

# COMPASS BLUEPRINT

new directions for growth



## Southeast Industrial Area Recommendations and Concepts for the City of Fullerton



June 2008

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The contents of this report reflect the views of the author, who is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of SCAG or DOT. This report does not constitute a standard, specification, or regulation.

## Compass Blueprint

This project was funded by the Southern California Association of Governments (SCAG) Compass Blueprint Demonstration Project Program. Compass Blueprint provides tools to cities to evaluate planning options and stimulate development consistent with the region’s goals. SCAG provides cities with support to help with visioning, infill analysis, policy assistance, economic and marketing assistance, and developing communication tools.

## Funding

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## Acknowledgements

Beginning in 2003, the five North Orange County Cities (NOCC) of Brea, Fullerton, La Habra, Placentia, and Yorba Linda undertook a cooperative effort to define a vision for transit in North Orange County. The five cities have received grant funding from the Reduce Orange County Congestion program and the Southern California Association of Governments (SCAG) Compass Blueprint Demonstration Program, which together with the Orange County Transportation Authority (OCTA) Go Local program have provided funding (as well as in-kind City staff support) to explore opportunities for transit-oriented development around an emerging high-capacity transit system.

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## Background

In 2001, SCAG started a regional visioning process that culminated in a strategy for regional growth that would accommodate the coming growth while providing for livability, mobility, prosperity, and sustainability. This strategy, called “Compass Blueprint,” promotes a stronger link between transportation and land use planning at both regional and local scales so that growth is directed toward areas that offer mobility and transportation choices. Compass Blueprint encourages creative, forward-thinking, and sustainable development solutions that fit local needs and support shared regional values. The strategy is broadly based on four key principles, called the “Compass Principles.”

- **Principle 1: Improve Mobility**
- **Principle 2: Foster Livability in All Communities**
- **Principle 3: Enable Prosperity for All People**
- **Principle 4: Promote Sustainability for Future Generations**

Compass Blueprint is now in the implementation phase and SCAG is partnering with cities and counties in southern California to realize this growth vision. A series of Compass Blueprint Demonstration Projects were conducted that exemplify the goals shared by the Compass Blueprint and unique visions of local communities. The City of Fullerton applied for Compass Blueprint services and was selected to be one of these demonstration projects.

## North Orange County Cities Transit Planning

Beginning in 2003, the five NOCCs of Brea, Fullerton, La Habra, Placentia, and Yorba Linda undertook a cooperative effort to define a vision for transit in North Orange County, resulting in the 2004 Transit Feasibility and Alignment Study.

In 2007 the NOCC undertook the next logical steps to develop a future transit system emphasizing connections to Metrolink and reflecting the link between transit system planning and land use planning, specifically addressing the following elements:

- Needs assessment
- Public outreach
- Coordinated transit and land use
- Refined transit technologies concept
- Refined transit route and station planning
- Evaluation of alternatives
- Preferred strategy and funding application

In addition to the specific requirements of each of the participating cities, the global objectives of the NOCC initiative include the need to profile existing transit/transportation services and study existing connections to Metrolink and to subsequently develop alternate service solutions, which may range from higher capacity bus or rail solutions to shuttle and feeder services.

The concepts and recommendations contained in this report were developed in conjunction with the efforts undertaken for the NOCC initiative.

## Project Summary

Throughout southern California, established industrial areas are experiencing a transition from their historical status as centers for manufacturing and distribution of goods to other forms of employment, and nonindustrial uses. Some portions of the Southeast Industrial Area in the city of Fullerton are undergoing such a transition.

This demonstration project will look at the future role of this industrial area in the City and more specifically how it may continue to provide the City with an important jobs base while at the same time improving its function and form to compete in the future global economy. The demonstration project is designed to achieve three overarching objectives:

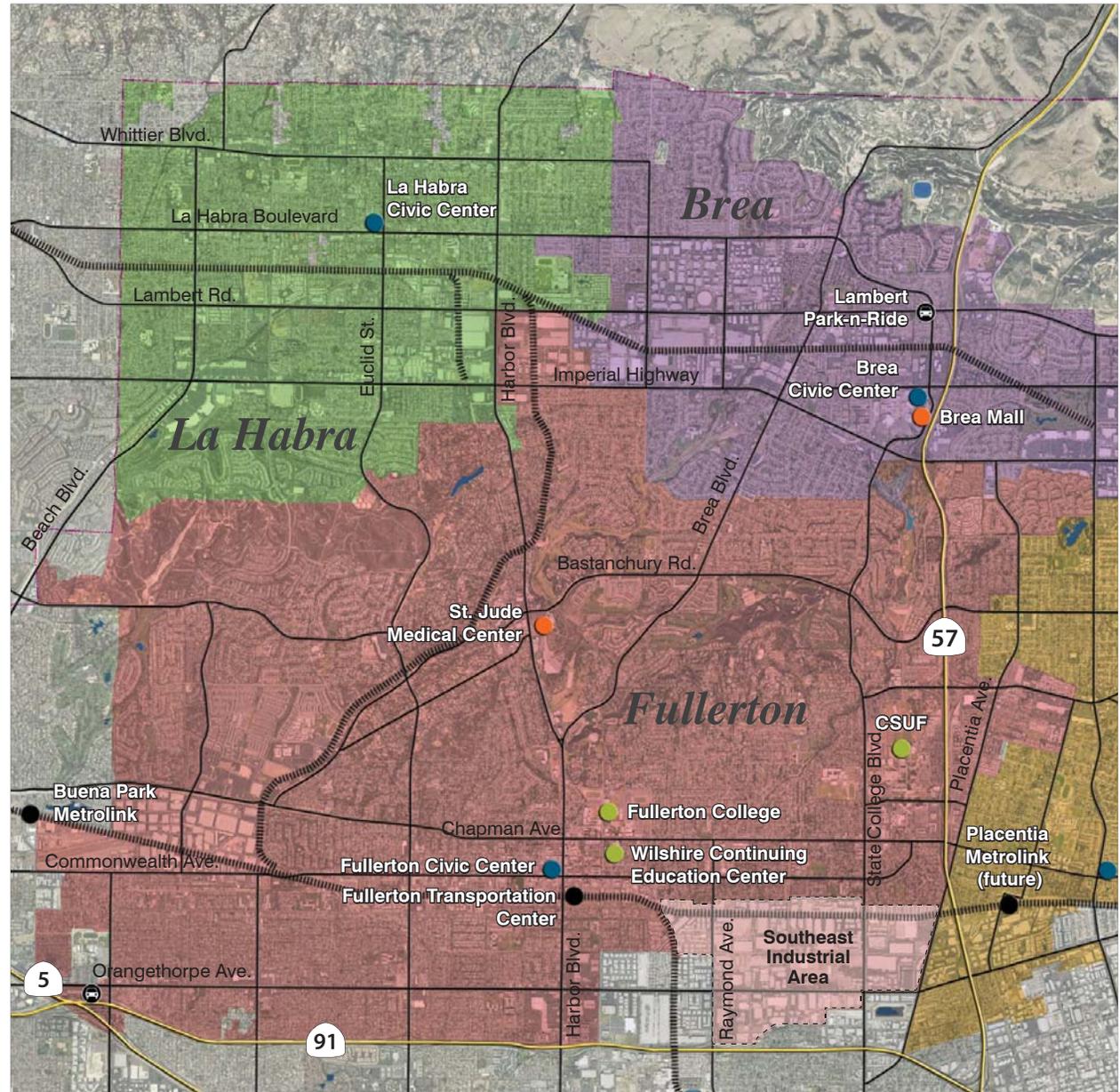
- Evaluate and provide recommendations concerning the Southeast Industrial Area’s (SIA) current and long-term role in the community, for input into the General Plan Update.
- Develop integrated land use and transit strategies based on OCTA plans for expansion of transit services.
- Provide implementation goals, principles and policies for managing and directing incremental growth in the SIA.

## About the City of Fullerton

The City of Fullerton, with a population of approximately 135,000 residents in 2005, is a community with a rich heritage. The increase in high density housing and an abundance of new developments help Fullerton to evolve and grow. The City is known as a community focused on education. It has 18 public elementary schools, three public junior high schools, five public high schools, and five colleges/universities, including California State University, Fullerton.

There is a diverse range of businesses, including educational, institutional, aerospace, manufacturing and industrial, and financial firms. This balance in Fullerton helps improve Orange County's economy as a whole. The City's ideal location and commitment to public transportation have contributed to continued economic growth in the City. OCTA, Amtrak, and Metrolink provide major connections within the City and region.

### Regional Location



**Economic Conditions**

The following economic data for the City of Fullerton was obtained from a 2007 study titled “Economic Trends and Conditions,” by Stanley R. Hoffman Associates

*Employment Trends*

California State University, Fullerton is the largest individual employer in the City, with approximately 2,885 employees, followed by St. Jude Medical Center with 1,700 employees and Raytheon Systems Company with 1,500.

Local, state, and federal government jobs comprised about 16.3% of the total jobs in the City. Non-government employment categories in the City in 2005 were manufacturing (18.9%), retail trade (11.9%) and health care (11.9%).

Employment in sectors usually requiring higher education and skills including professional, scientific and technical, finance and insurance, real estate and rental leasing, information, and management of companies and enterprises comprised only 9% of the total jobs in the City.

As estimated in 2005, the average wage in the City (\$41,763) was relatively lower compared to the North Orange County subregion (\$42,405) and Orange County (\$49,177).

In 2003, of the 58,818 private-sector employees in the City, about 9.2% lived in the City. About 44.7% of the employees lived within Orange County and 28.3% commuted from Los Angeles County.

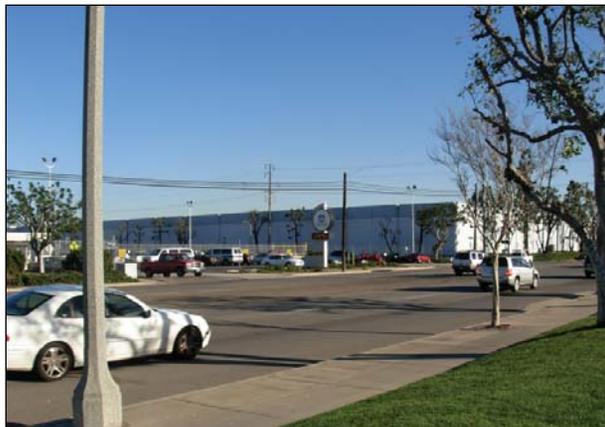
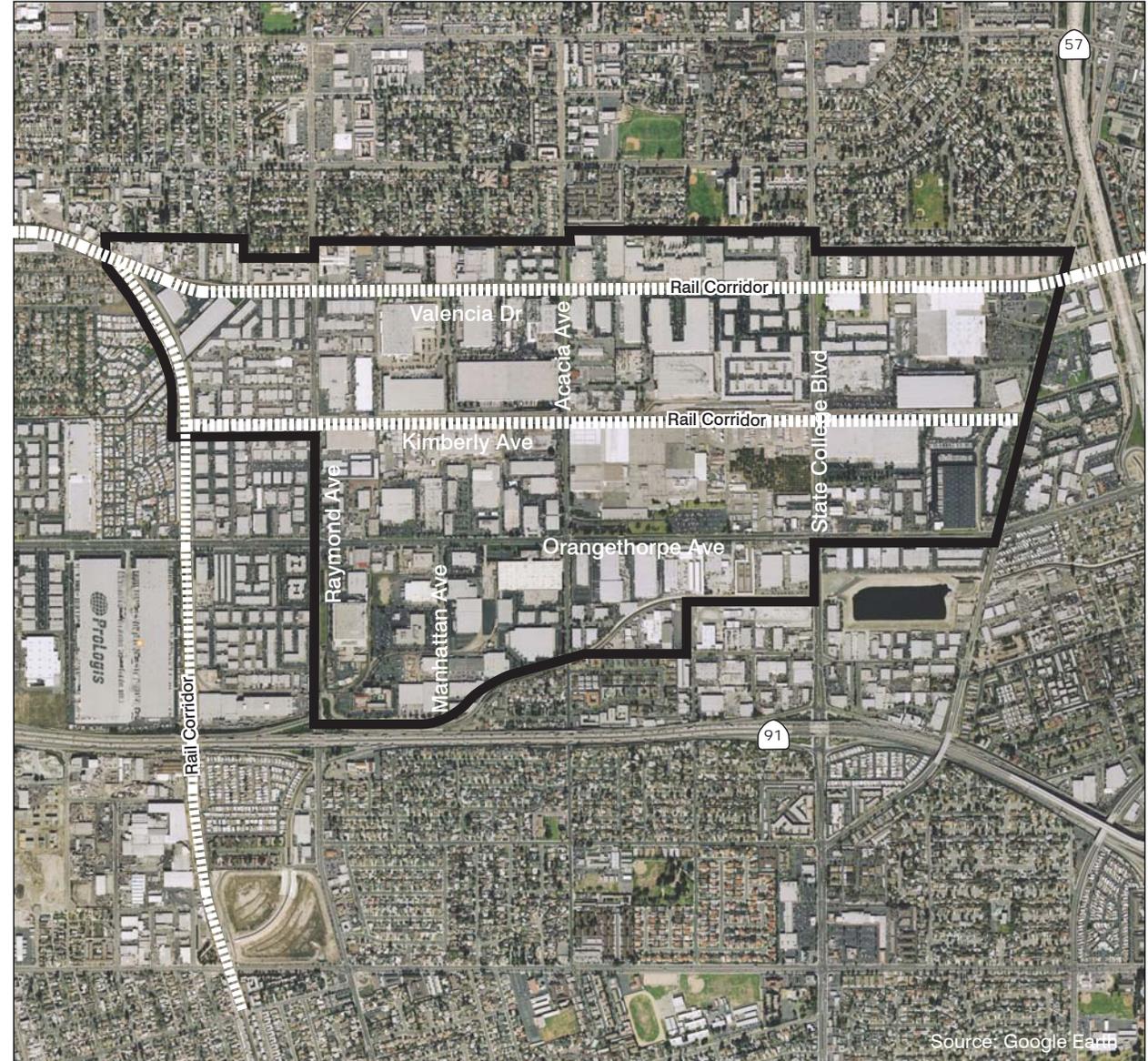
### Southeast Industrial Area Today

#### Current Land Uses

The study area is in the southeast area of Fullerton, about three-quarters of a mile south of California State University, Fullerton (CSUF). It is bordered to the east by the City of Placentia and to the south by the City of Anaheim. This area consists of new and mature industrial buildings with a small amount of retail. The site is surrounded by low to medium density residential to the north and industrial uses to the east, south, and west.

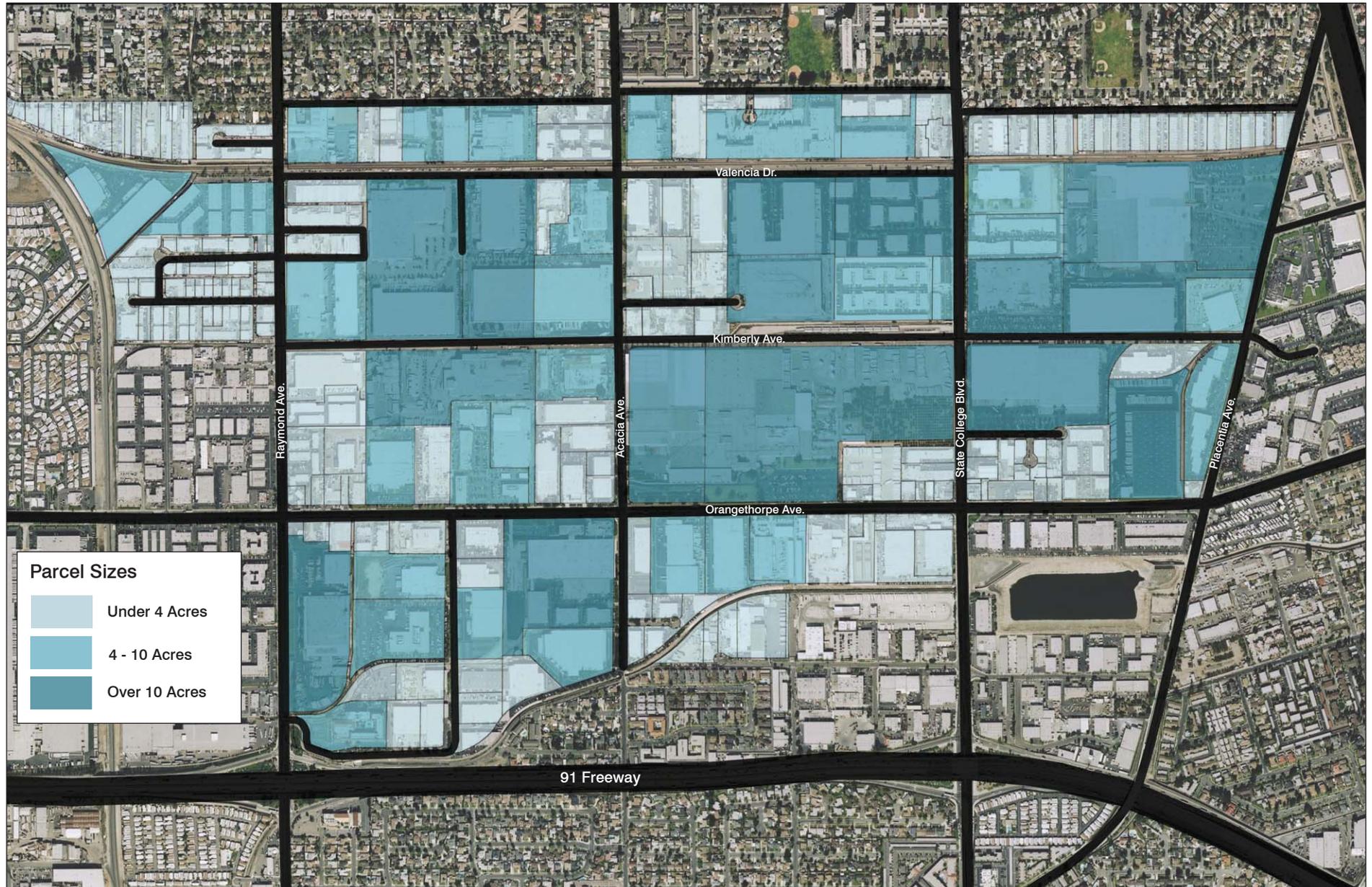
There will be a General Plan update, which will indicate the SIA as an area for future study. There are large parcels that have been subdivided to create small business centers, such as the Kimberly Business Center on Kimberly Avenue. Parcels range in size from less than two acres to over 50 acres.

Southeast Industrial Area



Southeast Industrial Area

## Existing Parcel Sizes



## Regulatory Framework

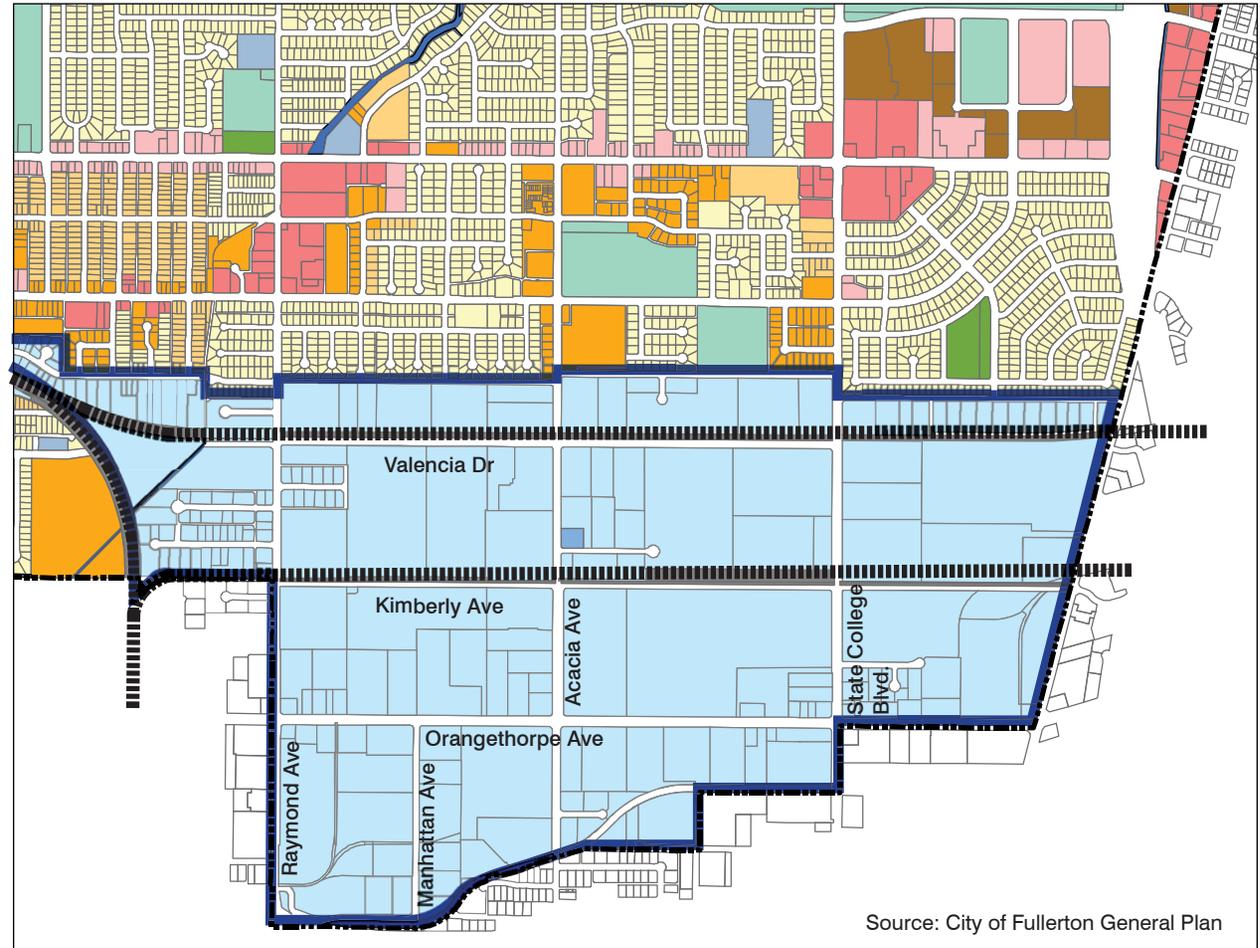
### General Plan and Zoning Designation

The SIA primarily consists of industrial manufacturing park zones ranging in minimum lot sizes from 30,000 to 200,000 square feet, with the most common lot size being 200,000 square feet. General manufacturing and commercial manufacturing zones are found within the site boundaries at Raymond Avenue and Valencia Drive, State College Boulevard and Orangethorpe Avenue, and State College Boulevard and Valencia Drive. The SIA is surrounded by single-family residential, multifamily residential, and public land.

The 1997 Fullerton General Plan identified the following land use goals for the SIA:

1. Intensify economic use of land and maximize employment opportunities
2. Build in potential for multimodal transportation
3. Consider mixed-use opportunities, such as live/work and lofts, in warehouse-dominated areas
4. Establish pedestrian and bicycle links to transit centers/stops

Current General Plan Land Use



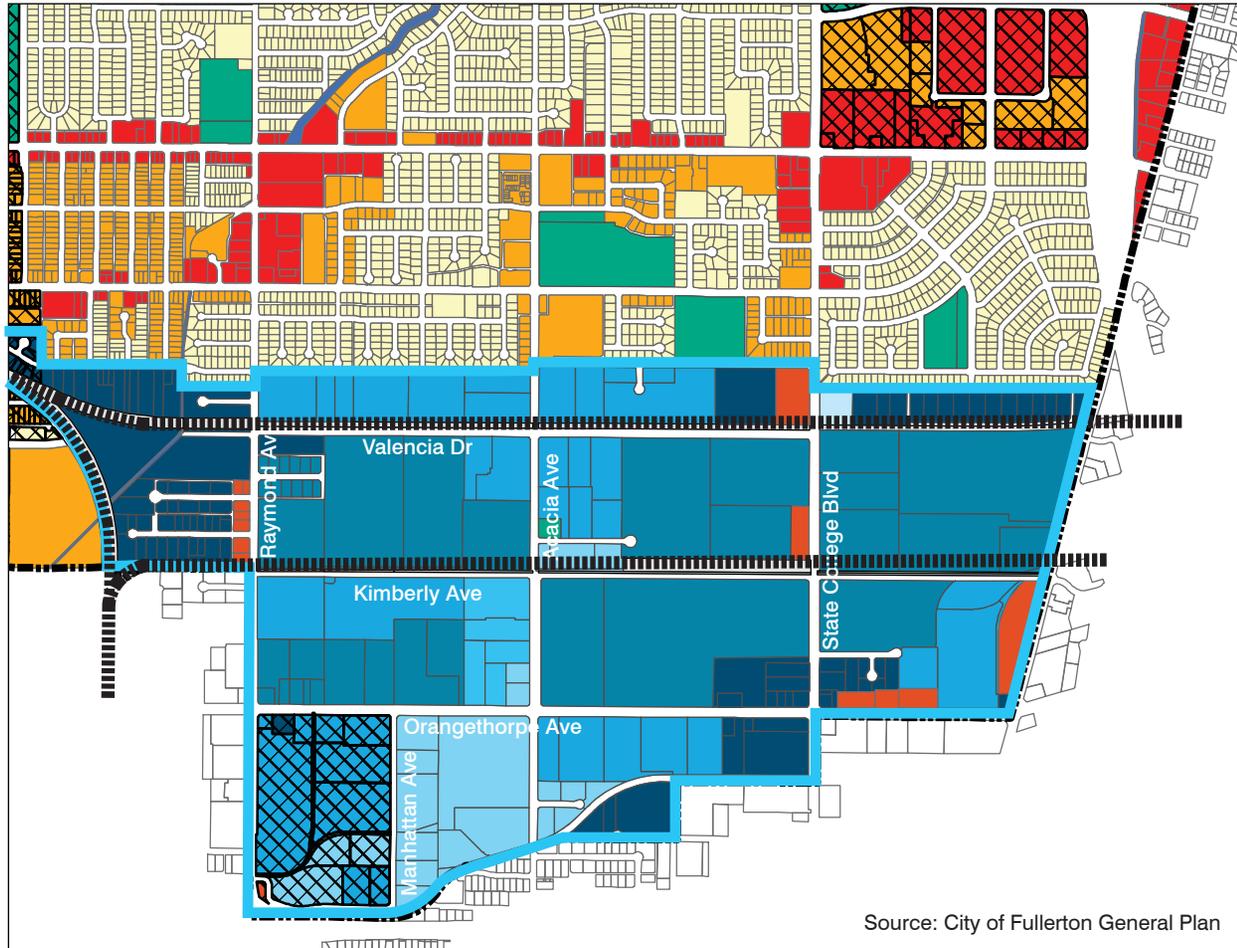
Source: City of Fullerton General Plan

Land Use

Low Density Residential	Downtown Mixed Use	Water
Low Medium Density Residential	Industrial	Railroad
Medium Density Residential	Government	Street Parcel
High Density Residential	Religious Use	
Greenbelt Concept Residential	School	
Commercial	Parks and Recreation	
Office		

# Recommendations Report

## Current Zoning Designations



Source: City of Fullerton General Plan

### Industrial - Manufacturing Park

- |                                |                           |                       |
|--------------------------------|---------------------------|-----------------------|
| Minimum lot size 30,000 sq ft  | Single-family Residential | Public Land           |
| Minimum lot size 40,000 sq ft  | Multi-family Residential  | Flood Control Channel |
| Minimum lot size 80,000 sq ft  | Commercial/Office         | Redevelopment Areas   |
| Minimum lot size 100,000 sq ft | Commercial Manufacturing  | City Boundary         |
| Minimum lot size 200,000 sq ft |                           | Railroad              |
| General Manufacturing          |                           |                       |

## Transit and Circulation

### Transit

The study site is in the southeast portion of Fullerton, west of State Route 57 (SR-57) and north of SR-91. The area is largely characterized by industrial uses, with residential areas nearby and the Fullerton Transportation Center (FTC) just west of the site. An existing BNSF rail corridor runs through the area to the north, and is served by the Metrolink 91 line, which travels from LA Union Station to downtown Riverside. Additionally, the FTC is served by the Orange County line, OCTA buses, taxis, and inter-city rail (Amtrak Pacific Surfliner). At the FTC, about 890 passengers board the Orange County and 91 lines daily. Adjacent stations to the Fullerton Station are Buena Park and West Corona Station.

The study area is served by OCTA routes 30, 53, 57, 147, and 213A; routes 26 and 47 stop nearby. Routes 47, 53, and 57 are among the most productive OCTA bus routes in terms of per mile ridership. The heavily traveled route 57 runs from Brea to Newport Beach with an average of 2,274 riders daily, passing through the study site along State College Boulevard, a future Bus Rapid Transit (BRT) corridor.

### Bus Rapid Transit

BRT is designed to stop at key destinations in order to provide faster service in existing transit corridors. BRT offers frequent service, has its own distinct identity, utilizes traffic signal priority, and serves customized bus shelters that display real-time bus arrival information.

The following three BRT routes will be implemented by OCTA during the next four years.

#### *Harbor Boulevard BRT*

The Harbor Boulevard BRT Project is scheduled for completion in late 2008. Route 43, which travels along Harbor Boulevard, is the busiest bus route in the county. The goal for the Harbor Boulevard BRT Project is to decrease travel time for customers and improve travel speed.

#### *Westminster Boulevard/17th Street BRT*

The Westminster Boulevard/17th Street BRT Project is the second of three BRT projects to be implemented by OCTA and is scheduled for completion in late 2009. Service on Westminster/17th will operate over a 22-mile, east-west route between Santa Ana and Long Beach, becoming the first truly regional BRT service operated by OCTA by providing direct connections to multimodal transit services in Los Angeles County at the Long Beach Transit Mall.

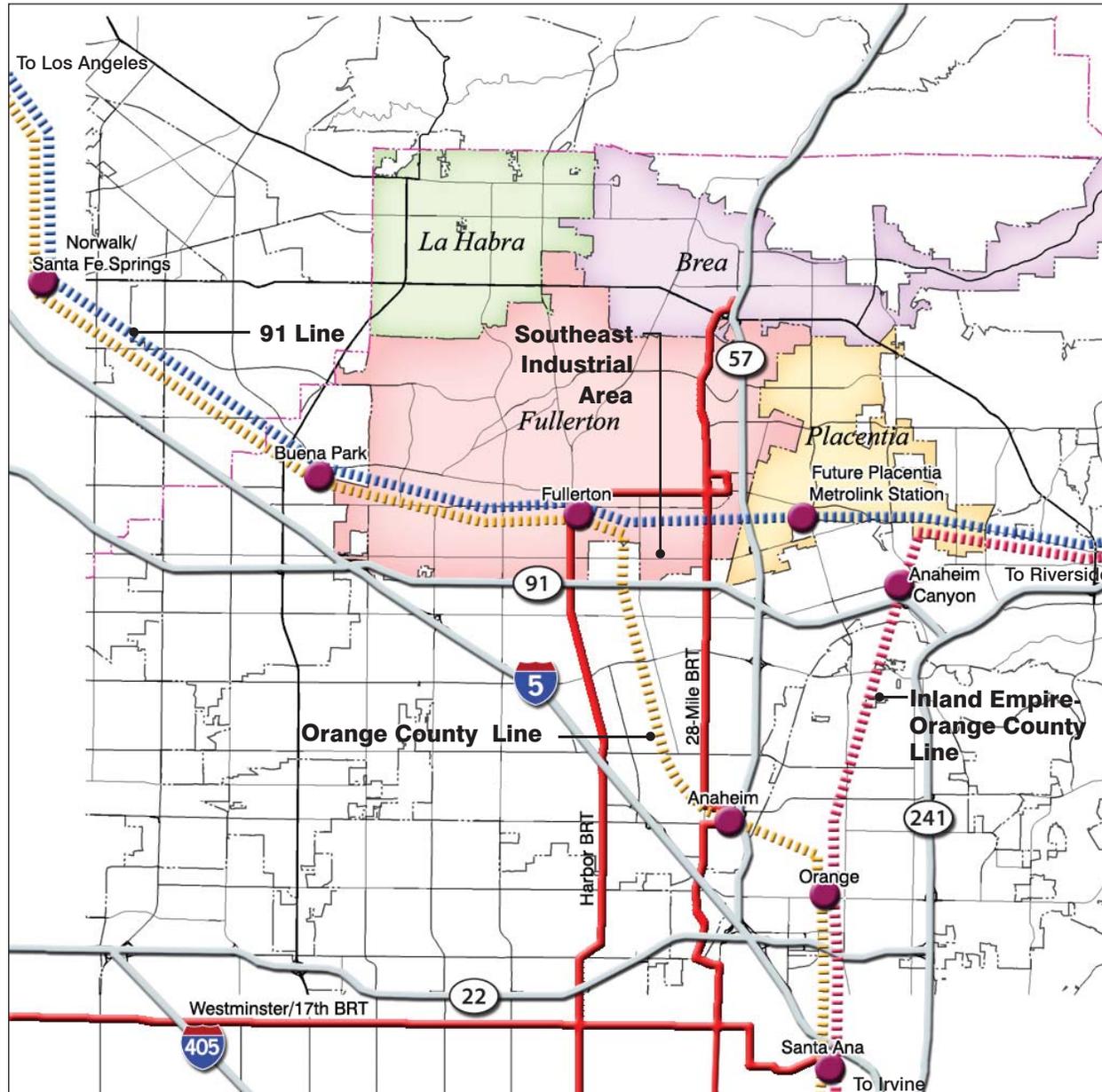
### *28-Mile BRT*

The Brea to Irvine BRT Project is the third of three BRT projects to be implemented by OCTA and is scheduled for completion in late 2010. The 28-mile Brea to Irvine route will operate northbound and southbound and will link Brea, Fullerton, Anaheim, Orange, Santa Ana, Costa Mesa, and Irvine. Five major transportation centers will be served, including the Fullerton Transportation Center, the Anaheim Regional Transportation Intermodal Center (ARTIC), the Depot at Santa Ana, John Wayne Airport, and the Irvine Transportation Center. The northern terminus of the 28-mile route will be at the Brea Mall, which now serves as a bus transfer center. The 28-mile BRT route is planned to operate along State College Boulevard through the SIA with a stop near Orangethorpe Avenue.



*Bus Rapid Transit Station*

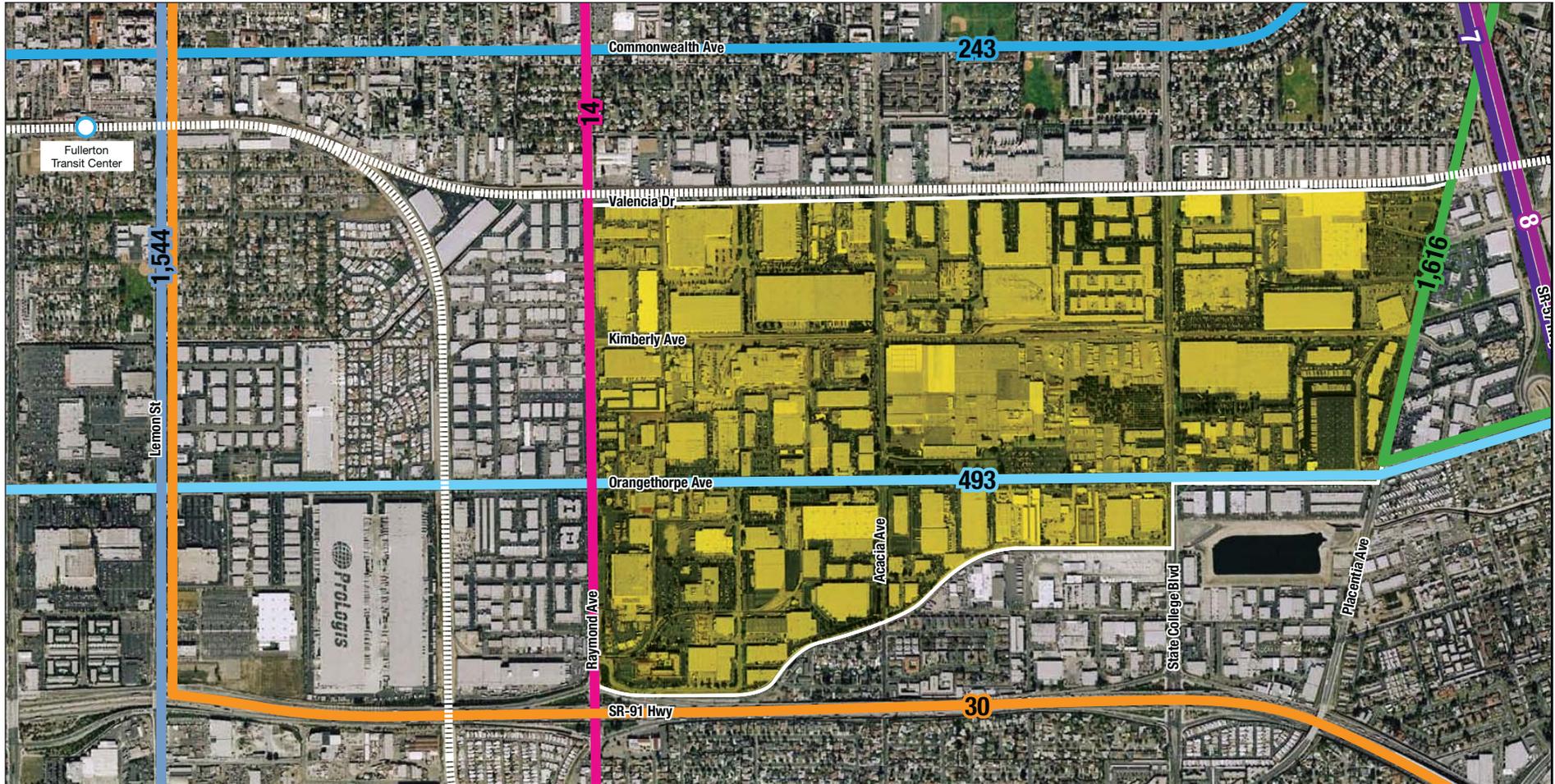
## Metrolink System and Planned BRT Routes



## Roadways

Major arterials (four to six lanes) in the study area include State College Boulevard and Orangethorpe Avenue, serving as the major north-south and east-west access routes to the site. Average daily traffic (ADT) volumes on Orangethorpe are 26,000 vehicles and 23,000 vehicles on State College. Placentia Avenue and Raymond Avenue are primary four-lane arterials, running north-south on opposite ends of the study area. Placentia Avenue is on the eastern edge of the study area, carrying 16,000 vehicles daily through the site. Volumes on Raymond vary from 19,000 north of Orangethorpe to 28,000 to the south towards SR-91. Acacia Avenue and Valencia Drive are secondary, two-lane arterials that intersect at the northern edge of the study area and carry less than 10,000 vehicles daily. In the segments adjacent to the study area, ADTs range from 308,000 to 315,000 on SR-57 and 252,000 to 255,000 on SR-91.

Average Daily Bus Ridership



Source: OCTA

Legend

 Study Area Boundary

**XXX**  
Average Daily Bus Ridership  
(in thousands)

 **26**  
Fullerton to Yorba Linda  
via Commonwealth Ave./Yorba Linda Blvd.

 **30**  
Cerritos to Anaheim  
via Orangethorpe Ave.

 **47**  
Brea to Newport Beach  
via Brea Blvd./Anaheim Blvd./Fairview St.

 **53**  
Brea to Irvine  
via Main St.

 **147**  
Brea to Santa Ana  
via Birch St./Brea Blvd./Habra Blvd./  
Raymond Ave./Haster St./La Veta Ave.

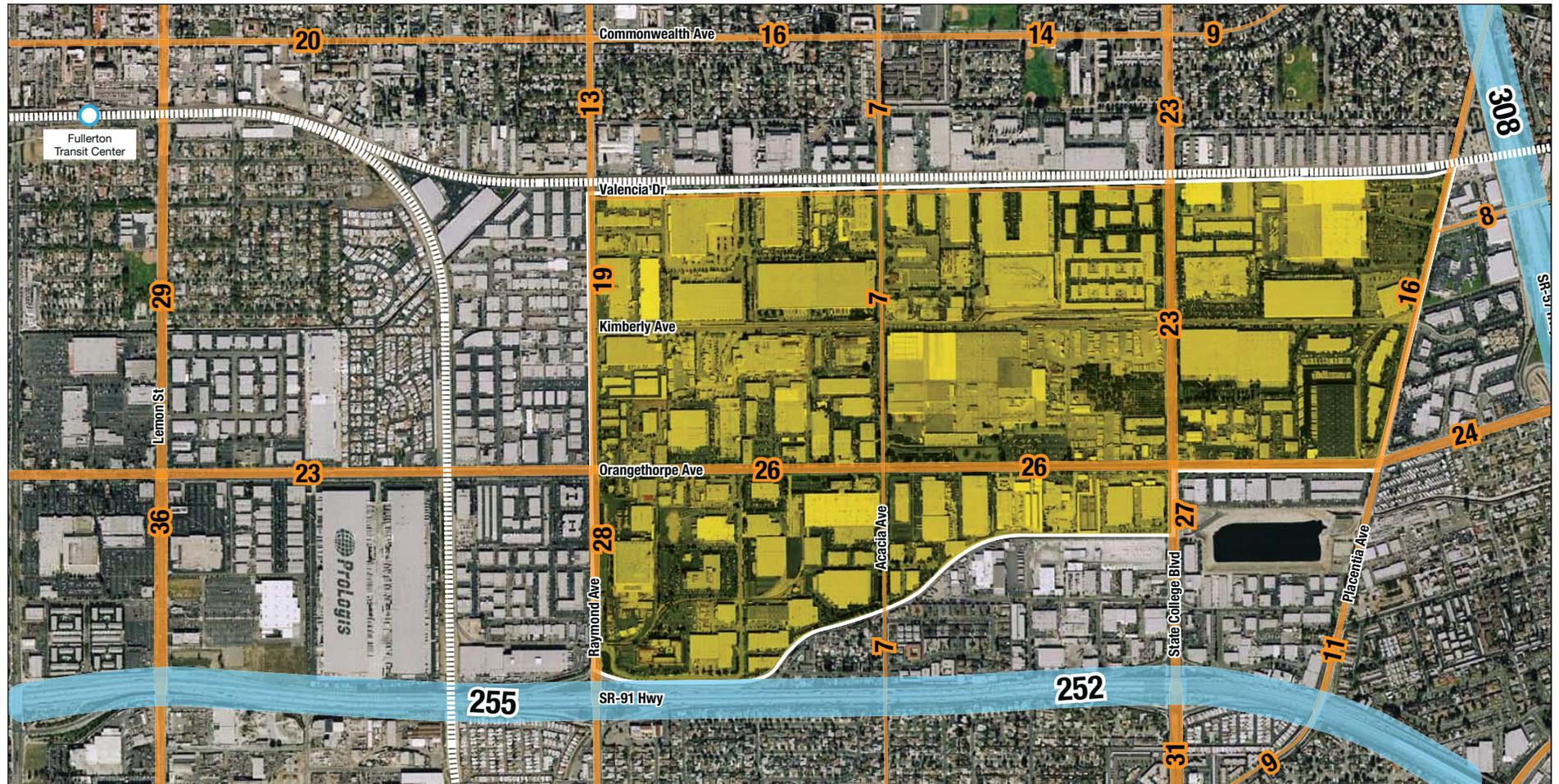
 **213**  
Brea to Irvine Express  
via 55 Freeway

 **757**  
Pomona to Santa Ana Express  
via 57 Freeway

 **758**  
Chino to Irvine Spectrum Express  
via the 57/5 Freeway

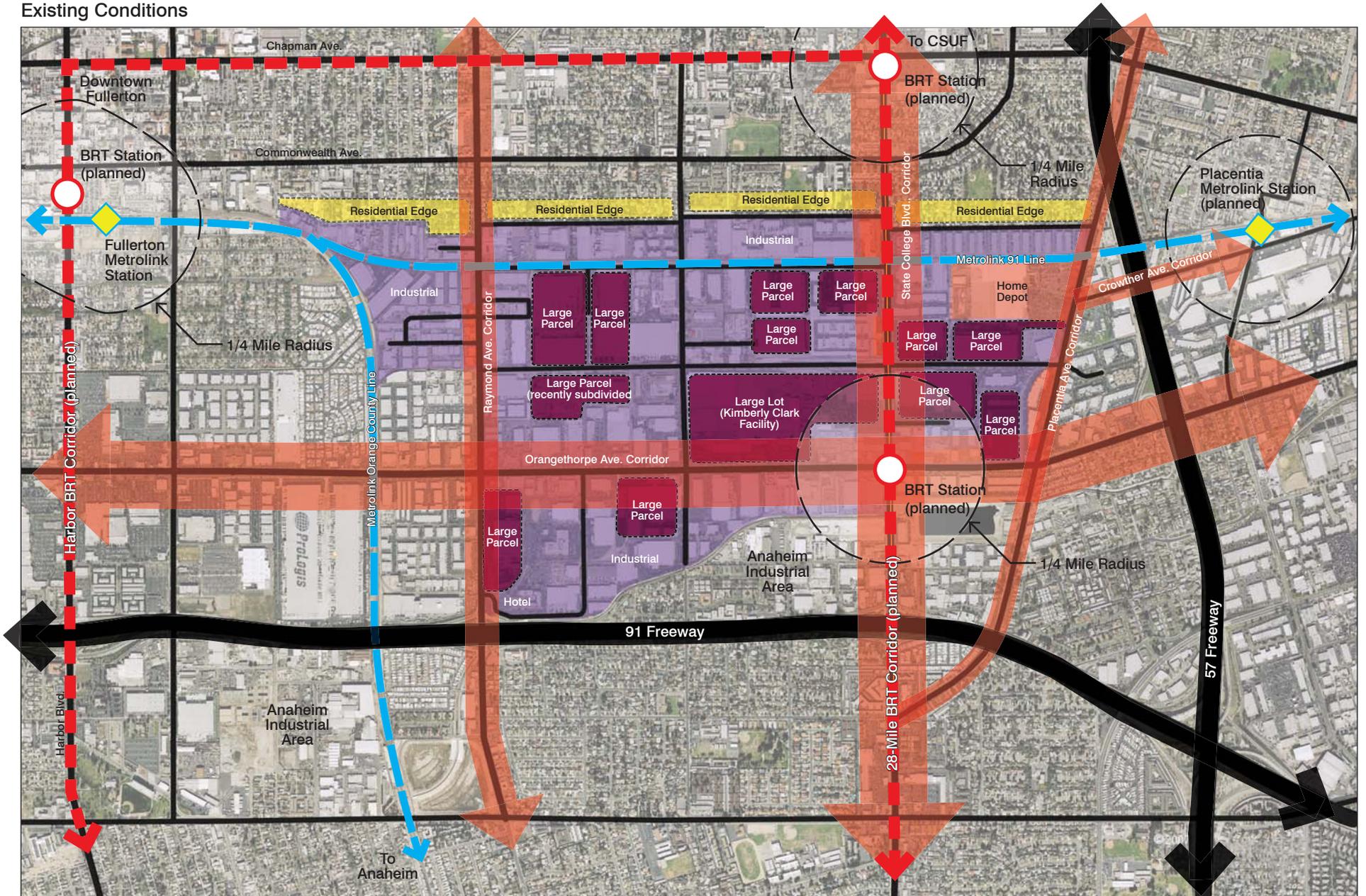
# Recommendations Report

## Average Daily Traffic Volume



Source: OCTA

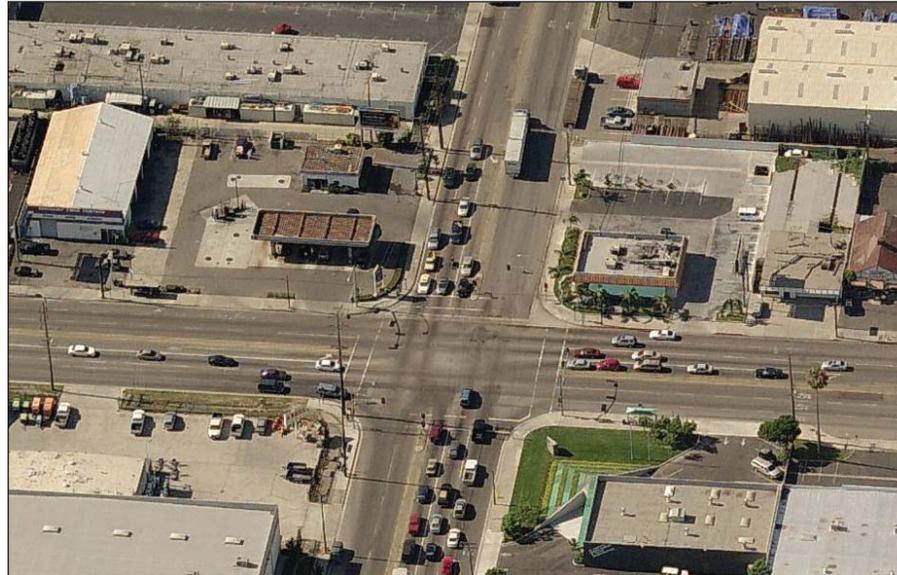
Existing Conditions



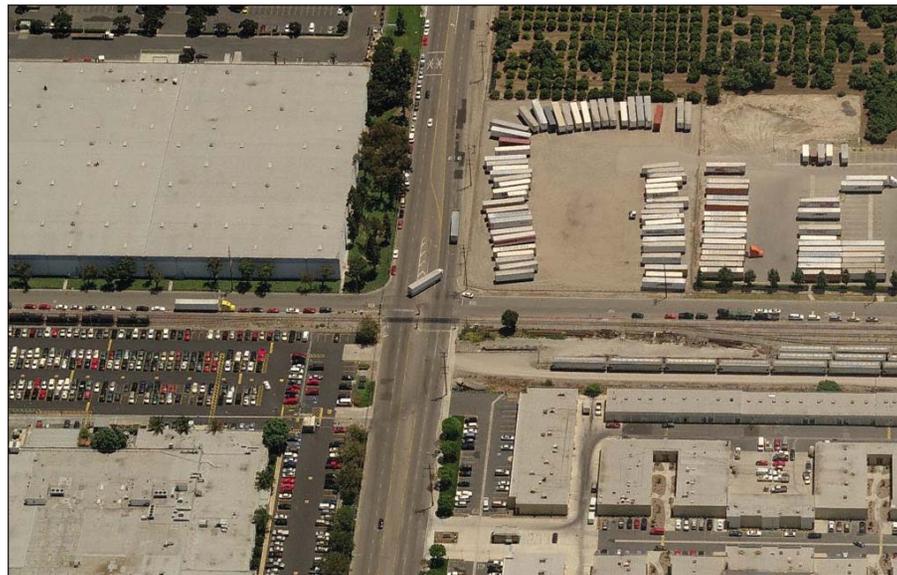
### Summary of Key Issues

The SIA in the City of Fullerton is ideally positioned to continue to provide the City with a strong employment base; however, it must adjust to take advantage of current and future economic trends. The following issues were identified in the course of our analysis and in speaking with City staff.

- Uncertainty of long-term and near-term viability of large-scale manufacturing
- Continued subdivision of large parcels into industrial condos
- Poor aesthetic appearance of corridors contribute to a lack of identity
- Insufficient parking in some industrial condo conversions results in overflow parking on adjacent streets
- Discontinuity of sidewalks and large block sizes create a poor pedestrian environment
- Potential contamination of industrial parcels could limit future uses

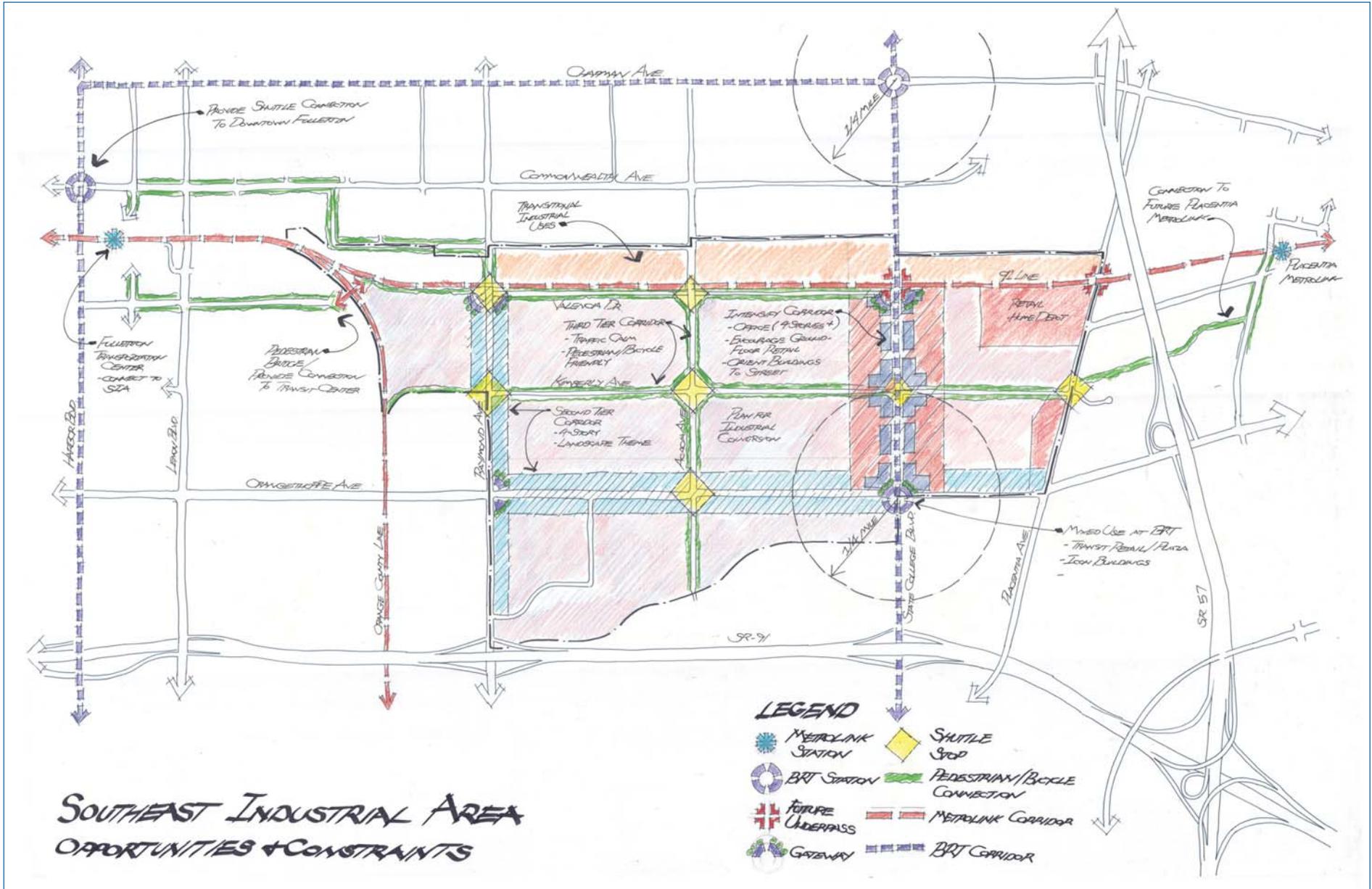


*Intersection of State College Boulevard and Orangethorpe Avenue looking north*



*Intersection of State College Boulevard and Kimberly Avenue looking south*

Preliminary Opportunities Map



## Policy Recommendations

### Establish programs to retain existing businesses

Several industrial operations have left the City recently. Several factors are responsible for businesses leaving Fullerton, but global economic trends are generally at fault. The City can do little to overcome these forces, but it can delay them.

Many communities seek large-scale manufacturing operations precisely because they are stable and unlikely to relocate on a whim:

- Manufacturers typically have a sizeable investment in their facilities, both the buildings and machinery.
- Their workforce, even if not highly skilled, constitutes an investment in on-the-job training.
- Their locations often represent an economically lucrative placement relative to their suppliers or customers.

With these economic factors, it usually takes a rather sizeable cost differential to induce such an operation to pick up and relocate. Cities are usually not in a position to intervene and create incentives to overcome such a price differential, especially after the company has made its decision.

The costs of doing business in California reduce the likelihood of an out-of-state company opening a new large-scale Fullerton operation. Low industrial vacancies in Los Angeles and Orange Counties increase the likelihood that local manufacturers wanting to expand will have difficulty expanding in their current locations. In these situations, businesses can locate the expanded portion of their operations in a secondary facility or consider moving their entire operations. The typical expanded operation would not, however, fill the larger facilities in the SIA. While a firm relocating an entire operation in southern California could possibly fill a large existing industrial building, a vacant facility in Fullerton would have to compete with greenfield industrial sites in the Inland Empire. These relocations happen, but not often, and a vacant Fullerton facility could sit unused for a long time waiting for a relocation.

Warehousing and distribution create much of the Southland's demand for large scale industrial space. Warehousing and distribution, however, bring negative externalities, including increases in truck traffic and associated negative impacts on air quality. Warehousing also tends to generate fewer jobs and less tax revenues than manufacturing.

There would not be a significant market for a large-scale industrial space if an existing large-scale business should leave the SIA, and such a site could sit vacant for a long time waiting for a single user, unless the city wants to attract warehousing and distribution.

The city values the large industrial lot sizes and the large businesses they attract. Through its business visitation program, the City can understand the challenges these business face and how it can help alleviate those challenges, helping to retain the large businesses. In addition, the City could consider land use policies restricting the encroachment of residential uses to minimize the potential for adverse litigation.

Assessing the possibility of individual relocations by reviewing stock analysis reports of the corporations operating in the area and by assessing the life-cycle stage of the products manufactured there could be performed. These are not uncommon economic development analysis tools. The more common tool, however, would have the city conduct interviews with these businesses as part of an annual business visitation program. We understand that the city has recently or will soon hire a staff position in part to conduct a visitation program.

### **Establish a vision for the Southeast Industrial Area.**

Communicating Fullerton’s vision for the SIA and encouraging input from diverse constituencies in the City will be critical to developing an effective policy regarding the SIA. The following initiatives can be undertaken to promote the City’s vision for the SIA.

- Branding campaign
- Promote economic benefits to public officials and stakeholders
- Outreach to targeted businesses

### **Review and revise planning and zoning regulations.**

Fullerton should review and revise planning and zoning regulations, providing flexibility for the SIA to accommodate changes in the industrial sector. However the City should limit the introduction of new commercial and other nonindustrial/office uses in the existing industrial zones.

The introduction of new zoning categories and regulations to accommodate the types of industrial uses the City is targeting can be implemented to ensure quality development. Some of these changes may include:

- Increasing the allowable floor area ratio
- Creating new zoning definitions that reflect the needs of emerging industries
- Increasing the amount of accessory and office space allowed

### **Create a strategic partnership with Cal State Fullerton and private industry to establish business incubators.**

Delivering public economic development assistance programs—such as workforce investment board job-training programs, business incubators, small business development centers, business assistance programs, and university-affiliated research and development—at or near the SIA is one key way for the public sector to actively improve the business location’s economic value.

Business incubators represent entrepreneurial and innovative businesses that can only be established under specific conditions. Industrial lands play an important role in facilitating incubator space for small start up and creative businesses. The relatively low rents, variable lot sizes, and environment make industrial areas ideal locations for business incubators. In addition, as these businesses grow and expand they often need additional space to transition into larger-scale manufacturing and assembly firms.

Many of business incubators are cleaner than the traditional industrial businesses of the past. In order to recruit and attract these and other new businesses, the City must provide land where they can locate.

Funding mechanisms, such as Department of Commerce grants, and collaborative arrangements between the City, Cal State Fullerton, and the private sector will be key to the success of the SIA in establishing business incubators. Such partnerships can provide resources to emerging industries and spur economic development, create jobs, and attract new businesses in the SIA. A business incubator can provide start-up companies with competitive lease rates and offer services such as business consulting, marketing/advertising, human resources, accounting, and access to venture capital.

### **Position Fullerton to be a leader in clean technology and other emerging industries.**

The US economy is transitioning from an industrial to a knowledge-based economy. The industrial sector will continue to expand, but office-based jobs will provide the highest employment growth rates. However, today the term “industrial” does not only refer to large factories that are associated with negative impacts such as noise, traffic, and pollution. The term is used to describe a broad range of job producing uses such as biomedical research and manufacturing and the emerging green technologies sector. These industrial uses do not generate the negative impacts often associated with traditional industry.

The City has an opportunity to demonstrate green building principles in the SIA and establish an identity for the SIA as an area of innovation in emerging technologies. Clean or green technology (alternative energy, energy efficiency, clean transportation, green building recycling, etc.) produces goods and services in a more resource-efficient and sustainable way.

Industrial and research parks cluster businesses with certain core capabilities that reduce dependence on transportation and increase competitiveness. Preserving large industrial parcels could foster a diverse and flexible industrial base providing space where emerging employment sectors can grow.

Introducing a sustainable policy for the city can attract sustainable related industries to the city. The SIA's location near a regional transit system (Metrolink and the future BRT service) and institutions of higher learning (CSUF and Fullerton College) give it a strategic edge in attracting sustainable industries.

### **Limit the conversion of larger industrial parcels within the SIA**

During our site visit it appeared that most of the recent industrial condo and flex space was occupied, with few vacancies, and that more of these buildings were under construction. Generally, the US economy has tended to shift large-scale production of standardized products overseas and to generate more specialized products at domestic facilities. The transition from larger facilities to smaller and more flexible space partially reflects this structural economic change.

A market study conducted as part of the General Plan update could quantify and forecast the demand for industrial condo and flex space over time, but facts on the ground suggest that market demand for this type of industrial product continues to grow.

Land use and zoning polices could be implemented, requiring large industrial parcels to conform to the City's vision for the area.

A specific plan and/or master plan are tools that could be used to establish an overall vision and set design parameters for future development in the area.

A moratorium on the subdivision of large industrial parcels could be also be enacted if the City felt conversion of larger industrial parcels was detrimental to the City.

## Land Use and Transit Recommendations

Fullerton should focus its planning for the SIA on creating a highly competitive business location, both for the existing large industrial businesses and for the expected growth of office-based businesses. Three components should make up the city's efforts: functional improvements, economic improvements, and aesthetic improvements.

### Locate retail at key locations

We observed retail uses apparently interspersed throughout the SIA. Business and industrial parks can benefit from nearby retail uses. Workers typically make the majority of their daytime expenditures purchasing food and meals. Sites in and near employment centers thus make good locations for convenience stores and restaurants. Retailers also benefit from sites with good visibility and access to high traffic arterials and corridors. Such locations in and near industrial areas lacking adjacent residences, however, make challenging retail sites, and many retailers in business and industrial parks close in the evenings and on the weekends.

Land use planning should identify key intersections with high traffic volumes, preferably on the periphery of the SIA. Zoning regulations should limit retail uses to those nodes and seek to convert the remaining retail uses to nonretail office or industrial uses.

### Improve aesthetics of SIA

Communities that provide the quality of life desired by skilled and educated workers and those business locations that create the kinds of places where these workers want to work will achieve the most economic development success. The long-term vitality of the SIA will require the city to address aesthetics. The City should plan to create a high-quality environment that establishes a unique and enduring sense of place.

### Implement a comprehensive parking strategy

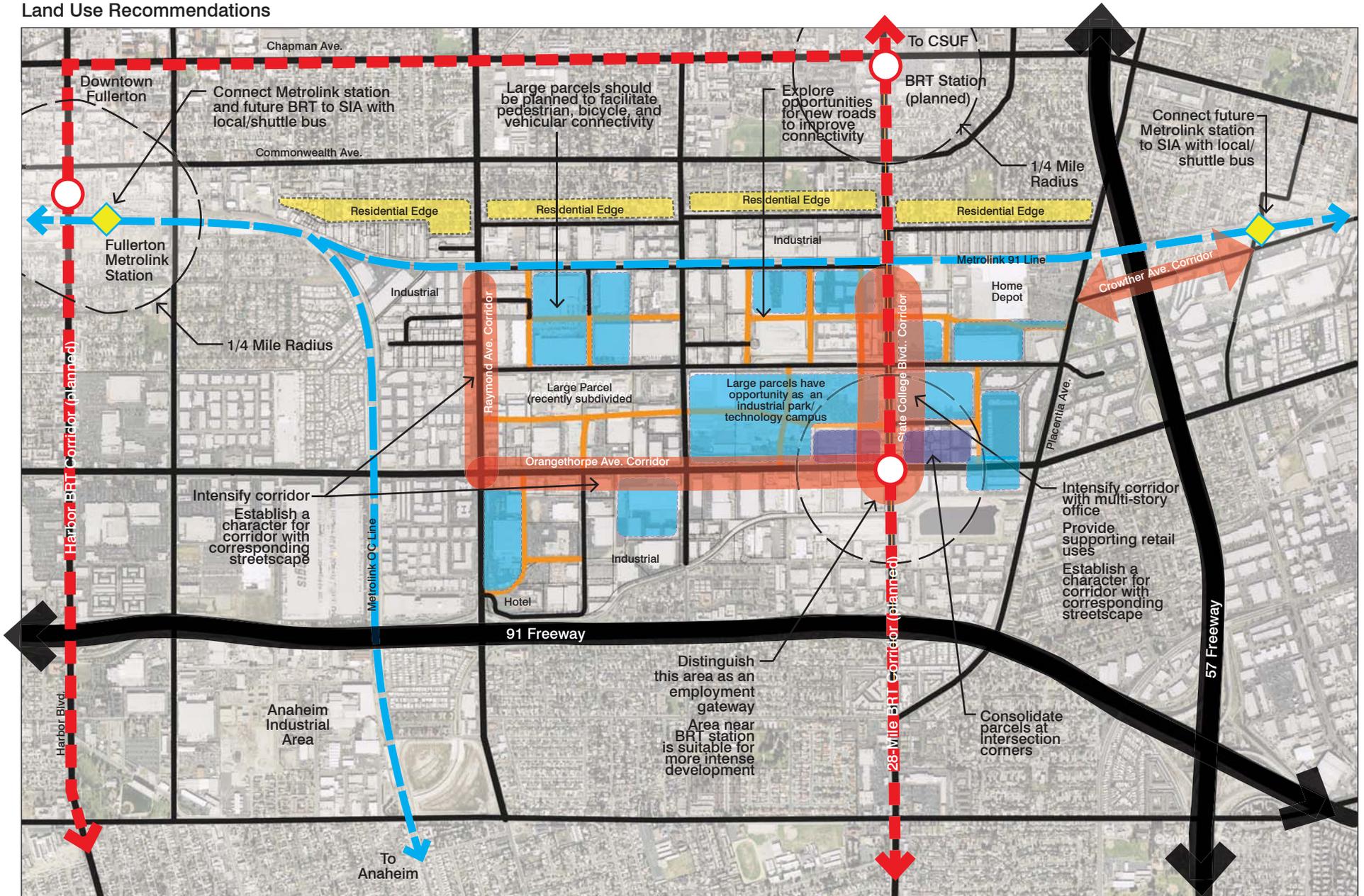
The City will find many issues surrounding this transition, but parking will create the most tangible and most pervasive problem. As manufacturing operations become less standardized and more specialized, manufacturing facilities tend to take on more office-based engineering and design positions. As manufacturing facilities convert to completely office-based businesses, the number of employees per square foot of building space can more than triple. In the absence of a comprehensive parking strategy, employees inevitably end up parking along streets. On-street parking is less safe and creates congestion problems, especially in transitioning industrial parks that still have a lot of truck traffic. A parking strategy for the SIA will ensure that parking spaces provided on site are appropriate to the use.

### Reconfigure the corridors

Addressing transportation needs in the design of streets can resolve potential conflicts between pedestrians, bicycles, buses, and automobiles. The design of streets should include a traffic analysis for future land uses, a revised circulation pattern, and the development of a new hierarchy of streets.

# Recommendations Report

## Land Use Recommendations



### **Improve transit access within the SIA**

The SIA will continue to be an employment area in the future for the City of Fullerton. Congestion is not expected to reach a significant level on arterial streets within the study area by 2030. However, severe congestion is expected along the major freeway corridors surrounding site, potentially impacting access to the site from regional destinations.

The proximity to skilled and educated workers will increasingly determine the value of particular business locations. Improving access to the FTC and the future Placentia Metrolink station will add value to the SIA, as will maintaining and improving the SIA's infrastructure for the area's ultimate buildout.

To help alleviate congestion in the area, transit improvements are planned to improve linkages between the site, the FTC, and regional destinations. The absence of significantly congested arterials projected for the site by 2025 suggests that the area would be able to accommodate additional traffic resulting from future redevelopment. The site is easily accessible by two major freeways; however, the severe congestion expected in these corridors has the potential to hinder access to the site.

Additional opportunities for connections to Metrolink at the FTC will be developed through OCTA's Go Local program, creating an opportunity for local transit access between the station and the study site.

The proposed BRT route on State College Boulevard provides an excellent opportunity for improved transit access to the site, improving regional connectivity and allowing for transit oriented developments (TODs). The proposed 28-mile BRT route on State College would link the SIA with the Brea Mall, John Wayne Airport, and Irvine Transportation Center, utilizing the same corridor as current OCTA bus route 57. Another BRT route is proposed on Chapman Avenue and Harbor Boulevard to connect the FTC with Costa Mesa. This route would pass through the area to the north of the site boundary.

The city should strive to maintain easy access to the SIA from local arterials and the 57 and 91 freeways. and lobby for expanded bus, bus rapid transit, and shuttle services.

### **Incorporate transit access and pedestrian/ bicycle connectivity into new development**

Future development within the SIA should facilitate the use of transit and create an environment that encourages alternate modes of travel. Transit access can include locating pick up/drop off areas near building entries. These areas can be designed as transit plazas with ground floor retail uses nearby.

Large parcels developed into industrial parks should be designed to break up the super-block and provide through streets to facilitate pedestrian and bicycle movement.

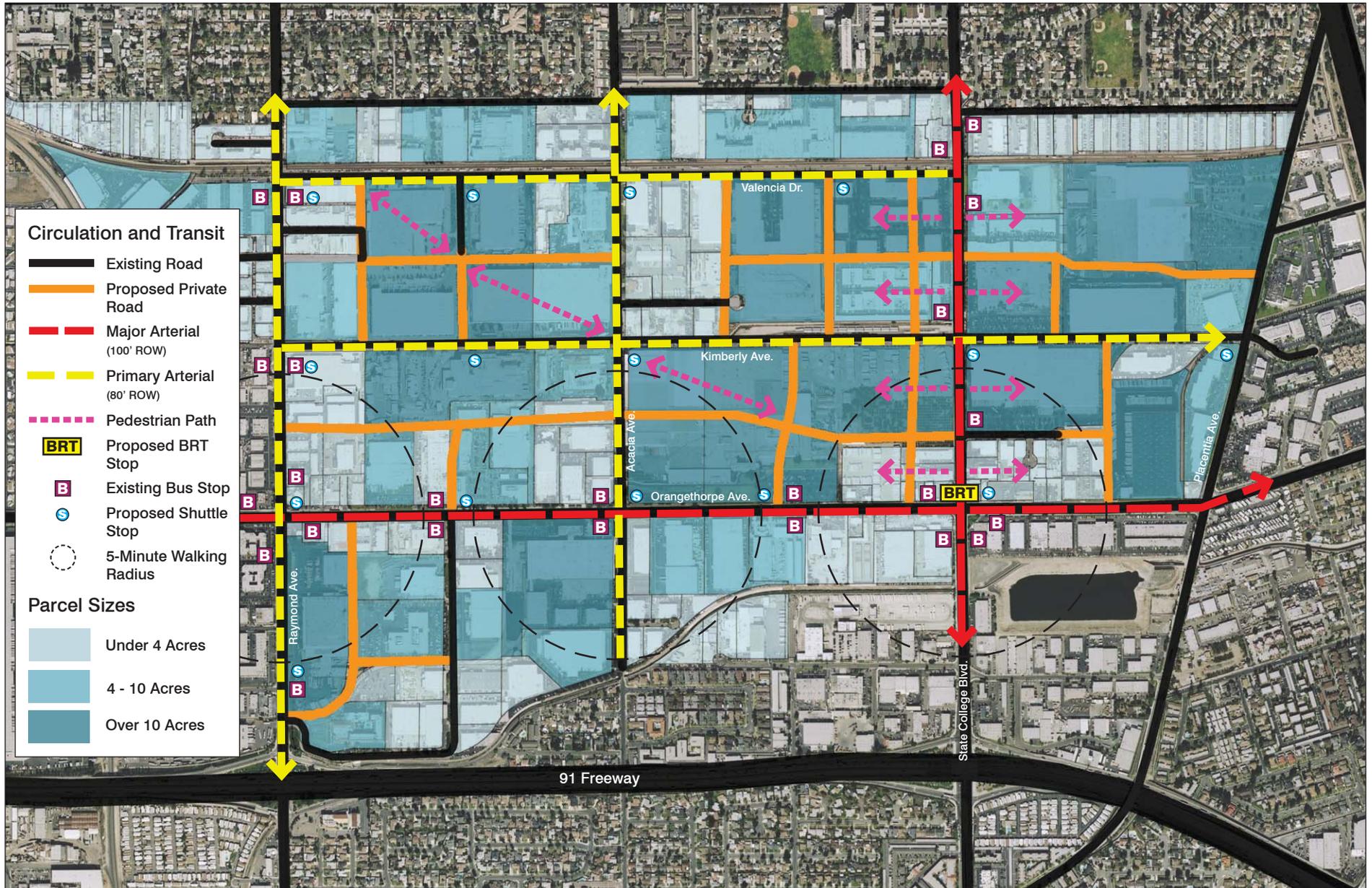
### **Increase intensity along the corridors**

Allowing increased intensities in strategic locations can have several benefits for Fullerton. The City should consider allowing an increase in the intensity of office uses along major vehicular and transit corridors (State College Boulevard and Orangethorpe Avenue) and near SR-91.

This may be accomplished through a corridor overlay zone that permits greater floor area ratios and increased building heights in conjunction with design standards that enhance the physical environment (e.g., buildings oriented towards the street).

# Recommendations Report

## Conceptual Connectivity Plan



## Design Concepts

Building on our recommendations for the SIA, the following guiding principles were identified as a foundation for the land use and circulation concepts identified in this section.

- Intensify office uses and maximize employment opportunities along State College Boulevard to build in potential for multimodal transportation (BRT, bus, local shuttle service) within the SIA.
- Provide for mixed-use (retail and office) opportunities at BRT stations and along State College Boulevard.
- Preserve larger industrial parcels for industrial and business parks.
- Provide local shuttle bus connections from the SIA to the FTC and the future Placentia Metrolink Station.
- Establish pedestrian and bicycle links to the FTC and BRT stations.
- Establish identity for SIA through enhanced streetscapes, gateways, and higher intensity office on major corridors.

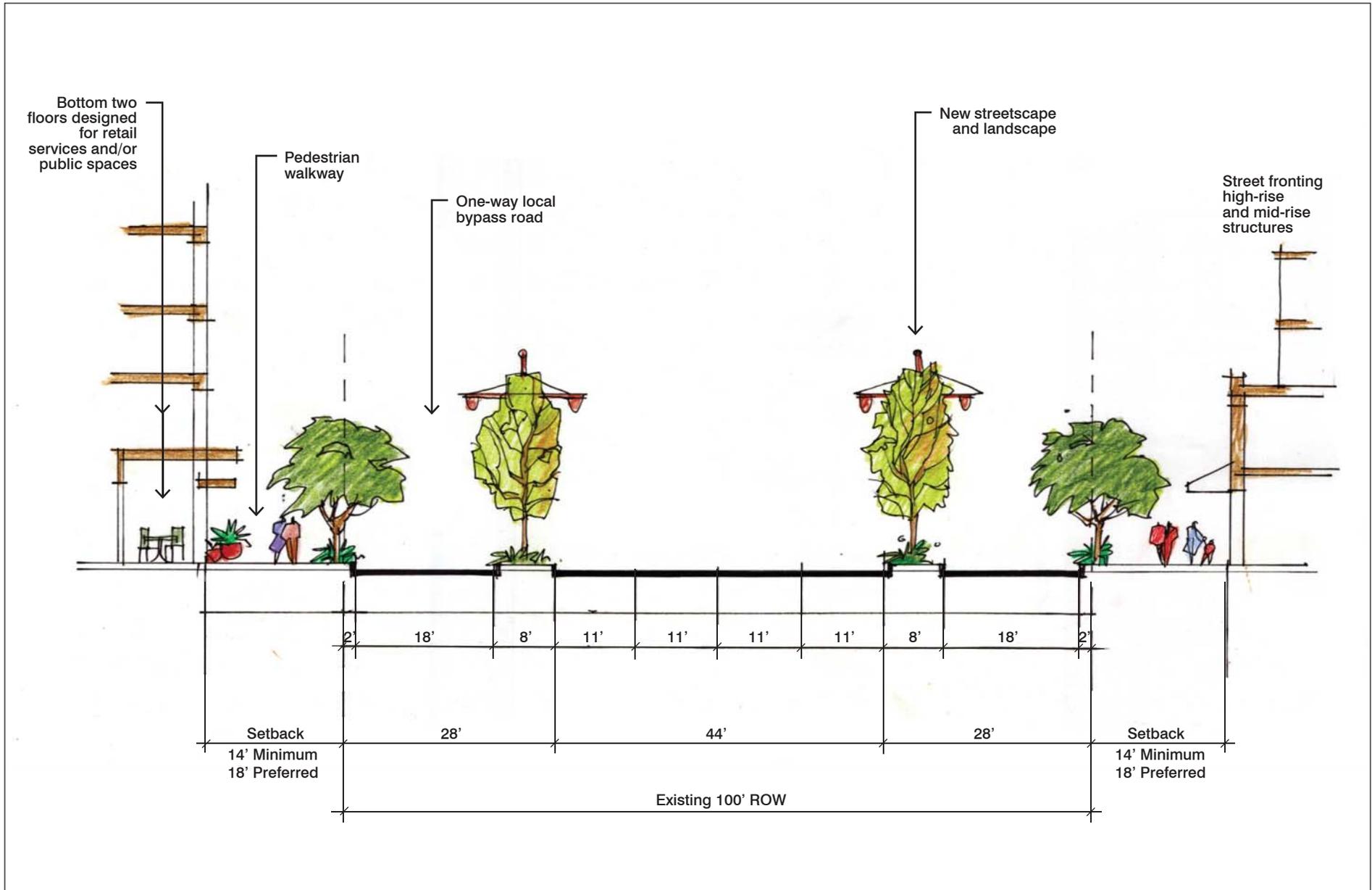
### Southeast Industrial Area Concepts



Conceptual Land Use Plan

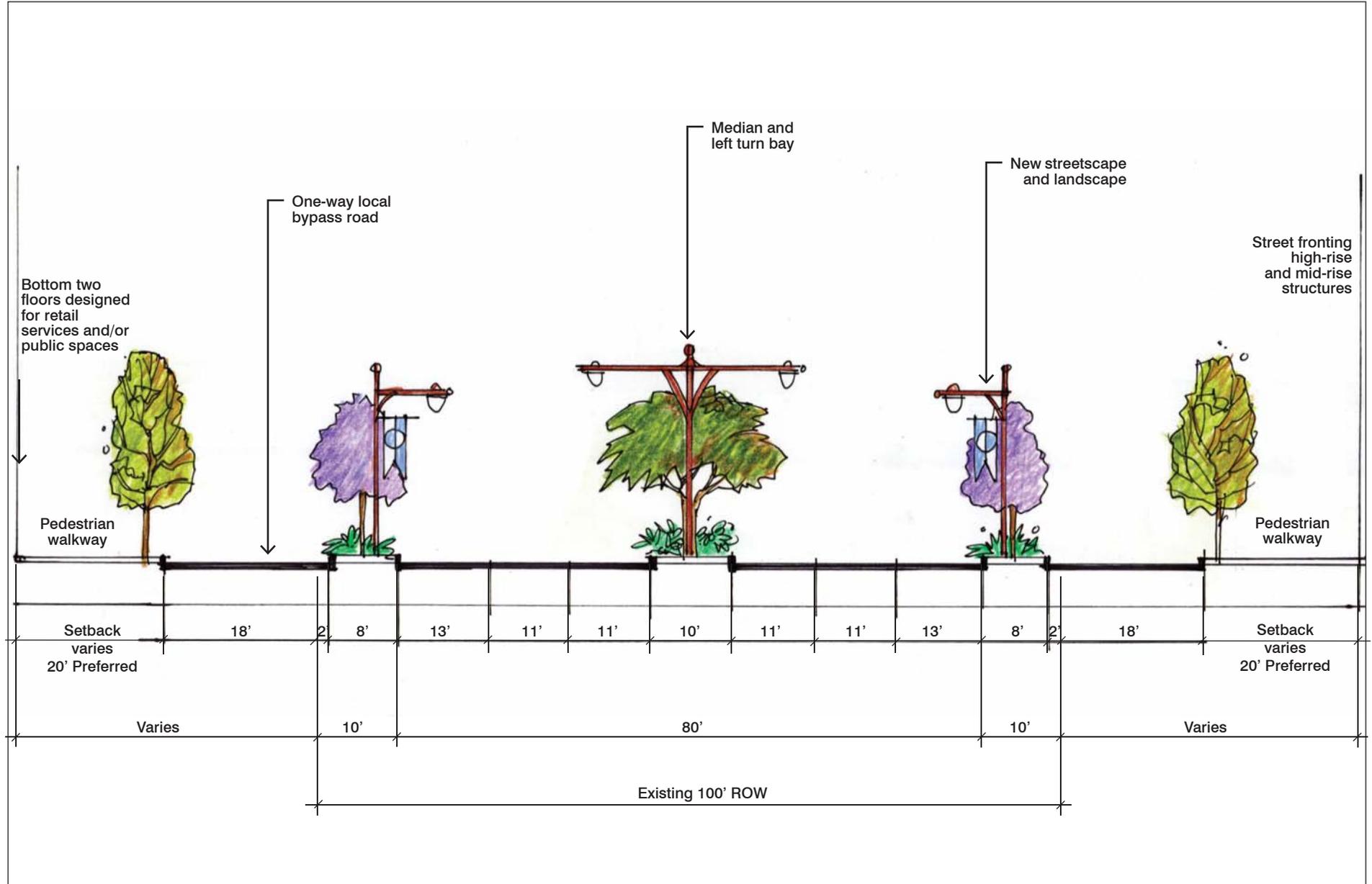


Conceptual Street Section Alternative 1 - State College Boulevard (Existing 100' ROW)

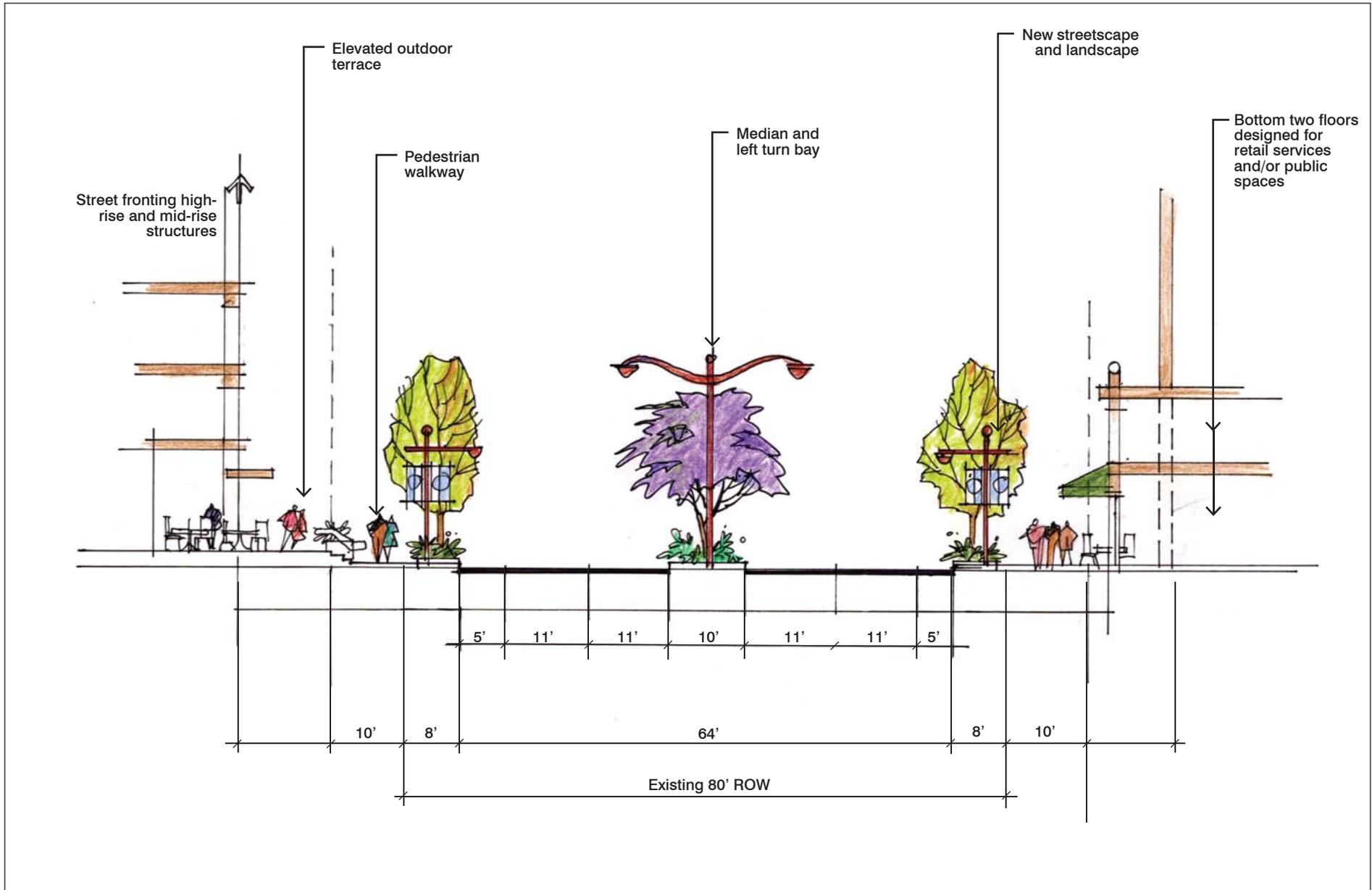


# Recommendations Report

## Conceptual Street Section Alternative 2 - State College Boulevard (Existing 100' ROW)

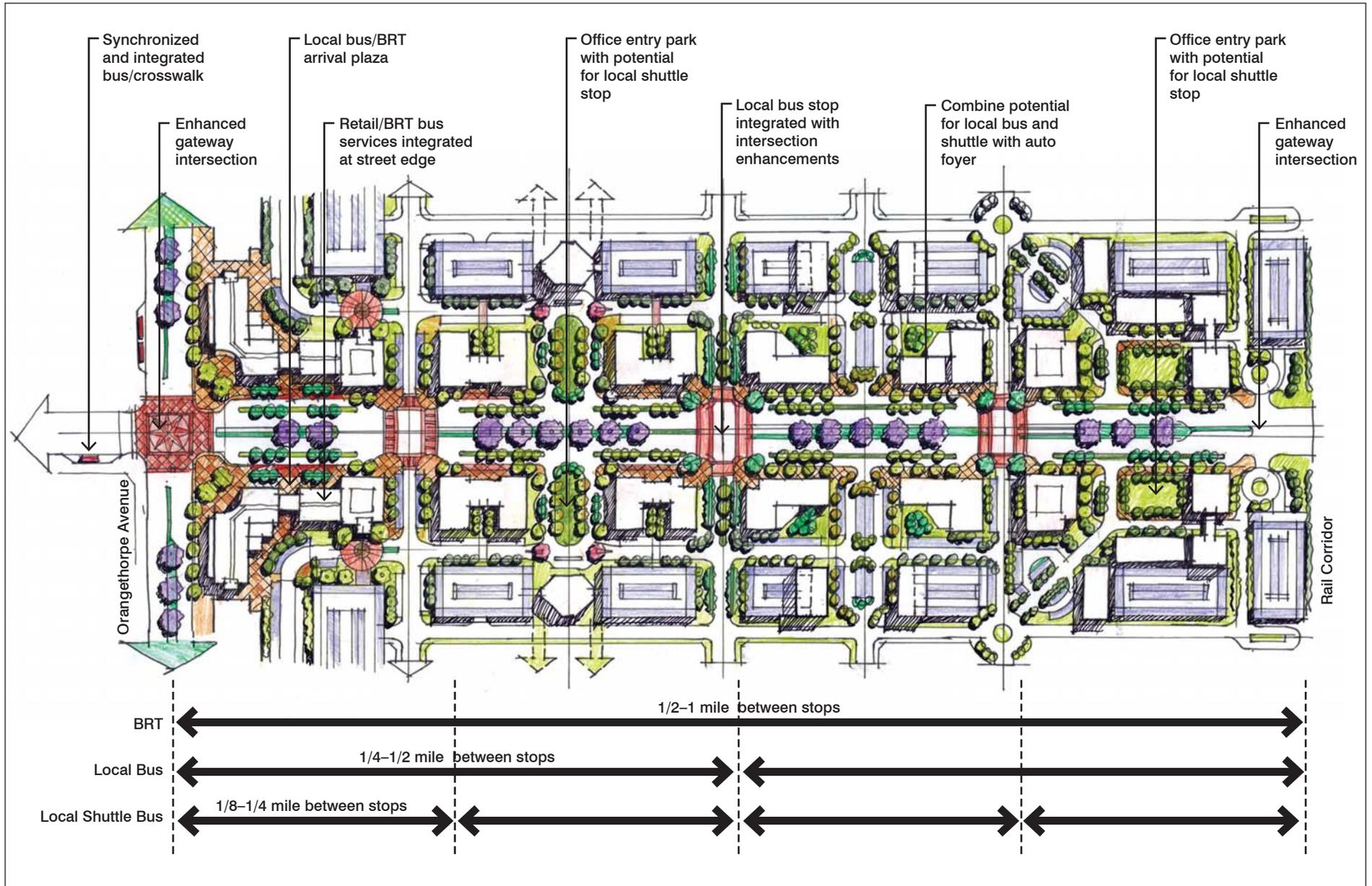


Conceptual Street Section - Valencia Dr./Kimberly Ave./Acacia Dr. (Existing 80' ROW)



# Recommendations Report

## State College Boulevard Corridor Concept Plan



Southeast Industrial Area (view of State College Boulevard looking northwest)



## Evaluating the SIA

The following factors should be considered when evaluating the SIA's future role in the region.

### Land Use Policy

The City's General Plan will guide future development in the SIA with long-range goals and policies. The General Plan will establish the City's vision for the SIA.

### Strategic Planning Efforts

Specific plans, master plans, and special zoning districts can specify areas in the SIA where particular development types and uses are encouraged.

### Existing Uses

Existing uses within the SIA must be considered when developing long-range plans.

### Parcel Size

The size and configuration of parcels within the SIA help determine the type of industrial uses that will be developed. Large parcels or assembled parcels hold the potential for research/development parks and other large-scale uses. Smaller parcels can provide inexpensive sites for start-up businesses as well as incubator space for emerging industries.

### Access

As an industrial area, the SIA benefits from its proximity to freeways and railways. Future uses should be planned in relation to these transportation facilities.

### Access to Transit

The SIA should be evaluated for its ability to provide employees with access to transit, as well the creation of mixed-use development around transit nodes.

### Infrastructure and Services

Streets, sidewalks, sewer, lighting, and other infrastructure in the SIA must be assessed and improved, if necessary, as part of planning efforts.

### Economic Development Strategies

Local, state, and federal programs can provide important incentives for certain business activities.

### Reuse/Remediation Costs

Industrial sites within the SIA may have soil or groundwater contamination issues.

### Market Conditions

Investment in new construction and/or renovation of industrial buildings in the SIA could be an indicator that property owners and businesses are confident in the long term viability of their operations.

### Demographics

Consideration of the local residential population, including transit dependency, sector employment, and education should be made when determining appropriate land uses and activities.

## Next Steps

- Identify existing industrial, office, and retail uses in the SIA and understand the type of industry/jobs required to drive meet the City's economic development goals.
- Analyze parcels under pressure to convert use.
- Meet with elected officials, the business community, and community organizations to discuss the future role of the SIA.
- Develop/adopt policies to protect industrial/commercial zoned land for employment/industrial uses as part of the general plan update.
- Develop a future work plan to create, improve and enhance industrial areas.

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