

CITY COUNCIL

Pedro "Pete" M. Sanchez, Mayor
Lori Wilson, Mayor Pro-Tem
Jane Day
Michael J. Hudson
Michael A. Segala



CITY COUNCIL MEETING

First and Third Tuesday
Every Month

A G E N D A

SPECIAL MEETING

SUISUN CITY COUNCIL

**SUISUN CITY COUNCIL ACTING AS SUCCESSOR AGENCY TO THE
REDEVELOPMENT AGENCY OF THE CITY OF SUISUN CITY,**

TUESDAY, MARCH 4, 2014

5:30 P.M.

SUISUN CITY COUNCIL CHAMBERS -- 701 CIVIC CENTER BOULEVARD -- SUISUN CITY, CALIFORNIA

TELECONFERENCE NOTICE

Pursuant to Government Code Section 54953, Subdivision (b), the following Council/Successor Agency/Housing Authority meeting will include teleconference participation by Councilmember Jane Day from: 301 Morgan Street, Suisun City, CA 94585. This Notice and Agenda will be posted at the teleconference location.

ROLL CALL

Council/Board Members

PUBLIC COMMENT

(Requests by citizens to discuss any matter under our jurisdiction other than an item posted on this agenda per California Government Code §54954.3 allowing 3 minutes to each speaker).

CONFLICT OF INTEREST NOTIFICATION

(Any items on this agenda that might be a conflict of interest to any Councilmembers / Boardmembers should be identified at this time.)

CLOSED SESSION

Pursuant to California Government Code section 54950 the City Council / Suisun City Council Acting as Successor Agency will hold a Closed Session for the purpose of:

Joint City Council / Suisun City Council Acting as Successor Agency

1. CONFERENCE WITH LEGAL COUNSEL--ANTICIPATED LITIGATION

Significant exposure to litigation pursuant to Government Code Section 54956.9(b): One potential case.

DEPARTMENTS: AREA CODE (707)

ADMINISTRATION 421-7300 ■ PLANNING 421-7335 ■ BUILDING 421-7310 ■ FINANCE 421-7320
FIRE 425-9133 ■ RECREATION & COMMUNITY SERVICES 421-7200 ■ POLICE 421-7373 ■ PUBLIC WORKS 421-7340
SUCCESSOR AGENCY 421-7309 FAX 421-7366

2. PERSONNEL MATTERS

Pursuant to California Government Code Section 54954.5 et seq. the Suisun City Council will hold a Closed Session for the purpose of Public Employee Performance Evaluation: City Manager/Executive Director.

CONVENE OPEN SESSION

Announcement of Actions Taken, if any, in Closed Session.

ADJOURNMENT

A complete packet of information containing staff reports and exhibits related to each item for the open session of this meeting, and provided to the City Council, are available for public review at least 72 hours prior to a Council /Agency/Authority Meeting at Suisun City Hall 701 Civic Center Blvd., Suisun City. Agenda related writings or documents provided to a majority of the Council/Board/Commissioners less than 72 hours prior to a Council/Agency/Authority meeting related to an agenda item for the open session of this meeting will be made available for public inspection during normal business hours. An agenda packet is also located at the entrance to the Council Chambers during the meeting for public review. The City may charge photocopying charges for requested copies of such documents. Assistive listening devices may be obtained at the meeting

PLEASE NOTE:

1. The City Council/Agency/Authority hopes to conclude its public business by 11:00 P.M. Ordinarily, no new items will be taken up after the 11:00 P.M. cutoff and any items remaining will be agendized for the next meeting. The agendas have been prepared with the hope that all items scheduled will be discussed within the time allowed.
2. Suisun City is committed to providing full access to these proceedings; individuals with special needs may call 421-7300.
3. Agendas are posted at least 72 hours in advance of regular meetings at Suisun City Hall, 701 Civic Center Boulevard, Suisun City, CA. Agendas may be posted at other Suisun City locations including the Suisun City Fire Station, 621 Pintail Drive, Suisun City, CA, and the Suisun City Senior Center, 318 Merganser Drive, Suisun City, CA.

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CITY COUNCIL MEETING

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REGULAR MEETING OF THE

SUISUN CITY COUNCIL

**SUISUN CITY COUNCIL ACTING AS SUCCESSOR AGENCY TO THE
REDEVELOPMENT AGENCY OF THE CITY OF SUISUN CITY,**

AND HOUSING AUTHORITY

TUESDAY, MARCH 4, 2014

7:00 P.M.

SUISUN CITY COUNCIL CHAMBERS -- 701 CIVIC CENTER BOULEVARD -- SUISUN CITY, CALIFORNIA

TELECONFERENCE NOTICE

Pursuant to Government Code Section 54953, Subdivision (b), the following Council/Successor Agency/Housing Authority meeting will include teleconference participation by Councilmember Jane Day from: 301 Morgan Street, Suisun City, CA 94585. This Notice and Agenda will be posted at the teleconference location.

(Next Ord. No. – 726)

(Next City Council Res. No. 2014 – 17)

Next Suisun City Council Acting as Successor Agency Res. No. SA2014 – 02)

(Next Housing Authority Res. No. HA2014 – 02)

ROLL CALL

Council / Board Members

Pledge of Allegiance

Invocation

PUBLIC COMMENT

(Requests by citizens to discuss any matter under our jurisdiction other than an item posted on this agenda per California Government Code §54954.3 allowing 3 minutes to each speaker).

REPORTS: (Informational items only.)

1. Mayor/Council -Chair/Boardmembers
2. City Manager/Executive Director/Staff

CONFLICT OF INTEREST NOTIFICATION

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DEPARTMENTS: AREA CODE (707)

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FIRE 425-9133 ■ RECREATION & COMMUNITY SERVICES 421-7200 ■ POLICE 421-7373 ■ PUBLIC WORKS 421-7340

SUCCESSOR AGENCY 421-7309 FAX 421-7366

PRESENTATIONS/APPOINTMENTS

(Presentations, Awards, Proclamations, Appointments).

3. Presentation of Proclamation to Alzinia Pailin, Disaster Chair, Solano County, American Red Cross Bay Area Chapter and Debbie Yee, Disaster Program Manager, Solano County Proclaiming March 2014 as “American Red Cross Month”.
4. Presentation by Will Telfer, Development Manager, Walk MS, National Multiple Sclerosis Society, Northern California Chapter, and Site Manager for Walk MS Solano County Event at Suisun City Waterfront on Saturday, April 28 2014.
5. Approving Mayoral Appointment to the Solano EDC Board.

CONSENT CALENDAR**City Council**

6. Council Adoption of Resolution No. 2014-___: Authorizing the Police Chief to Execute a Contract to Receive and Administer Funding through the Boating Safety and Enforcement Financial Aid Program from the California Department of Boating and Waterways – (Dadisho)..
7. Council Adoption of Resolution No. 2014-___: Adopting the Second Amendment to the Annual Appropriation Resolution No. 2013-31 to Appropriate Funding for the Construction of the Lawler Ranch Park Phase II Project – (Kasperson).

GENERAL BUSINESS**City Council**

8. Discussion and Direction: Priorities/Goals Framing Suisun City’s Economic Development Strategies in a Post-Redevelopment Environment – (Bragdon/Garben).

PUBLIC HEARINGS**ADJOURNMENT**

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Office of the Mayor
 Suisun City, California
Proclamation



WHEREAS, American Red Cross heroes are on the front lines every day. They volunteer their time, give blood, take life-saving courses or provide financial donations to help those in need; and

WHEREAS, we would like to honor Suisun City heroes who give to those in need. They work tirelessly when disasters strike, provide life-saving blood, or simply offer comfort. They provide round-the-clock support to members of the military, veterans and their families, and teach lifesaving classes in CPR, aquatics safety and first aid; and

WHEREAS, across the country and around the world, the American Red Cross responded to hurricanes, tornadoes, floods and wildfires, the tragedy at the Boston Marathon, and typhoon Haiyan in the Philippines; and

WHEREAS, when an injured service member is in a hospital far from home, the American Red Cross responds with help and hope. When a hospital patient needs blood, the American Red Cross blood donors help. When a lifeguard jumps in to save a drowning person or someone steps up to help a heart attack victim, the American Red Cross is there.

NOW, THEREFORE, BE IT RESOLVED, that I, Pete Sanchez, by virtue of the authority vested in me as Mayor of the City of Suisun City in the State of California, do hereby proclaim the month of March 2014 as

"American Red Cross Month"

in the City of Suisun City, and encourage all residents to support the American Red Cross mission to alleviate human suffering in emergency situations.

*In witness whereof I have hereunto set my
 hand and caused this seal to be affixed.*

 Pete Sanchez, Mayor

ATTEST: _____

DATE: March 4, 2014

AGENDA TRANSMITTAL**MEETING DATE:** March 4, 2014

CITY AGENDA ITEM: Resolution No. 2014-___: Authorizing the Police Chief to Execute a Contract to Receive and Administer Funding through the Boating Safety and Enforcement Financial Aid Program from the California Department of Boating and Waterways.

FISCAL IMPACT: Contingent upon final approval of the budget, Suisun City will be awarded grant funds in the amount of \$43,753. Suisun City's match is accomplished through the contribution of boat tax revenue.

BACKGROUND: Each year the Police Department applies for and receives grant funding from the California Department of Boating and Waterways to cover the majority of the operation of our boating enforcement program. The Police Department has operated a boat patrol program for over 20 years.

STAFF REPORT: Three police sergeants and up to six regular officers are assigned to the patrol boat operation. Throughout the year, the boat patrol is utilized in several events, such as boat races, Fourth of July, launch ramp inspections, harbor patrol, sinking vessels, vessel accidents, search and rescues, stranded boaters, as well as special assistance callouts by the United States Coast Guard and the Solano County Sheriff's Department. The team participates in regional enforcement efforts sponsored by the United States Coast Guard in conjunction with surrounding counties. The team also conducts enforcement operations for the Fleet Week event in San Francisco.

During FY 2013-14, the team worked 554 hours towards boating safety education and enforcement. There were approximately 170 warnings issued and 8 citations. There were 162 compliance inspection/checks completed and 3 search/rescue missions. There were 12 persons assisted.

RECOMMENDATION: It is recommended that the City Council adoption Resolution No. 2014-___: Authorizing the Police Chief to Execute a Contract to Receive and Administer Funding through the Boating Safety and Enforcement Financial Aid Program from the California Department of Boating and Waterways.

ATTACHMENTS:

1. Resolution No. 2014-___: Authorizing the Police Chief to Execute a Contract to Receive and Administer Funding through the Boating Safety and Enforcement Financial Aid Program from the California Department of Boating and Waterways.

PREPARED BY:**REVIEWED/APPROVED BY:**Ed Dadisho, Police Chief
Suzanne Bragdon, City Manager*S.B.*

RESOLUTION NO. _____

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUISUN CITY
AUTHORIZING THE POLICE CHIEF TO EXECUTE A CONTRACT TO
RECEIVE AND ADMINISTER FUNDING THROUGH THE BOATING SAFETY
AND ENFORCEMENT FINANCIAL AID PROGRAM FROM THE
CALIFORNIA DEPARTMENT OF BOATING AND WATERWAYS**

WHEREAS, the City of Suisun City Police Department is eligible to participate in the Boating Safety and Enforcement Financial Aid Program through the California Department of Boating and Waterways; and

WHEREAS, the Boating Safety and Enforcement Financial Aid Program will provide funding in the amount of \$43,753 for the purpose of performing boating safety and enforcement activities as described in Title 14, California Code of Regulations Section 6593.3; and

WHEREAS, pursuant to Title 14, California Code of Regulations Section 6593.6, the City of Suisun City Police Department is required to enter into an annual contract with the California Department of Boating and Waterways in order to participate in the financial aid program.

NOW, THEREFORE, BE IT RESOLVED that the City Council hereby authorizes the Police Chief, or his designee, to execute those documents necessary to receive funding through the California Department of Boating and Waterways Boating Safety and Enforcement Financial Aid Program and further authorizes the Police Chief, or his designee, to administer said program.

PASSED AND ADOPTED by the City Council of the City of Suisun City at a regular meeting thereof held on the 4th day of March 2014 by the following vote:

AYES:	Councilmembers:	_____
NOES:	Councilmembers:	_____
ABSENT:	Councilmembers:	_____
ABSTAIN:	Councilmembers:	_____

WITNESS my hand and the seal of said City this 4th day of March, 2014.

Linda Hobson, CMC
City Clerk

AGENDA TRANSMITTAL

MEETING DATE: May 4, 2014

CITY AGENDA ITEM: Council Adoption of Resolution No. 2013-___: Adopting the Second Amendment to the Annual Appropriation Resolution No. 2013-31 to Appropriation Funding for the Construction of the Lawler Ranch Park Phase II Project.

FISCAL IMPACT: There would be no impact to the General Fund. A total of \$974,000 is available in the Parks Development Fund for the design and construction of the Lawler Ranch Park Phase II Project (Project), and funds are available in the Lawler Ranch Maintenance Assessment District (LRMAD) Fund for the continued operation and maintenance of the Project.

BACKGROUND: On September 18, 2013, the Parks & Recreation Commission recommended that the City Council consider constructing the Lawler Ranch Park Phase II Project. On October 15 2013, the Suisun City Council directed staff to publish a Request for Qualifications for assistance with the public outreach workshops and the conceptual design phase of this Project. The RFQ process was completed and Gates & Associates was identified as the qualified design firm for the Project. An agreement with Gates & Associates was awarded by Council on February 4, 2014, for the conceptual design of the Project and Gates & Associates is prepared to start tomorrow, March 5, 2014, and will hold a kick off meeting with staff.

STAFF REPORT: It is necessary at this time to amend the Annual Appropriation Resolution and establish a budget for the Project as follows:

Conceptual Design	\$25,000
Preparation of Construction Documents	\$75,000
Construction	\$765,000
Staff Costs	\$32,500
Contingencies	\$76,500
Total	\$974,000

Staff requests that the budget to cover the entire Project be appropriated at this time to ensure that these resources are not accidentally allocated to some other park project. The consultant agreement for the Preparation of Construction Documents will be brought back later to Council for award. Subsequently the award of the construct contract will also be brought back to Council for award.

PREPARED BY:
REVIEWED BY:
APPROVED BY:

Amanda Dum, Management Analyst I
 Dan Kasperson, Building & Public Works Director
 Suzanne Bragdon, City Manager

RECOMMENDATION: It is recommended that the City Council adopt Resolution No. 2013-__: Adopting the Second Amendment to the Annual Appropriate Resolution No. 2013-31 to Appropriate Funding for the Construction of the Lawler Ranch Park Phase II Project.

ATTACHMENTS:

1. Council Resolution No. 2013-__: Adopting the Second Amendment to the Annual Appropriate Resolution No. 2013-31 to Appropriate Funding for the Construction of the Lawler Ranch Park Phase II Project.

RESOLUTION NO. 2013-__

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SUISUN CITY
ADOPTING THE SECOND AMENDMENT TO THE ANNUAL APPROPRIATION
RESOLUTION NO. 2013-31 TO APPROPRIATE FUNDING FOR THE CONSTRUCTION
OF THE LAWLER RANCH PARK PHASE II PROJECT

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUISUN CITY:

THAT Section 300 of Part III of the Annual Appropriation Resolution No. 2012-53 be and is hereby amended as follows:

		Increase/ (Decrease)
TO:	BUILDING & PUBLIS WORKS DEPARTMENT	\$ 974,000
	Capital Improvements	
	TOTAL Section 300	\$ 974,000

THAT account titles and numbers requiring adjustment by this Resolution are as follows:

	Sources	Uses
<u>Park Development Fund</u>		
Revenues:		
A/C No. 300-00000-6520	Retained Earnings	\$ - \$ 974,000
Appropriations:		
A/C No. 300-96210-9980	Capital Design	\$ - \$ 95,000
A/C No. 300-96310-9980	Capital Construction	\$ - \$ 765,000
A/C No. 300-96315-9980	Capital In-House Labor	\$ - \$ 37,500
A/C No. 300-96900-9980	Capital Contingency	\$ - \$ 76,500
	Total Park Development Fund	\$ - \$ 974,000

THAT the purpose is to appropriate funds for the design and construction of the Lawler Ranch Park Phase II Project.

ADOPTED AND PASSED at a regular meeting of the City Council of the City of Suisun City duly held on the 4th day of March, 2014 by the following vote:

AYES: COUNCILMEMBERS
NOES: COUNCILMEMBERS
ABSENT: COUNCILMEMBERS
ABSTAIN: COUNCILMEMBERS

WITNESS my hand and seal of the said City this 4th day of March 2014.

Linda Hobson, CMC
City Clerk

AGENDA TRANSMITTAL

MEETING DATE: March 4, 2014

CITY AGENDA ITEM: Discussion and Direction: Priorities/Goals Framing Suisun City's Economic Development Strategies in a Post-Redevelopment Environment.

FISCAL IMPACT: None.

BACKGROUND: The California economy is beginning to turn around. Staff has received a number of calls from brokers and developers interested in learning more about development opportunities in the City – something unheard of over the past few years. In just the last two months, we have been advised that development proposals involving three properties controlled by the City/Housing Authority will be submitted in the near term for City consideration. Main Street West, with new financing opportunities, is positioning itself to move forward with the entitlement process on three of the properties it controls through a DDA with the City's Successor Agency, and the entitlement process is proceeding on a residential project with 1 ½ acres of commercial on Walters and East Tabor. Additionally, Summerwood has 36 single-family units under construction to complete that project.

Last spring, the City Council formed an Economic Development Ad Hoc Committee consisting of Councilmembers Mike Segala and Mike Hudson. The Committee met on three different occasions that resulted in a lot of brainstorming and reflection on the "need" to form and communicate the policy interests of the Council on economic development priorities given the post-redevelopment environment that we are now operating within. The three main steps to accomplish this are:

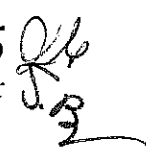
- Complete a SWOT exercise on our Strengths, Weaknesses, Opportunities and Threats relative to economic development.
- Build a consensus around a vision for new development in Suisun City.
- Develop an Action Plan to facilitate implementation (resources, who does what, priorities and timing.)

The focus of this discussion item is to complete the first step, and lay the foundation for developing the second step. The ultimate challenge, at least initially, will be grappling with what to accomplish within the resources currently available, which will unfold through the budget process.

Attracting development and private sector investment to a community like Suisun City involves selling ourselves--our potential and our vision--proactively and reactively. Locally and regionally we have a number of unique assets, but not the type of assets that are the staple of commercial investment decisions: 360 degree rooftops, high median incomes and strong population growth. That's the challenge.

PREPARED BY:
REVIEWED/APPROVED BY:

Suzanne Bragdon, CM/Jason Garben, EDD
 Suzanne Bragdon, City Manager



Recognizing our limited resources for new development and business attraction, it is important that we focus in on the shorter-term goals and interests of the Council relative to the use of these resources. Consistent with the direction of the Economic Development Ad Hoc Committee, the ICMA article “How to Enhance the Appeal of Redeveloping Vacant Parcels” concisely states under the section entitled *Vision and Consensus*:

Having public-private consensus already in place [regarding development of key properties] when the opportunity [for development] is unveiled is key. Rather than leaving it to the selected developer to bring the community’s leadership together, do it in advance. Having a unified set of goals, the business leadership pulling one direction, and the commitment of resources organized and ready for the developer to tap into builds developer confidence...

At the same time, we don’t want to lose sight of other investments and activities that support new development and business attraction efforts such as investments in public infrastructure/amenities and providing core services supporting a healthy, safe, and balanced community.

To recap: The purpose of this report is to reinitiate the discussion with Council, staff, and the public in order to define this vision and consensus in the post-redevelopment environment we now face, so that our limited resources for new development and business attraction are used effectively and efficiently. It is intended to build from the processes already moving forward relative to the General Plan Update process while laying the foundation, as applicable, for other planning and development efforts to initiate shortly such as the Specific Plan Update for the downtown PDA, as well as the \$700,000 investment going into the Train Depot.

STAFF REPORT: Broadly, economic development is all about building strong communities. The Urban Land Use in their publication “*After Redevelopment*” defines economic development, among other things, as actions taken at the local level to:

- Create and maintain sustainable communities.
- Build healthy places to live.
- Provide construction and maintenance of infrastructure.
- Create employment opportunities.
- Preserve and create housing that people can afford.
- Address needs of distressed or underdeveloped areas.
- Promote transit-oriented and infill development.
- Enhance open space and other public amenities.
- Promote the general welfare for residents, businesses, and visitors alike.
- ***Generate tax revenues in order to achieve these objectives.***

In city speak, economic development activities tend to hone in on the last point: Business attraction, retention, and expansion in order to broaden the tax base and generate local government revenue. This more formalized way of defining economic development; however, is instructive because these other elements all play into a community’s competitiveness in attracting, retaining, and expanding business development.

With this more comprehensive definition of economic development in mind, and as a “Step One”, staff is looking for initial Council input in the following three areas:

- Our strengths, weaknesses, opportunities and threats (SWOT) critical to the success of our economic development efforts.
- Desired business types, as opposed to land-use categories, to locate and develop in various areas of the community.
- Desired public investment in projects and/or activities that spurs and supports new private investment.

In these initial discussions, we do not want fiscal constraints to limit the discussion even though we all recognize that the financing tools and resources for economic development are limited, and that the market ultimately drives the timing and location of development and investment.

For “Step Two”, staff will formulate, ideally, a consensus vision of where Council’s interests are to develop a series of implementation strategies for Council’s subsequent consideration that will balance desires against resource limitations and market constraints. Council will ultimately weigh these oftentimes competing considerations as we formulate a consensus vision to guide our economic development efforts.

FRAMING THE DISCUSSION

In preparing for facilitating this discussion, staff pored over research papers, reports, and best practices provided through International City Manager Association (ICMA), International Council of Shopping Centers (ICSC), and Urban Land Institute (ULI), as well as resources and tools the City has contracted for in the past including the Buxton Study and Applied Development Economics (ADE). We also met with local real estate experts and brokers serving the retail, industrial, and office sectors.

A couple of key points stand out that reverberated through these readings and discussions:

- When assessing the development potential for a piece of property, assess its potential within the context of other development activity taking place or planned to take place – including public improvements;
- When looking at the constraints of a piece of property, identify steps that could be taken to reduce or eliminate the impact of a given constraint on development – taking into account both direct and indirect impacts;
- Individual properties will have different potential and different constraints, but ultimately, for a community of Suisun City’s size, need to be looked at all properties collectively; and

- Ultimately, the market will determine what's feasible or not to develop; if market feasibility is unlikely, either the goals need to change or new financing tools need to be considered to "fill the gap."

Hence the three areas identified above where staff is seeking Council feedback: (1) our strengths, weaknesses, opportunities and threats; (2) desired business types by area of community; and (3) other public projects/activities to support new business development.

To facilitate your thoughts and priority-setting in each of these areas, the following information is provided for your consideration:

- Suisun City specific assessments, studies and tools.
- Governor's State of the State related to the economy and economic development.
- Real estate trends in major urban centers (Sacramento, San Francisco, San Jose).
- Discussions with local real estate experts and brokers.
- Emerging retailers for 2014.
- Revenue generation forecasts by theoretical types of development.
- Private investment and related tax generation in Suisun City since 2005.
- Relevant public investment in Suisun City since 2005.

Profile sheets of property that is available for development within the City is included in Attachment A.

Suisun City Assessments, Studies and Tools - Prior to the great recession and the dissolution of redevelopment, Suisun City was well positioned to take advantage of private sector development interests. Examples of the types of tools and resources we had available included:

- The ADE Study, which assessed the market feasibility of all non-residential property in the City of Suisun City.
- The Buxton Study, which matched profiles of national retailers to the purchasing preferences of residents located within a 15 and 17 minute drive time to the 30-acre site, and provided comprehensive demographic information of our trade area including sales potential.
- A marketing plan prepared by Placemaking Group and M3 Creative Event Evaluations with \$100,000 appropriated for two years to undertake the studies and initiate implementation. This amount was reduced to \$70,000 and ultimately phased out as the recession hit and redevelopment went away.
- Integral to the marketing effort, the design and development of an economic development oriented website.

Copies of these studies are available electronically or in hard copy. Beyond these marketing resources and tools, tax increment was a critical resource to help facilitate a broad arrange of projects including the fireplace and courtyard that made Harbor Square viable; extension of Harbor Center, which made the waterfront hotel feasible; and among others, monies for TI's and

loan guarantees that brought businesses in to Harbor Square. Hence the importance of monitoring legislation and new financing tools and that supports economic development efforts.

Governor's State of the State Related to the Economy and Economic Development – With the release of the Governor's FY 2014-15 budget in February, staff participated in a webinar on the economy and economic development. Key observations include:

- Private sector looking for stability and fiscal prudence.
- In 2011, State faced a \$27 billion deficit; today, \$1.6 billion is in a rainy day fund, \$11 billion in debt has been paid down and the "wall of debt" will be gone by 2017-18.
- California is experiencing a slow, steady recovery, though the recovery is "uneven" across the State.
- November 2013, unemployment at 8.5% compared to 12% in 2011 and 9.8% in 2012; still too high, with pockets across the state where unemployment is higher and significantly higher.
- Job growth good and robust in the private sector with projections of a 2% growth rate or 340,000 new jobs per year – with hope to overachieve this target.
- Housing construction showing good signs; exports growing; travel and tourism up and setting records.
- Positive job growth in manufacturing, IT, bio and agriculture; actually, positive job growth in ALL SECTORS EXCEPT GOVERNMENT!
- "California Competes" is a new economic development initiative that will be unveiled in FY2014-15 that includes three components: Sales and Use Tax exemption on select equipment for select industry segments; new employment tax credit; and income tax credit. With 25% of the income tax credit program to be dedicated to small businesses looking for assistance of \$2 million or less, it appears to be the type of program that could benefit our community.

Real Estate Trends in Major Urban Centers (Sacramento, San Francisco, San Jose) – Integra Realty Resources (IRR) puts out an annual report on trends and statistics in the office, apartments, retail, and industrial sectors for major urban centers. Given our location between Sacramento and the San Francisco/San Jose urban centers, which are tracked, general trends they identify is whether or not a specific property sector is in recovery, expansion, hyper-supply, or recession. Trends in their 2014 report include:

- **Office markets** across the country continue to recover from the recession. While overall occupancy levels were not reported to have improved materially, average rents have stabilized enough to create investor confidence in the asset class.

- For office, Sacramento is in a moderate recovery mode, with San Jose in a stronger recovery position; San Francisco is in a moderate expansion mode.
- The **apartment sector** continued to lead the commercial real estate recovery in 2013. Property fundamentals continued to improve nationally, while capitalization rates continued to compress across the country. While national apartment cap rates are exhibiting historical lows, there are signs that cap rates may be reaching a floor and beginning to reverse course.
- For apartments, Sacramento is in a beginning expansion mode, with San Jose in a moderate expansion mode; San Francisco is in the beginning phase of a hyper-supply.
- The **retail sector** continued its recovery in 2013, with many markets reporting that development activity has resumed. This comes as vacancy rates continue to decline, while cap rates continued to decline and approach 2007 historic lows. Retail transaction volumes were not as impressive as other sectors, but still exceeded 10-year average norms.
- For retail, Sacramento is in a strong recovery mode, with San Jose and San Francisco in the beginning of an expansion mode.
- The **industrial sector** continued to build momentum throughout 2013, with cap rates continuing to compress as fundamentals continued to improve. These trends have driven developers to re-enter this sector.
- For industrial, Sacramento is in a moderate recovery position, with both San Francisco and San Jose beginning to expand.

The **lodging industry** is also analyzed by IRR, but more generally. This sector, in the United States, benefited from continued demand growth following the recession. As a result of continued demand growth, national average occupancy rates are projected to close-out 2013 up slightly from 2012, with average daily rates projected to close-out 2013 with moderate growth over 2012, resulting in overall moderate growth in Revenue Per Available Room (RevPAR).

IRR sees an expanding and vibrant hospitality investment sector. However, the availability of construction financing will most certainly lag increased demand for hospitality investment. With continued improvements in property performance, investment activity and development lending activity, IRR projects that the national lodging sector will remain strong in 2014. However, some areas that rely more heavily on lower-end group travel are likely to continue to lag the overall industry's strong recovery for the foreseeable future.

Discussions with Local Real Estate Experts and Brokers – Looking more closely at trends in our region, staff has met with developers and local brokers in the retail, industrial, office, and residential sectors over the past six to nine months. While the information is more anecdotal, general observations include:

- The housing market is heating up as we have experienced with Summerwood building out the rest of their project, Zephyr estates moving through the entitlement process and activity with MSW.
- Demand for big-box retail, as was underway prior to the economic downturn on the Gentry Property, is not envisioned in the short-term, with demand estimated to be more over the five- to eight-year horizon.
- The demand for industrial/warehousing space to support existing business expansion is strong as available land is the area dwindles; however, our area is not experiencing the pressure for from the Bay Area for new industrial/warehousing operations that was the case ten years ago.
- Competition for research & development is tough given the synergies around top educational facilities in the Bay Area and Silicon Valley.
- The office market continues to be soft, though vacancy rates in the area are beginning to decline.

To augment these general observations, we will be attending the Northern California ISCS Retail Idea Exchange Workshop in Monterey during the middle of March. Topics include the following:

- The New Retailers: the impacts of technology and consumer preferences.
- Reinventing Retail Space: how retail formats are evolving.
- Special Industry Groups interactive sessions.
- Retailer Runway: meet the hottest expanding retail concepts.
- Deal Making/Networking sessions.

Emerging Retailers for 2014 – HdL Companies, who monitors and projects sales tax revenues for us and most cities in California, puts out an annual publication entitled “California Retail Analytics” every year. Information captured in this report includes:

- A listing of retailers expanding in California.
- Supporting information including expansion area, site preferences, leasable square footage needs, and estimated annual taxes by retailer.
- Retailers covered include general, restaurants, food & drug and automotive.

This publication also includes estimates of taxable sales by different types of retailers, i.e., small format women’s apparel, women’s accessories, fast-food burger, coffee shop, etc. A copy of this report is included in Attachment B.

Revenue Generation Forecasts by Theoretical Types of Development – The following table provides information on ongoing revenue generation by land use type. Scenarios assume retail, SF residential (2 densities), MF residential and industrial uses.

Revenue Per Acre (Sales Tax, Property Tax, CFD Assessments)	
SF Per Acre 43,560	
Retail	
Coverage Assumption	25%
Assumed Square Footage	10,890
Avg Annual Taxable Saled Per SF Assumption	\$225
Assumed Annual Taxable Sales	\$2,450,250
City's 1% Share of Sales Tax	\$24,503
Average Assessed Value Per Square Foot	\$150
Total Assessed Value	\$1,633,500
Property Tax Rate Assumption	1%
Total Property Tax	\$16,335
City Share of Property Tax Assumption	17%
City Share of Property Tax	\$2,776.95
2013-14 CFD Fee Assumption	\$770.79 per Unit plus \$770.79 per 1,000 SF of non-residential
CFD Revenue Estimate	\$9,165
Total Revenue Per Acre	\$36,444.14
Single Family Residential	
Density Assumption (Units/Acre)	5
Average Assessed Value Per Home	\$350,000
Total Assessed Value	\$1,750,000
Property Tax Rate Assumption	1%
Total Property Tax	\$17,500
City Share of Property Tax Assumption	17%
City Share of Property Tax	\$2,975
2013-14 CFD Fee Assumption	\$770.79 Per Unit
CFD Revenue Estimate	\$3,854
Total Revenue Per Acre	\$6,829
Single Family Residential	
Density Assumption (Units/Acre)	10
Average Assessed Value Per Home	\$280,000
Total Assessed Value	\$2,800,000
Property Tax Rate Assumption	1%
Total Property Tax	\$28,000
City Share of Property Tax Assumption	17%
City Share of Property Tax	\$4,760
2013-14 CFD Fee Assumption	\$770.79 Per Unit
CFD Revenue Estimate	\$7,708
Total Revenue Per Acre	\$12,468
Multi-Family Residential	
Density Assumption	20
Average Assessed Value Per Unit	\$125,000
Total Assessed Value	\$2,500,000
Property Tax Rate Assumption	1%
Total Property Tax	\$25,000
City Share of Property Tax Assumption	17%
City Share of Property Tax	\$4,250
2013-14 CFD Fee Assumption	\$289.04 Per Unit
CFD Revenue Estimate	\$5,781
Total Revenue Per Acre	\$10,031
Industrial	
Coverage Assumption	50%
Assumed Square Footage	5,015
Avg Annual Taxable Saled Per SF Assumption	\$0
Assumed Annual Taxable Sales	\$0
City's 1% Share of Sales Tax	\$0
Average Assessed Value Per Square Foot	\$0
Total Assessed Value	\$250,770
Property Tax Rate Assumption	1%
Total Property Tax	\$2,508
City Share of Property Tax Assumption	17%
City Share of Property Tax	\$426.31
2013-14 CFD Fee Assumption	\$770.79 per Unit plus \$770.79 per 1,000 SF of non-residential
CFD Revenue Estimate	\$4,637
Total Revenue Per Acre	\$5,062.92

Private Investment and Related Tax Generation in Suisun City – The following table summarizes the private investment that has been brought to Suisun City over the past 8 or so years – since CFD's were established. Included, by project, is an estimate of the overall investment to the community that the project represents, as well as estimates of ongoing revenues which include, as applicable, property tax, CFD's, sales tax and transient occupancy taxes. To protect information that is confidential, only totals for sales tax are provided, with the TOT figure represented projected revenues through June 30, 2014.

As indicated therein, total private sector investment during this timeframe amounts to just over \$125 million (based on permit valuation), with ongoing revenues of roughly \$1.7 million.

These numbers do include the Walmart Project, which is moving forward (a contractor has been selected and plan check fees will be submitted by the end of the month.) In other respects, the numbers are understated as they only include new development, not new businesses opening within an existing building or facility such as InShape, Del Taco, Travis Credit Union or Chase Bank. Likewise, Harbor Village and the latter phase of Petersen Ranch is not included.

Project/Development	Permit Valuation	City's Share Property Tax [#]	CFD	Sales Tax Estimates	TOT	Project Completion
1240 Anderson Drive	\$450,000	\$ 2,040	\$ -	\$ -	\$ -	2005
Amberwood	\$7,275,660	\$ 11,364	\$ 21,582	\$ -	\$ -	2006
McCoy Creek	\$5,212,377	\$ 8,578	\$ 8,578	##	\$ -	2006
Suisun Seafood	\$474,333	\$ 2,367	\$ -	##	\$ -	2006
Panda Express	\$300,000	\$ 2,351	\$ -	##	\$ -	2006
Peterson Ranch Unit 6	\$45,231,543	\$ 68,914	\$ 121,014	\$ -	\$ -	2006-2009
Summerwood	\$11,101,440	\$ 31,591	\$ 53,185	\$ -	\$ -	2007-2014
Cottonwood Creek	\$10,221,259	\$ -	\$ 27,170	\$ -	\$ -	2008
Harbor Square	\$2,630,818	\$ 9,490	\$ 32,373	##	\$ -	2008
Hampton Inn & Suites	\$5,500,000	\$ 9,969	\$ 49,331	\$ -	\$ 259,600	2009
Four Seasons Storage	\$3,890,872	\$ 11,160	\$ 93,266	\$ -	\$ -	2010
1101 Anderson Drive	\$765,000	\$ 780	\$ -	\$ -	\$ -	2010
Wal-Mart	\$16,500,000	\$ 33,737	\$ 146,450	##	\$ -	2015 Est.
Zephyr Estates	\$15,000,000	\$ 33,150	\$ 46,247	\$ -	\$ -	2015-16 Est.
Zephyr Estates Commercial	\$500,000	\$ 4,165	\$ 13,362	##	\$ -	2015-16 Est.
	\$125,053,302	\$229,656	\$612,557	\$622,700	\$259,600	
# - Assumes Estimated Average City Share at 17% of the 1% Property Tax Rate						
## - Specific sales tax revenue is held confidential, thus only a total is provided.						
Estimates are based on actual information or projections based on projected taxable revenues.						

Relevant Public/Non-Profit Investment in Suisun City since 2007 – In addition to private sector investment, over \$42 million has been invested roughly over this same time period for public improvements and amenities that support economic development. This includes the \$22 million Salvation Army Kroc Center that replaced an aging City-owned facility.

As with the private investment figures, these are likewise understated as they **do not** include street, utilities and related infrastructure that requires regular replacement and ongoing maintenance, even though the state of a community's infrastructure is directly linked to economic development capacity.

The table below summarizes these investments.

PUBLIC/NON-PROFIT INVESTMENT IN SUISUN CITY SINCE 2007		
Project Name	Est. Cost	Project Completed
Harbor Square Courtyard	\$ 1,175,000.00	2009
Improvements to Lawler House	\$ 75,000.00	2009/2011
Harbor Center Street Extension	\$ 2,357,000.00	2009
Library	\$ 4,620,000.00	2008
Lighthouse	\$ 780,036.00	2006
Sheldon Plaza	\$ 1,100,000.00	2007
Southgate Project (\$530,600 City funds)	\$ 2,300,000.00	Est. 2016
Grizzly Island Trail	\$ 2,306,500.00	2013
Gap Closure	\$ 1,415,023.00	Last Phase of Project Completed in 2010
Train Depot Rehab	\$ 700,100.00	Est. 2016
Signal at Pintail/Walters	\$ 447,518.00	Est. 2015
Railroad Avenue Extension	\$ 3,021,000.00	Est. 2017
Walmart Mitigation Projects	\$ 595,000.00	Est. 2014
Total Public Investment	\$ 20,892,177.00	
Salvation Army Kroc Center	\$ 22,000,000.00	Completed 2010
Total Public/Non Profit Investment	\$ 42,892,177.00	

HAVING THE DISCUSSION

With this background information in mind, the next step is to begin to frame the Council's perspective on our three areas of focus:

- Strengths, weaknesses, opportunities and threats (SWOT) critical to the success of our economic development efforts.
- Desired business types, as opposed to land-use categories, to locate and develop in various areas of the community.
- Desired public investment in projects and activities that spurs and supports new private investment.

To support this discussion, executive and mid-management staff has brainstormed on every conceivable strength, weakness, opportunity, and threat that we could think of relative to economic development in Suisun City. This master list is included in Attachment C.

Similarly, Jason and I did the same thing--taking into account our research and conversation with brokers and real estate experts--regarding business types and public investment projects and activities that support private sector investment. These lists are located in Attachment D and Attachment E.

To begin to see a clustering of Council's interests in each of these areas, we are asking Council to use the standard "DOT" approach, which was most recently used in the "MOVE Solano Forward" economic diversification study just last week. At Tuesday's meeting, we will have Boards up listing out the various items listed in Attachments D, C and E. Starting with the SWOT exercise, each Council person will receive 12 color dots to place on your top three priorities for strengths, weaknesses, opportunities and threats. As you consider your priorities, reflect on those areas that you believe are areas to "work on" or "work from" as we map out an economic development strategy for the City.

Staff went through this same exercise and narrowed the lists significantly. The table below presents the outcomes of this exercise, and where clustering occurred.

SWOT EXERCISE – MANAGEMENT/PROFESSIONAL STAFF	
Strengths	Weaknesses
Waterfront/Boat Launch/Marina (7)	Lack of Prime Land for Retail (3)
Location on Highway 12/by I80 (2)	Residents shop elsewhere (2)
Developable Land Controlled by City/HA (4)	No clear direction on how to balance short-term development opportunities (2)
Train Depot (3)	Dilapidated buildings on Main Street (2)
Restaurant Diversity (1)	Budget challenges (3)
Community Events (2)	Poor draw as destination (2)
Largest brackish water marsh (1)	Limited tax base/sales tax slippage (3)
TAFB population (1)	No clear policy direction on type and mix of development (3)
Relatively low crime (2)	Lack of property to develop (1)
	Lack of formal pre-application development review process (1)
	Proximity to Fairfield for major retailers (1)
Opportunities	Threats
Train Station Area. (4)	Precarious budget situation. (6)
New Sunset Center Owners. (3)	State government in general. (2)
Get more land. (3)	Operational changes at TAFB. (3)
Lots on west side of Main Street. (1)	Environmental constraints of areas targeted for future annexations. (2)
Low Tax rates. (1)	Timing of Walmart. (2)
Ability to drive Tax Rates higher. (1)	DOF lawsuit. (2)
Ability to pioneer TOD with PDA. (2)	Over regulation of land uses (1)
Vacant Infill sites. (1)	Inability to increase taxes even if needed (2)
Updated General Plan/Zoning/Specific Plan (2)	New development in Fairfield (1)
Vacant land controlled by City/HA. (2)	
Capitalize on wildlife area, etc. (2)	
Big Box Stores. (1)	
Hwy 12 Frontage. (1)	

Similarly, in order to begin to build a consensus around business types, we have divided the City into four broad areas:

- City's western sphere of influence.
- Downtown PDA including 30 acre site, out to Marina and through the downtown.
- Sunset corridor including development opportunities south of Highway 12.
- Eastern edge of town including our sphere of influence.

Council will be given a total of 12 colored dots to identify the top three types of businesses of interest in each of these areas of the community. The master list of business types will be the same, so it will be interesting to see what variations and cluster evolve by area of the community.

For the last component, Council will be given three dots to identify the top three areas for public investment (projects and activities) to spur economic development.

Before placing dots on the boards, Council will have the opportunity to add any items to the lists that was overlooked. As with the SWOT exercise, staff will be identifying their priorities in the same manner using the dots in the last two areas, which will be available Tuesday night for Council to build from.

Once the general trends and priorities start to take shape, Council will be asked to add flavor and depth to their choices.

NEXT STEPS... WHERE DO WE GO FROM HERE?

The reason for these exercises goes back to the quote from the ICMA article on "How to Enhance the Appeal of Redeveloping Vacant Parcels" - *Vision and Consensus*. Other factors that can increase a developer's level of investment spent in pursuing a project and producing results include:

- Documenting related development activity (recent past, present and future) taking place in the community.
- Proactively solve as many problems as possible and reduce hurdles to development, property-by-property.
- Enlarge project scope, as feasible, to incorporate multiple sites, buildings and investment (public and private) that increases synergy and attractiveness of a project.
- Identify unique advantages and assets that make the development opportunity stand out.

This article is drawn from a case study undertaken for the community of Rock Hill, South Carolina. Rock Hill went out for an RFQ for a master developer back in 2005. They received two responses, with the selected developer dropping out of the project within months. Regrouping as the recession began to recede, their approach changed to incorporate many of the

points noted above, and when going out for the RFQ in 2013, received 10 qualified developers and selected one in the fall of 2013. As quoted in the article,

The quality, diversity and enthusiasm expressed by the responding developers exceeded the community's expectations and launched the redevelopment effort [of this business park] in the right direction.

A copy of this article is contained in Attachment F. As indicated therein, the foundation of this success story is *Vision and Consensus*. As we have moved through the GP Update process, Council has identified guiding principles that have been used to make recommendations regarding preferred land uses. Council has likewise weighed in on policies supporting the Special Plan Area designation for properties located in the City's eastern sphere of influence. But these discussions, while critical, have focused focus on interests of what development should achieve: "revenue generation", "building tax base", and/or "visitor serving."

With the feedback generated from this exercise, staff will be analyzing the information and sorting through the following types of questions:

- What type of businesses are envisioned/desired and where based on these interests?
- Are we talking big boxes? Power centers? Lifestyle centers? Neighborhood centers?
- If so, where and how long are you willing to wait?
- Are we talking hotels, specialty lodging, meeting spaces in the Waterfront District? What about rental units on the water?
- What other uses support and build synergy to these uses? Corporate headquarters? Vibrant and active train station/transportation hub?
- Restaurant and entertainment uses? Where and what type?
- What hurdles need to be reduced or overcome to support ideal vision?
- Where do increased housing/residents fit into the vision?
- Given the interests on types of development, how long are you willing to wait in the event the market does align to Council's interests today? Does the answer to this vary by area of the community?
- Given existing resources and tools, which areas should be focused on more aggressively than others?
- Or is there interest in increasing resources for these efforts? What might that look like?

At a subsequent Council meeting, staff will present a consensus vision for Council consideration, as well as a series of implementation strategies to solicit feedback from Council on priorities, resources and timing.

RECOMMENDATION: Through exercises and discussion –

1. Provide feedback on Suisun City's strengths, weaknesses, opportunities and threats related to economic development;

2. Provide feedback on desired businesses types to develop in identified areas of the community; and
 3. Provide feedback on priorities for public investment in projects and activities supporting economic development.
-

ATTACHMENTS:

- A. Profile Sheets of Property Available for Development in Suisun City.
- B. HdL Companies, Emerging Retailers 2014.
- C. Master List: Strengths, Weaknesses, Opportunities and Threats Related to Economic Development.
- D. Master List: Business Types Gleaned from Standard Industrial Code.
- E. Master List: Public Investment Projects and Activities Supportive of Economic Development.
- F. Case Study Article through ICMA: "How to Enhance the Appeal of Redeveloping Vacant Parcels."

DISCOVER

City of Suisun City
701 Civic Center Blvd
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Suisun City Commercial Property Profile

ITEM 8
Attachment A

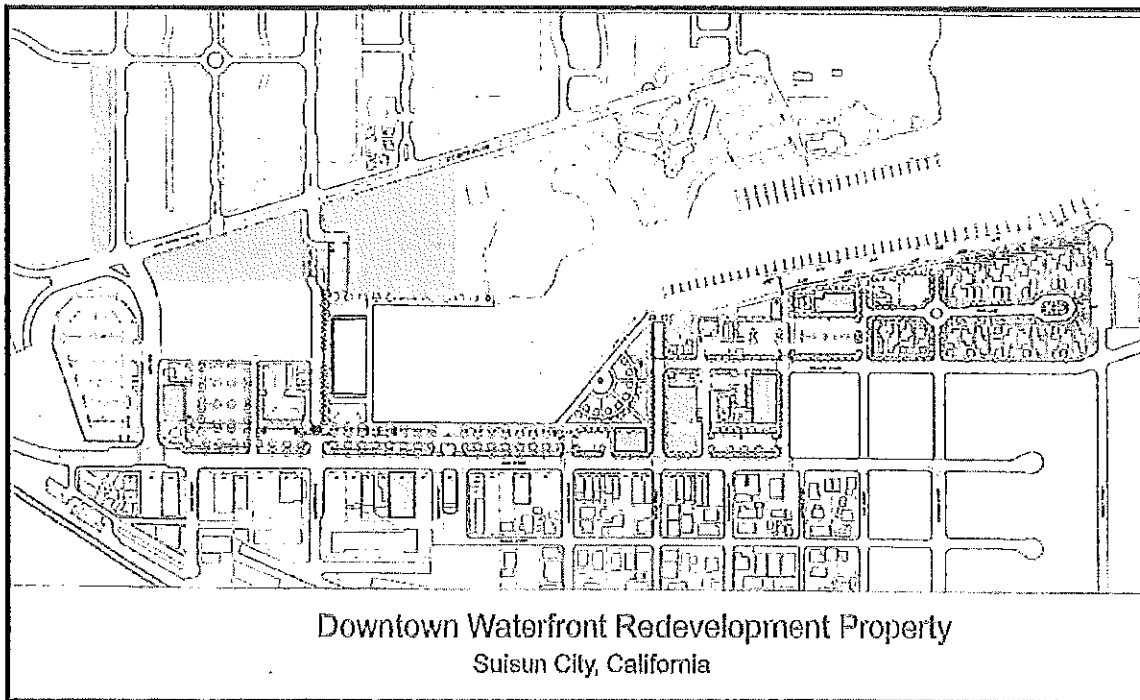
Main Street West Project

Owner: Suisun City Redevelopment Agency
Zoning: Various under Downtown Specific Plan
Size: Numerous parcels totaling 8.5 ± acres
Location: Historic Downtown Waterfront

Status: In negotiations with Developer

Overview: This will be a pedestrian focused mixed-use development to establish a 24/7 live/work destination. A primary focus of this project is the commercial/retail component.

Contact: Mike Rice or Frank Marinello, Main Street West Partners, LLC
(707) 427-6790
or
Jason Garben, Suisun City Redevelopment Agency
(707) 421-7347



Downtown Waterfront Redevelopment Property
Suisun City, California

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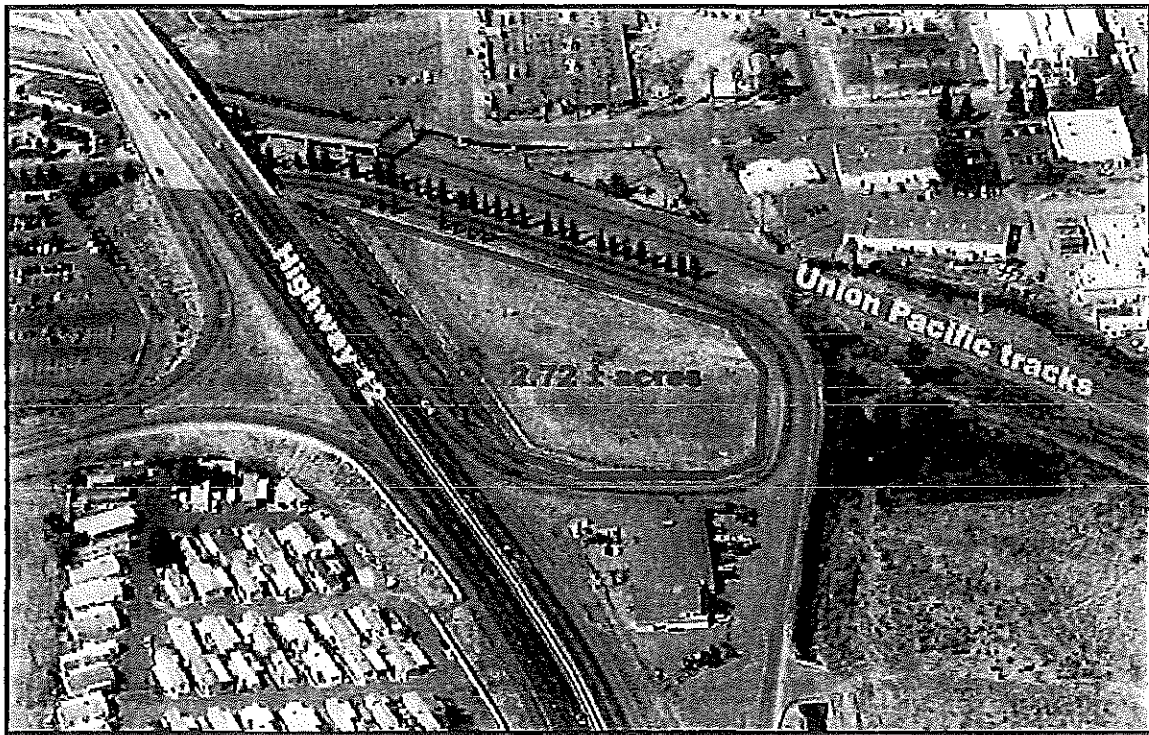
Suisun City Commercial Property Profile

Downtown Curve Property

Owner: Gimli, Ltd.
Zoning: GC (General Commercial)
Size: 2.72 ± acres
Location: Downtown Suisun City on North Main Street adjacent to Highway 12
APN: 0032-042-72, 74 & 79

Status: Vacant; Marketed for sale or lease

Contact: (925) 938-5025



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Suisun City

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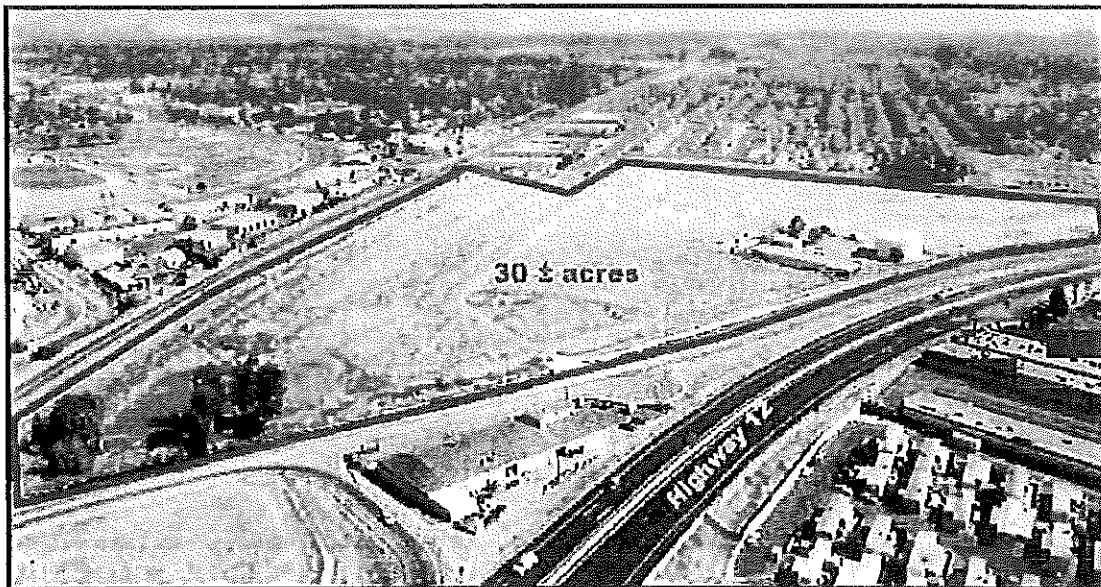
ITEM 8
Attachment A

NWC of Marina Blvd. & State Highway 12

Owner: The Hofmann Company
Zoning: CS (Commercial Service)
Size: 30 ± acres
Location: NW Corner Marina Blvd. @ Highway 12; Downtown adjacent
APN: 0032-230-290 & 370

Status: Sale Pending

Contact: Kevin English
Premier Commercial Real Estate
(707) 436-7300



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Commercial Property

Suisun Commercial

Owner: Ken Hoffmann
Zoning: CS (Commercial Service)
Size: 5.02 ± acres
Location: NE Corner Marina Blvd. @ Highway 12; Downtown adjacent
APN: 0032-411-020, 030, & 050 through 110

Status: Vacant; 5 lots available; combination possible

Contact: Kevin English
Premier Commercial Real Estate
(707) 436-7300



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ITEM 8
Attachment A

Commercial Property Profile

Marina Shopping Center

Owner: Aldredge Family
Zoning: GC (General Commercial)
Size: 7.8 ± acres
Location: Highway 12 near Civic Center Blvd. and Marina Blvd.; Downtown adjacent
APN: 0032-440-010 through 040

Status: Underutilized 99,500 SF center built in 1971
Locally owned shops and institutional uses

Contact: Jason Garben
Suisun City Redevelopment Agency
(707) 421-7347
jgarben@suisun.com



DISCOVER

Suisun City

Commercial Property

Suisun Pacific Property

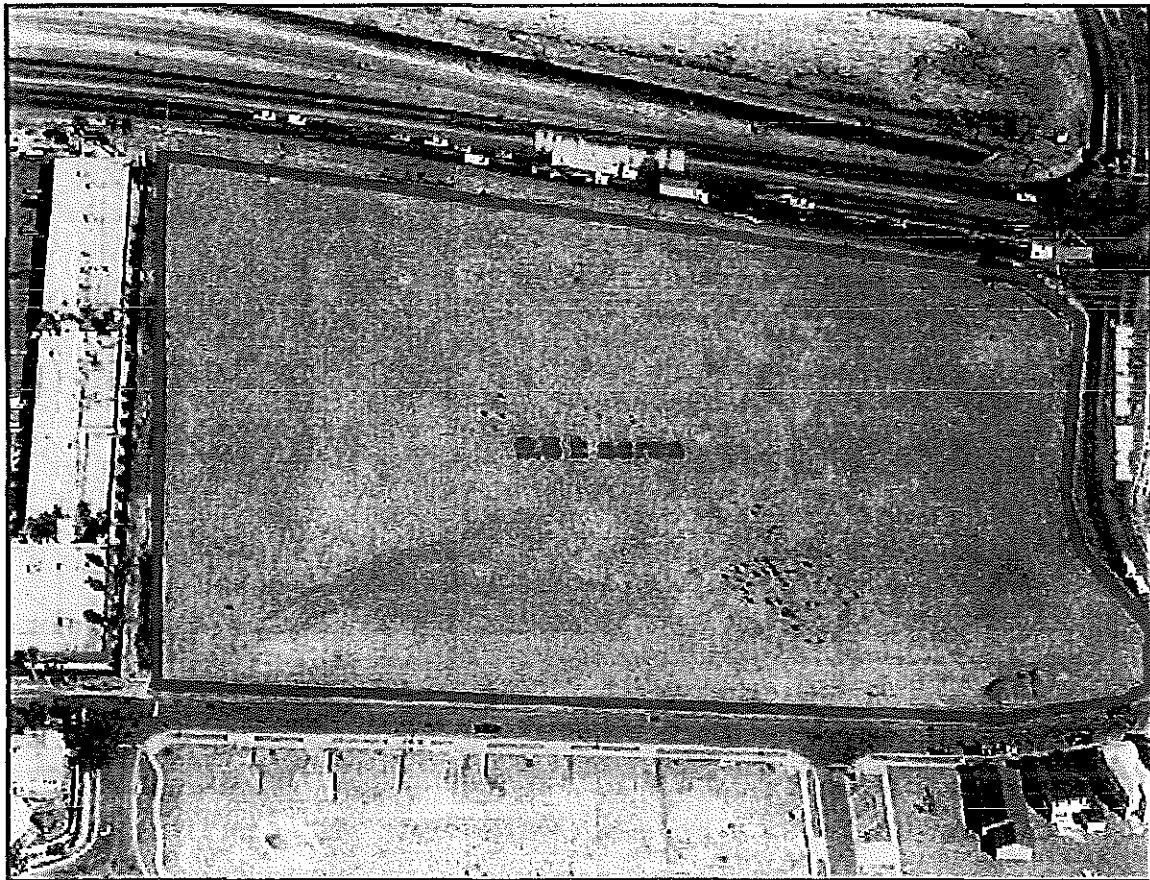
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Owner: Various Entities
Zoning: GC (General Commercial)
Size: 9.6 ± acres
Location: SW Corner Marina Blvd. @ Highway 12; Marina Center & Downtown adjacent
APN: 0032-281-060, 090, 010, 011, and 013

Status: Vacant; 5 parcels; not marketed

Contact: Jason Garben
Suisun City Redevelopment Agency
707-421-7347
jgarben@suisun.com



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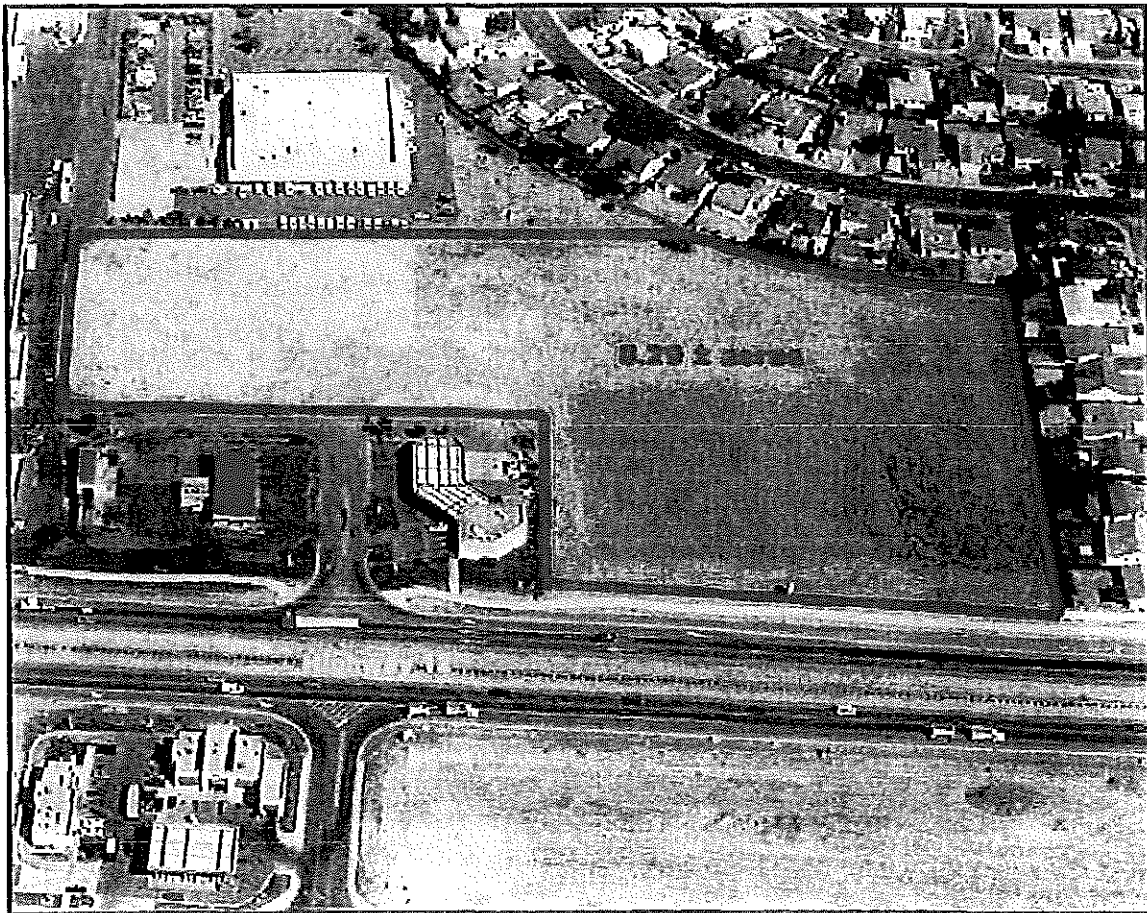


ITEM 8
Attachment A

Owner: Suisun City Redevelopment Agency
Zoning: GC (General Commercial)
Size: 8.29 ± acres
Location: Highway 12 adjacent to Sunset Shopping Center and Sunset Ave.
APN: 0173-390-160 & 180

Status: Vacant; significant Highway 12 visibility/frontage

Contact: Jason Garben
Suisun City Redevelopment Agency
707-421-7347
jgarben@suisun.com



DISCOVER

Suisun City

COMMERCIAL PROPERTY FOR SALE

City of Suisun City
701 Civic Center Blvd.
Suisun City, CA 94585
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Owner: The Hofmann Company
Zoning: GC (General Commercial)
Size: Numerous retail/commercial pad sites, most 0.5 ± acres
Location: Highway 12 @ Grizzly Island Road
APN: 0173-670-290 through 340

Status: Vacant parcels; adjacent sites actively developing in variety of uses

Contact: Kevin English
Premier Commercial Real Estate
707-436-7300



DISCOVER

Suisun City

Commercial Property Profile

City of Suisun City

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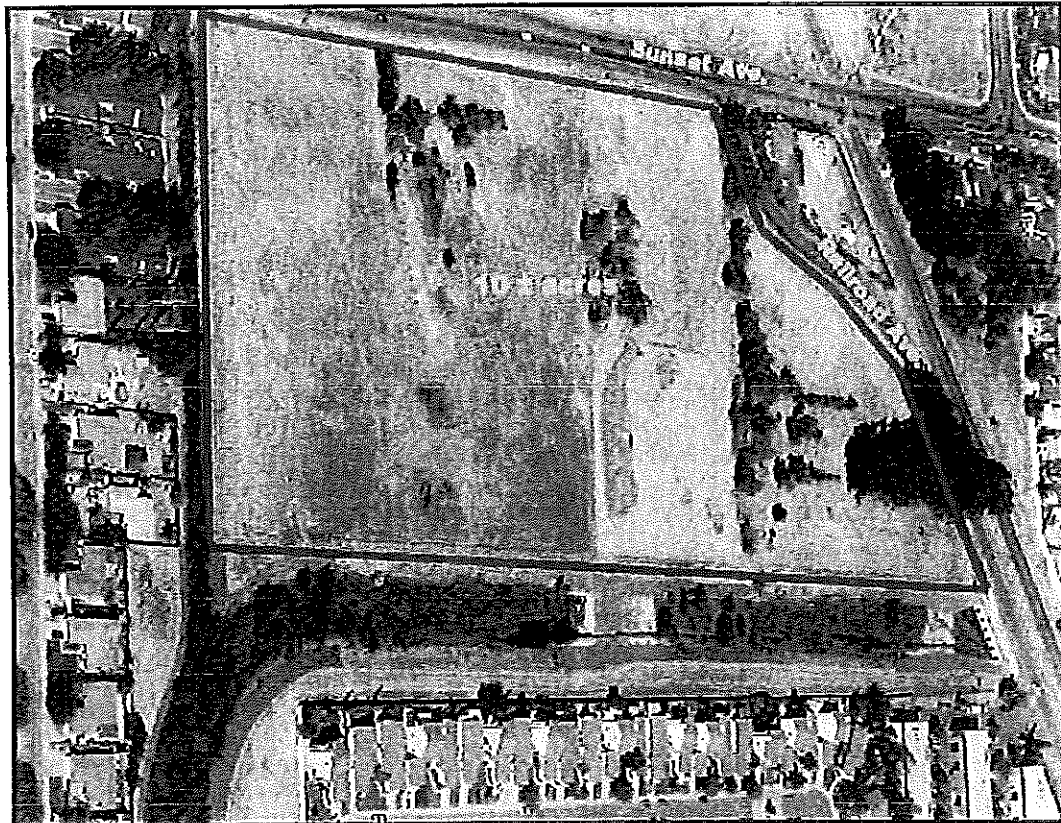


ITEM 8
Attachment A

Owner: Various Entities
Zoning: GC (General Commercial)
Size: 10 ± acres
Location: Sunset Ave. @ Railroad Ave.
APN: 0037-160-110, 0037-220-130, 190, & 200

Status: Vacant parcels; pending Railroad Ave. realignment will improve commercial/retail opportunity

Contact: Jason Garben
Suisun City Redevelopment Agency
707-421-7347
jgarben@suisun.com



DISCOVER

Suisun City

Commercial Property Profile

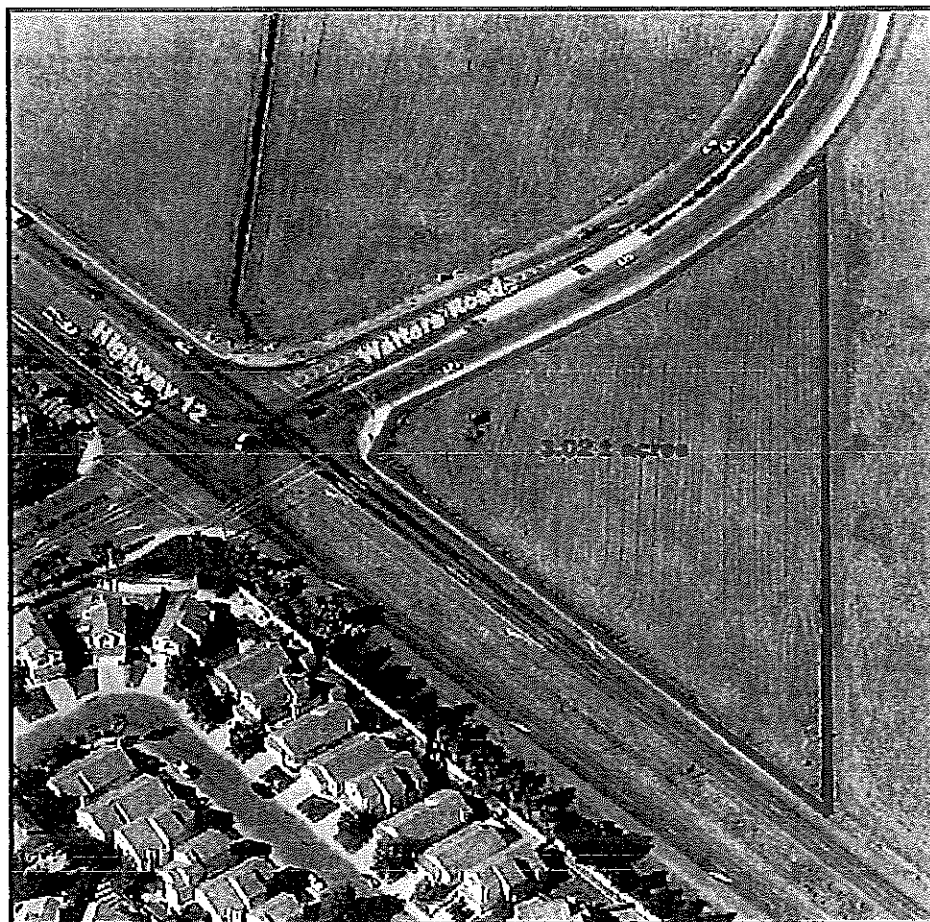
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Owner: DeSilva
Zoning: GC (General Commercial)
Size: 3.02 ± acres
Location: NE Corner Walters Road @ Highway 12
APN: 0173-280-430

Status: Vacant; not marketed

Contact: Jason Garben
Suisun City Redevelopment Agency
707-421-7347
jgarben@suisun.com



DISCOVER

Suisun City

Commercial Property Profile

Walters Road Property

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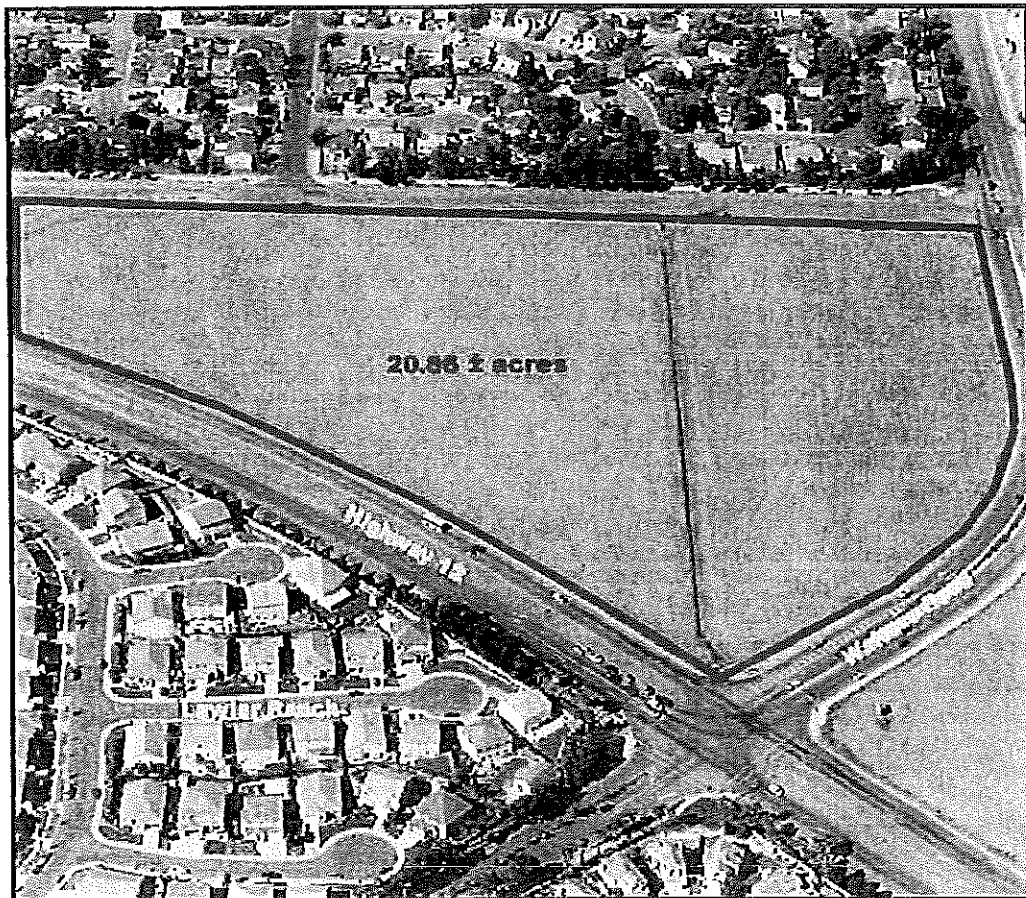


ITEM 8
Attachment A

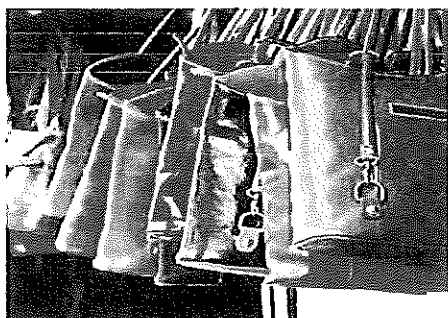
Owner: DeSilva
Zoning: GC (General Commercial)
Size: 20.86 ± acres
Location: NW Corner Walters Road @ Highway 12
APN: 0173-180-440

Status: Vacant; not marketed

Contact: Jason Garben
Suisun City Redevelopment Agency
707-421-7347
jgarben@suisun.com



2011 California Retail Analytics Expanding Retailers and Retail Store Sales Estimates



HdL is dedicated to providing accurate data, expert analysis and innovative software solutions that facilitate local government operations and decisions. HdL's allocation audits and software systems help local governments to maximize revenues. HdL serves over 380 cities, counties and special districts in California and across the nation.

FOR MORE INFORMATION, CONTACT US AT 800.451.4511 OR VISIT US AT WWW.HDL.COM

RETAILERS EXPANDING IN CALIFORNIA 2014

Business Name	Leasable Sq Ft in 000s	Est. Annual Tax in 000s	Site Preferences	Expansion Area	Contact Information
GENERAL RETAIL					
4G Verizon Wireless	1-4	\$12-50	2, 3, 9	Statewide	garymoris@moniscre.com
Active Ride Shop	4.5-6	\$10-25	3, 6, 7, 13	Southern California	jeff@strategicretailadvisor.com
Anna's Linens	7-12	\$10-15	1, 2, 3	Statewide	steve.jackson@annaslinens.com
Armstrong Garden Center	6.5	\$15-25	4	Statewide	Monte Enright, 626.914.1091
Ashley Furniture	30-50	\$100-175	1, 2, 3, 4, 9	Statewide	gcolby@ashleyfurniture.com
Banner Bedding	4.5	\$10-15	1, 2	Statewide	customerservice@bannermattress.net
Bloomingdale's Outlet	25	\$65-90	3, 6, 7, 11, 13	Statewide	Charles DiGiovanna, 513.579.7447
Boot Barn	8-12	\$15-35	1, 2, 4, 10	Statewide	abrowning@bootbarn.com
Brooks Brothers	2.5-7	\$10-20	7, 8, 13	Statewide	rkehr@brooksbros.com
Burlington Coat Factory	50-70	\$60-100	1, 2, 3, 4, 6, 13	Statewide	michael.shanahan@coast.com
Cache	2	\$6-10	8, 9, 13	Statewide	Dawn Baopole, 614.939.5177
Carter's	4-5	\$10-30	1, 2, 3, 9, 11	Statewide	www.carters.com
Charming Charlie	6-10	\$10-20	1, 2, 4, 9	Statewide	salas@charmingcharlie.com
Children's Orchard	1.2-2.6	\$4-8	1, 2, 3, 4	Southern California	franchise@childrenorch.com
Citi Trends	12-15	\$9-13	1, 2, 3, 13	Statewide	abeisel@cittrends.com
Clarks	2.3-2.5	\$6-20	7, 9	Major Metropolitan, Nationwide	Criss Nigro, 617.243.4194
Costco	148	\$800-1300	4	Statewide	joe@northwestatlantic.com
Costco Wholesale	150	\$800-1300	4	Orange County	pberry@commercialwest.com
Crazy Shirts	1.5-3	\$7-10	1, 2	Upscale Coastal Southern California	mdeliy@townsendassociates.com
Destination XL	7-10	\$5-8	4, 12	Upscale Coastal Southern California	pschmitz@dxl.com
Dollar Tree	9	\$10-30	1, 2, 4	Pleasanton	Brimor Property Group, 646.344.8670
DSW Shoe Warehouse	10-100	\$25-60	1, 2, 4, 6, 7, 8	Statewide	www.retailventuresinc.com
Eileen Fisher	4	\$10-35	1, 2, 6, 8, 9	Upscale Urban and Suburban	info@eileenfisher.com
Ethan Allen	10-14	\$10-15	8, 13	Los Angeles & Ventura Counties	azaccaria@ethanallen.com
Family Dollar	8-10	\$8-18	1, 2, 3, 4, 9, 10	Southern California	nel@denenbergrealty.com
Famous Footwear	5-6	\$7-30	1, 2, 3, 6, 7	Statewide	hvanommeren@famousfootwear.com
Footwear Etc. / Footwear Outlet	2-6	\$8-12	1, 2, 4, 12	Northern & Southern California	elie@footwaretc.com
G-Star	2-2.5	\$10-20	1, 2	Statewide	mdeliy@townsendassociates.com
GameStop	1.5	\$6-12	12, 13	Southern California	ian@ccprea.com
GameStop	1.3-1.8	\$6-12	3, 9	San Francisco Bay Area	scarmichael@terranomics.com
Good Feet Stores	2-4.5	\$5-9	1, 2, 3, 4, 8, 9, 10	Central & Southern California	www.goodfeet.com
Guitar Center	7-15	\$15-60	1, 2, 3, 4	Statewide	bshepard@scg-retail.com
Harbor Freight Tools	15	\$40-80	2, 3, 6	Los Angeles County	kevin@irishcb.com
Jos. A. Bank Clothiers	4-4.5	\$10-20	3, 7, 9, 11, 13	Statewide	jfoley@jos-a-bank.com
Justice	3.5-5	\$8-20	1, 3, 6, 7, 9	Statewide	realstate@lweenbrands.com
Kate Spade	1-4.2	\$15-40	4, 7, 8, 9	Upscale Urban Centers	contactus@katespade.com
Mor Furniture for Less	40-60	\$90-180	3, 4, 11	Statewide	ricksr@morfurniture.com
New York & Company	6-8	\$2-6	1, 4, 6, 7	Statewide	www.nyandcompany.com
Nordstrom	190-250	\$600-1000	1, 2, 4, 6, 8	Upscale Urban Centers	development@nordstrom.com
Nordstrom Rack	30-40	\$250-400	1, 2, 4, 6, 8	Urban Centers	development@nordstrom.com
Papaya Fashions	2-5	\$12-25	2, 6, 11	Statewide	www.papayaclothing.com
Performance Bicycle Shop	6.5	\$12-25	2, 3	Statewide	tom.woods@colliers.com
Pro Build Dixieline	20	\$70-300	1, 2, 4	Central & Southern California	www.probuild.com
Rack Room Shoes aka Off Broadway	5.5-7	\$18-25	1, 2, 3, 6, 7, 9	Statewide	kgonnerman@rackroom.com
Robert Wayne Footwear	2.5	\$5-20	2, 6, 8	Statewide	www.robertwayne.com
Ross Dress for Less	22-30	\$75-150	1, 2, 3, 13	Statewide	Gregg McGillis, 925.965.4400
Rue 21	4.5	\$8-12	3, 11, 13	Statewide	Bob Thomson, 724.776.9780
Savers	18-22	\$20-30	1, 2, 4, 8	Statewide	realstate@savers.com
Shiekh Shoes	3.5	\$8-20	6	Statewide	gagu'nis@zallcompany.com
Shoe City	3.8-6	\$15-25	4	Southern California	bob@rprat.com
Sport Chalet	42	\$50-100	3, 6, 9	Statewide	Dennis Trausch, 818.790.2717
Stein Mart	28-32	\$35-60	3, 9	Northern CA, SF Bay, Sacramento	cfirstenberg@metrovision.com
Stock Building Supply	25	\$10-20	4	Southern California	www.stockbuildingsupply.com
Styles For Less	2.5-3	\$2-10	1, 3, 6, 7, 8, 9	Statewide	jason@stylesforless.com
Superdry	2-2.5	\$2-5	1, 2	Urban Centers	mdeliy@townsendassociates.com
Sur La Table	5-6	\$15-60	7, 8, 9, 13	Statewide	sbartha@mac.com
Takken's Shoes	1.5	\$6-10	6, 7, 9	Statewide	gagu'nis@zallcompany.com
Talbots	3.7-5	\$12-20	1, 2, 4, 6, 7, 8	Statewide	laurine.riley@talbots.com
The Alley	15-30	\$10-18	1, 3, 4	Statewide	William Marek, 760.347.7200
Tilly's	5.5-7	\$5-12	3, 9, 13	Statewide	Jeff Sinkay, 949.609.5587
Thomasville Home Furnishing	6-14	\$6-10	4	Statewide	little@drexelhertitage.com
Tractor Supply Co.	19-24	\$30-60	1, 2, 4, 12	Statewide	claler@tractorsupply.com
True Religion Apparel	1.5-3.5	\$6-16	8, 11	Statewide	realstate@trueligionbrandjeans.com
Ulla, Inc.	10	\$30-70	3	Statewide	rick.franz@ullainc.com
Volcom	2-3	\$8-14	7, 8, 13	Coastal Areas	mdeliy@townsendassociates.com
Walgreens	15	\$20-60	1, 2, 4, 12	Orange & Riverside County	blaine@strategicretailadvisor.com
Walking Company	1-1.4	\$4-8	6, 8	Upscale Urban Centers	joe@thewalkingcompany.com

<i>Business Name</i>	<i>Leasable Sq Ft in 000</i>	<i>Est. Annual Tax in 000's</i>	<i>Site Preferences</i>	<i>Expansion Area</i>	<i>Contact Information</i>
RESTAURANTS					
Avila's El Ranchito	2	\$24-30	4	Southern California	postmaster@el-ranchito.com
BJ's Restaurants	8.5-10	\$40-75	4, 13	Statewide	BJ's Restaurant, Inc. 714.600.2400
Burger Lounge	1-5.5	\$7-12	1, 2, 4, 5, 8, 9, 10	Greater San Diego Area	realstate@burgerlounge.com
California Pizza Kitchen	5-5.5	\$25-35	7, 9, 12	Statewide	Sierra U.S., 312.254.0707
Cheese Steak Shop	1.5	\$6-10	1, 2, 6	Statewide	www.cheesesteakshop.com
Chipotle	2-2.4	\$15-30	4, 12	Orange County	Phil Berry, 949.723.7300
Coral Tree Café	2.5-4	\$10-25	4, 12	L.A. County, South Bay & Westside CA	ira@spiky.com
Corner Bakery Café	3.5-4.4	\$10-18	1, 2, 3, 8	Northern & Southern California	sites@cornerbakerycafe.com
Costa Vida	2.4-3.2	\$8-12	2, 4, 12	Greater Sacramento Area & Orange Cnty	ira@spiky.com
Daily Grill	5-7	\$30-45	1, 2, 4, 5, 6, 8, 10	Central & Southern California	info@thegrill.com
El Pollo Loco	2.2-3.2	\$14-20	4	Statewide	cfry@elpollo.com
El Pollo Loco	1.8-2.5	\$14-20	3, 12	High Desert	Phil Berry, 949.723.7300
Fat Burger	1.5-2	\$6-9	1, 12	Los Angeles & Orange County	madamczk@kennedywilson.com
Filippi's Pizza Grotto	4	\$12-20	1, 2, 4	Greater San Diego Area	www.realcheesepizza.com
Five Guys Famous Burgers	2-3	\$8-12	1, 2, 4, 10, 12	Statewide	sbrown@salove.com
Genghis Grill	3.2-4.5	\$10-18	5, 9, 12	Statewide	ryan@posi.onpropertygroup.com
Gyu-Kaku	2-2.5	\$20-27	2, 6, 8	Southern California	franchise@gyu-kaku.com
Habit Burger Grill	2.4	\$12-20	5, 12	Inland Empire & Orange County	Phil Berry, 949.723.7300
Habit Burger Grill	2-2.4	\$12-20	5, 12	Antelope Valley, Santa Clarita Ventura Cty	tcissman@crissmancommercial.com
Jollibee	2-2.4	\$10-25	1, 2, 3, 4, 6, 8	Statewide	www.jollibeeusa.com
King's Fish House	8.5-10	\$25-50	3, 4, 5, 8, 11	Southern California	admin@kingsseafood.com
King Taco	3.5-5.5	\$25-50	4	Southern California	www.kingtaco.com
Luna Rossa Ristorante	3.5-6.5	\$6-12	2, 4, 12	L.A. & Orange Counties	ira@spiky.com
Malibu Fish Grill	2.5-3.5	\$7-10	2, 4, 12	Statewide	ira@spiky.com
Maria's Italian Kitchen	3.5-4.5	\$10-18	4	Statewide	ira@spiky.com
Mary's Pizza Shack	4	\$10-20	1, 3, 5	Northern California	info@maryspizzashack.com
McDonald's	2.5-5.5	\$12-25	1, 2, 4	Murrieta, California	Bröxmor Property Group, 646.344.8670
Norm's Restaurant	6	\$36-55	4	Southern California	psingeman@normsrestaurants.com
Open Sesame Grill	2.5-3	\$6-10	1, 2, 4, 6	Southern California	ira@spiky.com
Panera Bread	4-4.6	\$12-25	4, 5, 12, 13	Los Angeles & Orange County	Phil Berry, 949.723.7300
Peel's Coffee & Tea	1.5	\$1-1.5	1, 2, 4, 8, 9	Northern California	tlogan@retailwestinc.com
Smashburger	1.6-2.2	\$6-12	9	Statewide	realstate@smashburger.com
Sonic Drive-In	1.5-1.8	\$6-10	4, 5	L.A., Orange, San Bernardino Counties	devon@coast2coastcommercial.com
T.G.I. Friday's	6.6	\$35-50	3, 9	Statewide	jagowitz@studley.com
The Cheesecake Factory	7.2-11	\$70-115	4, 6, 7	Statewide	Robert Schnur, 310.282.5300
The Counter	1.7-3	\$10-20	3, 9	L.A. & Orange Counties	randy@thecounterburger.com
The Melt	2-6	\$1.5-3	1, 2, 3, 4, 5, 8, 9, 10	San Francisco Bay Area	www.themelt.com
Waba Grill	1.5-2	\$4-9	1, 12	L.A., Orange & Ventura Counties	madamczk@kennedywilson.com
Wasa Sushi	1.5-3	\$10-25	5, 12	High Desert, Orange County	Phil Berry, 949.723.7300
Wings-N-Things	1.2-3.5	\$7-10	1, 2, 4, 9, 10	San Diego, Orange & Riverside Counties	www.wingsnthings.com
Yard House	10-11	\$50-100	9, 10	Statewide	realstate@yardhouse.com

Grocery/Drugs					
Aldi USA	10-16	\$6-10	1, 4	Statewide	www.aldifoods.com
Bev Mo!	10	\$40-100	1, 2, 3	Statewide	matt.alexander@srsre.com
Fastrap Food Stores	3.5	\$10-15	4	Central California	royse@jaco.com
Grocery Outlet	15-20	\$15-35	1, 2, 4	San Diego	mdrasin@cfgo.com
Johnny Quik Food Stores	3.4	\$12-35	4	Statewide	Ernie Beal, 559.297.6830
Mollie Stone's Markets	7.5-30	\$20-50	8, 9	San Francisco Bay Area	Mike Stone, 415.289.5720
Ralphs	40-60	\$25-100	4	Southern California	blains@strategicretailadvisor.com
Trader Joe's	12-14	\$35-60	1, 2, 4, 10	Statewide	szenelien@idsrealstate.com
Whole Foods Market	30.5	\$50-150	4	Berkeley, California	Whole Foods Market, Inc., 512.477.4455
Winco Foods	85-100	\$75-125	3, 4, 11	Statewide	greg.goins@wincofoods.com

Automotive					
AutoZone	6.5-8	\$15-25	1, 2, 4, 5	Statewide	scott.fraser@autozone.com
Discount Tire Centers	4.5	\$6-10	1, 2, 3, 4	Statewide	webmaster@discounttires.com
Firestone Complete Auto Care	8.3-8.9	\$8-12	4	Bay Area, California	dehlers@bfrc.com
O'Reilly Automotive	7-8	\$8-15	2, 4, 5	Statewide	contactus@oreillyauto.com
Pep Boys	4-6.5	\$10-25	4	Statewide	nicholas_puccio@pepboys.com

KEY TO NON-RESIDENTIAL SITES					
1 Community Strip	4 Freestanding	7 Enclosed Super Regional Mall	10 Mixed Use	13 Regional Strip Mall	
2 Neighborhood Strip	5 Pad/Out Parcel	8 Downtown / CBD	11 Outlet Center		
3 Power Center	6 Enclosed Regional Mall	9 Lifestyle Center	12 Endcaps		



RETAIL STORE TAXABLE SALES ESTIMATES 2014

HdL used a mix of similar stores to estimate sales per gross square foot for each category. Actual results will vary based on store size, location and market area characteristics. If your jurisdiction has received a site plan and prospective tenant list for a new project, contact us for a revenue estimate.

Store Type	Typical Sq Ft in 000s	Example Stores	Est. Annual Tax in 000s	Annual Sales/Sq Ft
Women's Apparel Stores				
Accessories	1.1-3.3	Claire's, Fossil, Styles For Less, Francescas Collection	\$4.5-9	\$275-440
Small Format	1.5-3	Kate Spade, White House/Black Market, Love Culture, Chico's	\$8-12	\$415-675
Mid-Size Format	3.5-5	Aeropostale, Coldwater Creek, Babe, Papaya, Ta'bots, BCBG	\$12-18	\$250-595
Large Format	5.5-9	Ann Taylor, Express, Kiltson, New York & Co.	\$15-32	\$260-445
Bargain Chic	7.5-20	H & M, Forever 21 (line shops), Charlotte Russe	\$30-41	\$185-460
Men's Apparel Stores				
Casual	3-9.5	Casual Male, Patrick James, Tommy Bahama, Paul Jardin	\$6-18	\$155-335
Business Attire	4-6	Men's Wearhouse, Jos A Bank, Brooks Brothers, Men's Fashion Depot	\$8-65	\$265-535
Children's Apparel				
Children	3.1-5.25	Children's Place, Carters, Gymboree, Disney Store	\$15-28	\$340-575
Casual	3.5-25	Gap, Old Navy, Hollister, Abercrombie & Fitch, Aeropostale, The Buckle	\$22-60	\$205-560
Discount	30-100	Ross, T. J. Maxx, Marshall's, Nordstrom Rack, Burlington Coat, Kohls	\$85-160	\$105-370
Shoe Stores				
Small	1.5-2.1	Stride Rite, Journeys, Johnston & Murphy, Clarks	\$7-14	\$365-575
Mid-Sized	3-3.5	Payless, Footlocker, Shiekh Shoes, Skechers, Aldo	\$7-10.5	\$200-300
Large	5.5+	DSW, Warehouse Shoe Sale, Famous Footwear, Boot Barn	\$11-55	\$185-355
Athletic	3.0+	Nike, New Balance, Adidas, Reebok, Puma	\$17-100	\$400-575
Department Stores / General Merchandise				
Closeout / Dollar Stores	10-30	Big Lots, 99 Cents Only, Dollar Tree, Factory 2 U	\$12-25	\$155-255
Discount Department	125-140	Target, Walmart, K-Mart	\$315-785	\$260-995
Membership Warehouse*	140-150	Costco, Sam's Club	\$330-1540	\$275-1045
Traditional Department	140-200	Sears, JC Penney, Dillards, Macys	\$105-435	\$85-255
Upscale Department	130-275	Nordstrom, Bloomingdales, Neiman Marcus, Saks	\$460-715	\$385-485
Food Stores				
Neighborhood Jr. Market	2.7-10	Bonfere Market, Holiday Quality Foods, Trader Joe's, Grocery Outlet	\$3-55	\$55-465
Specialty Food	10-30	Sprouts, New Leaf, Jimbos Naturally, Mothers Market	\$11-55	\$105-270
Chain Supermarket*	40-55	Ralphs, Albertsons, Safeway, Raleys, Stater Bros., Vons	\$30-130	\$115-155
High End Supermarket	16.5-55	Bristol Farms, Gelsons, Whole Foods, Andronicos, Draegers	\$31-102	\$130-205
Warehouse Grocery	45-60	Winco, Food 4 Less, Smart & Final, Food Maxx	\$110-335	\$80-165
Ethnic Market	25-50	99 Ranch, Top Valu, El Super, Mi Ranchito, Mi Pueblo	\$20-45	\$60-85
Drug Stores				
Drug Stores / Pharmacy	10-19	Rite Aid, Walgreens, CVS, Pharma	\$18-35	\$110-235
Restaurants				
Coffee House	.5-1	Starbucks, Coffee Bean & Tea Leaf, Peet's	\$0.7-2	\$170-230
Fast Food - Burger	1.5-3	McDonalds, Five Guys Burger, In-N-Out, Sonic Burger	\$10-35	\$415-1035
Fast Food - Hispanic	2.0-5.5	Taco Bell, Del Taco, High Tech Burrito, Jim Boys	\$10-55	\$310-1030
Fast Food - Asian	1-2.5	Ono Hawaiian BBQ, Rice Garden, Yoshinoya Beef Bowl, Panda Express	\$4-16	\$280-575
Fast Casual	1.5-4.5	Pick Up Stix, Panera Bread, Chipotle, Buffalo Wild Wings, Corner Bakery	\$6.5-22	\$270-625
Coffee Shops	4.5-5.5	Dennys, IHOP, Carrows, Bob's Big Boy	\$10-19	\$215-425
Buffet	7.5-11	Hometown Buffet, Souplantation, Sweet Tomatoes, Golden Corral	\$20-40	\$200-400
Family Dining	5-8.5	Mimi's, Islands, Chili's, BJ's Restaurant & Brewhouse, Buca di Beppo	\$25-70	\$475-740
Dinner House	6.5-20	Clain Jumper, P.F. Changs, McCormick & Schmicks, Kings Fish House	\$35-85	\$425-1000
Home Improvement / Miscellaneous				
Imports / Home Accents	10-30	Cost Plus World Market, HomeGoods, Bed Bath & Beyond, Kirklands	\$30-95	\$185-425
Home Décor / Accessories	10-40	Crate & Barrel, Pottery Barn, Z Gallerie, Williams Sonoma	\$31-92	\$280-435
Paint	4.5-10	Sherwin Williams, Vista Paint, Dunn Edwards, Frazee	\$11-32	\$235-315
Home Improve. / Bldg Supply	110-160	Home Depot, Lowes, Dixieline, Lumbermen's, Stock Building Supply	\$40-730	\$135-540
Hardware	3.5-50	Orchard Supply, Ace Hardware, True Value, De Naults Hardware	\$11-55	\$95-435
Furniture/Bedroom	2-10	Sit 'N Sleep, Mancini's Sleepworld, Select Comfort, Banner Bedding	\$7-75	\$210-420
Furniture/General	12-75	Mor For Less, Bassett Furniture Direct, Ethan Allen, Crate & Barrel	\$19-48	\$105-420
Warehouse Furniture	135-325	Living Spaces, IKEA, Ashley, Jeromes, La Curacao	\$210-1370	\$150-420
Small Electronics	1-6	Radio Shack, Gamestop, Games Workshop	\$1.3-11	\$120-860
Cell Phones	.5-5	Verizon Wireless, AT&T Mobility, T-Mobile, Sprint, Metro PCS	\$3.5-38	\$345-1360
Volume Elect. / Appliances	4-180	Best Buy, Pacific Seles, Fry's, Howard's	\$66.5-1140	\$260-900
Miscellaneous Retail				
Bath & Beauty	1-10	Ulta Sa'on, Sephora, Bath & Body Works, Bare Escentuals	\$8.6-65	\$485-1405
Craft Shops	13-20	Michaels, Jo-Ann Fabrics & Crafts, Hancock Fabrics, Hobby Lobby	\$10-50	\$75-225
Multi-plex Cinemas	10-20 screens	Edwards, AMC, Pacific, Cinemark		\$650-1,000/screen
Office Supplies	18-25	OfficeMax, Staples, Office Depot	\$29-72	\$140-240
Party Supplies	6-12	Party America, Party City, Party Concepts	\$9-13	\$175-275
Pet Supplies	10-25	Petsmart, Petco, Pet Food Express, Pet Club	\$21-48	\$160-265
Sporting Goods	20-55	Sport Chalet, REI, Sports Authority, Dick's	\$41-135	\$130-310

*May Include Gasoline Sales

HdL receives expanding retailer information from a variety of sources which tend to highlight large regional or national chains while excluding small regional retailers. Many of these are also looking to expand but due to their small size, their growth objectives are not as well publicized. Therefore, HdL recommends that agencies stay in touch with local business communities to maximize expansion opportunities offered by smaller chains.

**ATTACHMENT C – MASTER LIST FOR SWOT
RE: ECONOMIC DEVELOPMENT IN SUISUN CITY
(Strengths, Weaknesses, Opportunities and Threats)**

The following is a thought-provoking list. Management and some mid-management staff were asked to quickly, off-the-top-of-their-heads, identify five strengths, weaknesses, opportunities and threats relative to Economic Development. The direction was “not to think” – just type.

Some very good and unique ideas came out of the exercise. We’ve taken out some items that appeared more of a SWOT to the City as a whole versus economic development, and placed duplicates in multiple categories if they were deemed to be both a weakness and an opportunity. We weren’t too stringent on splitting hairs of whether something was an strength/opportunity or weakness/threat, though technically, “threats” are those things that are external to the organization. The exercise, rather, was to get all relevant ideas on paper. Also, the list is not in any order of priority. Notations of “ +/- “ means that the item is seen both as a positive and a negative, and is repeated on two lists.

Council’s challenge: Consider items, off the top of your head, that should be added to the lists. Then, identify your top three priorities under each category. Selection of priorities should take into consideration items that you believe should be part of our economic development activities.

Strengths

- Waterfront/Marina/Boat Launch
- Train Depot
- Housing Affordability – supports employers
- Restaurant Diversity
- Partnerships (BID, Community Foundation, Kroc, yacht Club, Etc)
- Community
 - 4th of July Event
 - Christmas Event
 - Kroc Center
- New School Facilities
 - Crystal
 - Crescent
- Unique Downtown
- Largest Brackish Water Marsh in Western US/Grizzly Island Wildlife Refuge
- Low Development Fees (+/-)
- Located on Hwy 12 within Close Proximity to I-80 (+/-)
- Travis AFB Population
- Relatively Low Crime
- Developable Land Controlled By City/HA
- Location in SF-Sac mega-region
- Growing use of Highway 12 for transportation services

Weaknesses

- Lack of 360 degree rooftops
- Located on Hwy 12 within Close Proximity to I-80 (+/-)
- Rail Line Separates City from Rooftops
- Lack of Prime Land for Significant Retail Development
- Lack of a More Formal Pre-Application Development Review and Feedback Process to support developers
- No Economic Incentives Available
- Lack of Community Participation
- Inadequate General Plan and Zoning Code (+/-)
- Retirement-Age Department Heads
- Deteriorating Streets
- Budget Challenges – Impacts Staffing Resources/Service Levels
- Bedroom Community with Residents that Shop Elsewhere
- Poor Draw as Destination (+/-)
- Limited Tax Base/Significant Sales Leakage
- Developable Property Has Challenges (Wetlands, not on I-80, market area not 360, lower HH incomes)
- Limited available Staff Time for economic development activities (no longer members/active with ICSC, ULI, Solano EDC, Chamber; not able to attend workshops and networking events, etc.)
- No clear direction on the question of how to balance short-term development opportunities (what market supports today) versus long-term development with the goal of having a built-out community where ongoing revenues cover ongoing costs
- Need direction on type and mix of development to market for major developable properties (i.e., 30 acre site – all commercial versus housing/commercial mix, if some housing, SF or MF; Almond Gardens, relocate or not, if relocate, where; Post Office Site, all commercial or housing/commercial mix, if some housing, senior, affordable or ?)
- Lack of property to develop, particularly in support of transportation businesses, short-term warehousing, etc. as Hwy 12 matures as an route between Central Valley and Bay Area
- Vacant, dilapidated buildings on Main Street with no future. Gives appearance there is more opportunity there than is actually useable; encumbers reuse due to demolition costs. (+/-)
- Proximity to Fairfield for major retailers.

Opportunities

- Lots on West Side of Main Street (+/-)
- Poor Draw as Destination (+/-)
- Low Tax Rates (Sales Tax, No Utility Users Tax, etc) (+/-)
- Ability to Drive Tax Rates Higher and still be On Low End of Spectrum Locally
- Enhance Customer Service to Development Community Including Internal Communications Process
- Ability to Be A Pioneer in Suburban TOD with PDA (Train Depot + Benton Court + HA 30 Acres + Downtown)
- Train Station area. Need to use this asset to tap into State focus & money around transit-oriented development. Flesh out the plan and surrounding land uses to make a really vibrant hub. Need to get this going before the Fairfield/Vacaville station comes online.
- Vacant Infill Sites
- Updated General Plan, Zoning Code, and DWSP (+/-)
- Economy is On the Upswing
- Good Track Record of Acquiring Grant Funds
- Property Adjacent to Marina
- Vacant Land Controlled By City/Housing Authority
- Grizzly Island
- Bicycle and Pedestrian Paths
- Capitalize on Wildlife Area, Outdoor Sports, and Waterways
- Take Advantage of Hwy 12 and I-80 Traffic
- Think About Mfg, Warehousing Uses with Point of Sale Tax Generators
- Room for Waterfront Rec Uses (Kayak, Water Park, bikes, mopeds, etc.)
- Big Box Stores
- Hwy 12 Frontage for Shopping Along South Side of Hwy 12
- Council appointment of Economic Development Ad Hoc with focus on preparation of a formalized Economic Development Strategic Plan
- Market improvement in housing to support moving forward with development under the MSW DDA
- Ability to market to developers that focus on “destination visitor/tourism” given our unique strengths in Solano County (i.e., Parcel 12 and other sites on the west side of the basin and the east-side of town)
- Grant funded updated/preparation of a Specific Plan for the downtown PDA.
- New Sunset Center owners. Work with these folks to marry their vision for this commercial hub with vacant City land to add vitality and economic activity.
- Creative innovation. With RDA gone, we have a clean slate to figure out how to proceed into the future.
- Support and encourage job creation and retention in Solano County job centers. A key part of our ED plan should be reducing commute times for our residents. The more time they spend in town, the more they can shop here and the more likely they are to be involved in the community.

- Get more land. Really study future annexations, decide what should go there and include them in our 5, 10-year plans. Then execute the plan.

Threats

- Precarious Budget Situation; Unstable and/or Uncertain Economic Condition of City
- Declining Property Maintenance
- New Development in Fairfield
- Aging Department Heads
- Continued Release of Inmates to Our Community
- Threat of Global Warming
- Timing of Walmart
- If needed, potential lack of will and community support to increase taxes
- State DOF and the uncertainties of the full unwinding of redevelopment, including approval of amendments to MSW DDA
- DOF Lawsuit
- State government in general
- Erosion of local control in the arena of land use planning & transportation
- Over-Regulation in Land Uses
- Operational changes at Travis Air Force Base.
- Environmental protections of areas targeted for future annexations.

**ATTACHMENT D – MASTER LIST
Of BUSINESS TYPES**

The following is a laundry list of different types of businesses pulled from Standard Industrial Codes (SICs.)

Council's challenge: Considering those businesses list, are there any that should be added? Then, identify your top three business types that you would like to see develop in the four identified segments of the community: (1) western sphere of influence (Gentry property area); (2) downtown PDA; (3) Sunset corridor including development south of Highway 12; and (4) eastern part of town including the City's eastern sphere of influence.

RETAIL

Women's Apparel

- Shoes and accessories
- Small format
- Mid-Size format
- Bargain Chic

Men's Apparel

- Casual
- Business attire

Family Apparel

- Children
- Casual
- Discount

Department Stores/General Merchandise

- Closeout/Dollar stores
- Discount Department
- Membership Warehouse
- Traditional Department
- Upscale Department

Food/Drug Stores

- Stand-alone Drug Store
- Neighborhood Market
- Specialty Food
- Chain Supermarket
- High End Supermarket
- Warehouse Grocery
- Ethnic Market

Restaurants

- Coffee House
- Fast Food – Burger
- Fast Food – Hispanic
- Fast Food – Asian

- Fast Casual
- Coffee Shops
- Buffet
- Family Dining
- Fine Dining

Home Improvement/Furnishings

- Imports/Home Accents
- Home Décor/Accessories
- Paint
- Home Improvement/Building Supply
- Hardware
- Furniture/Bedroom
- Furniture/General
- Warehouse Furniture
- Small Electronics
- Cell Phones
- Volume Elect./Appliances

Miscellaneous Retail

- Bath & Beauty
- Craft Shops
- Party Supplies
- Pet Supplies
- Sporting Goods

DESTINATION TOURISM/ENTERTAINMENT

Lodging

- Hotel/Full Service with meeting/conference facilities
- Hotel/Limited
- Hotel Suites
- Motel
- Bed & Breakfast
- RV Park
- Camping
- “Glamping”
- Overnight Boat-Stay Rentals

Retail/Service

- Visitor Center
- Visitor/Truck Stop – Full Service
- Visitor/Truck Stop – Limited Service
- Wine Tasting

Entertainment

- Movie Complex – Block busters
- Movie House (arthouse/foreign films and classics)
- Performing arts
- Comedy Club
- Night Club
- Dance/Discotheque
- Art Galleries
- Studio/Art Lofts
- Museums
- Gambling
- Bowling
- Skating (roller/ice)

OFFICE

- Medical
- Professional
- Quasi-Retail (insurance, travel, government services, non-profit services)
- High Rise, Class A
- Suburban/Garden, Class B

INDUSTRIAL/COMMERCIAL SERVICE

- Contractor/construction (plumbing, electrical, remodels, etc.)
- Automotive
- Veterinary
- Light Manufacturing
- Wine Production
- Wine Distribution/Bottling
- Point-of-Sale Distribution
- Logistics
- Military Support
- Research & Development

HOUSING

- SF-Low density
- SF-Medium density
- SF-High density
- Apartments
- Condos
- Affordable Housing
- Senior Housing
- Assisted Living

ATTACHMENT E – MASTER LIST
PUBLIC INVESTMENT – PROJECTS & ACTIVITIES

The following is a laundry list of different types of public projects and activities that can support the City's economic development interests.

Council's challenge: Considering those projects and activities listed, are there any that should be added? Then, identify your top three projects and/or activities.

- Train Depot Enhancements to build pedestrian/people gathering space (i.e., coffee/dessert/food synergy)
- Parking
- At Grade Pedestrian Crossing to Fairfield
- Mural around train depot so riders know they have arrived at the Waterfront
- Ensure infrastructure needs to sphere of influence properties are met including quantification (Gentry and Johnsons)
- Connect waterfront promenade to Grizzly Island Trail (From yacht club to Marina/Driftwood)
- Expanded marina facilities
- Successful and Diverse Entertainment boat
- Boat rentals
- Activity rentals (boating, kayaking, canoeing, bicycling, radio controlled boat racing, etc.)
- Expanded marina
- Expanded yacht club facility
- Extend Railroad Avenue to serve 30 acre site
- Realign Railroad Avenue at Sunset Blvd
- Meeting facilities to meet needs beyond capacity at Hilton Garden Inn
- Public art
- Public exercise/meditation areas
- Improved landscaping along Highway 12
- Improved landscaping in general
- Create seasonal landscaped areas (i.e., fall colors, spring themes – tulips/daffodils, etc.)
- Gateway signage
- Public garden

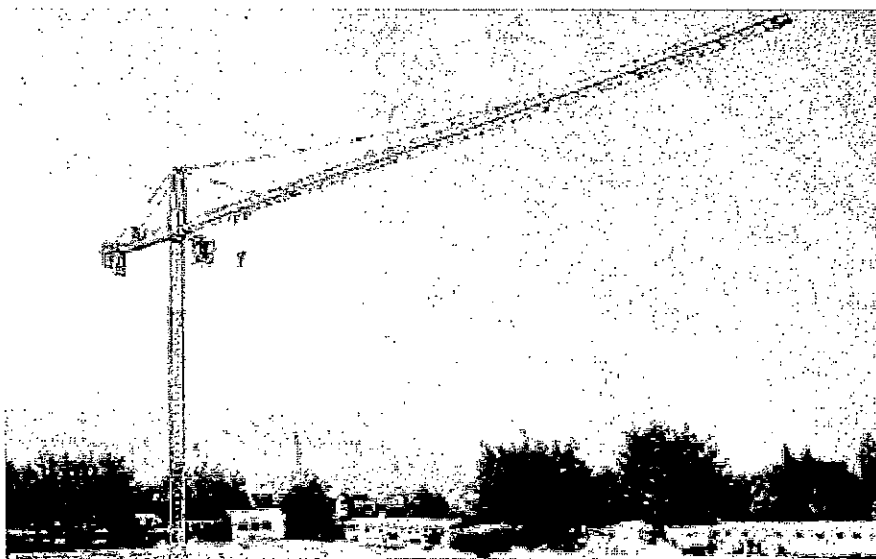
- Effective connectivity for senior population
- Improved connectivity to wetland assets, i.e., Grizzling Island Road
- Enhanced community events
- Leverage partnerships with BID, Foundation, Boosters, Service Clubs, etc.
- Improve connectivity and transportation opportunities to Napa, Suisun Valley and special events (i.e., special train service to Nascar events)
- Enhanced signage for retail centers
- Enhanced signage/branding along train tracks geared to commuters and travelers
- Expand marketing efforts re: use of Joe Nelson facility
- Expand capabilities and programming at Harbor Theater to include comedy, authors, public speakers, etc.
- Dog park
- Free bicycle pick-ups/drop-offs
- Farmers Market to help low-traffic shopping centers

FEATURE

Writing a Terrific Real Estate Redevelopment RFQ

How to enhance the appeal of redeveloping vacant properties

by David Lawrence



Communities can be faced with the reality of redeveloping properties that have fallen on hard times. Such real estate assets may be privately or publicly owned and are often large, strategically located properties that are important to the social and economic fabric of a community.

When market conditions do not allow for these properties to be acquired by private developers and repurposed without significant community input or investment, issuing a request for qualifications (RFQ) is typically the route chosen to generate interest among real estate developers.

Often the opportunities presented by RFQs have economic, social, or physical impediments that make them less attractive than other locations. In the most challenging circumstances, the community invites developer interest because it finds itself with one or more properties without market interest, redevelopment ideas, or feasible real estate development strategies.

The RFQ is essentially a request for help and a request for developers to provide ideas, capital, and leadership to transform dilapidated properties into economically productive assets.

MAKE A MORE APPEALING OFFER

Communities can enlist several strategies to take an average RFQ and make it especially appealing to prospects. A more developed opportunity can increase the number of developers

responding to the opportunity, raise the caliber of candidates expressing interest, and increase a developer's level of investment spent in pursuing the project and producing results.

This article is based on the successful Knowledge Park RFQ effort completed in Rock Hill, South Carolina. The developer solicitation took shape over the course of 2012 and 2013. Knowledge Park is an economic development initiative focused on the redevelopment of a one-square-mile area in downtown Rock Hill.

Responses to the RFQ were received in April 2013. A master developer was selected and started work on the Knowledge Park in September 2013.

Knowledge Park is an urban business park targeting the growth of knowledge economy businesses and talent. The RFQ generated responses from 10 real estate development firms, several with a national presence. The quality, diversity, and enthusiasm expressed by the responding developers exceeded the community's expectations and launched the redevelopment effort solidly in the right direction.

There are areas in which the Knowledge Park RFQ brought more value than the average developer solicitation. These components, or strategies, can likely be applied to redevelopment projects in other communities.

RFQ format. A simple paper or PDF file simply will not cut it in today's environment. To attract quality developers and present the opportunity in its best light, the RFQ needs to be modern and dynamic. Knowledge Park's RFQ was entirely delivered via a dedicated website.

Development projects. The most compelling and unique addition made to the Knowledge Park RFQ was the presentation of 18 development opportunities awaiting developer implementation. After all, during an initial review of a community, what developer would not like to see various development projects queued up that have potential locations, market demand, and sponsors?

The 18 projects varied in terms of their level of urgency, type, and size. Potential projects ranged from student housing to new office space to a new library. They were each profiled, including the project's size, potential locations, sponsor, and potential incentives.

Vision and consensus. Having public-private cooperation and consensus already in place when the opportunity is unveiled is key. Rather than leaving it to the selected developer to bring the community's leadership together, do it in advance. Having a unified set of goals, the business leadership pulling in one direction, and the commitment of resources organized and ready for the developer to tap into builds developer confidence and can expedite the selection and development agreement processes.

In Rock Hill's case, a leadership group was formed to lead the development of Knowledge Park. Twenty-two public and private leaders came together to direct the transformation of Rock Hill's urban core into Knowledge Park.

Proactively do your homework. Be ready before approaching the development community. Developers don't have magic wands and can't solve problems that the community hasn't taken the time to address itself.

Proactive preparation of product, policies, and processes can expedite the redevelopment opportunity for the developer. This idea can mean acquiring properties and dealing with environmental issues, organizing financial resources, or completing infrastructure and market plans.

Rock Hill secured National Register of Historic Places status for multiple buildings ahead of its RFQ launch to allow prospective developers access to valuable state and federal tax credits. A project team involving public works, utilities, legal, financial, and management professionals was also established to expedite the development of the project, providing the developer with a one-stop source for many public sector resources.

Redevelopment of the real estate itself was advanced through the creation of an infrastructure master plan and the completion of voluntary cleanup contracts to provide clean sites to developers. A streetcar feasibility study was completed providing a proposed route, financing plan, and development plan.

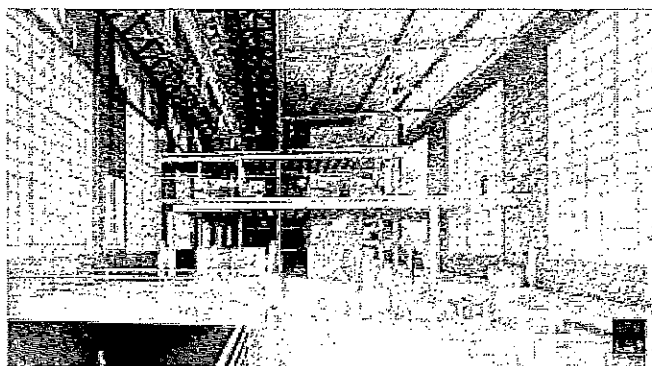
Enlarge the project scope. Making the project larger, incorporating more partners, and creating more synergistic opportunities can increase the attractiveness of the project. Expanding a project to include multiple sites and buildings with different owners committed to one vision increases the developer's ability to make meaningful change, blend uses together, access financial and other resources, and enhance the firm's financial returns.

Rock Hill brought together 13 sites and buildings under the Knowledge Park RFQ with the city, a telecommunications provider, and Winthrop University all participating cooperatively.

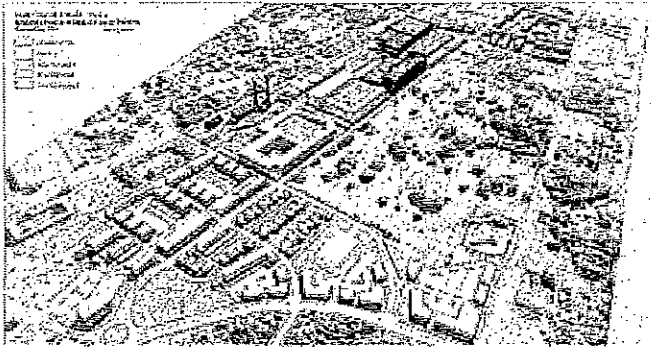
Include unique advantages and assets. Incorporating compelling and unique advantages and investments into a project at an early stage can make the project stand out and increase developer interest. Perhaps a large tenant commitment, an aggressive infrastructure plan, financial investment, or policy action can tilt the playing field in favor of the development project succeeding amongst the competition.

An aggressive tax incentive targeting a certain industry or a major investment commitment announced by a national corporation are more specific examples. In Rock Hill, it is expected that the Knowledge Park will have a streetcar operating within it to attract development and move people between downtown and Winthrop University.

Advanced infrastructure—extraordinary broadband connectivity and robust, dependable power services—is also planned to serve the needs of information technology-focused businesses and talent. The advanced technology services are anticipated to be a competitive advantage to exploit through effective marketing to tenants and talent.



Potential reuse of a former textile mill power plant as office space.



A conceptual site redevelopment plan for the Knowledge Park in Rock Hill, South Carolina, shows the massing of buildings, parking, transportation, and green space.

Drawings were produced by Tunnell-Spangler-Walsh & Associates, Atlanta, Georgia.

LEARNING FROM OUR MISTAKES

Rock Hill's successful RFQ effort in 2013 can be contrasted with an unsuccessful effort conducted in 2005. Without the proactive preparation, development portfolio, and community engagement in place, among other things, a comparable effort to attract a master developer for a similar geography yielded only two responses. The selected developer withdrew from the project within months of selection in part because the project lacked all of the strengths discussed above.

National developers who responded to the Knowledge Park RFQ, however, indicated they were impressed with our package of product, people, infrastructure, and opportunities presented in Rock Hill. The original Knowledge Park RFQ can be accessed at knowledgeparkrockhill.info. The main Knowledge Park website at knowledgeparkrockhill.com has been transitioned into a general marketing vehicle.

A real estate development RFQ can be made more powerful and more enticing to potential developers by broadening the project scope, providing significant development opportunities, securing local business leadership in advance to drive the project, and proactively adding compelling advantages and unique assets to the project at the time the solicitation is launched.

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