



The
Fullerton
Plan

The Fullerton Economy



Master Element B: The Fullerton Economy

addresses the economic dimensions of the community that contribute to a prosperous quality of life for the residents, businesses and other organizations within the City. The Fullerton Economy includes the following chapters:

- Chapter 8: Economic Development
- Chapter 9: Revitalization

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Chapter 8

Economic Development

Fullerton will be a city which enjoys a vibrant economy, benefiting from its educational community resources and its diverse business base; and encourages economic diversity and creation of new jobs.
-The Fullerton Vision

Introduction

Recognizing that the City operates within the broader context of a regional and global economic setting, the City must always seek to strengthen its partnerships, policies, and programs pertaining to a business-friendly environment and quality, adequate public infrastructure that supports business growth. There have been dramatic changes in the local, regional, State, and national economies in the last several decades, from a production-based economy to one increasingly based on creativity and innovation; this said, renewed interest in U.S.-based manufacturing is on the rise.

The Economic Development Element seeks to improve economic prosperity by ensuring that the economy grows in ways that strengthen Fullerton's industries, retain and create jobs with self-sufficient wages, increase average income, and stimulate economic investment. A vibrant economy improves the quality of life enjoyed by Fullerton residents and enhances the financial stability of the City.

The following goals and policies are provided to achieve The Fullerton Vision as it pertains to Economic Development.

Overarching Policies

- OAP1.** Comply with State and Federal laws and regulations while maintaining local control in decision-making.
- OAP2.** Pursue Federal, State and local funding options to support implementation of The Fullerton Plan.
- OAP3.** Leverage the advantages and advances of technology.
- OAP4.** Seek opportunities for increased efficiency and effectiveness.

Purpose

The purpose of the Economic Development Element is to increase the wealth and standard of living of all residents in Fullerton with policies that support a diverse, innovative, competitive, entrepreneurial, and sustainable local economy.

This Element is not required per California Government Code Section 65302; however, as Economic Development is of importance to the community of Fullerton, it is prepared as an optional element per California Government Code Section 65303.

GOAL 9: Long-term fiscal strength and stability that has a foundation in local economic assets and adapts to dynamic market conditions.

Policies

Specific statements that provide a directive or framework for City decision-making that directly contribute to the attainment of the goal.

Region/Subregion Level

- P9.1 Regional Coordination**
Support projects, programs and policies with regional organizations involved in economic development to strengthen strategic alliances, ensure the efficient use of City resources and to encourage mutually supportive efforts.
- P9.2 Staff Participation in Organizations**
Support policies and programs for allowing key City staff to actively participate with economic development organizations, including Fullerton business organizations such as the Chamber of Commerce, Downtown Business Association and others, so that the City is informed of economic development efforts, opportunities to promote a business friendly environment are identified, and the City's interests are represented.
- P9.3 Hospitality Revenue**
Support programs for attracting hotels and other visitor accommodations to key areas such as the Fullerton Transportation Center Focus Area, the Harbor Gateway Focus Area, the North Harbor Corridor Focus Area and other appropriate focus areas.
- P9.4 Regional Economic Clusters**
Support policies, projects, and programs that encourage working with other cities, counties, and government agencies to jointly leverage resources and assets to create and strengthen economic clusters within the region.

City Level

- P9.5 Municipal Fiscal Policy**
Support policies and regulations that direct the City to follow prudent financial standards and to maintain strong financial reserves as inherent parts of the budget decision-making process.
- P9.6 Funding for New City Services**
Support policies and regulations that require the addition of new City services based on finding that a clear need has been identified and a sustainable funding source is developed.
- P9.7 User Fees for Services**
Support policies and regulations pertaining to fees charged by the City to both reflect actual costs for providing such services and consider offsets from other funding sources.
- P9.8 Technology Investments**
Support projects, programs, policies and regulations that involve investment in technology that reduces the costs of City services and that result in the efficient use of City resources and revenues.
- P9.9 Privatization of Services**
Support policies, programs and regulations regarding privatizing City services if and when the private or non-profit sectors can clearly deliver equitable and affordable services more efficiently than City government.
- P9.10 Attractiveness to Business Investment**
Support policies, programs and regulations that sustain the provision of quality municipal services

GOAL 9: Long-term fiscal strength and stability that has a foundation in local economic assets and adapts to dynamic market conditions.

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and efficient and responsive business assistance as essential tools to attract and retain businesses and employees. *(See Goal 10 for related policies.)*

P9.11 Reduce Barrier to Investment

Support programs to proactively review City ordinances, policies and procedures to reduce barriers to investment while upholding the quality of life enjoyed by Fullerton residents.

P9.12 Fiscal Health Monitoring

Support policies, programs and regulations that strengthen the City's ability to maintain accurate accounting records and that keep the City Council, City Manager and Fullerton community informed of the City's financial conditions at all times.

P9.13 Capital Improvements Planning

Support policies and programs that coordinate with City departments to plan and prioritize capital improvements to ensure that certain funding resources are allocated to the City's most critical economic needs.

P9.14 Economic Activity in Public Spaces

Support policies and programs to lease parts of public spaces, parks and select sidewalks to private businesses and non-profit organizations to activate the space with programs and activities, such as small product vendors, bike rentals, community garden plots, exercise programs, and larger events and festivals. *(See Chapter 12: Parks and Recreation and Chapter 13: Arts and Culture for related policies.)*

Neighborhood/District Level

P9.15 Assessment Districts and Business Improvement Districts

Support programs by property and business owners that are interested in establishing an assessment district or business improvement district to fund economic development programs that benefit the district. *(Also see Chapter 9: Revitalization, P11.6 Assessment Districts.)*

P9.16 Focus Areas

Support projects, programs, policies and regulations to evaluate ways to improve long-term fiscal strength and stability as part of community-based planning of Focus Areas.

Project Level

P9.17 Fiscally Sound Development

Support projects that do not compromise the City's ability to provide quality services to its existing and future residents and businesses.

Also see Chapter 1: Community Development and Design, P2.1 Perceived Image and Identity and P1.6 Protection of Employment Areas.

GOAL 10: **An innovation economy built upon Fullerton's local entrepreneurial spirit and intellectual capital.**

Policies

Specific statements that provide a directive or framework for City decision-making that directly contribute to the attainment of the goal.

Region/Subregion Level

P10.1 Cost of Living and Cost to Do Business

Support policies, projects, programs and regulations, as well as regional and subregional efforts, that reduce the cost of living and the cost to do business, such as on-line services, technology, tax incentives, permit streamlining programs and others.

P10.2 Cross-Sector Alliances

Support regional and subregional efforts that recognize the unique roles of each sector of the economy (private sector, public sector, non-profit sector and educational sector) in economic development and take advantage of the strengths and benefits of each sector through strategic alliances.

P10.3 Strategic Alliances

Support regional and subregional efforts to foster strategic alliances with businesses, local colleges and universities, Orange County SCORE, the Orange County Business Council, the U.S. Small Business Administration, the U.S. Economic Development Administration, the Fullerton Chamber of Commerce, the Downtown Business Association, service clubs, local churches and other non-profit organizations.

P10.4 Regional Promotion

Support regional and subregional efforts to promote economic development in North Orange County.

City Level

P10.5 Culture of Innovation

Support projects and programs that foster a citywide culture of innovation that values learning, creativity, adaptability and local entrepreneurship.

P10.6 Support for Educational System

Support policies, projects and programs that bolster the efforts of local school districts, vocational schools, colleges and universities to maintain an outstanding educational system that best prepares today's students for tomorrow's workplace. *(Also see Chapter 14: Education for related policies.)*

GOAL 10: **An innovation economy built upon Fullerton's local entrepreneurial spirit and intellectual capital.**

Policies

Specific statements that provide a directive or framework for City decision-making that directly contribute to the attainment of the goal.

P10.7 Education Employment Sector Expansion

Support policies, projects, programs and regulations that encourage the growth and development of the vocational schools, colleges and universities within Fullerton and, as a result of such expansion, create jobs and entrepreneurial opportunities, enhance educational opportunities for Fullerton residents, support neighborhood stability and strengthen the City's image as an educational center. *(Also see Chapter 14: Education for related policies.)*

P10.8 Economic Gardening Pilot Program

Support programs to encourage Fullerton residents to become entrepreneurs and invest in new businesses with high growth potential.

P10.9 Business Incubators

Support projects and programs by local banks, the U.S. Small Business Administration, non-profit organizations, or colleges and universities to create business incubators, microfinance programs and other means to encourage and/or grow small businesses in the City.

P10.10 Utility Economic Development Programs

Support policies, projects and programs that help local businesses reduce their operating costs and manage their energy use, including economic development incentives and initiatives by utility companies, and promote such opportunities on the City's website and at the public counters of City departments.

P10.11 Support for Broadband

Support policies, projects, programs and regulations that facilitate the installation of broadband, fiber-optic, hybrid coax, and similar infrastructure within employment and business districts to enhance the City's ability to recruit and retain technology-dependent businesses.

Neighborhood/District Level

P10.12 Downtown Economy Diversification

Support policies, projects, programs and regulations that diversify the Downtown economy to create more economic activity.

GOAL 10: **An innovation economy built upon Fullerton's local entrepreneurial spirit and intellectual capital.**

Policies

Specific statements that provide a directive or framework for City decision-making that directly contribute to the attainment of the goal.

P10.13 Manufacturing Diversification

Support policies, projects, programs and regulations for diversifying the City's manufacturing base and facilitating investment in the City's industrial areas that will result in maintaining or growing local jobs and creating an environment that is attractive to high tech, research and development, business incubators, manufacturers, transportation and warehouse logistics companies, services, and other emerging industries.

P10.14 Local Entrepreneurship in Focus Areas

Support projects, programs, policies and regulations to evaluate ways to foster local entrepreneurial spirit and intellectual capital as part of community-based planning of Focus Areas.

P10.15 Health and Social Services Expansion

Support policies, projects, programs and regulations that encourage the growth and expansion of Fullerton's health and medical service providers and enhance the City's health and social services cluster.

P10.16 Economic Strategies in Focus Areas

Support policies, programs and regulations pertaining to planning efforts for the City's Focus Areas that facilitate investment and encourage economic activity that benefits the Fullerton community and the City.

Project Level

P10.17 Grants for Job Creation

Support projects and programs that pursue grants from the U.S. Economic Development Administration, the Kaufman Foundation, and other government agencies and philanthropic organizations to improve the economic feasibility of projects that create jobs.

Also see Chapter 2: Housing, Policy Action 3.29 Joint Participation of Employers and Housing Developers.

Chapter 9

Revitalization

*Fullerton will be a city which encourages growth in its tax base to support our city services and ensure adequate infrastructure.
-The Fullerton Vision*

Introduction

As a nearly built-out community, Fullerton's growth will occur largely through reuse, infill development and revitalization. Additionally, neighborhoods and districts comprising the City exist in an array of conditions—ranging from those which are stable and vital to those which have signs of deterioration.

The Revitalization Element advances economic development through strategic revitalization efforts that leverage public and private reinvestment and improve quality of life.

The following goal and policies are provided to achieve the Fullerton Vision as it pertains to Revitalization.

Overarching Policies

OAP1. Comply with State and Federal laws and regulations while maintaining local control in decision-making.

OAP2. Pursue Federal, State and local funding options to support implementation of The Fullerton Plan.

OAP3. Leverage the advantages and advances of technology.

OAP4. Seek opportunities for increased efficiency and effectiveness.

Purpose

The purpose of the Revitalization Element is to encourage public and private cooperative efforts that result in investment in the City's neighborhoods and districts and improvements in the City's tax base.

This Element is not required per California Government Code Section 65302; however, as Revitalization is of importance to the community of Fullerton, it is prepared as an optional element per California Government Code Section 65303.

GOAL 11: Revitalization activities that result in community benefits and enhance the quality of life in neighborhoods, districts, and corridors.

Policies

Specific statements that provide a directive or framework for City decision-making that directly contribute to the attainment of the goal.

Region/Subregion Level

P11.1 Sustainable Regional Revitalization Efforts

Support regional and subregional efforts pertaining to community revitalization that are rooted in sustainable development principles.

City Level

P11.2 Community-Based Revitalization

Support projects and programs surrounding community revitalization that are rooted in community-based planning processes that integrate the vision, values, views and priorities of residents, property owners, business owners and other members of the Fullerton community.

P11.3 Preservation-Based Revitalization

Support policies, projects and programs concerning historic preservation to protect Fullerton's heritage, revitalize neighborhoods, generate design and construction jobs, and bolster the community's sense of place. *(Also see Chapter 3: Historic Preservation for related policies.)*

P11.4 Education-Based Revitalization

Support policies, projects and programs to foster skill development and economic success through education and the creation of a culture of entrepreneurship.

P11.5 Neighborhood Safety

Support policies, projects, programs and regulations that utilize innovative policing and crime prevention techniques to improve the safety of neighborhoods and districts, such as evidence-based policing, community-based policing and Crime Prevention Through Environmental Design (CPTED). *(Also see Chapter 10: Public Safety for related policies.)*

P11.6 Brownfield and Grayfield Revitalization

Support policies, projects, programs and regulations that encourage the revitalization of brownfield and grayfield properties to protect the environment, reduce blight and revitalize underutilized properties.

Neighborhood/District Level

P11.7 Assessment Districts

Support policies and programs that benefit property- and business owner-initiated efforts to establish an assessment district to fund special improvements and services that help revitalize and maintain neighborhoods and districts. *(See Chapter 8: Economic Development, P9.15 Assessment Districts and Business Improvement Districts)*

GOAL 11: Revitalization activities that result in community benefits and enhance the quality of life in neighborhoods, districts, and corridors.

Policies

Specific statements that provide a directive or framework for City decision-making that directly contribute to the attainment of the goal.

P11.8 Financing

Support policies, programs and regulations that facilitate the use of creative financing tools for revitalization efforts that alleviate blight, stimulate private-sector investment, upgrade public infrastructure and facilities, and provide quality affordable housing.

P11.9 Focus Area Revitalization Priority

Support policies, projects, programs and regulations that prioritize revitalization efforts that are within or adjacent to the City's Focus Areas.

P11.10 Neighborhood Revitalization Strategies

Support policies, projects and programs that encourage residents, homeowners' associations, neighborhood groups and others to organize and develop neighborhood-based revitalization strategies that embrace creativity, mobilize assets and generate positive change. *(Also see Chapter 2: Housing, Policy Action 3.23 Neighborhood-Based Community Enhancement.)*

P11.11 Parking Management Program

Support policies, programs and regulations that facilitate parking management programs within the Transportation Center, Downtown and other appropriate Focus Areas to better manage the parking supply for the benefit of businesses, visitors and residents.

Project Level

P11.12 Public-Private Partnerships

Support policies, projects and programs that facilitate partnerships with property owners and developers to achieve revitalization results that contribute to clean, safe and attractive neighborhoods and districts.

P11.13 Downtown Revitalization

Support policies and programs that strengthen efforts by the Downtown Business Association and/or Chamber of Commerce to evaluate best practices for advancing the economic vitality of Downtown Fullerton, such as the "Main Street Four Point Approach" to commercial district revitalization.

P11.14 Funding and Financing Strategies

Support programs that identify and analyze proven financing mechanisms and funding resources available to the City of Fullerton and local non-profits for revitalization projects.

Also see Chapter 1: Community Development and Design, P2.5 Maintenance and Management.

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