bring people to the corridor's businesses.
 - Live music and entertainment were the catalysts for change along Palm Drive.
 - "Successful businesses attract new businesses".

"SUCCESSFUL BUSINESSES ATTRACT NEW BUSINESSES"

- TAP PANELIST

- People drive to Palm Drive to people watch. They end up staying the entire day or evening eating in the restaurants, shopping in the businesses, and using the public spaces.
- Event programming helped Palm Springs reduce its vacancy rates.

Boulder, Colorado



Downtown San Diego, California



Fullerton, California



Palm Springs, California





FARMERS MARKET IN SANTA FE PARK

5.1 BEFORE/AFTER SCENARIO A

View looking west on Arrow Boulevard



Before



After

5.2 BEFORE/AFTER SCENARIO B

View looking east on Spring Street



Before



After

5.3 BEFORE/AFTER SCENARIO C

View looking southwest at intersection of Orange Avenue and Sierra Avenue onto Santa Fe Park



Before



After

5.4 ADDITIONAL SCREEN SHOTS



New residential development in Opportunity Area #1



New residential development in Opportunity Area #3



SEATING OUTSIDE THE LEWIS LIBRARY AND TECHNOLOGY CENTER



Young Digerati

Young Digerati are tech-savvy and live in fashionable neighborhoods on the urban fringe. Affluent, highly educated, and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars--from juice to coffee to microbrew.



Money and Brains

The residents of Money & Brains seem to have it all: high incomes, advanced degrees, and sophisticated tastes to match their credentials. Many of these city dwellers are married couples with few children who live in fashionable homes on small, manicured lots.



Bohemian Mix

A collection of mobile urbanites, Bohemian Mix represents the nation's most liberal lifestyles. Its residents are an ethnically diverse, progressive mix of young singles, couples, and families ranging from students to professionals. In their funky row houses and apartments, Bohemian Mixers are the early adopters who are quick to check out the latest movie, nightclub, laptop, and microbrew.



Family Thrifts

The small-city cousins of inner-city districts, Family Thrifts contain young, ethnically diverse parents who have lots of children and work entry-level service jobs. In these apartment-filled neighborhoods, visitors find the streets jam-packed with babies and toddlers, tricycles and basketball hoops, Suzukis and Kias.



Park Bench Seniors

Park Bench Seniors are typically retired singles living in the racially diverse neighborhoods of the nation's satellite cities. With modest educations and incomes, these residents maintain low-key, sedentary lifestyles. Theirs is one of the top-ranked segments for TV viewing, especially daytime soaps and game shows.



White Picket Fences

Midpoint on the socioeconomic ladder, residents in White Picket Fences look a lot like the stereotypical American household of a generation ago: young, upper-middle-class, and married with children. But the current version is characterized by modest homes and ethnic diversity, including a disproportionate number of Hispanics and African-Americans.



PLAZA AT FONTANA'S CITY HALL