Vision Plan for SAVI RANCH

Ensuring success for the next 30 years and beyond

Consolidated Summary Report | July 2015

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1. INTRODUCTION 1
THE HISTORY OF SAVI RANCH 3
LAND USE AND MOBILITY VISION PLAN 3
CITY COUNCIL GOALS 4
TRADE AREA DEMOGRAPHICS 4
SAVI RANCH QUICK FACTS 4

2. LAND USE VISION 9
DEVELOPING THE LAND USE VISION 11
LAND USE ALTERNATIVES 11
PREFERRED PLAN 12

3. MOBILITY IMPROVEMENTS 23
MOBILITY IMPROVEMENTS IN SAVI RANCH 25
PROPOSED CROSS-SECTIONS 26
MOBILITY AUDIT 27
WAYFINDING PROGRAM DETAILS 29
FUNDING FOR LONG-TERM IMPROVEMENTS 30
RESIDUAL CAPACITY ANALYSIS 30

4. MARKET REPORT 33
PURPOSE OF THE MARKET ANALYSIS 35
EXISTING DEVELOPMENT 35
REAL ESTATE MARKET DEMAND DRIVERS 35
OFFICE AND INDUSTRIAL DEVELOPMENT 36
RETAIL DEVELOPMENT 37
RESIDENTIAL DEVELOPMENT 39

5. OUTREACH SUMMARY 41
OUTREACH SUMMARY 43
INFORMATION EFFORT 43
COMMUNITY EVENTS 44
ONE-ON-ONE INTERVIEWS 44
COMMUNITY WORKSHOPS 44
BUSINESS AND PROPERTY OWNER MEETINGS 45
PUBLIC PRESENTATIONS 45
GENERAL COMMENTS RECEIVED 46

6. IMPLEMENTATION 47
OVERVIEW 49
COMPONENTS OF ECONOMIC DEVELOPMENT STRATEGY 49
IMPLEMENTATION ACTION PLAN SUMMARY 49
IMPLEMENTATION MEASURES 50
IMPLEMENTATION AND FUNDING TOOLS 51

Table of Contents

Savi Ranch Land Use and Mobility Vision Plan

1. Introduction

Savi Ranch Land Use and Mobility Vision Plan

Imagine a regional destination in Yorba Linda where commerce and the community come together.

THE HISTORY OF SAVI RANCH

In 1982, the City of Yorba Linda amended its general plan and zoning and annexed about 407 acres of land within the horseshoe-bend area of the Santa Ana Canyon, at the request of the Santa Ana Valley Irrigation Company. From its owner's name, this land became known as Savi Ranch.

Savi Ranch Planned Development (PD) was originally adopted in 1992. The intent of the Savi Ranch PD was (and still is) to accommodate the introduction of various office, commercial, and industrial and open space uses into a single comprehensive development. It was envisioned that the office and industrial park zone would facilitate the integration of these uses in a manner which creates a functional and aesthetically pleasing employment complex. Over the years, some parts of the existing Savi Ranch PD have been successful in facilitating new development in the project area and today, Savi Ranch has developed into a mix of retail, office, and industrial uses.

LAND USE AND MOBILITY VISION PLAN

Given that Savi Ranch is Yorba Linda's major jobs center and retail destination, the time is ripe, coming out of the recession of the late 2000s, to think critically about Savi Ranch and its position not only in Yorba Linda, but in the region. Concurrently, the city is in the midst of a comprehensive update to its general plan, and as part of that process Savi Ranch was identified as the largest area in which the city could contemplate land use changes that would improve the city's long-term fiscal balance.

From 2013-2015, the City of Yorba Linda embarked on a mission to collaborate with the community and business and property owners to identify a new thirty-year land use and mobility vision plan for Savi Ranch. It is envisioned that this Vision Plan will be implemented as an alternative to the existing Savi Ranch PD, providing business and property owners the flexibility to market and adapt their properties based on market trends and Savi's long-term potential.

In April 2015 the Yorba Linda City Council approved a Land Use and Mobility Plan Framework which defined a range of uses for the project area, including biotech R&D, entertainment uses, mixed-use commercial and office space, traditional retail, mixed-use flex space and multifamily residential. That Framework, along with relevant background documents and materials, are summarized in this consolidated Land Use and Mobility Vision Plan Summary.

Savi Ranch Through the Years...

1980

1994

2015

CITY COUNCIL GOALS

The Land Use and Mobility Vision Plan seeks to implement Yorba Linda's City Council goals in Savi Ranch. Those goals include:

- Provide a high quality community environment for all Yorba Linda residents and businesses
- Provide high quality, constituent friendly, city services
- Establish, maintain, and encourage a vibrant commercial and retail environment that provides business opportunities throughout the community
- Ensure the short term and long term financial security of the City

TRADE AREA DEMOGRAPHICS

Savi Ranch is a regional shopping center with a trade area of 5– to 8-miles, which includes nearly all of the City of Yorba Linda and a good portion of the cities of Anaheim, Orange, and Corona (see Figure 1, Regional Location). In 2013, an 8-mile radius from Savi Ranch was home to 425K people, 140K households, and 144k housing units. From 2000-2013 population grew by 13%, primarily in the areas closest to Savi Ranch. The area has enormous potential to serve the regional shopping, dining, entertainment and employment needs of North Orange County/SR-91 Corridor.

In 2013, the average annual median income for the area was $112,000—twice the statewide average and up from $89,000 in 2000. In general, the population is in their family-forming years and the number of kids and young adults living at home is high. The average age in 2013 was 37.8, up from 34.1 in 2000.

SAVI RANCH QUICK FACTS

- 175 acres, 53 parcels, 6.75M sf of developable lot area (see Figure 2, Project Area).
- Adjacent to SR-91, Yorba Linda Boulevard/Weir Canyon Boulevard and the Santa Ana River
- Savi Ranch businesses generate $1 billion dollars in annual revenue (2011)
- Provides 60% of the City's sales tax revenue (2013)
- Retail sales, wholesale trade, and hotel & food services accounted for $617 million in annual revenue and 44% of Savi's total employment opportunities (2011)
- Secondary sectors include manufacturing ($192 million), construction ($56 million), and health care services ($45 million) (2011)
- 1.9M sf of existing building square footage (1.5M ground-floor square feet, 400K in upper floors)
- Average lot coverage is 23% (35%-60% allowed in PD)

Figure 1. Regional Location

Figure 2. Project Area

2. Land Use Vision

Savi Ranch Land Use and Mobility Vision Plan

DEVELOPING THE LAND USE VISION

The long-term vision for Savi Ranch is presented in two parts: the Land Use Vision (this chapter) and the Mobility Vision (presented in the following chapter). While these concepts are presented separately, the City of Yorba Linda fully recognizes that they are inherently tied to each other and that significant land use change must be supported by improvements in mobility , to, from, and around Savi Ranch.

The preparation of a Preferred Land Use Vision for Savi Ranch was a collaborative and iterative process involving community members, business and property owners in Savi Ranch, the Yorba Linda Planning Commission, Traffic Commission, and City Council, and City Staff from Yorba Linda and Anaheim. Based on the Market Report, Mobility Audit, and Public Outreach, the project team developed three possible land use alternatives for Savi Ranch, as illustrated in Figure 4. After vetting the alternatives with key stakeholders, a Preferred Land Use Vision Plan as prepared and presented to Council for their approval, in concept, in April 2015.

The Vision Plan for Savi Ranch has been prepared under the assumption that it will be implemented as an Overlay Zone to the existing Planned Development Area. This means that the Vision Plan:

- Will not affect the right of any existing business to continue to operate
- Will not result in the City taking anyone's property
- Will include recommendations for zoning changes for future Commission and Council consideration.

LAND USE ALTERNATIVES

The Land Use Alternatives were presented to the Yorba Linda Planning Commission, Traffic Commission, and City Council for their review and direction. They were also reviewed with business and property owners. Direct mailers describing the three alternatives were sent to Yorba Linda and Anaheim residents and posted to the MindMixer website. The alternatives are described below and the preferred plan is described in detail in the following section.

Alternative 1: District Enhancement

The first alternative, District Enhancement, is designed to re-enforce the existing clusters of uses that have emerged in Savi Ranch, while encouraging additional development in strategic locations. Under this scenario, key clusters, such as the biotech, hospitality area and destination retail, would be preserved and strengthened through refinements in zoning.

Alternative 2: Cluster Expansion

The second alternative, Cluster Expansion, supports the strategic growth of specific existing land use clusters that, based on the results of the market analysis, are best-positioned for long-term success in the project area. In particular, the Cluster Expansion alternative introduces the concept of creating a biotechnology/R&D hub (also reflected in the Regional Destination alternative), expanded hospitality zone, new residential opportunities along the Santa Ana River, and the combination of office and commercial uses to add jobs and amenities to the project area. In addition to creating an

entertainment core that could increase the range of retail and entertainment options and create new gathering spaces for shoppers and residents, this alternative introduces a mixed-use flex space which encourages the reuse/re-purposing of existing structures into new projects with retail or office on the ground floor and office or residential above.

Alternative 3: Regional Destination

The third alternative, Regional Destination, lays out a framework for Savi Ranch to become a major employment center supported with shopping, dining, and housing choices. The Regional Destination alternative includes the new biotechnology and entertainment core clusters included in the Cluster Expansion scenario, maintains the existing hospitality zone, and expands the opportunity for commercial and office development. In particular, this alternative recognizes opportunity to allow for the development of iconic professional office (with complementary commercial uses) along Yorba Linda Boulevard. Also included in this scenario is a mixed-use lifestyle center, where vertical mixed-use is required (including live/work) with retail or office on the ground floor and office or residential above.

PREFERRED PLAN

Based on feedback provided by Yorba Linda's elected and appointed officials, business and property owners, and area residents, the project team prepared a Preferred Land Use Vision for Savi Ranch, as illustrated in Figures 5 and 6. The Preferred Plan largely reflects the "Cluster Expansion" alternative, with minor modifications. In contrast to the alternatives, the Preferred Plan has an expanded entertainment core and smaller mixed-use flex space, a dedicated area for traditional retail, and allows hospitality uses in mixed-use commercial/office subarea (as opposed to defining a special "hospitality" land use cluster).

The Preferred Land Use Vision Plan for Savi Ranch supports the strategic growth of specific existing land use clusters that are best-positioned for long-term success in the project area. In particular, the Vision Plan defines a biotechnology/R&D hub, new residential opportunities along the Santa Ana River, and the combination of office and commercial uses to add jobs and amenities to the project area. The east end of the area is intended to be anchored by a new entertainment core that would increase the range of retail and entertainment options and create new gathering spaces for shoppers and residents. The Plan also identifies an area for mixed-use flex space to encourage the reuse/re-purposing of existing structures into new projects with retail or office on the ground floor and office or residential above.

Figure 3, Land Use Perspective, presents a conceptual illustration of how Savi Ranch may develop over the years to reflect the key design features of the Preferred Plan. Not all existing uses in the project area are expected to change. This Perspective highlights just one vision for what Savi Ranch may look like in the future. The intent is to illustrate special characteristics of the City's long-term vision for the area, as depicted in greater detail in Figure 7, Key Land Use Design Features.

Figure 3. Land Use Perspective

Imagine a regional destination in Yorba Linda
where commerce and the community come together

WELCOME TO SAVI RANCH.

Key Design Features of the Vision Plan for Savi Ranch:

1 Possible iconic office building that can serve as a gateway feature for Savi Ranch.
2 Incorporate new pedestrian paseos throughout the project to link uses, promote a walkable environment, and connect key destinations.
3 Possible parking garage to serve Biotech R&D hub to minimize need for surface parking and allow the introduction of a shared green space framed by new and existing buildings.
4. Dynamic public plaza could be a central gathering place for people who live, work, or shop at Savi Ranch and used for special events and celebrations.
5 Opportunity to add new retail, dining, and entertainment uses which front onto the plaza.
6 Possible new commercial uses could be introduced in the entertainment core to supplement existing retailers and create a pedestrian-oriented shopping experience.
7 Additional signage along the freeway will help promote Savi Ranch as a regional destination.
8 Potential parking structure serving Entertainment Core users could be tucked against the freeway.

Figure 4. Land Use Vision Plan Alternatives

Alternative 1 District Enhancement

Alternative 2 Cluster Expansion

Alternative 3 Regional Destination

Figure 5. Preferred Land Use Vision Plan

ENTERTAINMENT CORE (1-4 STORIES)

Increase range of retail and entertainment options. Re-configure big box retails to multistory forms. Create a sense of place and shopping destination in Savi Ranch. Opportunity for gathering spaces and a more pedestrian-friendly environment.

TRADITIONAL RETAIL (1-2 STORIES)

Auto-focused commercial goods and services. Reflects existing tenant mix and encourages similar uses. Would benefit from improved access and signage.

MIXED USE. COMM/OFFICE (2-4 STORIES)

Create iconic professional office opportunities suitable for corporate headquarters. Allow for stand-alone office but encourage vertical mixed-use buildings with retail uses on the ground floor and office uses above. No stand-alone retail uses. Hotels and other hospitality related uses are permitted.

MIXED USE. FLEX SPACE (1-3 STORIES)

Encourage the reuse/re-purposing of existing structures where feasible. Encourage retail or office ground floor uses (stand-alone or part of a mixed-use building). Second and third floors should be office or residential. No stand-alone residential would be allowed, but stand-alone retail and/or office space is acceptable.

BIOTECH R&D HUB (1-6 STORIES)

Create a biotech R&D hub in Savi Ranch by building on existing tenants. Helps create a niche-market in Savi Ranch that could be branded separately or in conjunction with the larger project area. Focus on creating jobs.

RESIDENTIAL (2-6 STORIES)

Allow industrial uses to transition over time and create a new opportunity for residential development adjacent to the Santa Ana River and reflect ongoing residential projects. Townhomes, stacked-flats, garden court, courtyard, and wrap products are envisioned.

EXISTING ROADWAY

PROPOSED ROADWAY (all new roadways should include sidewalks on both sides)

Figure 6. Land Use Vision Plan Land Use Examples

The Vision Plan for Savi Ranch supports the strategic growth of specific existing land use clusters that are best-positioned for long-term success in the project area. In particular, the Vision Plan defines a biotechnology/R&D hub, new residential opportunities along the Santa Ana River, and the combination of office and commercial uses to add jobs and amenities to the project area. The east end of the area is intended to be anchored by a new entertainment core that would increase the range of retail and entertainment options and create new gathering spaces for shoppers and residents. The Plan also identifies an area for mixed-use flex space to encourage the reuse/re-purposing of existing structures into new projects with retail or office on the ground floor and office or residential above. These uses are illustrated in the photos below.

ENTERTAINMENT CORE

- Apparel
- Restaurants (with and without alcohol)
- Department stores
- Food services
- General retail
- Health club
- Theaters and entertainment complexes
- Live entertainment
- Outdoor sales

TRADITIONAL RETAIL

- Bank
- Salons
- Drug store/pharmacy
- Office supplies
- Grocery store
- Coffee house

MIXED USE, COURT OFFICE

- Stand-alone office, stand-alone retail , vertical mixed-use
- Office, business/professional
- Restaurant and retail food
- Veterinary offices
- Artist/photographer studio
- Printing and related services

MIXED USE, FLEX SPACE

- Reuse/repurposing of existing structures. Retail or office on ground floor, office or residential above. No stand alone residential
- Bakery/coffee house
- Industrial and office condominiums
- Restaurant and food services

BIOTECH R&D HUB

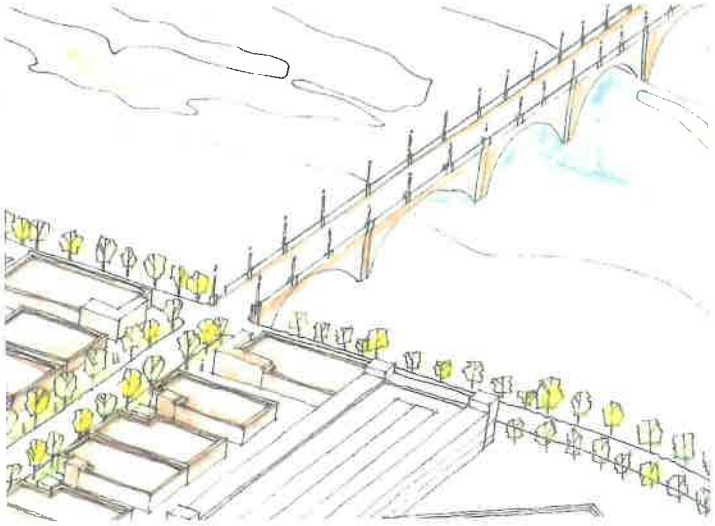
- Industrial and office condominiums
- Electronic manufacturing
- Instrument manufacturing
- Laboratory uses
- Office, business/professional
- Research and development
- Software design
- Electronic testing facilities
- Compatible light manufacturing

[illegible]

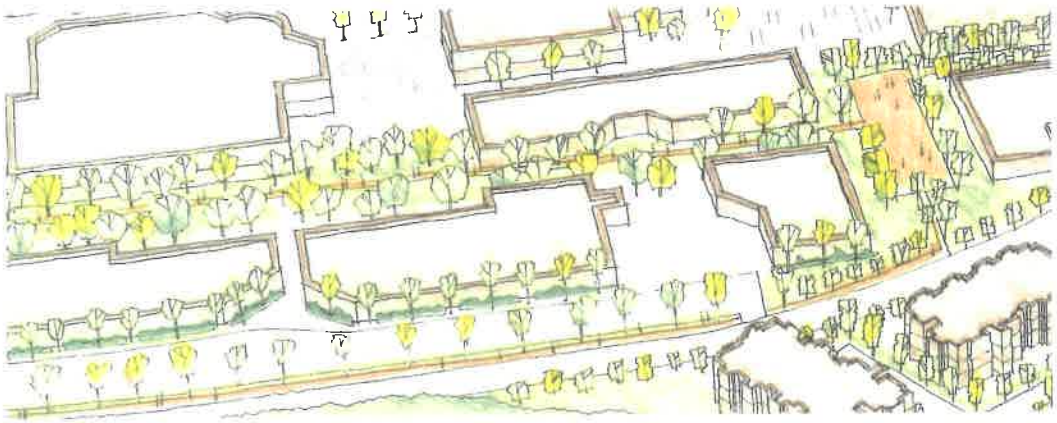
- Dwelling, single family
- Dwelling, multifamily (see Or No. 2011-969)
- Condominium (conditionally permitted)
- Live/work unit (conditionally permitted)

Figure 7. Key Land Use Design Features

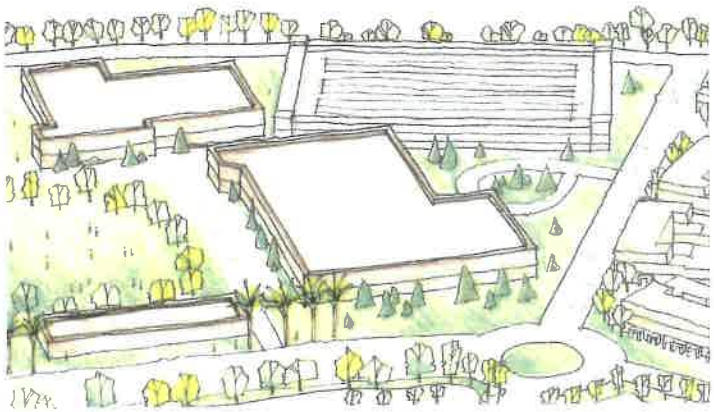
A central public plaza is envisioned in the Entertainment Core. New retail, dining, and entertainment uses should front onto the plaza to help create an engaging pedestrian friendly environment. Seating, landscaping, shade structures, and other amenities should be plentiful



A bridge over the Santa Ana River could provide a secondary access point for Savi Ranch and create an iconic entrance into the project area's mixed-use flex space district



Pedestrians should be able to easily move around the site via a series of interconnected pedestrian paseos and pocket public spaces, as illustrated here in the Biotech R&D Hub. Through the use of these paseos, the employees, residents, and visitors of Savi Ranch can reach major destinations without the use of an automobile



Parking structures in employment centers reduce the need for surface parking and allow for the creation of "outdoor rooms" for use by Savi Ranch's businesses

3. Mobility Improvements

Savi Ranch Land Use and Mobility Vision Plan

MOBILITY IMPROVEMENTS IN SAVI RANCH

Savi Ranch is major destination for retail and business in the area, and as such its street network is being faced with increased traffic. Concerns over circulation and access were some of the main thoughts brought-forth by residents and business owners throughout the community engagement process. The City of Yorba Linda is working to address these concerns in a phased approach—focusing on a range of short-term, mid-term, and long-term projects.

Projects under consideration by City Staff, Planning Commission, Traffic Commission, and the City Council range from creating an improved wayfinding program in order to help direct traffic to building a new loop road and bridge to provide the site with additional entrances and exits. A brief summary of the range of circulation improvements is presented on this page, along with conceptual illustrations of the improvement locations.

Short-Term Improvements

Sidewalk and Crosswalk Improvements. Complete sidewalks to allow efficient pedestrian circulation and add crosswalks across Savi Ranch Parkway at key locations and across Old Canal Road at Eastpark Drive. The City recognizes that additional right-of-way may be required to implement this improvement; right-of-way may be acquired through easement, dedication, or exaction.

Wayfinding Program. Improve wayfinding with color, lights, flags, monuments, and signage to spread traffic more efficiently and help people navigate through the project area (described on the following pages).

Transit Access. Continue coordinating with OCTA to ensure the project area is adequately served by at least two bus stops.

Bicycle Circulation. Improve connections to the regional trail through: bicycle facilities on Yorba Linda Boulevard, bicycle use of Flood Control Access Road, or bicycle/pedestrian bridge between La Palma Avenue and Savi Ranch Parkway and improve bike amenities such as Class II or Class III facilities along Yorba Linda Boulevard and within Savi Ranch.

Internal Stop Control. Evaluate the necessity of internal four-way stop control facilities and determine if any are warranted.

Figure 8. Short Term Mobility Improvements

The existing sidewalk network is shown in a solid green line, and the proposed sidewalk network segments are outlined in white. The pink dots represent bus stops and the orange and yellow markers represent major and minor signage opportunities, respectively.

Traffic could be spread more efficiently if all existing entrance/exit points into and out of Savi Ranch were utilized more evenly. The above graphic illustrates turn movements through the City of Anaheim portion of Savi Ranch.

Mid-Term Improvements

Allow Triple Lefts at Exit. Study and engineer the intersection at Savi Ranch Parkway and Yorba Linda Boulevard to evaluate triple lefts out of the project and onto southbound Yorba Linda Boulevard. Note that potential conflicts may be present, the signal may need to split phase, and coordination with the City of Anaheim is required to evaluate and implement this change. The viability of widening Savi Ranch Parkway on the north side to maintain two right turn lanes should also be evaluated.

Long-Term Improvements

The Vision Plan also identifies **two new possible secondary access points** to the site. One potential access point is a bridge over the Santa Ana River (connecting to La Palma Avenue to the north); located at the east end of the site, this new bridge could provide more convenient and efficient access via La Palma and the Gypsum Canyon off-ramp to the entertainment and flex space uses while also serving the needs of new residents. A second potential new access point takes advantage of the site's strategic location adjacent to SR-91 by creating a direct connection between the Gypsum Canyon exit (one exit to the east of Yorba Linda Boulevard) and the east end of the project site. This new connection could follow the path of the new SARI line currently under construction by the Orange County Flood Control District. While the connection may begin as a multipurpose trail and/or emergency access road, it could, in the long-term, also provide automobile access. The new connection would feed into a loop road which would circle the site and an alternative to the inner loop (Savi Ranch Parkway/Eastpark Drive), thereby improving internal circulation and better accommodating any new land use intensity.

PROPOSED CROSS-SECTIONS

The Vision Plan provides for new internal streets for the Savi Ranch area. The new internal roads generally complete the inner loop road (Savi Ranch Parkway and Old Canal Road) and identify possible locations for through-connections between the inner loop and proposed outer loop roads. The timing and final alignment would be determined when a new project is proposed in either parcel where the road is identified in or adjacent to. The completion of the inner loop road could potentially be implemented prior to a proposed development project, with the approval of all the landowners (depending on the alignment). The Proposed Cross Sections for Savi Ranch are illustrated in Figure 9.

Street Sections

Two new street sections were developed for Savi Ranch as part of the Vision Plan (see Figure 10 for section locations). The first new section illustrates the configuration for an outer loop road that is envisioned to ring the outer edge of the entire project area between the existing edge of development and the Santa Ana River. The outer loop road provides an opportunity for motorists, bicyclists, and pedestrians to safely and efficiently move about the project area with minimal cross-traffic interference. The outer loop road is also intended to provide direct access to future parking structures in the Biotech R&D hub and Entertainment Core. The ultimate curb-to-curb dimension for the outer loop road shall be a minimum of 40 feet, which includes an 11-foot travel lane and 8-foot bicycle lane in both directions (separated from each other by a 1-foot stripped buffer area). In the interim until the full curb-to-curb is constructed, it would be possible for one half of the curb-to-curb to be developed with a 10-foot pedestrian walkway and 10-foot bicycle lane while reserving the other side for future development. In addition to the curb-to-curb dimension, additional right-of-way must be acquired to accommodate a pedestrian walkway and landscape parkway once the travel lanes and on-street bike lanes are finished.

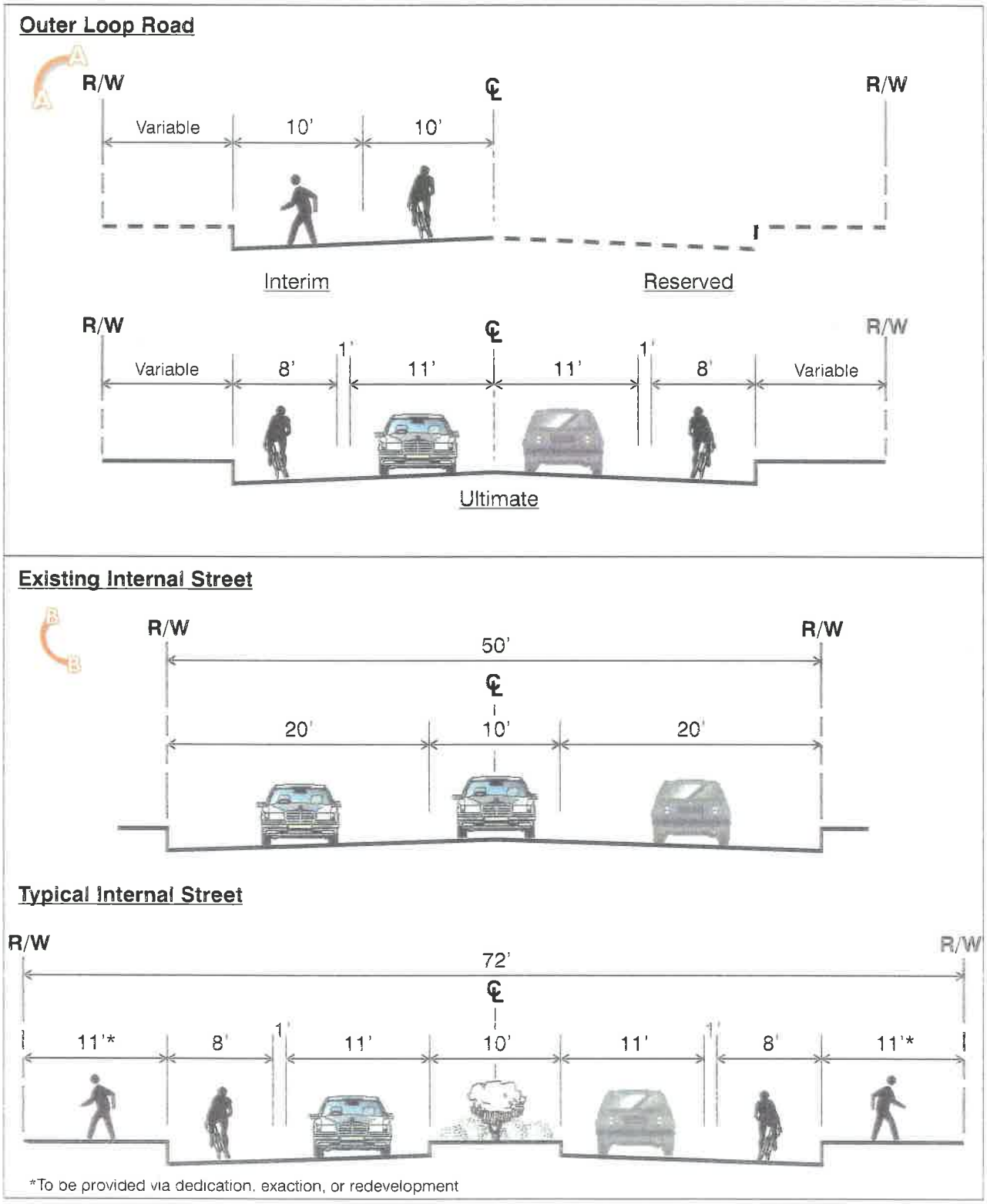
The second section proposed for Savi Ranch illustrates the desired configuration for typical internal streets. In general, the existing right-of-way is 50 feet, which includes a 20-foot travel lane in both directions separated with a 10-foot stripped median/turn-pocket. The ultimate configuration of the project area's internal streets expands the right-of-way to 72 feet. Within the existing 50-foot right-of-way, the proposed section reduces the travel lane width to 11 feet, replaces the 10-foot stripped median with a raised landscaped median, and locates an 8-foot bike lane on both sides of the street (separated from the travel lanes by a 1-foot stripped buffer area). The additional 22 feet of right-of-way outside the curb-to-curb is necessary to accommodate an 11-foot sidewalk/landscaped parkway on both sides of the street. This additional right-of-way could be provided via easement, dedication, exaction, or redevelopment. Additionally, the maintenance of any landscaped parkway needs to be considered with any proposed street sections or other right-of-way improvements.

MOBILITY AUDIT

Building on the existing mobility environment and input during community engagement, the project team prepared a mobility audit for Savi Ranch The audit is in the form of a matrix describing existing conditions for each travel mode (pedestrian, bicycle, transit, and automobile) and identifies opportunities for and constraints to enhanced mobility (see Figure 11).

For each mode, the matrix provides a summary of the setting being described and enhances the description with level of service or roadway volume and accident data. Opportunities for enhancement are provided for each setting and constraints to capital improvements are considered for each of the opportunities. Many of the opportunities were improvement ideas that were discussed during design charrettes.

Figure 9. Proposed Cross Sections



WAYFINDING PROGRAM DETAILS

The role of wayfinding is to provide clear information with enough advanced notice for patrons to act on it. Good wayfinding can also help create a sense of identity. At its best, wayfinding directs new people to the experiences they are looking for in a safe and timely manner and encourages frequent visitors to try nearby, linked stores or restaurants. At its worst, wayfinding presents a confusing or frustrating barrier to the uninitiated. Within the reimagined Savi Ranch, wayfinding should clearly inform newcomers how to enter, how to navigate to their desired destination, the locations of other districts they are encouraged to visit, and how to efficiently exit. This cannot be accomplished with one sign. Effective communication will require layers of signs fulfilling a common purpose.

Size

Size of messaging needs to be specific for the intended audience.

Placement

Placement of signage is dependent on the speed of vehicles and the distance they are traveling.

Wayfinding as Marketing

The cohesive use of style and icons in signage can help establish a sense of place.

Entry/Exit Signs

Signs can help balance use of entry/exit options.

Destination Signage

As districts emerge, wayfinding within Savi Ranch should transition to directing guests to those districts.

Creativity

Wayfinding signage could provide a second visual cue using color, shape, icons, etc. to assist branding and delineation.

Overhead Signs

Overhead sign necessary if proposed "triple left out" is implemented.

FUNDING FOR IMPROVEMENTS

Even though implementation for some projects will be in the future, planning will need to begin now to make funding and construction possible. Preliminary planning and engineering is needed to establish: a project description, the environmental envelope, and preliminary cost estimate. For opportunities with alternatives (i.e., Bicycle 1, improved connection to Santa Ana River Trail; and Automobile 3, new roadway connections), a policy decision will need to be made regarding which alternative to pursue. It may also be determined that the potential return is not greater than the cost and no alternative will be pursued. Once a preferred alternative has been selected and the environmental envelope is established, coordination with affected jurisdictions and the permit process can be initiated. Examples of permitting actions that may be required for work within the Santa Ana River include: a California Department of Fish and Wildlife 1602 Streambed Alternation Agreement, similar review by the United States Department of Fish and Wildlife, a United States Army Corps of Engineers (Corps) 404 permit, a Corps 408 permit for any structure with footings within the riverbed, and 401 certification from the Regional Water Quality Control Board. The City should also prepare a strategy for funding the environmental analysis and construction costs. Funding sources could be private, public, or a combination of both.

- Private: Development impact fees could be collected from new development that creates the need for a second point of access.
- Private: A benefit assessment could be attributed to all parcels within Savi Ranch because all parcels would benefit from improved access.
- Public: Outside grants and funding could be sought, particularly for bicycle or emergency access.
- Combination: Private funding could be leveraged as matching funds for competitive grants.

RESIDUAL CAPACITY ANALYSIS

Yorba Linda Boulevard/Savi Ranch Parkway currently (2014) operates at LOS B (0.63) in the AM PH and LOS D (0.83) in the PM PH. Based on current traffic patterns, Savi Ranch could generate ~400 new PM PH trips before Yorba Linda Boulevard/Savi Ranch Parkway reaches LOS E

- 582 apartments OR
- 308,000 sf of office OR
- 53,000 sf of retail

If improved wayfinding helps balance use of all existing alternative entry/exit points, Savi Ranch could generate ~1,100 new PM PH trips before reaching LOS E.

- 1,860 apartments OR
- 700,000 sf of office OR
- 252,000 sf of retail

Preferred Vision Plan is projected to generate ~2,100 new PM PH trips.

Figure 10. Long Term Mobility Improvements

4. Market Report

Savi Ranch Land Use and Mobility Vision Plan

PURPOSE OF THE MARKET ANALYSIS

The market analysis is intended to support the community discussion about the future of Savi Ranch. Specifically, the market analysis quantifies the amount of market demand that could support expansion and new development for residential, retail, office, and industrial uses. **All references to "tables" and "appendix" in this section refer to the tables and appendix of the stand-alone Market Analysis prepared for the Vision Plan project, available from the City under separate cover.**

EXISTING DEVELOPMENT

The Yorba Linda portion of Savi Ranch contains about 158 acres of land across 53 parcels, not counting right-of-ways (175 acres with rights-of-way). Most of the parcels have been developed, with the exception of the two parcels identified for higher density housing (both of which have entitlement from the City and one is under construction). The area includes about 1.61 million square feet of gross floor area in office and light industrial buildings and 510,000 square feet of gross floor area in retail and restaurant buildings.

As discussed in the March 3, 2014 existing land use capacity memo (available under separate cover), many of the parcels could theoretically accommodate more building space, but only by adding additional stories. This potential additional capacity, however, can only be realized with parking-requirement modifications, and therefore, it does not represent underutilization in the traditional sense.

On average over the last eight years, Savi Ranch has provided 830 jobs in retail, accommodation, and food service and another 2,040 jobs spread across the other sectors of the economy. Thus office and industry buildings account for about 70 percent of the building space and about 70 percent of the jobs in Savi Ranch.

REAL ESTATE MARKET DEMAND DRIVERS

At the most basic level, two factors drive the demand for real estate development—net growth and relocation, with net growth being the primary driver. The following paragraphs identify the nature of these factors for office and industrial buildings, retail buildings, and housing.

Office and Industrial Buildings

Net economic growth, typically measured in changes in employment, fuels the expansion of existing businesses, the attraction of new businesses, and the creation of new businesses. The physical result of these three—expansions, attraction, and start-ups—is the filling of vacant buildings and then the development of new buildings.

Relocation may take the form of an existing business that needs to expand, but cannot because its existing facilities are hemmed in by other development. More relevant to Savi Ranch, though, relocation often takes the form of businesses migrating from higher cost to lower cost areas, migrating to a more competitive location for attracting employees or serving customers, and migrating to capitalize on the value of existing owned facilities.

Retail Buildings

A key element of retail demand is the trade area. A trade area is the geographic area from which retail business draws most of its customers. For most retail spending, this is the area where people live, but for a significant minority of retail spending, this is the area where people work.

Net increases in the number of trade-area households and real growth in a trade area's household income fuel retail spending and hence the demand for new retail businesses and buildings. In the retail context, relocation is the attraction of consumer spending from other areas, or enlarging the trade area.

Housing

The net increase in households in a region is the primary driver for new housing development. Unlike commercial and industrial properties, however, the housing market offers a highly differentiated set of product types, and relocation may often be a more important driver for particular products than is overall housing growth. For example, a majority of new single-family detached housing is built for households trading up, that is, those with sufficient equity in their current house to cover the down payment required to purchase a new, larger, more expensive house. Similarly, most first-time purchasers are moving from a rented house rather than moving out of their parents' houses. Nevertheless, the total net increase in the number of housing units in a region must correspond to the total net increase in the region's number of households.

OFFICE AND INDUSTRIAL DEVELOPMENT

From 1990 to 2012, the Orange County economy grew from 1,306,000 jobs to 1,547,000 jobs. During the last recession, employment fell to 1,411,500, and has since increased to 1,496,000 as of 2012 (the last year for which employment data are publicly available). Table A-2 in the appendix provides the detailed jobs data for Orange County.

Many of the county's jobs are found in the four largest employment concentrations in the county (in no particular order): the I-405/John Wayne Airport area; the I-5/I-405/Irvine Spectrum area; the I-5 corridor from Disneyland through Orange and downtown Santa Ana to the CA-55 freeway; and the Santa Ana River Valley/SR-91 freeway corridor. Savi Ranch is part of this last employment concentration area.

For statistical purposes, employment data are published for the Census Bureau–defined Anaheim-Garden Grove-Santa Ana subarea of Orange County. This includes all of the incorporated and unincorporated area from Los Alamitos/Rossmoor, Garden Grove, Santa Ana, and Tustin, north to the county borders with Los Angeles, San Bernardino, and Riverside counties. This area accounts for 56 percent of the jobs in Orange County. In turn, Savi Ranch accounts for 0.3 percent of the total number of jobs in the subarea. The available data show that the total number of jobs in Savi Ranch declined from a 2004 high of 2,960 to a recessionary low of 2,440 in 2010, having since rebound to 2,990.

The question for market demand is by how much will employment likely increase? Table 1 provides the projected employment increase by major groups of economic sectors over the next ten years. The projections assume that present trends continue and that there is a sufficient amount of land and buildings to accommodate the growth.

For all three areas, employment in the goods-producing sectors is projected to decline, and this decline is all in the manufacturing sector. This does not mean, however, that there will be a commensurate decline in industrial building space. The story of manufacturing since the late 1970s is one

of decreasing employment but increasing value of manufactured products. The national, state, and regional economies have all shed low-value, labor-intensive manufacturing. At the same time, all three economies have become more specialized in higher-value, highly productive manufacturing. These trends are likely to continue over the next ten years.

Office and Industrial Market Demand

Based on the projected employment increase, Table 2 provides the projected market demand in terms of building square footage by major land use type. The data reflect demand across the Anaheim-Garden Grove-Santa Ana subarea of Orange County and the demand the Savi Ranch would likely capture based on its share of employment growth from 2003 through 2011.

Once again, these projections represent the continuation of past trends. The projections suggest that high vacancies in Savi Ranch's industrial building stock could persist. Filling vacancies in the industrial buildings may require repositioning to attract uses that are customarily office-based. To facilitate such changes, development standards might need to allow building retrofits to accommodate small office spaces for small business (e.g., real estate brokers) or conversion to office condos (e.g., medical-office condos).

The projections also represent the net increase in market demand based on employment growth. As the airport area in central Orange County continues to transform from an industrial park into a mid- and high-rise office and mixed-use center, many industrial businesses will be priced out of the market. Some of these may well relocate out of state, but it is likely that this transformation will drive some industrial businesses to relocate to north Orange County. Thus, the shuffling of existing industrial businesses may compensate for the expected net decline in industrial-type businesses and employment.

Office and Industrial Demand Implications

Currently, about 121,000 square feet of industrial buildings in Savi Ranch are vacant, as are about 20,000 square feet of office buildings. The projected market demand suggests that economic growth will easily resolve the office vacancies.

The industrial vacancies, in contrast, may well worsen based solely on economic growth. Relocation of industrial businesses from central Orange County may ameliorate industrial vacancies, but there is really no way to project the degree to which this might happen, if at all. If the vision for Savi Ranch is to include continuation of industrial uses, planning and zoning should be tailored to allow for repurposing and reconfiguration of the industrial buildings.

RETAIL DEVELOPMENT

Retail markets can be categorized into two broad groups: convenience goods and services and comparison goods. Table A-4 in the appendix provides basic information about the types of shopping centers.

Convenience goods and services are those that people need on a regular basis. For these regular purchases, most consumers have built up knowledge of where to go to get what they want, whether their discriminator is price and convenience or quality. Groceries, medicines, and hair care are typical convenience goods and services. Because convenience goods and services

usually have low cost margins and high sales volumes, convenience retailers are located throughout an area, close to concentrations of households. Convenience goods retailers typically operate in convenience-goods centers (less than 30,000 sq. ft.) and neighborhood-scale centers (less than 100,000 sq. ft.), and they typically draw customers from a ½- to 1½-mile radius.

Comparison goods are retail items that consumers purchase more infrequently or rarely. For these purchases, consumers tend to compare goods across brands and across retailers. This habit of comparing induces retailers to locate near each other. It also promotes larger-scale retailers who can stock many different brands of similar products. Clothing, electronics, and furniture are quintessential comparison goods. Because comparison goods have higher cost margins and lower sales volumes and because consumers purchase these goods infrequently, comparison goods retailers tend to locate close to major transportation corridors that give access to a greater number of consumers. These businesses typically locate in community-scale centers (100,000+ sq. ft.) and regional-scale centers (300,000+ sq. ft.), and they draw customers from a 3- to 5-mile radius up to an 8- to 12- mile radius, depending on the center's size and retailer mix.

Eating and drinking places are a cross of the convenience and comparison. Sometimes, consumers are looking for convenience when buying food away from home. Fast food and limited service restaurants typically satisfy this convenience demand. Other times, consumers are looking for a higher level of quality and are willing to travel of longer distance and pay more for the cuisine they desire.

A third, hybrid type of retail is experience-oriented shopping. In this type of shopping, the experience of the trip is of equal if not greater importance than the material need for a good or service. The experience's value may accrue from socialization with friends, from entertainment, or from the quality of the place. Downtowns, new town centers, lifestyle centers, and even shopping malls all attempt to enhance the shopping experience and provide a mix of businesses and amenities to create an enjoyable shopping experience. Because most consumers infrequently invest their time in experiential shopping, most are willing to travel further and forego quick and easy access for the value of the experience. Experience-oriented shopping is a destination trip, and draws from a community, regional, or even super-regional size trade area, even if it does not offer the commensurate amount of retail square footage.

Savi Ranch Retail Types

Savi Ranch is primarily a regional-scale retail center, with over 500,000 square feet of retail building space. It probably draws customers from 5 to 8 miles away. For example, the nearest Costcos are about 10.3 miles away in Fullerton and 12.6 miles away in Corona, so Costco itself probably has a 5- to 6-mile area from which its customers come.

In addition, Savi Ranch provides some convenience goods and services businesses. These businesses serve both motorists along the SR-91 freeway as well as Yorba Linda residents. The 5- and 8-mile radius trade areas are depicted on the Savi Ranch Regional Context map on page A-7 in the appendix.

Retail Market Potential

Retail market potential refers to the amount of retail building space that could be supported if a particular trade area were able to capture all the consumer spending of all its residents. In reality, most trade areas leak some spending and capture other spending. The successful ones just capture more than they leak. Tables A-5 and A-6 in the appendix provide the estimated spending and store sales for both a 5-mile and an 8-mile trade area for Savi Ranch, although the analysis is based only on the 8-mile radius data.

Because Savi Ranch is a regional-scale retail district, its market demand is appropriately analyzed at the community/regional scale, with a focus on the comparison goods retailers. Table 3 calculates the market potential for the 8-mile-radius trade area around Savi Ranch using data from the Nielsen Company, the Urban Land Institute, the International Council of Shopping Centers, the Census Bureau, and field surveys.

The analysis finds that the existing amount of consumer spending could support an additional 1.2M square feet of retail building space. Growth in household incomes and the number of households over the next five years could increase the supportable amount of retail building space to almost 1.6M sq. ft.

This analysis suggests that more retail could be part of the vision for Savi Ranch. However, conversations will retail brokers suggest that, at least in the current environment, attracting additional retail businesses to Savi Ranch would be difficult because it is difficult to get to, it has poor visibility, and traffic congestion can make shopping unpleasant.

Retail Market Demand Implications

The raw numbers provided in Table 3 suggest that there is ample consumer spending to support more retail at Savi Ranch, if that is desired in the vision. However, the future of retail is not a settled issue. For the most part, the retail industry has recovered from the recession, but online retail sales continue to grow and will continue to affect the evolution of bricks-and-mortar retail businesses. Today's big-box retailers may well be tomorrow's history. One strategy to deal with the unknowns of increasing online retail is to develop retail destinations that cannot be replicated online. This means fostering experience-oriented shopping.

Fostering experience-oriented shopping might also position Savi Ranch to compete better with the retail in the surrounding region, which is almost exclusively composed of suburban strip centers and big-box centers. Indeed, experience-oriented shopping may well be the only way to significantly increase the number of people coming to and the amount of money spent at Savi Ranch.

RESIDENTIAL DEVELOPMENT

The following section provides an overview of the opportunities for residential for-sale and for-rent development in Savi Ranch.

Multifamily Ownership Sales Values

Quantifying the demand for new multifamily ownership units requires an understanding of the value at which housing units sell. The sales values determine the income segments that represent potential demand for

multifamily sales. The analysis determines the sales values based on the sales value trend over the past three years for the 481 multifamily units sold within five miles of Savi Ranch. The analysis uses a 5-mile trade area for residential market demand to provide a more conservative estimate of actual market demand (in contrast to the retail analysis, which used the industry-standard 8-mile-radius trade area for regional shopping centers). Figure 1 shows this data with the best-fit line.

Based on the statistical analysis, the market would likely demand for-sale multifamily housing units ranging from 900 to 2,000 square feet and selling at values from about $257,600 to $538,500 for new construction. Financing the minimum housing unit in this scenario would require an annual income of at least $35,000 a year, assuming a 30-year, fixed mortgage at 4.3 percent with a 20 percent down payment. The calculation for for-sale residential market potential therefore includes only households at this income level or higher.

Multifamily For-Sale Market Potential

Table 4 determines the potential market demand for new for-sale multifamily housing based on the number of households with an annual income of at least $35,000 year living within a five-mile radius of Savi Ranch. The analysis projects that the entire five-mile-radius area could support 266 new multifamily housing units over the next five years (the time frame being an industry standard based on demographic projections). Based on past trends (i.e., the city's share of regional multifamily housing unit sales), the analysis suggests that Yorba Linda might capture 138 of these new housing units.

Multifamily For-Rent Market Potential

Table 5 determines the potential market demand for new for-rent multifamily housing based on the number of households earning at least $25,000 a year living within a five-mile radius of Savi Ranch. The analysis projects that the entire five-mile-radius area could support 570 new multifamily housing rental units. Based on past trends, the analysis suggests that Yorba Linda might capture 310 of these new housing units.

Residential Market Demand Implications

The analysis finds that there should be sufficient market demand to absorb a significant amount of multifamily housing at Savi Ranch, if housing is desired as part of the long-term vision. Indeed, the analysis suggests that it should be possible to attract development for a variety of price points for both renters and owners.

One value of residential development is that it is usually the only type of development that a local government can allow at increasing densities in order to generate a larger residual land value. With higher residual land values, the City can expect to get additional public benefits out of new development.

The other value that residential development can provide is putting people on the streets. That is, if the vision for Savi Ranch includes a pedestrian-scale experience-oriented shopping district, then adjacent residential development helps by providing a supply of walkers. Whether or not these neighbors spend money is secondary to the public image they create that the place, the experience-oriented shopping district, is indeed a different sort of retail/dining/entertainment destination than other shopping areas in the region.

5. Outreach Summary

Savi Ranch Land Use and Mobility Vision Plan

OUTREACH SUMMARY

The City has met and worked collaboratively with property owners and the community-at-large to identify opportunities for improvements and changes to Savi Ranch. It has also been a focus of the effort to be inclusive and reach a wide audience of Yorba Linda's residents and especially engage those residents immediately adjacent to Savi Ranch. A robust community outreach effort focused on ensuring participation from all of these important community members was initiated in July 2013. The community outreach effort employed several outreach strategies to ensure a high level of participation. These strategies included:

- An **information effort** including traditional and technology based methods to inform the public about the project and events;
- Attendance at **community events** allowing informal and accessible conversations with the public related the Vision for the future of Savi Ranch;
- **Surveys and input forums** to allow communication on Savi Ranch;
- **One-on-one meetings, focus groups, design workshops and meetings** specifically with business and property owners and with the public at large to gather input on existing conditions, raise awareness about the upcoming effort, and encourage participation and understand community perspective for the Vision of Savi Ranch.

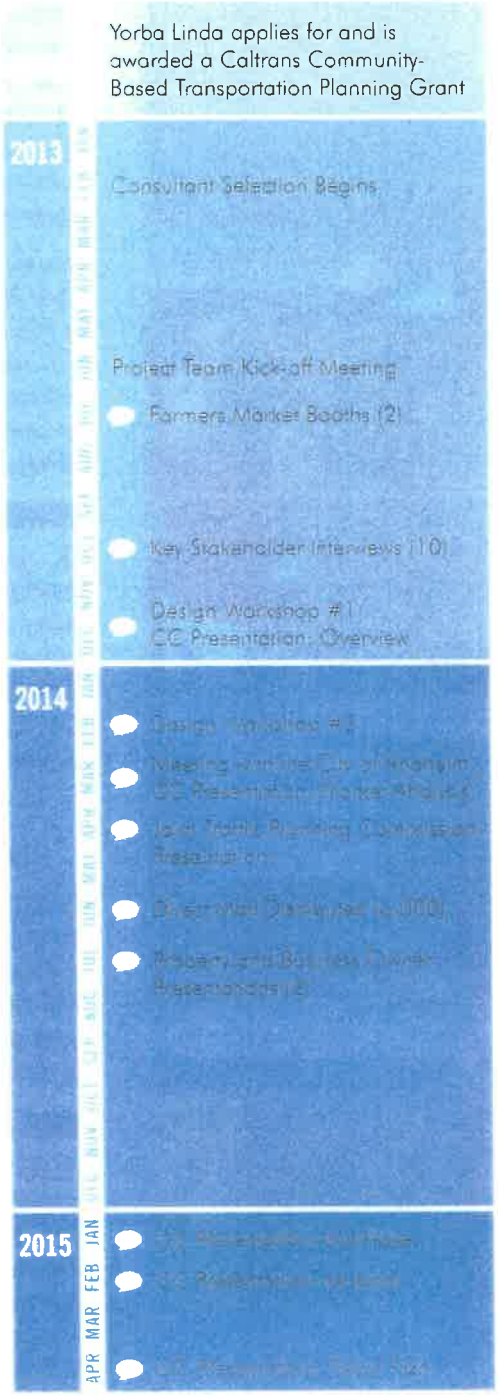
The specific steps taken to achieve these strategies are summarized below. For further details please see the stand-alone *Vision Plan Savi Ranch Outreach Summary Report* prepared for the project.

INFORMATION EFFORT

The project kicked-off with an information sharing effort in order to raise awareness and encourage participation in a discussion related to Savi Ranch. A logo, tagline and website, Yorbalindaconnects.com, were developed to provide identification and a hub for information. Additional materials including project cards, surveys, flyers, posters and banners were developed for this effort. Flyers and posters were distributed throughout the Savi Ranch area as well as at key community locations throughout the City. A banner was hung at the entrance to Savi to bring attention to the effort and direct people to the project website.

An in-person canvassing campaign reached out to business and property owners within Savi and encouraged their participation throughout the effort. Prior to public workshops and meetings, more than 125 businesses were visited and employees and owners were invited to participate. These businesses were also asked to post the flyer in their break room to share with employees and/or post at the public area to share with customers and visitors as well.

Figure 11. Outreach Timeline



Press releases were also issued. These pieces all announced the Vision plan study, invited participation from the community to attend workshops and educated the public on how to be involved in the process. A direct mailer was created and sent out to more than 6,000 residential properties immediately adjacent to Savi Ranch. The direct mailer included a short overview of the alternatives that had been drafted and a comment and response card to allow participation and input event without attending meetings.

Finally a web-based platform was created to engage the public on-line. The Yorbalindaconnects.com website created a hub of information for the project. The site contained an introduction to the process, announcements for upcoming events, presentation materials from all meetings held and interactive questions and surveys to engage the public and allow them to provide input. The site also allowed participants to review input received to date, ask questions and provide comments.

COMMUNITY EVENTS

To gain valuable feedback from local residents, understand existing conditions and increase awareness of the Savi Vision effort, the project team participated in several community events to meet with residents, share information about the outreach effort and gather input on how to improve Savi Ranch. This effort focused on the months of August through October 2013 to raise awareness prior to the first Design Workshop. The following events were included in this effort:

- Farmer's Market– August 10 and August 17, 2013
- Sprouts Storefront Table – October 19, 2013

At each event the team hosted a booth that included promotional material for the Yorbalindaconnects.com website and treats to encourage participants to stop and visit. A project information page explaining the background of the project was also provided to participants. Surveys were used to better understand the individual residents concerns, impressions and hopes related to Savi Ranch today and in the future.

ONE-ON-ONE INTERVIEWS

A series of one-on-one interviews with individual property and business owners within Savi Ranch were held to better understand the perspective of the variety of land user and operators in Savi. It was important to understand the needs related to the industrial and biotech, shopping and services, restaurants and hospitality areas all included within Savi Ranch. This effort was specifically focused on the business and property owners as it was anticipated that they would have a unique perspective being in the Savi Ranch development all day, every day.

COMMUNITY WORKSHOPS

The first community workshop for the Savi Ranch Vision Plan was held on December 10, 2013 at the Nobel Biocare training facility and included 20 participants representing local businesses, property owners and brokers. Workshop #1 focused on circulation related to vehicles, pedestrians and bicycles. The meeting began with a short overview of the project and a presentation of the findings to date related to traffic and safety and signage.

Next improvement ideas for new connections for vehicles via ring roads, internal streets and secondary access options were described. Options for trail connections that would allow access for bikes and pedestrians into Savi Ranch were illustrated and presented including options for bridges for cars, bikes and pedestrians. Wayfinding and signage was discussed and included options for implementing a new sign program.

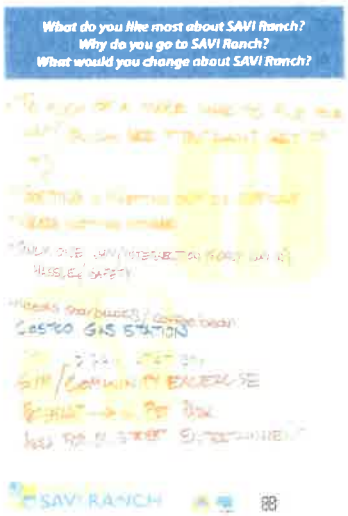
The next community workshop for the Savi Ranch Vision Plan was held on February 11, 2014. Workshop #2 was also held at the Nobel Biocare training facility and included 20 participants representing local businesses, property owners and brokers. This meeting focused on current land use conditions, what opportunities are present and what needs are currently not being met that could be accommodated within Savi Ranch. Participants were invited to join in by learning more through an interactive presentation by the consultant team and then asked to provide input and comments on land use related topics.

BUSINESS AND PROPERTY OWNER MEETINGS

Given the request for additional interaction with the business and property owners two additional meetings were schedule to accommodate these groups. A contact list was obtained from the meeting on June 12, 2014. In addition a list of all property owners and business operators in the center has been established. Emails were also collected through the efforts of several of the property and business owners within Savi Ranch to ensure direct connection could be established. Two dates, locations and times were established to best accommodate work schedules and availability of potential participants. One meeting was held on July 17, 2014 from 5:30 to 7:30 pm to accommodate those that would find it easier to attend a meeting immediately following the workday. A second meeting was held on July 23, 2014 from 1:00 to 3:00 to allow those that would find it easier to attend during the workday to join the conversation. Each meeting had about 20 participants including business owners, property owners, employees of the businesses and a few members of the general public.

PUBLIC PRESENTATIONS

Throughout the process, presentations have been delivered to the City's Traffic Commission, Planning Commission and City Council to keep these decision-makers informed on the progress, process and outcomes to date. These meetings also allowed for additional information to be shared with the public and awareness of the project and process to be maintained throughout the effort. A report and input session was held with the Traffic Commission in October 2013. A status report was provided to the City Council in December 2013. Finally, a presentation was made to the Planning Commission on March 12, 2014. The result of the input received from the community process, the Design Workshops, public presentations and the one-on-one interviews was the draft mobility options and land use alternatives for Savi Ranch. The DRAFT Mobility Options and Land Use Alternatives plan was shared with the public on the Yorbalindaconnects.com website and discussed during a joint study session with the Planning Commission and Traffic Commission in April 2014.



To ensure the public was aware of the direction the mobility options and land use alternatives were heading an information brochure was created and was distributed by mailing to 6,000 properties adjacent to Savi Ranch. The brochures were also distributed in person through a canvassing effort including more than 125 business and property owners within Savi Ranch. A press release was issued and newspaper advertising in the Yorba Linda Star announced a public workshop in June 2014 to discuss the Draft and solicit input. A copy of the mailer is included in the Appendix. Comments and input were received by the City from individuals returning the comment portion of the mailer with input and/or questions.

GENERAL COMMENTS RECEIVED

Feedback was provided to the City in a variety of ways throughout the process, including in-person at meetings and charrettes, written responses from direct mailers, online via *YorbaLindaConnects.com*, and over the phone and email. In general, the public recognized the supreme potential of Savi Ranch as a regional destination in Yorba Linda that has the ability to attract business and property owners and shoppers more significantly that it does today. However, the public opinion was clear—that without real mobility improvements, changes in the land use mix and tenants would be difficult. Below is a summary of some of the key outreach findings.

Mobility

Residents, business owners and property owners alike are interested in a comprehensive solution to alleviating the friction at the main entrance to Savi Ranch.

There is some support for a bridge to La Palma Avenue and a ring road. Concerns include cut through traffic, design and impact on the adjacent neighborhood.

Specific improvements for stop signs, sidewalks, traffic calming and wayfinding improvements were generally supported.

Land Use

Industrial, Biotech and R&D are supported land use from all participants.

Strong support was given for restaurants and entertainment uses.

There is an interest for creating a destination to the retail area near Kohl's and Michaels.

Concerns relate to traffic and impacts but support is for mixture of land uses and more options for residents and businesses alike.

Alternatives

There was strong support for Cluster Expansion and District Enhancement in the surveys and in the comments received.

6. Implementation

Savi Ranch Land Use and Mobility Vision Plan

OVERVIEW

This paper provides a brief overview of key implementation measures the City of Yorba Linda is evaluating as a means to implement the Vision Plan for Savi Ranch. The descriptions are grouped into three categories: implementation programs, public realm capital improvements, and development projects. Further detail on these strategies is provided under separate cover and is available by request through the City of Yorba Linda's Community Development Department.

COMPONENTS OF ECONOMIC DEVELOPMENT STRATEGY

Implementation Programs	Public Realm Improvements	Private Development Improvements
+ Zoning update + Circulation feasibility analysis + Funding and financing plan + Capital improvements program + Marketing strategy + Biotech business attraction strategy	+ External access + Internal circulation / complete streets + Streetscapes (including wayfinding)	+ Expansions and redevelopment + Gathering spaces and pedestrian-friendly environments + Parking structures

IMPLEMENTATION ACTION PLAN SUMMARY

	Update Zoning Regulations	Build Business and Property Owner Support	Invest in Near-Term Improvements	Invest in Longer-Term Improvements
2015	+ Finalize zoning approach and draft zoning amendment text + City Council action + Conduct environmental clearance	+ General outreach + Marketing strategy approach (for retail, entertainment) + Biotech business attraction approach	+ Assess three left-turn lane leaving Savi Ranch + Streetscape improvement approach	+ Feasibility study funding for access alternatives
2016	+ Possible Measure B vote	+ Establish P-BIDs + Marketing strategy (branding, publicity, event programming) + Biotech business attraction strategy	+ Convert third left-turn lane exiting Savi Ranch + Add stop sign at Savi and Old Canal + Expand LLMD	+ Bridge feasibility + Loop road/SARI Line feasibility
2017			+ Construct and maintain streetscape improvements	+ Infrastructure funding approach (assessment district, other)
2018				+ Infrastructure funding
2019				+ Construct and maintain improvements
2020				+ Construct and maintain improvements

IMPLEMENTATION MEASURES

This section provides a brief overview of key implementation measures. The descriptions are grouped into three categories: implementation programs, public realm capital improvements, and development projects.

Implementation Programs

Circulation Feasibility Analysis. Conduct a Circulation Feasibility Analysis to further evaluate the feasibility of additional access to Savi Ranch and multimodal transportation improvements in the project area.

Funding and Financing Plan. Work with property owners and businesses to formulate a funding and financing plan, which should identify the appropriate means to pay for the needed implementation measures.

Capital Improvement Program. Amend the City's Capital Improvement Program to include capital improvement implementation measures that the funding and financing plan identifies for City funding.

Marketing Strategy. Collaborate with property and business owners to determine the most effective means of managing a coordinated marketing strategy for Savi Ranch and follow-up with the appropriate partners to develop and implement the marketing strategy.

Biotechnology Research and Development Strategy. Collaborate with property owners, existing businesses, and commercial and industrial real estate brokers to identify the most effective way to attract biotechnology businesses and prepare a business attraction strategy.

Public Realm Capital Improvements

External Access. Evaluate new access point(s) to Savi Ranch, as feasible.

Internal Circulation. Evaluate and fund completion of the sidewalk network, new bike lanes, and other short-term mobility improvements as identified in the Savi Ranch Land Use and Mobility Vision Plan.

Streetscapes. Collaborate with property owners and businesses to formulate a streetscape plan, which should include design guidance and appropriate funding and financing mechanism to help pay for the construction and ongoing operation and maintenance of streetscapes.

Development Projects

Expansions and Redevelopment. Develop market incentives to encourage individual property owners to invest in the expansion or development of their properties consistent with the Vision Plan.

Gathering Spaces and Pedestrian-Friendly Environment. Pursue public-private partnerships to develop gathering places and pedestrian-friendly amenities in Savi Ranch.

Parking Structures. Collaborate with private property owners and developers to construct and maintain parking structures; explore establishing parking district(s) or shared parking agreements to facilitate structured parking.

IMPLEMENTATION AND FUNDING TOOLS

This section describes a variety of tools that may be used to manage and fund the implementation measures identified previously.

Development Process Tools

Development Impact Fees. Explore establishing one or more development impact fees to defray all or a portion of the cost of public improvements, public services, and community amenities related to the development.

Developer-funded Improvements. In cases where individual development projects trigger the need for offsite infrastructure improvements and the City does not have sufficient funding to construct the improvement, explore opportunities to share improvement costs with project developers This would most likely apply to components of infrastructure, such as road capacity (additional lanes), traffic control devices, or sewer pump stations. Note that it is usually beyond a developer's ability to pay the full cost of major infrastructure investments.

Development Agreements. Consider using Development Agreements to secure developer commitments to public benefits in conjunction with the application of regulatory incentives in the zoning overlay districts.

Special Funding and Financing Districts

Assessment Districts. Evaluate how assessment districts could finance the construction of public improvements on public property, public rights-of-way, and public easements.

Parking Districts. Evaluate the potential of establishing one or more parking districts to fund the construction and operation of public parking spaces, lots, garages, and meters.

Contractual Assessments. Consider establishing a contractual assessment program, creating guidelines that identify the types of improvements, costs, and locations. If and when a property owner in the identified area is interested in participating, that owner can voluntarily enter into a contractual assessment.

Business Improvement Districts. Utilize public-private partnerships, like business improvement districts (BIDs), to improve the attractiveness and functionality of a business district, improve the business climate, help existing businesses grow and prosper, attract new businesses, and attract more visitors and customers to the district.

Landscaping and Lighting Maintenance Districts. As appropriate, establish landscaping and lighting maintenance districts (LLMD) to fund the construction of certain public improvements and the operation and maintenance of public improvements.

Community Facilities Districts. If applicable, use community facilities districts (CFD) to fund the finance services or the purchase, construction, expansion, improvement, or rehabilitation of public facilities with an estimated useful life of at least five years.

Grants and Loan Programs

State and Federal Programs. Tap into various federal, state, local, and private grants to provide additional funding for implementation programs and public realm capital improvements, especially those focused on promoting pedestrian- and bike-friendly environments and reliving traffic congestion.