



Chapter 8

Local Economy & Demographics

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Population

In 2010, an estimated 28,962 people live in Suisun City, according to the California Department of Finance. Population grew by 10.9 percent, or 2,844 residents, between 2000 and 2010.

During this same time period, Suisun City grew at a faster rate than in Solano County (8.4 percent), which increased in population from 394,542 to 427,837. Suisun City also grew at a faster rate than the nine-county Bay Area, where population grew by 10.0 percent from 2000-2010. The 11-percent growth rate between 2000 and 2010 is down compared to the 1990 to 2000 growth rate of approximately 13 percent (City of Suisun City 2006).

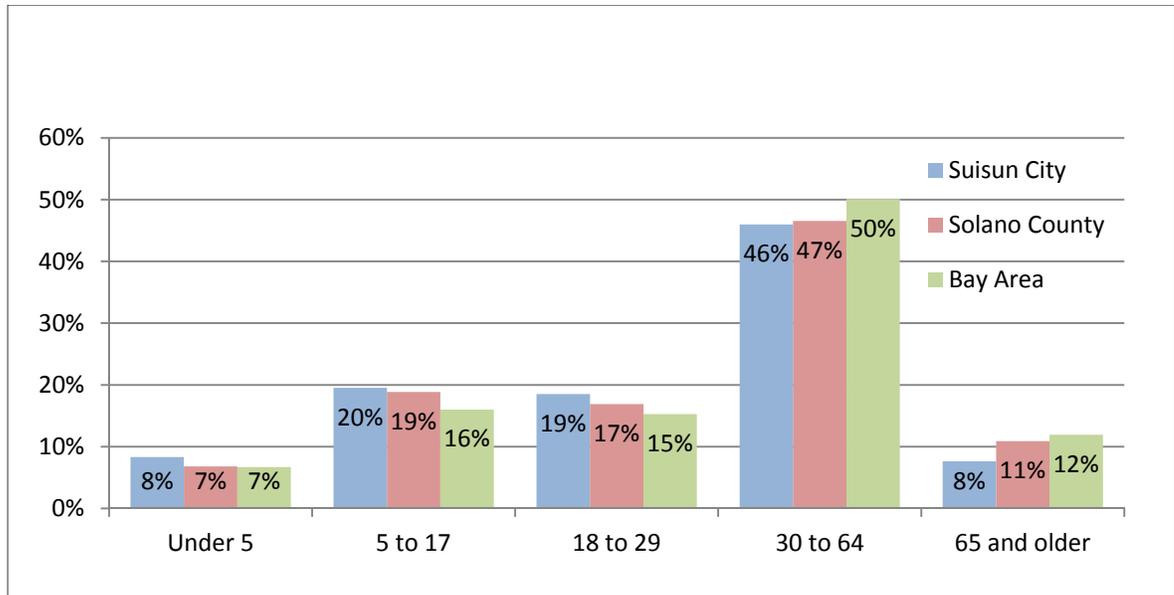
The Association of Bay Area Governments (ABAG) provides forecasting of population, housing, jobs, and income for the nine-county San Francisco Bay Region, of which Suisun City is a part. According to ABAG, Suisun City should plan for an additional 4,200 residents between 2010 and 2030 (ABAG 2009).¹ This would represent a roughly 14-percent increase in population compared current conditions (2010). Solano County as a whole is anticipated to grow by 12 percent between 2010 and 2030.

Age

As demonstrated in Chart 1, Suisun City's population trends slightly younger than that of Solano County and the Bay Area. According to the 2006-2008 American Community Survey (US Census), Solano County has a higher percentage of individuals over the age of 65 than Suisun City (11 percent versus eight percent). The median age in Suisun City (32.8) is lower than in both Solano County (35.8) and the Bay Area (38.0).

One reason for Suisun City's young population may be the large number of family households and households with children under the age of 18. This and other household composition-related trends are outlined in the section below.

¹ This is a reduced level of forecast growth compared to the 2007 ABAG projections, which envisioned another 6,300 residents added between 2010 and 2030 in Suisun City.



Source: US Census 2010

Exhibit ECON-1 Age Distribution across Suisun City, Solano County and Bay Area, 2008

Household Composition

Suisun City has approximately 8,098 households. Eighty-two percent of these households are family households², and 18 percent are non-family households. Additionally, 40 percent of households include children under the age of 18. The proportion of family households to non-family households in Suisun City is higher than in Solano County as a whole. For the County, 72 percent of households are family households and 36 percent of households include children under the age of 18.

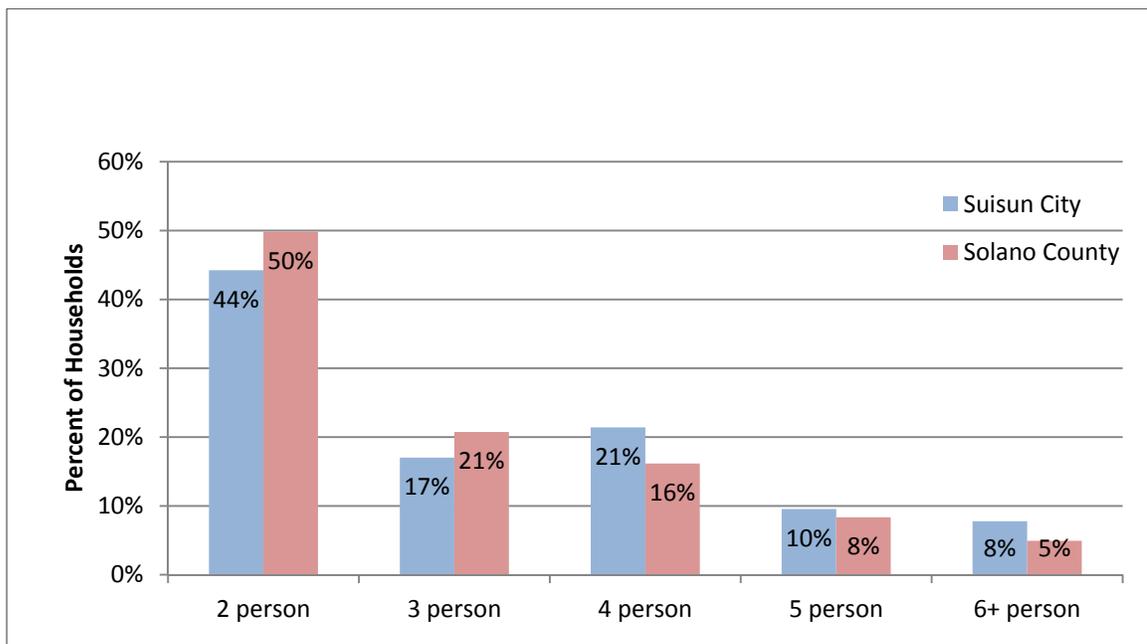
Considering single-parent households, 25 percent of Suisun City family households are single-parent compared to 19 percent of Solano County family households.

Given the higher percentage of families with children in Suisun City, it is not surprising that households are, on average, larger in Suisun City than in Solano County as a whole. According to the California Department of Finance, the average household size for Suisun City is 3.166, while for Solano County as a whole, the average household size is 2.810 (Department of Finance 2010). Using ABAG statistics instead, the average household size in Suisun City is 3.2, while the figure for Solano County as a whole is 2.85. Suisun City currently has the highest average household size of any city in Solano County.

Examining household size by number of people, as illustrated in Exhibit ECON-2, reveals that Suisun City trails Solano County in two- and three-person households but exceeds Solano County in the percentage of households with four or more persons.

Since 2000, the percentage of families with children in Solano County and Suisun City has decreased. In 2000, 48 percent of family households in Suisun City had children under the age of 18 and 40 percent of family households in Solano County had children under the age of 18.

² Households in which two or more members are related by blood, marriage, or adoption.



Source: US Census 2010

Exhibit ECON-2 Size of Households in Suisun City and Solano County, 2008

The average household size in Suisun City is anticipated to decrease in the future. In 2030, the average household size is anticipated to be 3.2 (ABAG 2009). If one assumes that the current household population remains fixed, the added household population would have an average household size of 2.925, which is approximately 10 percent lower than the current average household size.

Ethnicity

The ethnic composition of Suisun City is slightly under one-third Caucasian (31%) and a quarter Hispanic. Twenty percent of Suisun City residents are African American, and 17 percent are Asian.

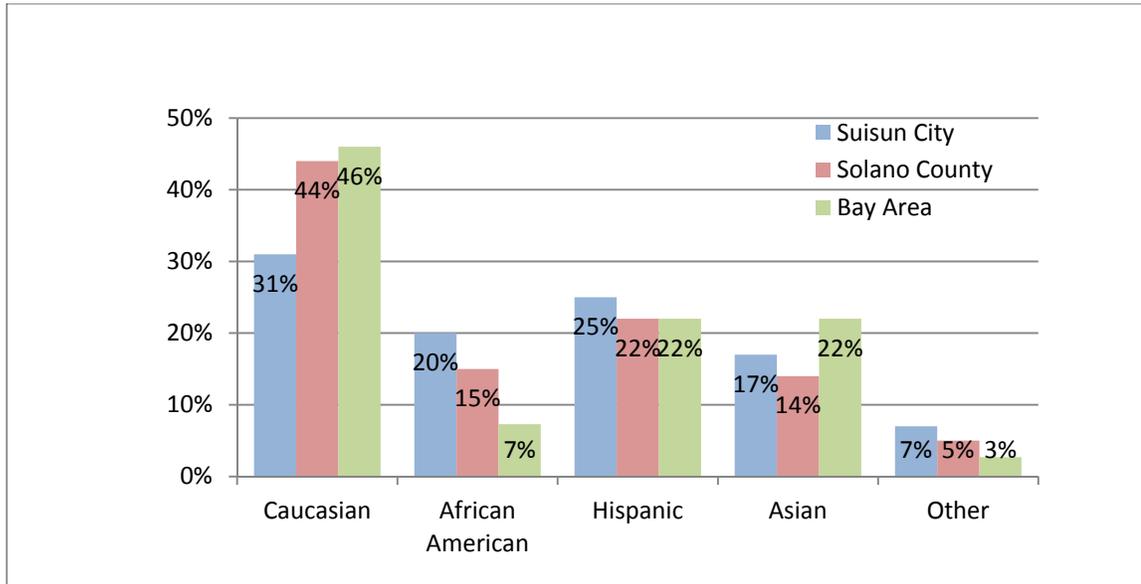
Suisun City contains a greater percentage of African American and Asian residents than Solano County. Twenty percent of Suisun City residents are African American, compared to 15 percent of Solano County residents. Seventeen percent of Suisun City residents are Asian, compared to 14 percent in Solano County.

Compared to the Bay Area, Suisun City has a higher percentage of African American residents (20 percent vs. seven percent) but a lower percentage of Asian residents (17 percent vs. 22 percent).

There is a lower percentage of Caucasian residents in Suisun City (31 percent)³ compared to both Solano County (44 percent) and the region (46 percent), and the percentage of Hispanic residents is slightly higher (25 percent in Suisun City, 22 percent

³ Category of “Caucasian residents” contains people indicating both non-Hispanic ethnicity and White race.

in Solano County and the region). Exhibit ECON-3 compares the ethnicity compositions of these geographies in 2008.



Source: US Census 2010

Exhibit ECON-3 Resident Ethnicity of Suisun City, Solano County and Bay Area, 2008

Education

In 2008, 44 percent of Suisun City residents over the age of 25 had graduated from high school, 17 percent had their Bachelor’s degrees, and 4 percent had a graduate or professional degree. Suisun City residents have lower levels of educational attainment compared to both Solano County residents and Bay Area residents overall.

Twenty-three percent of Solano County residents have a Bachelor’s degree or higher, and across the Bay Area there are an even greater percentage of residents with a Bachelor’s degree or higher (41%). Table ECON-1 shows the educational attainment of Suisun City, Solano County, and Bay Area residents over the age of 25 in 2008.

Table ECON-1 Educational Attainment in Suisun City and Solano County, 2008

Highest Level of Educational Attainment	Suisun City		Solano County		Bay Area	
	Count	%	Count	%	Count	%
High school graduate	4,460	27%	66,573	25%	903,989	19%
Bachelor's	2,186	13%	43,345	17%	1,181,656	25%
Graduate / professional	716	4%	17,600	7%	771,809	16%
Total Residents 25 yrs +	16,642		262,223		4,755,655	

Source: US Census 2010



Income and Poverty

According to Association of Bay Area Governments (ABAG) projections, in 2010 the median household income (MHI) in Suisun City is \$82,000, compared to \$85,600 in Solano County. Both of these figures are higher than the MHI in the Bay Area, which is \$76,476.

According to the 2006-2008 American Community Survey, while median household income is lower in Suisun City than Solano County, there are a lower percentage of individuals in poverty in Suisun City (8.9 percent) than in either Solano County (9.2 percent) or the Bay Area (9.1 percent).

Employment

According to the California Employment Development Department, Suisun City has a labor force of 15,000 individuals. As of June 2010, 12.6 percent of these individuals are unemployed, compared to 12.2 percent of individuals in Solano County.

The cities with higher unemployment rates in Solano County are Vallejo (15.0 percent) and Fairfield (13.3 percent) while the cities with lower unemployment rates are Dixon (9.9 percent), Rio Vista (9.2 percent) and Benicia (7.7 percent). These figures are outlined in Table ECON-2 below.

Table ECON-2
Unemployment Rates and Labor Force Size in the Cities of
Solano County, June 2010

Solano County City	Unemployment Rate	Labor Force
Vallejo	15.0%	66,000
Fairfield	13.3%	49,600
Suisun City	12.6%	15,000
Dixon	9.9%	9,000
Rio Vista	9.2%	2,300
Vacaville	9.2%	45,400
Benicia	7.7%	16,800
Solano County	12.2%	215,000

Source: California Employment Development Department 2010

According to the American Community Survey (US Census Bureau), approximately 28 percent of employed residents in Suisun City were in Sales and Office occupations in 2008. This occupation has the greatest level of employment for residents in Suisun City, followed by Managers or Professionals (25%). In both Solano County and the Bay Area, the relative rank of these occupations is the opposite, with the percentage of Management and Professionals exceeding that of Sales and Office occupations. Table ECON-3 outlines the occupational composition of these three comparison areas.

Suisun City residents have a higher percentage of workers in skilled trades, encompassed in the two occupational categories of Construction, Extraction and Maintenance and Production, Transportation, and Material Moving than Solano County. In Solano County, 23 percent of residents work in these two occupational categories compared to 29 percent in Suisun City. Both Suisun City and Solano County have a higher percentage of workers in skilled trades than the Bay Area, where only 16 percent of workers are part of this occupational category.

**Table ECON-3
Employment by Occupation Suisun City
and Solano County, 2008**

Occupation	Suisun City		Solano County		Bay Area	
	Count of residents	% of residents	Count of residents	% of residents	Count of residents	% of residents
Sales and Office	3,578	28%	49,083	27%	833,438	24%
Management and Professional	3,277	25%	59,337	32%	1,517,058	44%
Service	2,408	19%	33,086	18%	544,558	16%
Construction, Extraction, and Maintenance	2,131	17%	21,539	12%	274,376	8%
Production, Transportation, and Material Moving	1,488	12%	20,497	11%	292,727	8%
Farming, Fishing, and Forestry	105	1%	1,415	1%	14,865	0%
Total Employed Residents	9,304	100%	134,459	100%	2,628,719	100%

Source: US Census 2010

The lower educational attainment of Suisun City residents compared to Solano County residents observed in the section above may partially explain the trend towards Skilled Trades rather than Management or Professional occupations. The concentration of employment in Sales, Office and Skilled Trade Occupations rather than Management or Professional occupations may in turn explain the lower median household income in Suisun City than Solano County as a whole.



Composition of the Local Economy

Industry Employment

Employment data from ABAG provides information about the Suisun City and Solano County economies. With an estimated total of 4,190 jobs in the City's Sphere of Influence in 2010, approximately three percent of total jobs within the county are provided in Suisun City.

Health, Education, and Recreation Service jobs represent the largest share of employment in both Suisun City and Solano County, at 38 and 36 percent respectively. Despite the fact that a relatively small percentage of jobs in Solano County are located in Suisun City, the industry composition of Suisun City closely parallels that of Solano County as a whole, see Table ECON-4 below.

**Table ECON-4
Employment by Industry in Suisun City and Solano County, 2010**

Industry	Suisun City		Solano County	
	Count	%	Count	%
Agriculture and Natural Resources	50	1.2%	2,010	1.4%
Manufacturing, Wholesale and Transportation	730	17.4%	22,140	15.8%
Retail	490	11.7%	17,470	12.5%
Financial and Professional Service	530	12.6%	18,900	13.5%
Health, Educational and Recreational Service	1,590	37.9%	50,530	36.1%
Other	800	19.1%	29,070	20.7%
Total Jobs	4,190	100.0%	140,120	100.0%

Source: US Census 2010

Projected Employment Growth

By 2020, ABAG anticipates that 4,840 people will work in the Suisun City Sphere of Influence. ABAG projects that after growing by 2.9 percent from 2010-2015, Suisun City will grow by 12.3 percent from 2015-2020. While Solano County is expected to grow at a faster rate than Suisun City from 2010-2015 (8.9% vs. 2.9%), the growth rate for Suisun City is estimated to exceed that of Solano County from 2015-2020 (9.5% vs. 12.3%). Table ECON-5 below summarizes this projected growth by industry.

If the proposed Wal-Mart in eastern Suisun City is built as planned, it would increase retail job opportunities in Suisun City by as many as 250 employees, bringing the total number of retail jobs to 790 in 2015. (City of Suisun City, 2010).

**Table ECON-5
Projected Employment by Industry in Suisun City, 2010-2020**

Industry	2010	2015	2020	2010-2020 Average Annual Growth Rate
Agriculture and Natural Resources	50	50	50	0.0%
Manufacturing, Wholesale and Transportation	730	690	760	0.4%
Retail	490	540	590	2.0%
Financial and Professional Service	530	530	650	2.3%
Health, Educational and Recreational Service	1,590	1,680	1,940	2.2%
Other	800	820	850	0.6%
Total Jobs	4,190	4,310	4,840	1.6%

Source: ABAG 2009

ABAG estimates that between 2010 and 2030, Suisun City would add approximately 1,490 jobs. This would represent a 36-percent increase in the amount of local jobs compared to 2010. It is estimated that roughly 40 percent of the jobs added locally would be in the health, educational, and recreational services fields and that roughly 22 percent of the jobs added would be in the financial and professional services fields.

Oftentimes, valuable information to planners and public officials can come from the analysis of industry “clusters.” Clusters are simply related industry sectors that benefit from the presence of one another. According to analysis of U.S Bureau of Labor Statistics data by “Collaborative Economics,” seven industry clusters are apparent in Solano County, including: specialized manufacturing; construction; life sciences (pharmaceuticals, medical devices, biotechnology); health and social services; trade and logistics; advanced food and beverage manufacturing; and professional and environmental services (Collaborative Economics 2010). It may be appropriate for certain sub-components of these industry clusters to locate in Suisun City in the future. Between 1995 and 2006, all the County’s clusters expanded in employment with the life sciences cluster having the highest rate of growth (Collaborative Economics 2010). During the severe downturn of 2007-2008, two clusters added employees: trade and logistics (6 percent) and health and social services (5 percent).

Retail Activity

Suisun City’s inflation-adjusted taxable retail sales have grown modestly over the last decade, outpacing population growth somewhat. However, Suisun City has historically had low per-capita taxable retail sales. In 2005, Suisun City had \$2,875 in sales per capita compared to \$12,693 for the city of Fairfield, \$9,892 for Solano County as a whole, and \$10,068 across California.

An urban decay analysis was conducted for a project known as the “Gentry” project (Sedway Group 2006). This study analyzed overall retail sales “leakage” – that is, the



extent to which local retail dollars are spent in other places. The study approach was designed to show to what extent the primary market area (Suisun City and Fairfield) is or is not capturing its sales potential. The Suisun City and Fairfield market area was determined to have overall attraction in retail sales. This means that, looking at Fairfield and Suisun City as one market area, there is no substantial sales tax leakage.

The same type of analysis was conducted to support the City's Environmental Impact Report (EIR) for the Walmart Project. In this report, the City of Fairfield was excluded from the market area, and the project considered in this EIR was found to recapture sales currently "leaking" to retail establishments outside Suisun City.

The City was found to be especially weak for general merchandise, although with development of the Walters Road West Project, the City would no longer be weak in this area. The City is similar in per-capita sales for food stores compared to County-wide figures and somewhat higher in per-capita sales at service stations. Suisun City was underperforming in 2004/2005 for restaurant sales, apparel, home furnishings and appliances, building materials, and auto dealers compared to Fairfield and Solano County as a whole.

Commute Patterns

Data from the Longitudinal Employer Household Dynamics (LEHD) survey from the US Census is used to determine the home origins of people who work in Suisun City and the work destinations of residents of Suisun City. According to LEHD data, in 2008 there were 10,943 employed residents living in Suisun City and 2,741 primary jobs in Suisun City. For every job located in Suisun City, there were four employed residents. The ratio of employed residents to jobs in Suisun City means residents travel to employment centers outside of the City.

Of the people who live in Suisun City, the greatest percentage go to Fairfield to work (20.6%), followed by Vacaville (6.3%), San Francisco (5.6%), Vallejo (5.1%), and Suisun City (3.3%). Of the people who are employed in Suisun City, the greatest percentage come from Fairfield (22.3%), followed by Suisun City (13.1%), Vacaville (11.3%), Vallejo (11.3%) and Sacramento (4.4%). Tables ECON-6 and ECON-7 list the most common home origins of workers employed in Suisun City and the work destinations of residents who live in Suisun City.

**Table ECON-6
Cities Where Suisun City Residents Work**

Location of Workplace for Suisun City Residents	Percent
Fairfield	20.6%
Vacaville	6.3%
San Francisco	5.6%
Vallejo	5.1%
Suisun City	3.3%

Source: US Census 2010

**Table ECON-7
Cities Where Suisun City Workers Live**

Location of Home for Suisun City Workers	Percent
Fairfield	22.3%
Suisun City	13.1%
Vacaville	11.3%
Vallejo	11.3%
Sacramento	4.4%

Source: US Census 2010

In terms of means of travel to work, 73 percent of Suisun City employed residents drove alone to work in 2008. This is less than Solano County as a whole (91 percent) but more than the Bay Area (68 percent). Suisun City residents are more likely to carpool than ride public transit. In 2008, 20 percent of residents carpooled to work and three percent took transit. The percentage of carpools in 2008 was up somewhat from the figure reported by the U.S. Census for 2000 – 18.2%.

Current and Planned Economic Development Projects

A proposed Walmart at the intersection of State Route 12 and Walter’s Road will significantly increase the retail inventory in Suisun City. The proposed project will encompass 185,000 square feet of commercial retail uses, including a 177,000-square-foot Walmart Supercenter and an 8,000-square-foot sit-down restaurant.

Suisun City was allocated \$955,000 in funds as a part of the Housing and Urban Development (HUD) Neighborhood Stabilization Program I (NSP-one) in July, 2009. The NSP facilitates the acquisition, rehabilitation and resale of vacant and foreclosed single-family homes. Suisun City has obligated all NSP I funding and is applying jointly with Solano County for NSP 3 funding.

The California Community Redevelopment Law (Heath and Safety Code Section 33000 et seq.) provides guidance for redevelopment law in California. Redevelopment includes alternation, improvement, modernization, reconstruction, or rehabilitation of developed or undeveloped areas. Redevelopment agencies may prepare and implement plans rehabilitation.

Suisun City’s Redevelopment Agency has had significant success developing the Waterfront District, a mixed-use area combining housing, office space, restaurants and services. This project included the 34,000 square-foot Harbor Square mixed-use anchor project, a waterfront restaurant, a single-family home development, and the construction of a 102-room waterfront hotel. Other planned projects include a residential project on the site of the old Crystal Middle School in the historic old town. With almost the entire City in the expanded Redevelopment Project Area, the City can use the unique tools of California Redevelopment Law to encourage reinvestment. Property assembly and the use of tax increment financing for catalyst projects are



among the tools available in promoting the removal of blight removal, neighborhood revitalization, and affordable housing development.

The Suisun City Redevelopment Agency offers a First-Time Homebuyers Program. This program provides an affordable way for first-time buyers to become homeowners. Approved participants also get first chance to make an offer on properties acquired and completely renovated through the Neighborhood Stabilization Program.

The Suisun City Redevelopment Agency administers the neighborhood reinvestment program, which provides matching grants of up to \$2,500 per household for improvements which improve a home’s safety or appearance. The program targets low-to-moderate income households; only homeowners making up to 120% of the area MHI are eligible to participate.

Suisun City’s current and planned economic development initiatives may affect economic growth going forward. The 2010-2011 Five-year Capital Improvement Plan for the City of Suisun City anticipates expenditures on five projects over the next five years.

Over the 2010-2015 time period, the project with the greatest expenditure will be Downtown Beautification/ Blight Removal. The project will provide for the clean-up and beautification of blighted areas in the downtown and waterfront area as the opportunity arises. For highlights of the planned economic development capital expenditures, see Table ECON-8 below.

**Table ECON-8
Planned Economic Development Projects
in Suisun City, FY 2010-2015**

Capital Improvement Project	FY 10/11 Recommended	FY 11/12 Projected	FY 12/13 Projected	FY 13/14 Projected	FY 14/15 Projected	Five-Year Total
Downtown Beautification / Blight Removal	\$0	\$0	\$100,000	\$100,000	\$100,000	\$300,000
Gateway Signage/ Way-Finding System	\$245,000	\$0	\$0	\$0	\$0	\$245,000
Façade Improvement Plan	\$0	\$0	\$50,000	\$50,000	\$50,000	\$150,000
Crystal Middle Site Remediation	\$156,000	\$0	\$0	\$0	\$0	\$156,000
Marketing and Branding	\$70,000	\$70,000	\$0	\$0	\$0	\$140,000
Total Expenditures	\$471,000	\$70,000	\$150,000	\$150,000	\$150,000	\$991,000

General Plan Issues & Opportunities

This General Plan Update includes the City's first Economic Development Element. The General Plan is not a precise tool for targeting and attracting businesses, but the City's policies are very important in establishing the overall context for business retention, attraction and sustainability. While many components of local economic development will be addressed through ongoing programs led by the Economic Development Department, through the General Plan Update the City can establish its overall vision for economic development, guiding policies, and additional plans of action to implement during General Plan build-out. Some of the key considerations for the General Plan Update are highlighted below.

- **Matching Local Jobs to the Local Labor Force.** Relatively few employed residents of Suisun City work in Suisun City. Achieving a better jobs-housing balance in the City provides public health, environmental quality, and local government benefits. By facilitating a better match between local jobs and the skills and interests of local workers, the City can achieve a more vibrant local economy, more sustainable fiscal conditions, and an improved quality of life through reduced commuting time, reduced traffic congestion, and better air quality.

Approximately 28 percent of employed residents in Suisun City were in Sales and Office occupations in 2008 with 25 percent characterized as Managers or Professionals. This suggests that, in terms of nonresidential uses, the City's General Plan should specifically focus on accommodating office developments and attracting office users. The City's economic development goals will likely require ongoing and proactive efforts to encourage development that provides a better match in the future between employed residents and local jobs. Although services provide part-time and some full-time jobs, the City would likely not be as successful in achieving economic development goals by passively relying on service sector job growth to meet the diversity of future local employment needs. By ensuring a diversity of housing types and increasing local employment options, the City can increase the likelihood that households will be able to live and work locally.

However, the City does not control household decisions on residence and place of employment. The influence of the General Plan Update on achieving a better jobs/housing match, therefore, is indirect. Should the General Plan Update focus on creating the opportunity to better match local jobs with the skills and interests of the local working population? What should the City do to encourage/incentivize the desired types of employment development? What constraints can be removed in order to facilitate job growth in desired sectors? What partnerships (both external and internal) can be created to enable the City to achieve its employment development goals? Suisun City's educational attainment currently lags other communities. To what extent should attracting educational uses, such as branch locations for colleges or universities, be a focus of the City's economic strategy?

- **Local Assets, Advantages, and the Local Quality of Life.** Recognizing the local advantages as they apply to employers is a central focus of any economic development program. There are many local advantages available in Suisun City, including the unique downtown waterfront, attractive existing bicycle paths, great potential to expand the bicycle network in the future, the Capitol Corridor Amtrak



stop, access to a diverse labor market (not just locally but in the Fairfield-Suisun City area), and transportation access along State Route 12, among others. In terms of attracting employers, the local quality of life is very important.

As companies consider competing locations, many factors can come into play. These include, but are not limited to: school systems, parks and recreational opportunities, range of housing types, cultural attractions, walkability, and quality of public services. What other local advantages should be factored into the City's economic development strategy? What aspects of the local quality of life should be considered in the General Plan in relation to the City's economic development goals? Should the City promote compact, mixed-use development, especially compact housing and office-based employment opportunities around the train station to make best use of this facility for the work commute? Would access to regional passenger rail service be an important distinguisher in attracting future employment development?

- **Retail Leakage and Revenue Generation.** Should the General Plan Update provide a framework for reducing the level of retail leakage from the City? What policies should the City establish to attract uses that would increase the sales and transit occupancy taxes? What should the City do to encourage redevelopment of outdated commercial areas to encourage reuse by dynamic retail and business users? To what extent should the City encourage uses that are needed to support retail activity (such as housing near potential retail areas to create a customer base, office uses to promote a daytime population and other complementary uses)?
- **Redevelopment and Revitalization.** The City and Redevelopment Agency have had a series of successes in promoting reinvestment and revitalization in the recent past. It is expected that the tools of redevelopment would be used in the future to continue to stimulate development in the downtown area. Redevelopment implementation plans are updated more frequently than the General Plan, and by their nature are more concerned with the details and administrative aspects of redevelopment. However, the General Plan's new economic development element could represent the overall policy direction for promoting reinvestment downtown and in other already-developed portions of the community. Should the development of the overarching vision and policy approach to redevelopment be a key area of focus for this General Plan Update?

Public/private partnerships could involve due diligence studies on any on-site constraints and strategies to remove constraints for development opportunity sites. Infrastructure and streetscape improvements are often helpful in spurring reinvestment activity. Matching grants can be made available to local property owners for making façade improvements or other on-site improvements. With public investments in infrastructure, the City could work with other service providers to reduce or waive fees in priority development opportunity areas. To what extent should the General Plan provide the foundation for an economic development strategy that involves public/private partnerships and which programs would be most successful for Suisun City looking forward? To what extent should the City align its policies to promote compact, mixed-use, infill development in order to better compete for outside funding of infrastructure, planning, design guidance, and other efforts that could increase certainty and decrease cost of development? To what extent should the City pursue infrastructure grants and technical assistance grants for the City's Priority Development Area (PDA) that has been designated for downtown Suisun City?

- **Clusters.** There are underutilized and vacant properties distributed around the City. Some underutilized properties along the railroad may represent opportunities to encourage light industrial development, processing uses, or other uses that could complement the emerging retail and service district downtown. To what extent should the City look to promote uses that would be complementary to one another? To what extent should the City focus on attracting uses that are a sub-component of different Solano County industry clusters?

Should the City consider building upon an arts, history, and cultural cluster? For instance, including studio space for working artists, additional galleries, arts/crafts schools, additional performance art, etc.?

- **Streamlining.** All local governments in California have some type of development review and entitlement process, which varies greatly in complexity. To the degree that Suisun City can simplify and enhance certainty in the context of its entitlement process, this may improve the local development climate. The City could provide additional streamlining by examining currently vacant infill properties, identifying a few typical site configurations, and providing a range of site plans for different land uses that, if used, could be considered “pre-approved.” The City could prepare specific plans for one or more priority development areas with environmental analysis, infrastructure improvement plans, financing plans, and other required analysis in order to provide more of a “turn-key” context for development. What actions, if any, should the City take to further streamline the entitlement review and approval process?
- **Best Practices.** The City’s policies and plans could be updated to apply “best practices” for stormwater, wetlands and water quality protection, geologic and soils conditions, and other issues. This updating could provide more specific information to interested developers relative to any on-site constraints and the updated policy array could put interested property developers “on notice” with respect to the City’s vision and certain design approaches that may be required through the regulatory review process. This updating of information and policy array could increase certainty for the development marketplace, and is the essence of this General Plan Update. To what extent should the General Plan proactively provide “best practice measures” related to some of these key issues?
- **Fees.** Although the City’s fees are currently lower than other jurisdictions in the area, there is the opportunity to revise development impact fees following the General Plan and Zoning Code updates to reflect new development forecasts, land use change assumptions, public services demand for different land uses, and other pertinent information. Many jurisdictions provide impact fees on a per-unit or per-square-footage basis. While the number of units and amount of square footage relates somewhat to certain aspects of public services demand, the character, mix, and location of development is also important. To what extent should the General Plan provide direction to collaborate with other service providers to update fees? To what extent should fees take into account aspects of project design and character that affect service demand? To what extent should fees be deferred until later points in the development process in order to encourage development?
- **Destination Tourism.** The City intends to continue to build on destination tourism. Should we consider a variety of overnight accommodations such as Bed and Breakfast, Youth Hostel, Boutique Hotel, etc? What about overnight accommodations on a boat on the waterfront?



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