



Economic Development Strategic Plan (EDSP)

City of Rio Vista, California

Adopted March 5, 2024

Amended March 19, 2024

Economic Development Strategic Plan (EDSP)
for the City of Rio Vista, California

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A Letter from Mayor Ron Kott regarding the EDSP



As we celebrate 130 years as a city, I often wonder what our founding fathers would think of what we have become. Did we fulfill their vision? Is our current vision consistent with what they envisioned? We

have come a long way, yet the question remains, what is our current vision for our city and how do we get there. This is the underlying purpose of the Economic Development Strategic Plan (EDSP), to provide a living document that reflects our community perspective as to our future direction.

I am sure that each resident has a vision for our city. Despite everyone's differences in vision, there are common threads that give it shape such as: vibrant, busy, thriving, warm and friendly, progressive, safe, secure, happy, and peaceful. These words not only embody our visions, but also give life to our hopes for the city's present and future.

In our visions of the future, we see a vibrant Rio Vista with a fully developed waterfront, a thriving downtown, more variety for recreation, dining, and shopping citywide, a more diverse demographic, a continued profound respect for its history and roots, and a constant steadfast regard towards its natural resources and ecology... We see a city rich in history, culture, natural beauty,

and identity – all these elements strongly communicated through its commerce, recreation, housing, its natural and prime assets, and most especially the community.

The City Council in the past 10 years, and more so in the past five years, has set the City's economic development as one of its top priorities. That commitment has become even stronger due to the most recent and rapid changes occurring not just within the city but also in our region.

It is perfect timing that this document – the Economic Development Strategic Plan (EDSP) started nearly at the same time as the city's General Plan Update (also known as General Plan – Rio Vista 2045). Having both projects run concurrently gave the city opportunities for extensive outreach to as many residents, stakeholders, and visitors as possible. I am happy and proud to say that the EDSP and the General Plan Update – once it comes out in the very near future – is OUR document and is OUR vision. ALL of us have a hand in their creation and contents.

When the EDSP project started, the city deemed the EDSP should and must be a "living, breathing" document. The EDSP will not gather dust once it is done, only to be noticed once more due to a years-gone-by update.



A Letter from Mayor Ron Kott regarding the EDSP (continued from previous page)

The EDSP project will continue its life and evolve – with its life and evolution coming from YOU. The EDSP will morph via amendments to the original document so that it can adapt and evolve through the changes occurring within and around us.

We have much to look forward to...and the EDSP will be a testament to that...

We have continued our efforts to revitalize downtown. We have the cleanup and development of the Army Base property. We have the continual search for avenues to maximize the utility of our waterfront, the municipal airport, and our business park.

And how can we forget one matter that resonates loudly not just within our community but also within the region, the state, and the nation – Flannery Group, now known as California Forever.

I have mentioned above that the EDSP will morph, adapt, and evolve so that it best serves the needs of our city. I also believe that we, as a city and a community, should be able to morph, adapt, and evolve so that we can stand strong to stave off threats and at the same time enjoy the boons brought about by opportunities. And the stronger that our city and community becomes, the more doors of opportunities open for us.

This, I believe, is the key to our growth as a city and a community.

An adage also comes to my mind, where it says, “There is strength in numbers.” The

EDSP is a demonstration of the strength in our community as large numbers of residents, businesses, and stakeholders readily came to the community meetings that started a year and a half ago.

And so, I say, thank you. Without you, the EDSP would not have become a possibility that resonates strongly for us.

I invite all of us to stand united and proud as Rio Vistans. Support our merchants. Be civically engaged. Protect our natural resources and let us work together in highlighting the best that our city has to offer. We have so much to be proud of! Be proud of our city’s rich history – not only while we celebrate our 130th anniversary as a city but every day.



Executive Summary



Executive Summary

The City of Rio Vista presents the findings gathered during the Economic Development Strategic Plan (EDSP) project. The “Strategy Team,” consisting of City staff and members of StoneCreek Partners, worked collaboratively to complete the EDSP.

A Strengths Weaknesses Opportunities and Threats (SWOT) Analysis was completed. The City of Rio Vista has valuable “assets” and unique selling propositions that are rare for small communities. The small-town sensibility, the Sacramento River setting, a municipal airport, an iconic bridge, the Highway 12 location, and the active volunteerism and community spirit of so many residents – all these things make for a terrific starting point.

The City’s unified vision was developed from the following feedback received during stakeholder meetings:

1. Vibrant - A vibrant, aesthetically pleasing City and active “core” – Rio Vista’s “core” being defined as Downtown Main Street and its riverfront – that continually attracts visitors and residents to dine, shop, and recreate.
2. Unique - A City with a strong marketing or “branding” strategy which sends a clear message to everyone of Rio Vista’s uniqueness as a charming, artistic, riverfront community.
3. Collaborative - A City whose community, stakeholders, administration and staff, and elected officials work together continually, collaboratively, creatively, and responsibly as the City’s “economic development team.”
4. Small-Town Charm - A City whose continuous economic growth does not compromise the quality of life and the welcoming “small-town charm” that feels like you are stepping back to a simpler time.

-The Vision-

“Rio Vista is a vibrant, unique, riverfront community with ‘small town charm’ and a rich agricultural heritage.”



The Vision Statement was used to develop the following three main initiatives and goals:

Initiative 1: Create a Vibrant Downtown and Riverfront Food and Entertainment/Arts District, whereby the Riverfront is the area that extends the full limits of Rio Vista’s riverfront from east of the Rio Vista Bridge to the City’s Army Base Property.

- ✓ Goal 1: Brand the City based on “The Vision” for usage on marketing materials, signage, marketing campaigns, public art, etc.
- ✓ Goal 2: Position the Downtown and Riverfront as a Vibrant Food and Entertainment/Arts District.
- ✓ Goal 3: Add vibrancy to Downtown and the Riverfront.
- ✓ Goal 4: Initiate a Block-by-Block Improvement Program for maximum visual impact.
- ✓ Goal 5: Attract a Full-Service Hotel.
- ✓ Goal 6: Consider Relocation of City Hall to further Downtown and Riverfront Redevelopment.
- ✓ Goal 7: Decrease storefront vacancies.
- ✓ Goal 8: Retain and Support Existing Businesses.
- ✓ Goal 9: Complete a multi-modal trail from all neighborhoods in Rio Vista to the Riverfront creating a fully connected walkable community.

Initiative 2: Develop the Army Base Property owned by the City

- ✓ Goal 1: Pursue private development or public private partnership to develop the site.
- ✓ Goal 2: Develop Property based on Project Feasibility and Direction of City Council.
- ✓ Goal 3: Complete the Bridge to Beach Trail.
- ✓ Goal 4: Market the Sandy Beach County Park to attract visitors to Rio Vista.

Initiative 3: Improve Economic Conditions throughout the City

- ✓ Goal 1: Increase outreach to fill vacancies in the Business Park and Airport.
- ✓ Goal 2: Retain and Support Existing Businesses.
- ✓ Goal 3: Coordinate efforts and grant opportunities with the School District to improve quality of schools and educational attainment, resulting in a talent pool that is attractive to existing and new businesses.
- ✓ Goal 4: Develop incentives and collaborate with the healthcare industry to site an urgent care facility or hospital in Rio Vista
- ✓ Goal 5: Develop incentives to attract high value-added agricultural industries to the Business Park.
- ✓ Goal 6: Promote policies and develop incentives for businesses to increase local access to healthy foods grown in the region.
- ✓ Goal 7: Increase access to social services



- ✓ Goal 8: Increase access to higher education opportunities
- ✓ Goal 9: Attract Delta-based businesses that support a sustainable ecosystem
- ✓ Goal 10: Sustain the quantity and improve the quality of water
- ✓ Goal 11: Coordinate with regional and state agencies to improve transportation infrastructure and decrease traffic congestion

Measurable programs, projects, and tasks were developed from each goal. As the City prioritizes implementation based on available funding and staffing, milestone dates may need to be adjusted. During the City budget process, programs, projects, and tasks will be approved annually.

Included in the appendices is information about the history and culture of Rio Vista, regional and local existing economic conditions, and background research that formed the basis of the vision, initiatives, goals, and tasks.



Introduction

SECTION 1



Introduction

The City of Rio Vista Economic Development Strategic Plan (EDSP) is the result of the community’s planning process to build capacity and guide economic prosperity and resiliency. It is a key part in establishing and maintaining a robust economic ecosystem.

Stakeholder Process and Research

This EDSP report is based on collaborative work completed by StoneCreek Partners (“SCP”) and City of Rio Vista staff in 2022 as well as the continued efforts by City of Rio Vista staff to date. Such work included community engagement, economic sector analysis, and exploration of potential economic development opportunities for the City of Rio Vista.

SCP’s Scope of Work included:

- Conduct stakeholder workshops.
- Review of existing economic development programs of the region.
- Evaluation of demographic and economic information about Rio Vista and the region, to find and scale possible businesses and programs.
- Review local charitable organizations and their participation in the community.
- Analyze major economic sectors and business types, to find their preliminary suitability for Rio Vista.

The City of Rio Vista’s EDSP is the method by which it will progress towards achieving its vision. Below is a description of the various EDSP components and how they relate to each other:

Vision statement: Expresses the future desired state of the City of Rio Vista

Initiatives: Further define the vision statement by the specific values of the City, community members, and stakeholders and the priorities they wish to address

Goals: The specific ways the City can measure progress towards achieving its Vision

Projects/Programs/Tasks: The specific steps to be accomplished to progress towards reaching a goal



SWOT EVALUATION

SECTION 2



SWOT Evaluation

SWOT analysis, sometimes referred to as “situational analysis,” is a method for exploring the vitality and prospects for businesses, programs, and communities. SWOT refers to Strengths, Weaknesses, Opportunities, and Threats (Challenges). Strengths and Weaknesses are internal factors, while Opportunities and Threats (Challenges) are external factors that are affecting or can affect the City.



Shown above is an aerial view of downtown Rio Vista

Findings from the SWOT Evaluation

Through the various Stakeholder sessions during Fall 2022, an understanding of the City’s SWOT situation has been gained.

SWOT Strengths

- Rio Vista is home to numerous existing businesses that are an essential foundation for the local economy.
- The Helen Madere Memorial Bridge, also known as the Rio Vista Bridge, itself, an iconic (visual) structure of the Delta region.



- The City’s location is along State Highway 12, an important east-west transportation corridor through portions of Solano and Sacramento Counties.
- The highway improvements program for Highway 12 as it traverses Rio Vista, with placemaking and safer pedestrian crossings, is planned by Caltrans and the Solano Transportation Authority.
- Successful development of a major “active adult 55+” community (Shea Homes’ Trilogy), with more similar product coming from the Summit at Liberty project.
- A scenic setting next to the Sacramento River within the Sacramento-San Joaquin Delta region of California.
- An authentic small-town environment, within a region that can be characterized as typical exurban and suburban sprawl.
- A community with a longstanding tradition of active support among local charitable organizations.
- Home to Rio Vista Municipal Airport, a 273-acre general aviation airport with two runways and a helipad, and home to the Travis Air Force Base (AFB) Aero Club.
- Proximity of Delta resorts and marinas to the southeast of the city, in Sacramento County, with Rio Vista being the closest town for essential services.
- Proximity to local and regional parks, recreation offerings, and wildlife areas.
- Local school activities, holiday performances, drama performances, and athletic games bring in visitors from outside the community contributing to the local economy.
- KRVH “Radio Rio” and athletic games at Rio Vista High School bring the community together providing “small-town charm” that feels like you are stepping back to a simpler time, while also providing a local advertising opportunity for businesses and events.
- A compelling local history and heritage as a Delta River gateway town and agricultural community, a foundation for future placemaking approaches.
- Home to a United States (US) Coast Guard station, with jobs and an institutional presence in the community.
- There is an inventory of land and property in Rio Vista, sufficient for economic development.



SWOT Weaknesses

- Rio Vista’s limited resident population and the surrounding trade (catchment) area is a constraint in attracting new retailers and restaurant companies.
- Among those residents who work, a considerable number commute in all directions from Rio Vista, since there are limited jobs available in the city.
- As with so many small towns, there is limited dining, retail, entertainment, and recreation for residents and visitors to enjoy in their leisure time.
- Rio Vista’s era of natural gas exploration and extraction left the area with a myriad of easements, and remnant wells and pipes, which can impede property development.
- Residents leave the city to obtain essential services, particularly health care and shopping, and for more choice in dining and entertainment.
- The traffic congestion along State Highway 12 is bothersome for area residents, heightened by the periodic raising of the Rio Vista Bridge.



Shown above, Rio Vista Bridge

- Convenient lodging for visitors is lacking.
- Rio Vista does not have a discernable “destination” feel or sense of arrival, which is common among successful visitor destination places.
- The presence of vacant and/or underutilized storefronts is visually unattractive and does not provide a sense of vibrancy.



SWOT Opportunities

- There is a distinct potential for a variety of destination recreation / leisure-time businesses including hotels in Rio Vista.
- Rio Vista’s riverfront setting with connecting Main Street, with properties available for development and repurposing, provides a unique if not rare infill potential.
- Traffic counts along State Highway 12 in Rio Vista average more than 20,000 AADT (average annual daily traffic).
- Rio Vista has a natural catchment area as a regional events and festivals location.
- Securing a fixed-base operator (“FBO”) to the City’s airport, to maximize services such as fueling, hangaring, tie-down and parking, aircraft rental, aircraft maintenance, flight instruction, and similar services.
- The City can embrace a compelling “destination place” vision and strategy, steeped in Rio Vista’s location, heritage, and convenient “day tripper” location.
- Rio Vista could be a prototype for the “15-minute city,” at the rural “small town” scale. The “15-minute city” is an urban residential concept in which a city’s residents can meet their daily living needs within a short walk or bicycle ride from their homes. The 15-minute city harkens back to an era when the predominant mode of travel was on foot and people could meet their needs within a short walk of their residence.
- The City could consider relocating City Hall and offering the current site for third-party redevelopment. The City Hall site is located on a prominent piece of property along Rio Vista’s waterfront and Main Street, which could become a catalyst project for actualizing the community’s full waterfront development. It is a particularly significant site given its situation as Main Street’s anchor on the Sacramento River, as well as the anchor of the City’s riverfront property that lies between City Hall and the Bridge.



Shown above, Rio Vista City Hall



SWOT Threats

- An investor group identified as Flannery Associates LLC, also known as California Forever, has been purchasing agricultural land in Solano County to the northwest, west, and southwest of Rio Vista to construct a new high density residential development. Ensuring the efforts of Flannery Associates LLC benefit the City of Rio Vista rather than negatively impacting it is critical. To date, California Forever owns more than 60,000 acres of land.
- The California Delta Tunnel project, under management by the Delta Conveyance Design and Construction Authority, could bring permanent deleterious changes to Rio Vista and environs.
- Currently high interest rates could continue through 2023 and beyond, making commercial property development more difficult to finance.
- The difficulty of operating viable businesses and essential services in an environment of ever-evolving industry organization and consolidation. Local independent retailers have difficulty surviving in an era of online sales and the branded chains preferred by consumers.
- Issues of economic resiliency due to global conflicts, globalization rethinking, supply chain reshoring, and related matters.
- Traffic is now above 20,000 Annual Average Daily Traffic (AADT) along Highway 12 as the road enters and leaves Rio Vista. Truck traffic along Highway 12 could increase substantially in coming years, prompting regional interest in expanding the capacity of Highway 12 as it traverses the region and Rio Vista.
- Regional flooding in the Delta region is always a concern. Over its history, Rio Vista has been severely impacted by such flooding.



RIO VISTA STRATEGIC VISION

SECTION 3



Rio Vista Strategic Vision

Based on feedback provided, the City of Rio Vista’s economic needs, assets, and priorities were analyzed as a basis for the Economic Development Strategic Plan. The City’s unified vision shall consist of the following themes:

1. **Vibrant** – A vibrant, aesthetically pleasing City and active “core” – Rio Vista’s “core” being defined as Downtown Main Street and its riverfront – that continually attracts visitors and residents to dine, shop, and recreate.
2. **Unique Riverfront** – A City with a strong marketing or “branding” strategy which sends a clear message to everyone of Rio Vista’s uniqueness as a charming, artistic, riverfront community with a proud history of agricultural production and involvement.
3. **“Small-Town Charm”** – A City whose continuous economic growth does not compromise the quality of life and the welcoming “small-town charm” that feels like you are living in a simpler time.

-The Vision-

“Rio Vista is a vibrant, unique, walkable riverfront community with ‘small town charm’ and agricultural roots.”

As the City considers branding and prioritizes funding and projects, it should refer to how well each goal meets the City’s vision.



IMPLEMENTATION PLAN & EVALUATION FRAMEWORK

SECTION 4



Implementation Plan & Evaluation Framework

This section describes the projects and programs to be pursued over the coming Five-Year Planning horizon, based on consideration of SWOT factors, economic sector research, and City of Rio Vista community needs. Also included in this section are the performance measures that will be used to evaluate the organization's implementation of the EDSP and economic impacts.

-The Vision-

"Rio Vista is a vibrant, unique, riverfront community with 'small town charm' and a rich agricultural heritage."

The Projects and Programs

Initiative 1: Create a Vibrant Downtown and Riverfront Food and Entertainment/Arts District, whereby the Riverfront is the area that extends the full limits of Rio Vista's riverfront from east of the Rio Vista Bridge to the City's Army Base Property.

- ✓ Goal 1: Brand the City based on "The Vision" for usage on marketing materials, signage, marketing campaigns, public art, etc.
- ✓ Goal 2: Position the Downtown and Riverfront as a vibrant food and entertainment/arts district
- ✓ Goal 3: Add vibrancy to Downtown and the Riverfront
- ✓ Goal 4: Initiate a Block-by-Block Improvement Program for maximum visual impact
- ✓ Goal 5: Attract a full-service hotel
- ✓ Goal 6: Consider relocation of City Hall to further Downtown and Riverfront redevelopment
- ✓ Goal 7: Decrease storefront vacancies
- ✓ Goal 8: Retain and support existing businesses
- ✓ Goal 9: Complete a multi-modal trail from all neighborhoods in Rio Vista to the Riverfront creating a fully connected walkable community.



Goal	Project / Program/Task	Milestone Date	Estimated Budget
1	Issue a Request for Qualifications to Brand the City based on the adopted vision	May-July 2024	Staff to determine estimated cost upon prioritization of goals.
1	Award Branding Consultant Contract	July -September 2024	
1	Approve Brand and Marketing Materials	November 2024	
1	Prepare a Placemaking (Branding) Plan for Rio Vista, which will achieve a destination sensibility about the community. A “gateway arch” may be included as a concept in the Placemaking Plan.	February 2025	
1	Implement Placemaking Plan	July 2025	
1	Increase social media presence.	Ongoing	
2	Hold a meeting to share concept of downtown and riverfront becoming a Food and Arts District and receive input	December 2024	
2	Review Waterfront Specific Plan and confirm no changes are needed	December 2024	
2	Consider approval of Food and Entertainment/Arts District	September 2024	
2	Consider creation of an Enhanced Infrastructure Financing District for the Waterfront	February 2025	
2	Approve strategy and zoning of Food and Entertainment/Arts District	January 2025	
2	Design and start a Rio Vista social media campaign with first design drops per City’s Strategic Vision.	January 2025	
2	Coordinate with community groups to increase events and activities that bring customers into Downtown businesses	July 2024	
3	Implement simple landscape improvements where needed	July 2024	
3	Coordinate with community groups for artistic enhancements that align with the Brand	January 2025	
3	Review and Update, if needed, Waterfront Specific Plan for consistency with Vision	July 2025	



Goal	Project / Program/Task	Milestone Date	Estimated Budget
3	Consider Specific Downtown and Riverfront Design Guidelines for color palette, awnings, etc.	December 2025	Staff to determine estimated cost upon prioritization of goals.
3	Design and launch a Promotional Program regarding Rio Vista’s Vibrant Downtown to area marinas within 15 miles of Rio Vista utilizing promotional placards and incentives.	June 2025	
3	Design and implement a Kid’s Cognitive Trail at Main Street, to add this additional “trip purpose” to the street. This starts the repurposing of Main Street to a retail-entertainment corridor.	February 2025	
3	Promote Transient (visitors) Dock, to make Rio Vista a destination place for Delta boaters.	June 2025	
3	Package and promote a Senior Assisted Living project for seniors that can help pioneer greater density in the Main Street / Riverfront District.	February 2026	
4	Coordinate with volunteer community groups to initiate a Block-by-Block Improvement Program	July 2025	
4	Review and consider potential funding sources for Block-by-Block Improvement Program	April 2025	
4	Implement Block-by-Block Improvement Program beginning with areas closest to Downtown Core and Riverfront	August 2025	
5	Issue an RFP for selection of a developer to achieve the City’s first full-service hotel. Commit to a bond program using project-derived Transient Occupancy Taxes, which can fund a part of hotel development costs. A first-class hotel in Rio Vista will open other opportunities.	January 2026	
6	Consider committing the existing City Hall site to the economic development plan, by confirming a City Hall relocation plan to elsewhere in the Main Street “district” and a regional Request for Qualifications / Proposal to the region’s developers and investors.	June 2025	



Goal	Project / Program/Task	Milestone Date	Estimated Budget
7	Amend Municipal Code, where possible, to motivate property owners to fill vacancies	February 2024	
7	Quarterly outreach to Bay Area and Sacramento Brokers, including market information	July 2024	Staff to determine estimated cost upon prioritization of goals.
7	Build a Prospect List	July 2024	
8	Adopt additional tools to retain and incentivize existing businesses to expand	July 2025	
9	Obtain funding for the Trilogy to Riverfront Trail	June 2027	
9	Complete Trilogy to Riverfront Trail	June 2029	
9	Obtain funding to construct multi-modal pathways to connect all Rio Vista neighborhoods (Neighborhood Pathway Connectivity Trail)	June 2033	
9	Complete Neighborhood Pathway Connectivity Trail	June 2037	

Initiative 2: Develop the Army Base Property owned by the City

- ✓ Goal 1: Pursue private development or public-private partnership to develop the site.
- ✓ Goal 2: Develop Army Base Property based on project feasibility and direction of City Council
- ✓ Goal 3: Complete the Bridge to Beach Trail
- ✓ Goal 4: Market the Sandy Beach County Park to attract visitors to Rio Vista

Goal	Project / Program/Task	Milestone Date	Estimated Budget
1	Prepare Financial Feasibility Analysis utilizing grant funds to make an excellent case that project pencils	December 2024	



Goal	Project / Program/Task	Milestone Date	Estimated Budget
1	Proceed with concept and business exploration of Adventure Recreation (park or program) business.	January 2025	Staff will determine the estimated cost upon prioritization of goals by the City Council.
1	Prepare Prospectus (Marketing Package)	December 2025	
1	Outreach to brokers/developers	March 2026	
1	Consider potential incentives	April 2026	
2	Issue Request for Proposals for Development of the Army Base Property	July 2026	
2	Consider creation of an Enhanced Infrastructure Financing District	August 2026	
3	Obtain funding for the Bridge to Beach Trail Project	June 2025	
3	Complete Bridge to Beach Trail construction and Bridge to Beach Trail	June 2027	
4	Coordinate with County economic development efforts to market the Sandy Beach County Park	June 2026	

Initiative 3: Improve Economic Conditions throughout the City

- ✓ Goal 1: Increase outreach to fill vacancies in the Business Park and Airport.
- ✓ Goal 2: Retain and support existing businesses.
- ✓ Goal 3: Coordinate efforts and grant opportunities with the School District to improve quality of schools and educational attainment, resulting in a talent pool that is attractive to existing and new businesses.
- ✓ Goal 4: Develop incentives and collaborate with the healthcare industry to site an urgent care facility or hospital in Rio Vista.
- ✓ Goal 5: Develop incentives to attract high value-added industries to the Business Park.
- ✓ Goal 6: Promote policies and develop incentives for businesses to increase local access to healthy foods grown in the region.
- ✓ Goal 7: Increase access to social services.



- ✓ Goal 8: Increase access to higher education opportunities.
- ✓ Goal 9: Attract Delta-based businesses that support a sustainable ecosystem.
- ✓ Goal 10: Sustain the quantity and improve the quality of water.
- ✓ Goal 11: Coordinate with regional and state agencies to improve transportation infrastructure and decrease traffic congestion.

Goal	Project / Program/Task	Milestone Date	Estimated Budget
1	Advertise vacant properties	February 2024	Staff will determine the estimated cost upon prioritization of goals by the City Council
1	Outreach to developers	April 2024	
1	Consider potential incentives and tools to accelerate development	June 2025	
2	Confirm the capacity for Discovery Flights by Travis AFB Aero Club. Promote Discovery Flights through new social media channels.	June 2025	
3	Meet at least quarterly with the River Delta Unified School District	Continuous	
3	Consider the creation of student summer internships	June 2026	
3	Coordinate and collaborate with the School District in the application of grants to increase the education attainment of youth	Continuous	
4	Meet at least quarterly with the local health care industry	Continuous	
4	Consider the creation of incentives to attract an urgent care facility or hospital	June 2026	
5	Consider the creation of incentives to attract high value-added agricultural/tech industries to the Business Park	December 2026	
6	Develop a policy promoting local access to healthy foods grown in the region.	December 2025	
6	Develop incentives for businesses to increase local access to healthy foods grown in the region	December 2026	
7	Meet regularly with local County elected officials and staff to increase access to social services	Continuous	



Goal	Project / Program/Task	Milestone Date	Estimated Budget
8	Meet regularly with Community College officials to increase access to higher education	Continuous	
9	Consider the creation of incentives for Delta-based businesses that support a sustainable ecosystem	December 2026	
10	Implement policies and plans that improve the sustainability of groundwater in alignment with the Groundwater Sustainability Plan (GSP)	As reflected in the GSP	
11	Regularly meet with regional and state agencies to improve traffic congestion	Continuous	
11	Coordinate with state legislators to improve traffic congestion at the Rio Vista Bridge	Continuous	

Implementation

The implementation organization will formalize what Rio Vista leadership has already been doing for many years, pursuing initiatives opportunistically and on a volunteer basis.

To implement the projects, programs, and tasks the following is recommended:

- **Task Leadership** – City’s leadership will allocate the various “high priority” Projects among themselves, with two leaders assigned to each priority. Each two-leader team will be added to the project management; reporting to be managed by City’s administrative team.
- **Additional Citizen Task Volunteers** - City of Rio Vista leaders will seek to identify citizens that can join each of the Priority teams, to make a 3-person task team for each priority task. Cultivating and developing additional volunteer leaders is part of the resilience effort in this Plan.
- **Additional Resources through Grants and Partnering** – The Task Leadership is intended to be augmented through grants and strategic partnering. A Funding Resources Team will identify and apply for grants and research funding opportunities.
- **Plan Management and Monitoring** - City’s core administrative team will act as the “project manager” for the EDSP, monitoring a milestones plan approved by City’s leadership.



Plan Metrics and Monitoring

The City desires to increase its tax base through economic activity while propelling improvements to the community's quality of life and its economic sustainability. With the goal of increasing the City's tax base, FY 2022/23 revenue can be used to establish a baseline and adjusted each year for inflation to evaluate success.

The City can evaluate its success in advancing economic development projects against the Baseline Metric, and forward milestones perhaps on a 3-year, 5-year, and 10-year horizon.

As an example, a newly developed 125-room lodging property that achieves a 75% occupancy and \$150 average daily (room) rate with some incidental revenue, would remit \$650,000+ in new annual Transient Occupancy Tax (at the City' current TOT tax rate of 10%). Such a project would exceed the Baseline Metric (as defined above) by 11%+.

Projects Evaluation and Tracking

Milestone Achievement dates will need to be amended as the City Council prioritizes work based on staffing and available funding. Each year a list of projects/tasks will be included as part of the budget process with proposed funding. Annually, staff will provide an update to the City Council to ensure accountability.



APPENDIX / REFERENCE MATERIALS

SECTION 5



About the City of Rio Vista

Appendix A



About the City of Rio Vista

The City of Rio Vista (herein “City” or “Rio Vista”) is a rural community in the eastern end of Solano County, California, in the Sacramento River Delta region of Northern California. The City’s name is taken from the Spanish language, meaning “River View” for it being situated along the Sacramento River.

Rio Vista is a small town with significant constraints to its economic development, but also with substantial assets and features that could be a foundation for new economic potential.

The Sacramento River and the Delta

Rio Vista is situated directly on the Sacramento River in the California Delta region. The 400-mile Sacramento River is the principal river of Northern California and the largest river in California.

The river and its tributaries are also home to essential dams and reservoirs of California’s two statewide water transfer and storage projects — the federal Central Valley Project and the State Water Project.

U.S. Highway 12

U.S. Highway 12 (or California State Route 12) is the primary highway serving and traversing Rio Vista. Highway 12 together with the Rio Vista Bridge are a key factor in the City’s long-term economic development.

Helen Madere Memorial Bridge, also known as the Rio Vista Bridge

A critical issue in planning for a river cruise business is the Helen Madere Memorial Bridge that spans the Sacramento River for Highway 12 vehicular activity at Rio Vista. Vessel height above water is an important business design factor. The drawbridge when raised, allows 135 feet of clearance but in its lowered position allows just 18 feet of clearance.

Rio Vista Main Street and Riverfront

Rio Vista Main Street and the Riverfront is also known as Downtown Rio Vista, Downtown, or “The Core.”

A typical day in Downtown Rio Vista would compose of residents or visitors from neighboring cities and towns either taking a stroll, walking their dogs, or taking a quick hop in their cars to visit merchants or establishments that they have frequented over the years.

Downtown Rio Vista has also proven to be a favorite pit-stop for bicyclist teams, car aficionados, and motorcycle clubs. They stop at The Core to refresh themselves – taking in the peaceful and calming scenery of the Riverfront, stopping by at one of the local restaurants or bars for food and drink, and at times shop for merchandise before taking on the rest of their journey.



The Core is also the venue for Rio Vista Sidewalk Saturdays – an event hosted by the Rio Vista Chamber of Commerce every third Saturday per month, from May to September. Crafts and food from local vendors are sold while live music is provided to entertain shoppers and browsers.

In addition to Rio Vista Sidewalk Saturdays, the newly established Rio Vista Downtown Association recently hosted its first River Rumble in June 2023. The event featured local vendors, food trucks, and activities for kids – all while a live band performed to entertain everyone with the Sacramento River under the sunny sky as their backdrop.

Farming and Ranching

Agriculture and ranching are near and dear to the hearts of Rio Vista families, especially to families who have lived in the City for multiple generations.

Farming and ranching are very much alive and well in Rio Vista, wherein a good handful of long-time Rio Vista residents have embraced farming and ranching as a family tradition and a calling for generations.

While the larger and more established multi-generation farming and ranching families have successfully managed to weather the figurative storms through hard work and dedication, some were not so fortunate. Other long-time farming and ranching families have witnessed the tides of change influence the future of their family tradition as the younger generation pursue educational and career paths that oftentimes lead to permanently moving and carving a new life away from home and Rio Vista – with most of the younger still harboring their love for Rio Vista.

Another challenge for Rio Vista farmers and ranchers is that the industries that rely on their gifts, skills, and products are not as lucrative for them as they were generations or even decades ago. The perpetual rise of costs to maintain the ranch, farm, and livestock remains substantially higher than the revenues gained. This fact does not only represent a dilemma but also a paradox since the demand for food, especially organic food, remains at an all-time high yet this demand, for some reason, does not translate into more activity and larger net revenues.

Due to the paradoxical dilemma mentioned above, some farming and ranching families have decided to find other means of revenue. The same reason also caused many to sell their lands to the Flannery Group, which meant that they could live on the land nearly rent-free for decades from the time of sale – this grace period, on some deals, being 30 years – and continue their farming and ranching activities until the grace period is over.

Some Rio Vista families who do not have the land acreage for classic farming and ranching have even embraced the “modern-day homesteader” lifestyle where they grow their own vegetables, raise chickens and livestock, and do home preservation of food.



Montezuma Hills' Wind Farms

The Montezuma Hills' wind farms are an interesting aspect of Rio Vista's current "place story."

The Wind Farms to the west of Rio Vista are part of the community's aesthetic, not unlike windmills in the Netherlands. The scale of the wind power plants in the Rio Vista area are among the larger concentrations of renewable energy anywhere and as such can be part of the community's marketing story to the region, and beyond.

- Environmental advocates and energy industry representatives dedicated the Shiloh Wind Power Plant near Rio Vista, California in Solano County in 2006. The power plant was the first renewable project to become operational since the Renewable Portfolio Standard (RPS) was adopted in 2002. The RPS required California utilities to obtain 20 percent of their energy supply from renewable sources by 2017, at the time one of the most aggressive such policies in the U.S. The power from Shiloh goes to California customers through power purchase agreements.
- The Shiloh Wind Power Plant is part of the international energy company, Iberdrola, and its U.S. subsidiary Iberdrola Renewables, which owns and runs a fleet of wind energy facilities across the country. The 100 turbines at the Shiloh plant generate 150 megawatts (MW) of electricity for Pacific Gas & Electric, Modesto Irrigation District (MID) and the City of Palo Alto Utilities customers.
- Another major player in the Montezuma Hills is the SMUD Solano Wind Farm. Currently the wind farm produces 230 MW of clean renewable power for SMUD customers in Sacramento County and small adjoining portions of Placer and Yolo Counties. In 2012 the SMUD Solano Wind Farm completed a second phase adding 75 turbines; each behemoth is 415 feet tall with a blade tip to blade tip diameter roughly the length of a football field and blade tip speeds that can reach 200 mph.
- The new windmills stand 262 feet tall, with three long blades that turn to face the wind. They spin 11 to 20 times per minute, slower than older models. Supporters hope the reduction in speed will make the blades easier for birds to avoid, since the number of birds killed by existing wind farms has become a sore point among environmentalists.



Shown above, windmills in the Montezuma Hills surrounding Rio Vista



Trilogy Master-Planned Community

Trilogy at Rio Vista is a single-family home community for active adults (ages 55+), developed by Shea Homes. Trilogy's scale compared to Rio Vista's historic community, made it one of the largest development impacts in the City's history.

Rio Vista Municipal Airport

The City is home to Rio Vista Municipal Airport (the "Airport"), one of two general aviation airports in Solano County that are open to the public. The Airport was originally used by crop dusters. Currently, Rio Vista's airport has two runways and one helipad on 273 acres. It opened in 1993, replacing the original Rio Vista Airport. The airport is the current base of operations for the Travis AFB Aero Club.

The City of Rio Vista released a Request for Proposal about the Airport on March 21, 2022, seeking a fixed-base operator ("FBO") to maximize services such as fueling, hangaring, tie-down and parking, plane rental, aircraft maintenance, flight instruction, and similar services.

The City went through the RFP process and was unable to identify an acceptable FBO. The City is re-evaluating its options at the writing of this document.

Nut Tree Airport is the other general aviation airport, a county-owned public-use airport situated about two miles northeast of the central business district of Vacaville.

United States Army Base

Starting in 1911 (through 1992) Rio Vista was home to the U.S. Army Reserve Center, Rio Vista. The facility was initially set up as a base for river control activities by the U.S. Army Corps of Engineers.

During the 1950s it was used by the U.S. Army Transportation Corps to store and support harbor craft, and during the 1960s and 1970s it was used to prepare amphibious vehicles for transportation to Vietnam and to train troops in their use.

In 1980 it was transferred to the U.S. Army Reserve and in 1992 it was closed due to a Base Realignment and Closure Commission ("BRAC") decision.

The City respectively had Memoranda of Understanding (MOU) with the State Department of Water Resources and the United States Fish and Wildlife Service which would have extended the time for work related to the development of the US Army Base Site. The two MOUs, which were extended up to June 30, 2025 per the Rio Vista City Council's vote during the April 5, 2022 regular meeting, would have:



1. Provided the United States Fish and Wildlife Service (USFW) more time for negotiations related to the ground lease and development of a portion of the Army Base site as a Fish Technology Center.
2. Provided the California Department of Water Resources (DWR) more time for negotiations related to the ground leases and development of the Army Base Site for the Rio Vista Estuarine Research Station (RVERS).

Since the execution of the above-mentioned MOUs in 2022, City staff has heard little about the RVERS project and have followed up with DWR and USFW. After the meeting with DWR, staff learned of the new plans for the projects. The new plans of the limited project have:

1. Removed significant portions of the original project which would have served as robust catalysts to Rio Vista's economy, educational offerings, and tourism.
2. The new plan's tourism and educational opportunities had been limited to outdoor interpretive signage.
3. The boat dock will not be available for public use.
4. The Delta Smelt from the proposed project being released in the Sacramento River in proximity to Rio Vista would negatively impact Rio Vista's economy. Since the Delta Smelt is a federally listed endangered species, economic activities that negatively impact the Delta Smelt could be halted.

During the October 3, 2023 regular meeting, the Rio Vista City Council discussed the Army Base property and potential uses after the following events and considerations noted above. By consensus, City Council directed staff to reject the new project as proposed by DWR, have the Army Base land remediated, and have the land available for development.



History of The Rio Vista Area

Rio Vista's history from its Indigenous days through to today, is a story of rising and ebbing economies, and challenges to its resiliency.

- Prior to European settlers, the Plains Miwok are said by some sources to have occupied both banks of the Sacramento River from Freeport to modern-day Rio Vista. The Plains Miwok inhabited parts of the Central Valley's Sacramento-San Joaquin Delta and adjacent plains in modern southern Sacramento County, eastern Solano County, and northern San Joaquin County. They spoke Plains Miwok, a language of the Miwokan branch of the Utian language family.
- Other sources assert that the west bank of the Lower Sacramento and the area of Montezuma Hills were unclaimed or used by more than one Indigenous people. Ten tribelets with their respective permanent settlements were resident in the Rio Vista area and beyond. The Anizumne tribelet lived about a mile north of present-day Rio Vista on the west bank of the Sacramento River and were a Miwok speaking tribe. Tribelets were the predominant political unit among the Miwok. Each tribelet occupied and kept distinct boundaries that were generally recognized and respected by neighboring tribelets.
- The Bay Miwok occupied the eastern portions of Contra Costa County from Walnut Creek eastward to the Sacramento-San Joaquin Delta. Sherman Island and the west bank of the Sacramento River below Rio Vista was part of Bay Miwok territory. Sherman Island was occupied by the Julpun tribelet of the Bay Miwok and the Quenemsia tribelet of the Plains Miwok while the west bank of the Sacramento River below Rio Vista was occupied by the Ompin tribelet of the Bay Miwok. The Montezuma Hills area west of modern Rio Vista has been specifically confirmed as occupied by the Ompin. The Ompin are the second tribelet known to have lived permanently in the Rio Vista area.
- Tule balsa boats were the means of river crossing in those days.
- Most tribal members in the Rio Vista area and surrounding region were resettled to Mission San José and Mission San Francisco, beginning in 1794 through about 1833. The Bay Miwok first underwent missionization in 1794 at Mission San Francisco while the Plains Miwok and most of the Bay Miwok were moved to Mission San Jose after 1811. Most of the members of the Plains Miwok local tribes moved to colonial Franciscan Mission San José through attraction and sometimes intimidation, between 1812 and 1833. By 1830 they had reached 42% of the mission's population. In 1834 and 1835, hundreds of Plains Miwok survivors of the Central Valley's 1833 malaria epidemic were baptized at Mission San José. By the end of 1835, Plains Miwok was the native language of 60% of the Indian people at the mission.



- European vessels first entered the Sacramento River in October 1811. An early expedition was led by Padres Abella and Fortini and commanded by Jose Antonio Sanchez.
- The Russian American Company (chartered in 1799 by Tsar Paul I) set up an outpost named Fortress Ross near Bodega Bay in 1812. The fort's establishment was based on the Company's claim of discovery in 1803, and a nominal payment to the local Kashaya Pomo Indian nation. Between 1812 and 1841, Russian colonists lived in California and traded with area tribes. The presence of the Russian American Company was at odds with Spanish colonists also in the region. Of note is the collection of cultural items related to the Plains Miwok held in Russia (such as at the Museum of Anthropology and Ethnography in St. Petersburg), such items accumulated during this occupation.
- Sometime in 1812 or shortly thereafter, twelve Spanish soldiers and 100 "mission Indian" auxiliary forces were sent in boats to retrieve the Indian escapees from the Spanish missions. The force engaged the Native defenders from four local tribes but returned to Mission San José with no fugitive Anizumne in custody. Some tribal members rejected captive mission life, escaped, and found refuge with the Unizumne (and other tribes), near present day Walnut Grove and other surrounding areas.
- In May 1817, the first major exploration occurred of the Sacramento River from its mouth northward; Luis Arguello led twenty men along with Padres Duran and Abella in two launches. The expedition camped at Montezuma Slough and Rio Vista among other locations.
- Life at the Spanish missions was harsh if not brutal, and Miwok villages and tribelets were wiped out by the combined effects of removal to the missions and the epidemics of the 1830s. The Malaria epidemic of 1833 was particularly devastating to the population of so-called Mission Indians. The Plains Miwok largely dispersed and became involved in agricultural work on the Mexican land-grant ranchos.
- Between 1834 and 1838 the Alta California missions were closed as religious and agricultural communes. Plains Miwoks moved back to their home areas or remained in the San Francisco Bay area, and intermarried with Ohlone, Patwin, and Yokuts peoples.
- In 1847, the 37-foot steamboat Sitka was the first steamboat to sail the Sacramento River. Underpowered, the steamboat was converted to a sailing vessel and renamed the Rainbow, but it sank in the San Francisco Bay just over a year later.
- The California Gold Rush began on January 24, 1848, when gold was found by James W. Marshall at Sutter's Mill in Coloma, California.
- The first successful steam navigation of the river was by the steamboat, Senator, which reached Sacramento in November 1849. The Senator could make three roundtrips each week from San Francisco to Sacramento, with three hundred passengers and three hundred tons of freight per trip.



- The Treaty of Guadalupe Hidalgo, signed in February 1848, called for Mexico to cede 55% of its territory to the U.S., including present-day California. California became the 31st state just two years later – in September 1850.
- The town of Rio Vista was first set up in 1858 as “Brazos del Rio” (Arms of the River) near the entrance of Cache Slough at the Sacramento River, on the Rancho Los Ulpinos Mexican land grant. The town was nearby the Patwin Indian village, of “Hale Che Muk.”
- The original town was washed away in the great flood of January 1862. The town was reestablished later that year about a mile south of the original settlement. The settlement grew rapidly, and fishing became the prime industry. Robert C. Carter and his son started a salmon cannery, which would ship salmon daily to San Francisco and from that point internationally.
- The Pony Express Mail was usually carried both ways between the cities of San Francisco and Sacramento via steamboat slough by the California Steam Navigation Company’s river steamers. They would make stops at Benicia and Rio Vista.
- Rio Vista in the days before the river bridge, was the site of two of the worst steamboat disasters in California history: the explosion of boilers in the steamers Slough (1864) and Yosemite (1865) killed 16 and 42 passengers, respectively.
- On July 20, 1892, a fire broke out in Rio Vista at the rear of the River View Hotel. Within minutes the flames spread, eventually destroying almost every structure from Front Street up to Third Street, and from Montezuma to Sacramento avenues.
- The town of Rio Vista held its first election, and the community was officially incorporated on December 30, 1893. The town would formally become a city in 1968.
- Starting in 1911 (through 1992) Rio Vista was home to the U.S. Army Reserve Center, Rio Vista. The facility was initially set up as a base for river control activities by the U.S. Army Corps of Engineers. During the 1950s it was used by the U.S. Army Transportation Corps to store and support harbor craft, and during the 1960s and 1970s it was used to prepare amphibious vehicles for transportation to Vietnam and to train troops in their use.
- The final two magnificent riverboats, the Delta King and Delta Queen, premiered in 1927. One or the other of the boats left San Francisco every day at 6:30 p.m., arriving in Sacramento at 5:30 the next morning. The 10 ½ hour trip included prohibition-era drinking, jazz bands, gambling, and five-course meals for 75 cents.



- While the new riverboats were making their first trips, the Carquinez Bridge (northeastern end of San Francisco Bay) opened in 1927, making it easier to drive to Sacramento than to take an overnight boat. The completion of the Golden Gate and Bay bridges in 1937 and 1938, respectively, further imperiled the economics of California riverboats.
- By 1940 the Delta King and Delta Queen riverboats were out of business and ready for transport to New York, just as World War II broke out. Steamboats would last ten more years in California, with the little steamer Petaluma making its final trip from San Francisco to Petaluma in the summer of 1950.
- Foster's Bighorn in Rio Vista opened in 1931 under the name Club Café. The restaurant would move to its present location in 1934 and run under its current name. The restaurant features mementos and game trophies from founder William Foster's big-game safaris to Africa.
- The first Bass Derby was held in Rio Vista in 1933.
- Natural gas was discovered in the Rio Vista area in 1936, the largest natural gas field in California, and the fifteen largest in the U.S. The discovery well for the field was "Emigh No. 1," on June 19, 1936, drilled by Amerada Petroleum Corporation. The Rio Vista Field (Rio Vista Gas Unit) was the largest natural gas field in California. Amerada Hess Corporation was the first major operation.
- The town also hosts a U.S. Coast Guard station, set up in 1963.
- The Italian freighter Ilise, navigating in dense tule fog in 1967, struck the Rio Vista bridge's eastern span, shutting bridge traffic down. The ship suffered only modest damage, but the bridge required 22 days to repair before allowing Highway 12 traffic to resume.
- In 1980 the U.S. Army Base had been transferred to the U.S. Army Reserve and in 1992 it was closed due to a Base Realignment and Closure Commission ("BRAC") decision.
- Formerly called Summerset at Rio Vista, the community that is now known as Trilogy began in 1996. The first models were opened in April of 1996.
- In 2006, the 6,800-acre Shiloh Wind Power Plant (to the west of Rio Vista), began operations, one of the first wind farms to begin operations since California began ordering the state's utilities to use more renewable energy in 2002.



Regional Economic Conditions

Appendix B



Regional Economic Conditions

The City of Rio Vista has significant issues that affect its economic resiliency and long-term economic development opportunities. These issues are described throughout this report and are summarized here:

- Limited City and nearby resident population
- Highway 12 traffic
- Sensitive environmental issues of the Delta Region
- Remnant infrastructure from the City's natural gas heyday
- Floodplain risk management
- Potential limits on City boundary expansion due to possible sphere of influence constraints

Before the issues above are discussed, it is important to provide background on:

- Rio Vista's "place" and economic development relationship within the County as well as with neighbor municipalities
- Rio Vista's "place" within the River Delta Unified School District (also known as RDUSD), RDUSD's unique predicament, and how this can directly and indirectly affect Rio Vista's current and future economic development opportunities

SOLANO COUNTY

Rio Vista is part of the County of Solano, the northeastern county in the nine-county San Francisco Bay Area region. Solano County was one of the original counties of California, created in 1850 at the time of statehood.

Known as the "Gateway to the Delta," Rio Vista is located approximately (depending on the route used):

- Ten (10) minutes from Isleton
- Twenty (20) to thirty (30) minutes away from Antioch and Oakley
- Thirty (30) to forty (40) minutes from Fairfield, Suisun City, Lodi, Concord, Pittsburg, Dixon, Locke, Walnut Grove, and Vacaville



- Forty-five (45) minutes from Vallejo, Stockton, Elk Grove, and Courtland
- Fifty (50) minutes to an hour from the cities of Manteca, San Francisco, Oakland, Napa, and Sacramento
- An hour and a half away from San Jose, Palo Alto, Cupertino, and Redwood City
- Two-and-a-half hours away from Lake Tahoe
- Three hours away from Yosemite National Park

In one-on-one interviews conducted with individuals residing outside Rio Vista, the City attracts out-of-town consumers mainly due to the following reasons:

- Visiting resident family members, particularly those residing in the City’s “senior living” communities such as Trilogy and Summit at Liberty (LGI)
- Choosing the City as a location for quiet recreation such as fishing and strolling by the riverfront
- Making the City a rest-stop for those travelling via car, motorcycle, and bicycle
- Attending events and festivals hosted by the City’s various non-profit and community service groups.
- Enjoying live concerts performed by Delta-based bands and artists
- Supporting local merchants and service providers who consumers have an established relationship and loyalty with
- Dining or conducting transactions such as grocery shopping during after-school hours or after activities such as soccer, Little League, Swim Team, and other extra-curricular activities

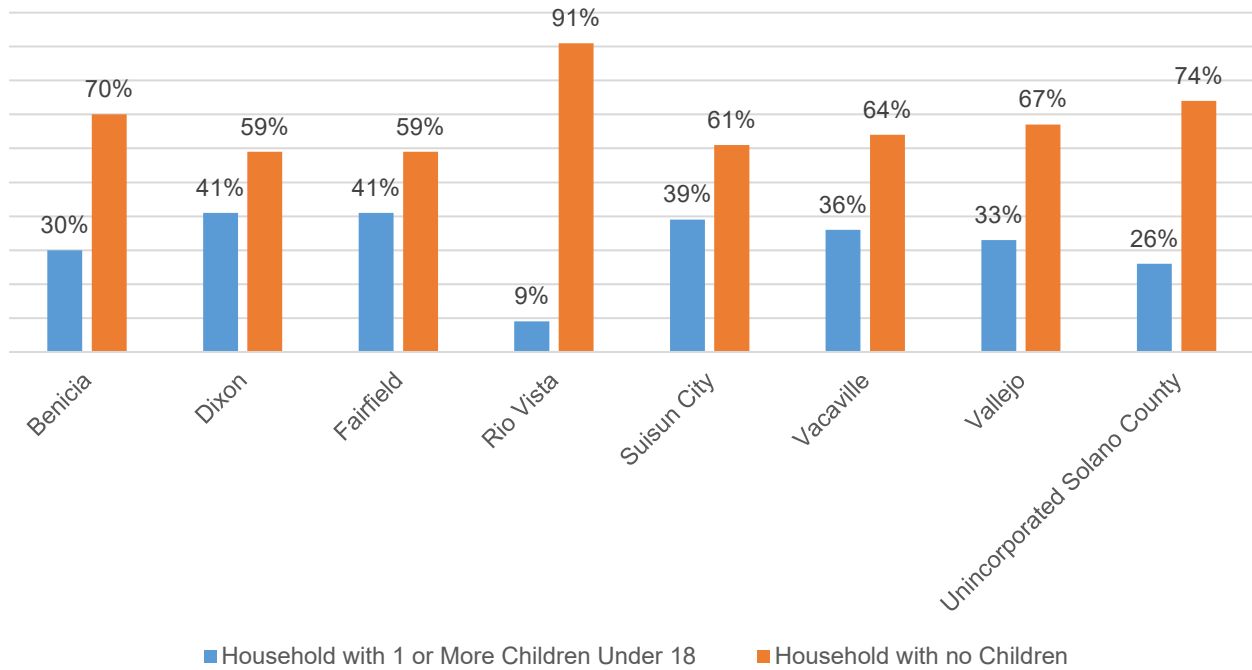
Although Rio Vista draws consumers within its boundaries, the market leakage the City suffers from is far greater than its power to attract consumers. The City loses out to Solano County neighbor cities as well as to cities outside the County – whether it be for dining, entertainment, recreation, retail, and other necessities.



Rio Vista Age and Households

Exhibit A depicts Rio Vista’s unusually low percentage of households with children, particularly as compared to other Solano County communities (U.S Census Bureau, American Community Survey 5-Year Data, 2015-2019). Rio Vista, the unincorporated County and Benicia had the highest proportions of households without children.

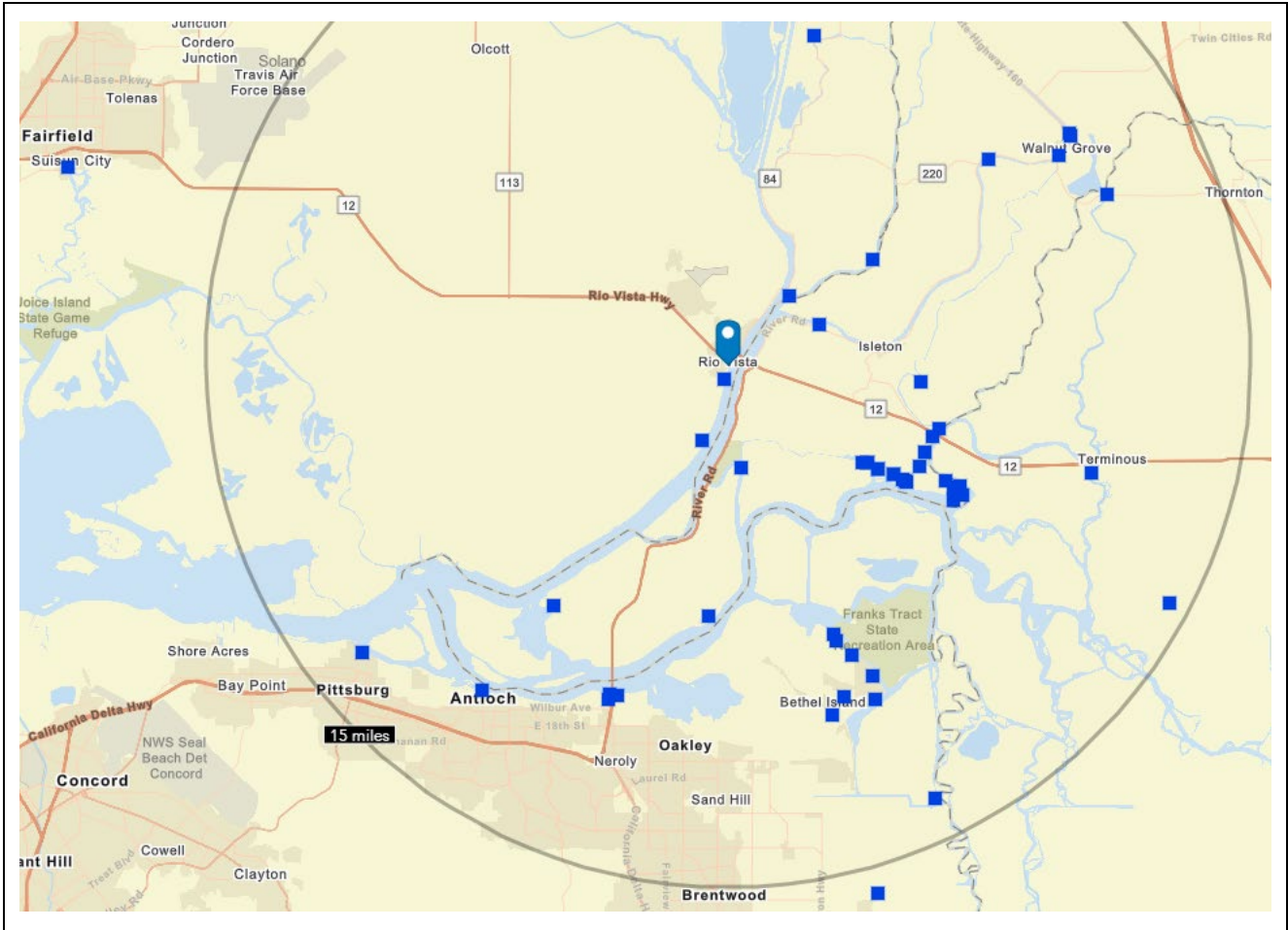
Exhibit A: Percentage of Households with Children in Solano County



Source: U.S. Census Bureau, American Community Survey 5-Year Data (2015-2019)



Exhibit C: Map of Boat Slips Near Rio Vista



Source: StoneCreek Partners LLC, November 2022. The blue symbols are the map locations for marinas and boat slips.



Trade Area Example

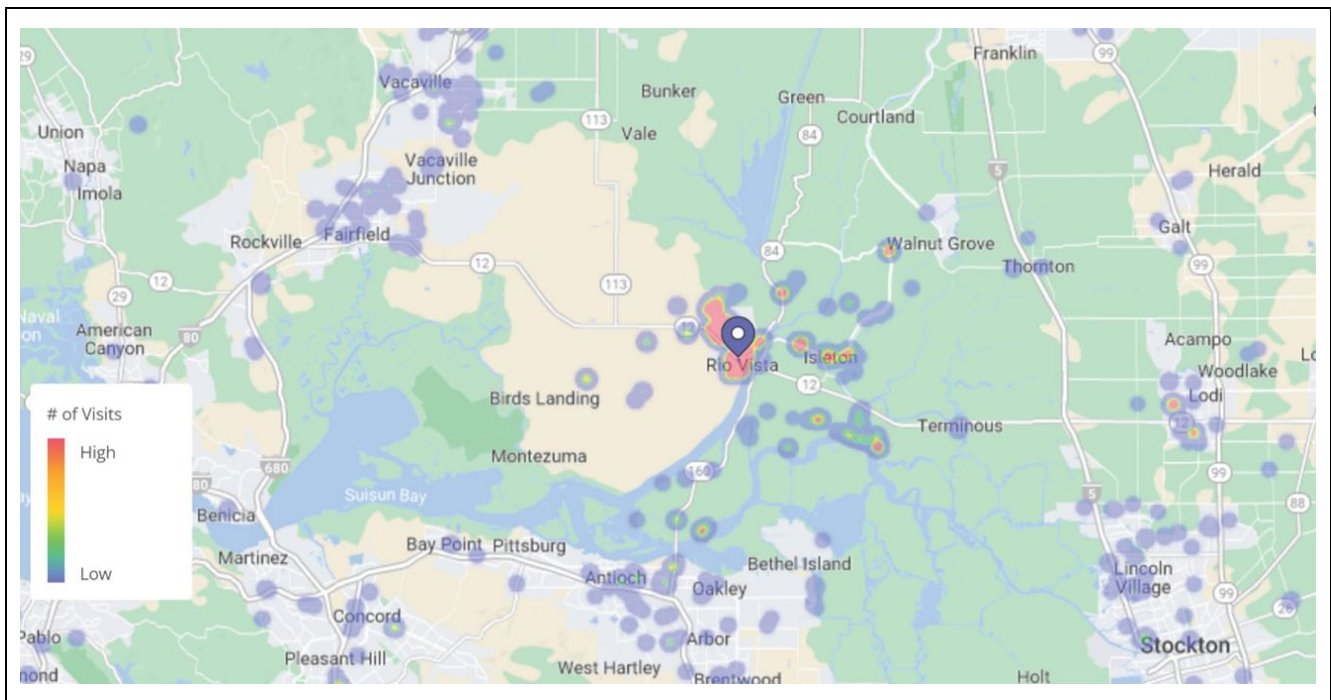
Lira’s Supermarket, the primary Rio Vista grocer, is a good example of the Rio Vista trade area.

Exhibit D (below) shows the actual trade area for Lira’s Supermarket, based on actual foot traffic data and algorithms of Placer Labs Inc. The grocer’s primary customer traffic derives from residents and businesses at or about Rio Vista and from the Delta region of South Sacramento County (to the east). There is some secondary market capture from residents throughout the region which is primarily due to weekenders and day trippers visiting the Delta for recreational activities.

As a comparison, **Exhibit E** (following page) shows the actual trade area for the Safeway store in Vacaville. Safeway (Vacaville’s) customers include Rio Vista, Isleton, even Davis, Napa, and Sacramento residents. The greater population density of Vacaville and nearby communities shows a larger capture of customers to the Safeway within a more compact geographic area.

Regarding the map plot of customer origins, the locations shown are obfuscated for privacy and randomly placed within a census block. Map locations do not show actual home addresses.

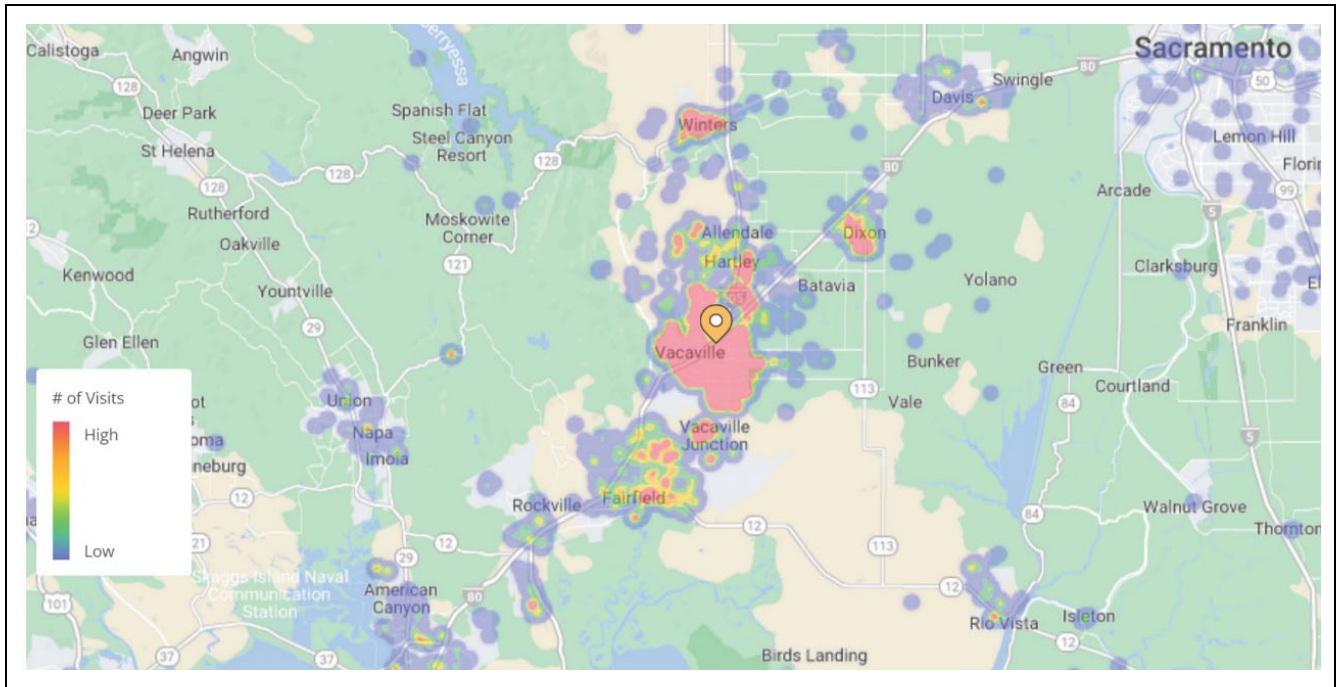
Exhibit D: Lira’s Supermarket Actual Trade Area



Source: Placer Labs Inc., showing customer origin for the year ended June 30, 2022.



Exhibit E: Safeway (Vacaville) Actual Trade Area



Source: Placer Labs Inc., showing customer origin for the year ended June 30, 2022.

Staying with Lira’s Supermarket as an example, **Exhibit F** (following page) compares trade area captures achieved by the region’s major supermarkets for the year ended June 30, 2022. The supermarkets located in Suisun City, Lodi, Vacaville, and Brentwood, each achieved customer capture significantly greater than Lira’s Supermarket in Rio Vista.



Exhibit F: Trade Area Capture by the Region’s Supermarkets

Metric Name	Lira's Supermarket CA-12, Rio Vista, CA	Raley's Sunset Ave., Suisun City, CA	Safeway W Kettleman Ln, Lodi, CA	Safeway Harbison Dr, Vacaville, CA	WinCo Foods Davis St, Vacaville, CA	WinCo Foods Lone Tree Way, Brentwood, CA
Visits	250K	436.4K	619.8K	997.9K	1.3M	1.4M
Visitors	40.9K	88.9K	146.3K	236.4K	196.5K	190K
Visit Frequency	6.11	4.89	4.23	4.21	6.7	7.28
Avg. Dwell Time	25 min	29 min	33 min	32 min	38 min	39 min
Panel Visits	4.3K	7K	10.9K	17.3K	28.7K	38.2K

Source: Placer Labs Inc., showing customer origin for the year ended June 30, 2022.

Rio Vista & Regional Lodging Industry

Lodging

There is a sufficient supply of regional lodging to support larger festivals and events in Rio Vista. There are more than 4,000 hotel units within reasonable proximity of Rio Vista, that can support events where an overnight stay can add to visitor convenience. That being said, the City of Rio Vista would not receive the transient occupancy tax from these stays.

However, among Rio Vista’s limited availability of overnight accommodations, none is of a first-class quality that can support the visitor industry and business travel. Rio Vista is home to two small motels, with two more hotels situated 18 minutes from the City. The City’s current hotel inventory is highlighted below.



Exhibit G: Hotel Inventory in Close Proximity to Rio Vista



Elk Grove Motel
Rio Vista

(not operating / posted for sale on LoopNet)

15 units

One of two small motel properties situated along Highway 12 in Rio Vista. Features 13 standard rooms with one suite and one handicap room.



Rio Sands Lodge
Rio Vista

www.riosandslodge.net

21 units

The other small motel property in Rio Vista, this one situated along the south side of Highway 12.



Ryde Hotel
Walnut Grove

www.rvdehotel.com

42 units
18 minutes from Rio Vista

This version of the historic inn was built in 1927 during the Prohibition era. The original Ryde Hotel was built in 1886 and operated until razed by fire in 1918.



Best Western Plus Delta Inn
Oakley

www.bestwestern.com

80 units
18 minutes from Rio Vista w/tolls

A "Best Western Plus" branded hotel situated near the Antioch Bridge over the San Joaquin River.



There is some promising news, a local investor has acquired the historic Hotel Rio Vista and intends to renovate and re-open the hotel. In addition, the same local investor has converted a nearby property into a "bed and breakfast" operation. The upcoming renovation and re-opening of the historic Hotel Rio Vista, as well as the new "bed and breakfast" are a few of the helpful first steps towards the establishment of an inventory of prime hotel rooms in the City.

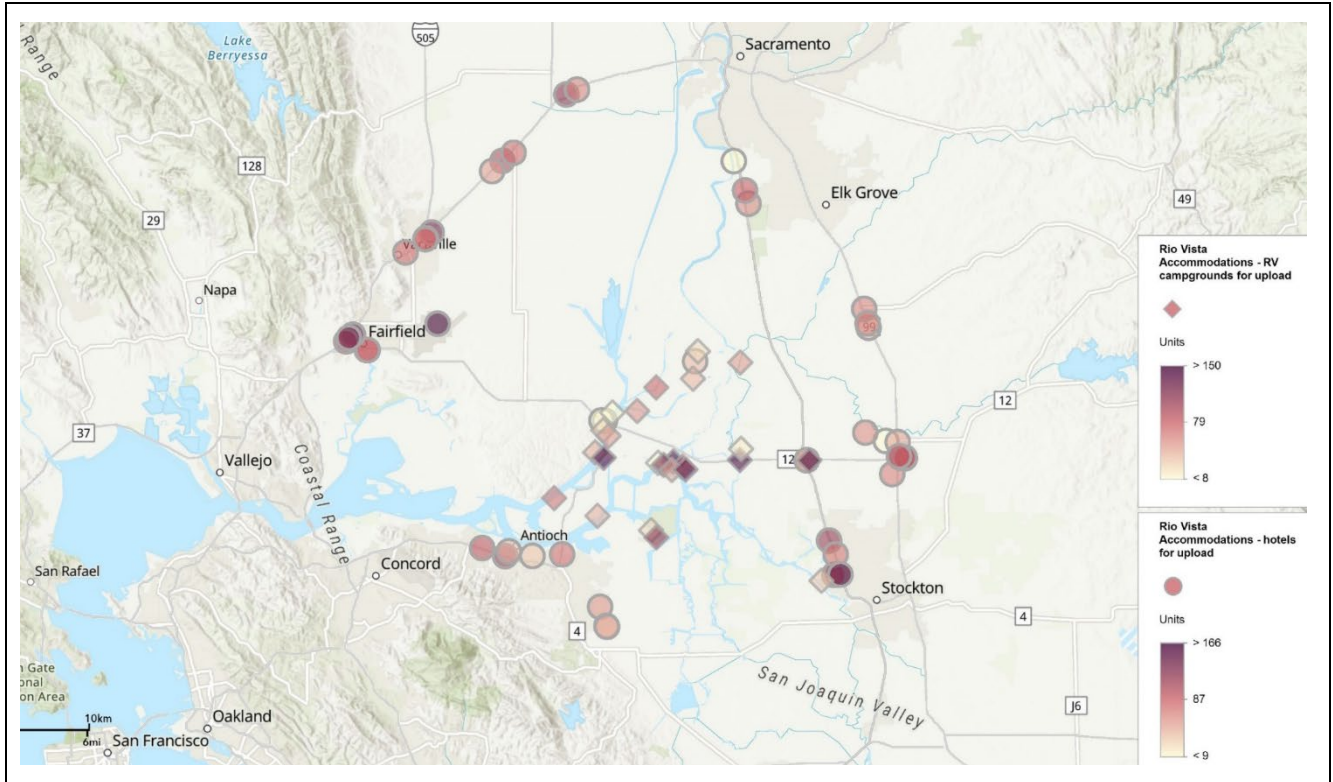


Shown above left, a view of Hotel Rio Vista in its former days (date unknown). Above right, the same property as it exists today.



The following exhibits show the map location and inventory of hotels within a reasonable drive-time of Rio Vista.

Exhibit H: Map of Regional Hotels Near Rio Vista



Source: StoneCreek Partners LLC.



Exhibit I: Hotels in the Rio Vista Region

Accommodation Name					Website	Type	Sort	Route	Drive-time	Units	<20 min	20 TO 39	40 & more
1	Rio Sands Lodge Rio Vista		H	1	Rio Vista				2	21	21	-	-
2	Motel Vista Royal Inn		H	1	Rio Vista				3	-	u/c	-	-
3	Best Western Plus Delta Inn & Suites		H	2	160-S				18	tolls	80	80	-
4	Ryde Hotel and Event Center Walnut Gr		H	4	160-NE				18		42	42	-
5	Economy Inn		H	2	160-S				21	tolls	34	-	34
6	Best Western I-5 Inn & Suites		H	3	12-E				22		57	-	57
7	Microtel Inn & Suites by Wyndham		H	3	12-E				22		51	-	51
8	Comfort Inn		H	2	160-S				24	tolls	116	-	116
9	Days Inn & Suites by Wyndham		H	2	160-S				25	tolls	45	-	45
10	Hampton Inn & Suites - Pittsburg		H	2	160-S				26	tolls	95	-	95
11	Hampton Inn & Suites - Brentwood		H	2	160-S				27	tolls	59	-	59
12	Hampton Inn & Suites - Suisun City		H	5	12-W				27		102	-	102
13	Holiday Inn Express & Suites - Suisun City		H	5	12-W				27		83	-	83
14	Best Western Brentwood Inn		H	2	160-S				28	tolls	50	-	50
15	Holiday Inn Express & Suites - Brentwood		H	2	160-S				29	tolls	49	-	49
16	Budget Inn and Suites		H	3	12-E				30		120	-	120
17	Extended Stay America - Stockton		H	3	12-E				31		92	-	92
18	Hilton Garden Inn - Fairfield		H	5	12-W				32		150	-	150
19	Residence Inn by Marriott - Stockton		H	3	12-E				32		104	-	104
20	Bordeaux Inn Lodi		H	3	12-E				33		3	-	3
21	Extended Stay America - Fairfield		H	5	12-W				33		104	-	104
22	Fairfield Inn & Suites - Lodi		H	3	12-E				33		72	-	72
23	Hampton Inn & Suites - Lodi		H	3	12-E				34		101	-	101
24	Courtyard by Marriott		H	5	12-W				35		137	-	137
25	Westwind Inn at Travis Air Force Base		H	5	12-W				35	DefD	561	-	561
26	Hyatt Place - Vacaville		H	6	113				35		136	-	136
27	Econo Lodge Lodi		H	3	12-E				36		53	-	53
28	Holiday Inn Express & Suites - Lodi		H	3	12-E				36		89	-	89
29	Candlewood Suites - Lodi		H	3	12-E				36		95	-	95
30	Best Western Plus Dixon		H	6	113				37		103	-	103
31	Country Inn & Suites - Dixon		H	6	113				37		80	-	80
32	Super 8 by Wyndham		H	6	113				37		56	-	56
33	Fairfield Inn & Suites - Vacaville		H		113				37		81	-	81
34	Residence Inn by Marriott - Vacaville		H		113				37		78	-	78
35	Hampton Inn & Suites - Vacaville		H	6	113				38		83	-	83
36	Wine & Roses		H	3	12-E				41		66	-	66
37	Hyatt Place - UC Davis		H		113				42		127	-	127
38	Holiday Inn Express & Suites - Davis		H		113				42		70	-	70
39	Holiday Inn Express & Suites - Elk Grove		H	3	12-E				42		65	-	65
40	Motel 6 - Stockton North		H	3	12-E				42		76	-	76
41	Freeport Wine Country Inn		H		160-NE				43		9	-	9
42	Best Western Galt Inn		H	4	160-NE				44		44	-	44
43	Comfort Inn & Suites - Lodi North		H	4	160-NE				48		70	-	70
44	Extended Stay America Suites - Elk Grove		H	4	160-NE				52		92	-	92
45	Days Inn by Wyndham - Galt		H	4	160-NE				52		70	-	70
46	La Quinta Inn & Suites - Stockton		H	3	12-E				53		152	-	152
47	Motel 6 - Lodi		H	3	12-E				55		92	-	92

Source: StoneCreek Partners LLC

Short-Term Rentals

Short-term rentals offered in the surrounding region provide an additional inventory of overnight accommodations. When surveyed in Fall 2022, there was a total of 914 short-term rental units on offer by Airbnb, throughout the region. The availability of short-term rentals changes significantly throughout the year, depending on tourist seasons and major local events.



Short-term rentals are now a mature phenomenon of the visitor market. The region in which Rio Vista is situated is no different. Airbnb is the major booking portal for short-term rentals, but Expedia Group (Vrbo / HomeAway Group), Tripping.com, Onefinestay.com, and Marriott’s Home & Villas, are among other booking agents. The Marriott offers include Marriott guarantees along with its loyalty rewards program. Onefinestay.com is just now penetrating the greater Los Angeles area market.

Exhibit J shows the inventory of short-term rentals available at the time of survey, by municipality.

Exhibit J: Short-Term Rentals in the Region

<u>Accomodation Name</u>	<u>Type</u>	<u>Sort</u>	<u>Route</u>	<u>Drive-time</u>	<u>Units</u>	<u><20 min</u>	<u>20 TO 39</u>	<u>40 & more</u>
Airbnb - Rio Vista, on average	A	1	Rio Vista	3	13	13	-	-
Airbnb - Isleton	A	3	12-E	15	18	18	-	-
Airbnb - Oakley	A	2	160-S	19 tolls	8	8	-	-
Airbnb - Walnut Grove/Walker Landing	A	4	160-NE	20	27	-	27	-
Airbnb - Antioch	A	2	160-S	25	69	-	69	-
Airbnb - Brentwood	A	2	160-S	26 tolls	37	-	37	-
Airbnb - Suison City	A	5	12-W	28	13	-	13	-
Airbnb - Pittsburg	A	2	160-S	28	77	-	77	-
Airbnb - Stockton	A	3	12-E	35	239	-	239	-
Airbnb - Vacaville	A	5	12-W	40	62	-	-	62
Airbnb - Dixon	A	6	113	40	11	-	-	11
Airbnb - Lodi	A	3	12-E	41	129	-	-	129
Airbnb - Clarksburg	A	4	160-NE	41	12	-	-	12
Airbnb - Elk Grove	A	4	160-NE	55	199	-	-	199
914						39	462	413

Source: StoneCreek Partners LLC.

Children in the Trade Area

An important aspect of the City’s demography is the relatively small percentage of the population being ages 18 and under, just 1,432 people within the 15-minute drive-time area. Of those, an estimated 600 were aged seven and under.

Within the additional drive-time area out to 25 minutes, the number aged 18 and under totals 30,851 with 1,432 being seven years or younger. Since a substantial portion of this younger population lives in Brentwood, Oakley, and Antioch, that portion of younger people may find Rio Vista activities less compelling than what is available to them 25 minutes in the other drive directions.



Successful Regional Economic Development

Communities in the region have seen significant economic development successes recently. Some examples include:

- In Manteca (Stockton area), the City attracted the development of a Great Wolf Lodge, in a competition with other communities including Brentwood and Gilroy. The destination “staycation” waterpark hotel knits well with the existing sports mega-complex at Manteca. The deal offered by the City was among the decisive factors in Great Wolf Lodge’s site selection decision.
- The City of Dixon recently attracted the national greenhouse operator, Gotham Greens, to their community. Dixon was able to position itself as a major highway location for regional supply and distribution, and as being near the University of California at Davis. When the Solano greenhouse complex is completed, Gotham Greens will have 9 large-scale greenhouse complexes in six states — New York, Illinois, Rhode Island, Maryland, Colorado, and California — with approximately 600,000 square feet of growing space nationwide and 400 employees.
- In Stockton, Nautilus Data Technologies has developed a floating data center situated on a barge on the San Joaquin River. The 7-MW scalable facility is known as Stockton 1 Data Center. Nautilus has since teamed with Bechtel with the intention to develop more such facilities in the U.S. and worldwide. River-cooled data centers may be a next-generation solution for the substantial cooling requirements of data centers.



City of Dixon: Gotham Greens



City of Stockton, Nautilus Data Technologies



City of Manteca, Great Wolf Lodge, aerial view



City of Rio Vista Existing Economic Development

Appendix C



Existing Economic Development

Rio Vista's Economic Development Programs

The City does not currently have a program of incentives for preferred types of development. This is to be expected for a community of Rio Vista's small size.

Existing Businesses

Among Rio Vista's strengths as a small rural town is the presence of numerous existing businesses, many of which have been part of the community for many years.

These businesses include:

- The ranchers and farmers of the City and Solano County. The substantial agribusiness activity across the Sacramento River in Sacramento County is also a contributor to the region's economic base
- Dolk Tractor Company, a tractor-and agricultural-equipment dealership
- Three car dealerships including Abel Chevrolet, Rio Vista Ford, and Rio Vista Dodge Chrysler Jeep
- The Delta Marina Yacht Harbor, situated along the Sacramento River in the city's core
- Several drilling and trenching companies, with operations and/or offices in the City
- California Vegetable Specialties
- Lira's Supermarket
- Bank of Stockton
- F&M Bank
- The new cannabis companies including Rio Vista Farms
- Other businesses including Lindsay (global infrastructure and irrigation products)
- Several locations within the City used for self-storage and outdoor industrial, boat, and RV storage
- Additional local essential businesses include the Delta Pharmacy on Main Street



Cannabis Industry

Rio Vista’s cannabis businesses operate within Solano County’s overall restrictive cannabis environment. The California cannabis industry is looking to make changes to State law that originally allowed the industry to emerge. Many cannabis companies cite difficulty in operating in California’s current legal and tax framework.

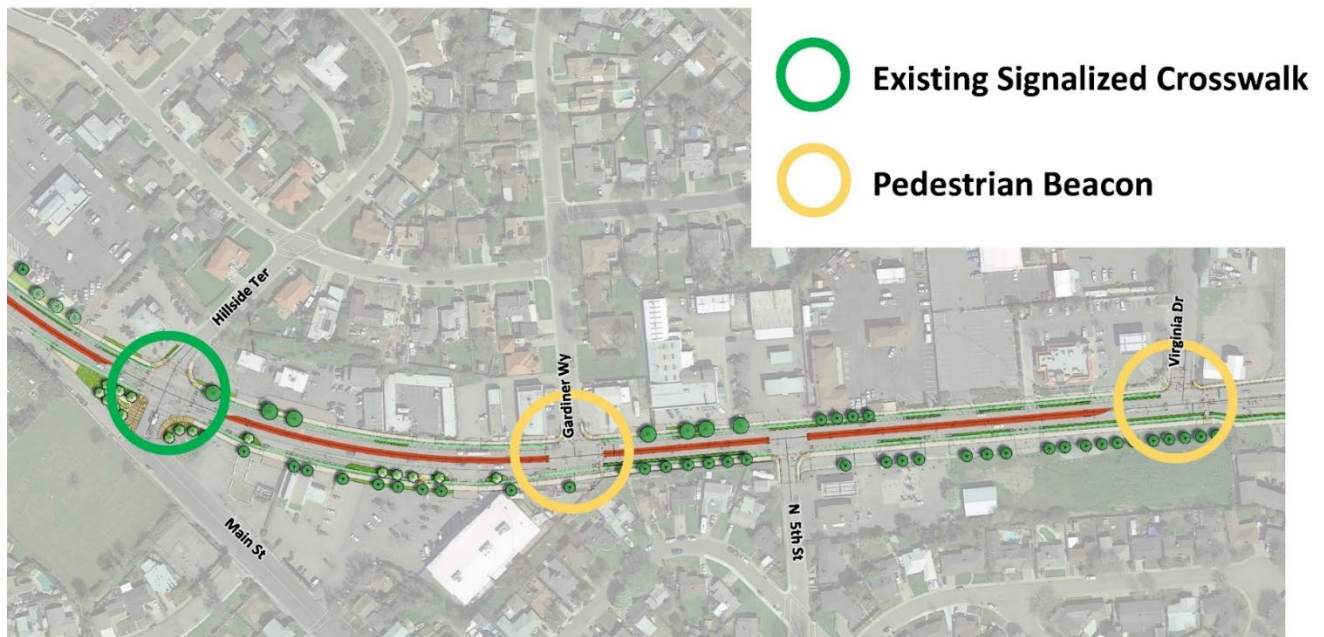
Highway 12 Safety Improvements

State and County agencies are working to significantly improve the appearance and pedestrian safety of Highway 12 on its route through Rio Vista.

The California Department of Transportation (Caltrans), in cooperation with the Solano Transportation Authority and the City of Rio Vista, are in the design phase of a plan to improve the safety of Highway 12 as it traverses Rio Vista along with road sections to the west of the city.

Caltrans’s schedule anticipates the design to be completed in 2024 with construction expected to be completed by 2025-2026.

Exhibit K: Portion of the Caltrans Highway 12 project design work



Shown here, an illustration from the design work underway for the Caltrans / Solano Transportation Authority project that includes improvements to Highway 12’s alignment through Rio Vista. This section study shows improvements for safer pedestrian crossing.



Rio Vista Business Park

The City of Rio Vista owns a section of land known as the Rio Vista Business Park, a part of which is the former Rio Vista Airport. This property, approximately 109 acres, is broken into 42 parcels. At the time of this investigation, some parcels were being used by the City for storage and one parcel houses the police department. Another area, which contains the Veterans' Hall, is used by the County of Solano.

Storefronts

During the community and stakeholder outreach efforts for the EDSP and the City's General Plan Update projects, City staff and SCP received multiple inquiries and suggestions regarding the prevalence of empty storefronts – particularly on Main Street.

Among the proposals given to the City to reduce vacant storefronts and improve the overall aesthetics of City business areas are the following:

1. Incentivization of property owners to lease empty storefronts.
2. Incentivization of property owners to ensure that their storefronts are constantly occupied by business operators.
3. Incentivization of property owners to ensure that their storefronts are aesthetically and structurally well maintained.
4. Incentivization of property owners to engage in business façade improvement efforts.
5. For the City to encourage or lead the charge in terms of “branding,” and develop an aesthetic template and palette for property owners and business operators to apply towards their storefronts or facades.

Among the most key factors, the City's shops and restaurants provide the essential aspect of the small-town environment of Rio Vista. Along with the essential nature of the community's shops and restaurants, the continued vacancies can lead to property owner inattention, neighborhood blight, and higher crime rates.

The R/UDAT Report

The Region/Urban Design Assistance Team “R/UDAT” program was set up in 1967 as a charrette-based process to produce community visions, action plans, and recommendations. The American Institute of Architects prepared its R/UDAT report for Rio Vista based on a R/UDAT team visit to the community in March 2014.

During preparation of the R/UDAT Report, approximately 50 people attended targeted focus group meetings, while about 350 people attended a Town Hall-style listening meeting. In addition, a handful of people sent in notes with their own thoughts.



Below is the Framework of the R/UDAT Report.

“Imagine a Rio Vista where we live in compact, efficient, safe neighborhoods that include shops, restaurants, schools, and parks – all within a five minute walk of every resident.

Imagine a Rio Vista where the streets are walkable and bike-able; are clean and beautiful; and comprise a cherished part of our public realm.

Imagine a Rio Vista where we can grow our own food in community gardens, interacting with our neighbors; where we can pick fruit from the trees growing in our parks; and where restaurants and families serve meals prepared with fresh, locally grown, organic food that never saw the back of a semi-truck.

Imagine a Rio Vista where the water is clean; the air is pure; and nature is revered.

A place where natural systems and habitat are protected and cultural and natural resources are preserved for all.

Imagine a Rio Vista that is resilient – producing more energy than we use; and where reducing waste, reusing, and recycling are second nature.

Imagine a Rio Vista where the arts are cherished; the creative class is nurtured; and where public art and beauty are ubiquitous and accessible.

Imagine a Rio Vista where history is respected; the innovations of the future are embraced with enthusiasm; and people from all walks of life live sustainably and in harmony.

Imagine, Rio Vista. If we don’t imagine it now, it will never happen. So imagine it. Please.

Then act on it.”

Source: The R/UDAT Report for Rio Vista, California, March 2014.

The R/UDAT Report asked the community members about changes desired in the two-year and ten-year planning horizon. Their responses are shown in **Exhibit L**.



Exhibit M: What is Rio Vista? What is the soul of the community?



Source: The R/UDAT Report for California, March 2014.



City of Rio Vista – Economic Development Scorecard

Appendix D



Business/Project/Program		Industry	Comments	Business Revenue 5/yr*	Municipal Taxes**	
					RE Taxes	Other
1.	Confirm Benchmark Plan Metric	All	Provides progress measurement.	n/a	--	n/a
2.	Confirm Strategic Community Vision	All	For community consideration.	n/a	--	Indirect fiscal
3.	Film industry shooting locations	Film/Media	"Low-hanging fruit"; City a natural venue for this. Estimate four shoots/year.	200,000	--	Local spends on location
4.	Mail desig./Promote Auto & Equipment Sales	Automotive Sales	Package dealers into Auto Mall and promote.	1,664,000	Indirect	Salex tax
5.	Museum New Audiences	Visitors	Part of City "Retain & Grow" ("R&G")*** Partnership.	Revenue TBD	--	Indirect fiscal
6.	Placemaking Plan Preparation	Quality of Life/Visitors	Confirm a district placemaking overlay.	n/a	--	n/a
7.	Real Estate Developer Partners – Collaboration	Real Estate	Started, maintain and grow.	n/a	--	Various taxes
8.	"Way-Cool" Social Media Channels	Visitors	Content design is the key, start the right way.	n/a	--	Indirect fiscal
9.	Virtual Economic Development Department	All	Content design is the key. Incorporate as part of City's marketing/branding strategy.	n/a	--	n/a
10.	Annual Event Calendar	Visitors	To bring substantial new footfalls. Estimate 50,000 attendees/year.	500,000	--	Attendee spending across all taxes
11.	Augmented Reality Enhancements	Visitors	To break in new generation of visitors.	Revenue TBD	--	Indirect fiscal
12.	Boat Launch promotional program	Visitors	An easy Main St./"Downtown Core" promotion.	Revenue TBD	Indirect	Indirect fiscal
13.	Business Collateral/Promotion	Business to Business, All	Create collateral, start, maintain.	Revenue TBD	Direct	Indirect fiscal
14.	Discover Flights by Travis Air Force Base Aero Club	Visitors	Promote with capacity constraints. Estimate 260 flights/year.	62,400	--	Indirect fiscal
15.	Halloween Season 2023	Visitors	Recommended new event, larger scale than "Trunk or Treat." City hosted "Trunk or Treat" starting Halloween 2022. Estimate 10,000 attendees/year.	250,000	--	Attendee spending across all taxes
16.	Highway 12 Fast EV Charge Venue	Visitors	Position for Rio Vista charge stop-overs.	Revenue TBD	--	TBD
17.	Highway 12 Safety Improvements	Quality of Life/Visitors	Design underway/County and Caltrans.	n/a	--	TBD
18.	Kids' Cognitive Trail	Quality of Life/Visitors	Boosting Main St. footfalls.	n/a	--	Indirect fiscal
19.	Kids' Pedal Park	Quality of Life/Visitors	Part of Riverfront event park.	Revenue TBD	Indirect	Indirect fiscal
20.	Main Street "Gateway Arch(es)"	Quality of Life/Visitors	Part of Citywide Placemaking and Branding strategies.	n/a	Indirect	Indirect fiscal
21.	Main Street District Association	Quality of Life/Visitors	Form, maintain, and grow. Downtown Business Association had its first kick-off meeting in June 2023.	--	Indirect	Indirect fiscal
22.	Main Street to Riverfront District	Visitors	For branding and incentives purposes.	Revenue TBD	Direct	Indirect fiscal

Business/Project/Program		Industry	Comments	Business Revenue 5/yr*	Municipal Taxes**	
					RE Taxes	Other
23.	Promote Online shopping for Rio Vista	Residents/Local business owners	If you can't buy it in Rio Vista stores, buy online. Promote/educate consumers that purchases made with a Rio Vista address bring sales tax revenue to the City.	Revenue TBD	--	Sales tax, Revenue share TBD
24.	Placemaking Program – Implement	Quality of Life/Visitors	Build awareness, boost trial.	Revenue TBD	Indirect	Indirect fiscal
25.	Promo Program to Delta marinas	Retail/Restaurants	Participation incentives, the key.	Revenue TBD	--	Indirect fiscal
26.	Property Owner Outreach – Start	All	Start, grow economic development awareness.	--	Indirect	Indirect fiscal
27.	“On the River” Experiences	Visitors	Depends on itinerary, for recruitment.	2,000,000	--	Entertainment tax
28.	Artist & Artists Studio	Visitors	Requires Delta-wide artists.	3,500,000	Direct	Sales tax, entertainment tax
29.	Auto Dealer test track with events	Automobile/Visitors	Permanent sales tactic or special event	Revenue TBD	--	Indirect fiscal
30.	Bifurcated Estuarine Research Facility OR Similar Combo Research Facility	Climate-related	If viable, can this be bifurcated for impact?	Revenue TBD	Direct	Indirect Fiscal
31.	Call Center	Financial Services	Global service/supply chain changing.	240,000	Direct	n/a
32.	Conference Center/Teambuilding Venue	Lodging	Part of area outreach. Estimate 70 rooms.	6,259,750	Direct	Transient Occupancy Tax (TOT), Sales Tax
33.	Data Center (River-Cooled)	Climate-related	Replicate Stockton deal, for Branding Strategy – City as “climate center” and ecology advocate	Revenue TBD	Direct	n/a
34.	Delta Glamping Accommodations	Visitors	Confirm property participation, need Request for Proposal (RFP) process. Estimate 10 units	766,500	Direct	Sales tax
35.	Delta Tours/Excursions	Visitors	Tours by van and suburban	2,000,000	--	Entertainment tax
36.	Destination Attraction at the Riverfront	Visitors	Many options, expensive, impactful. Estimate 225,000 attendees.	7,875,000	Direct	Entertainment tax, Sales tax
37.	Destination Restaurant with Amenities	Visitors	Primarily a recruitment effort with investors. Estimate 250 seats.	6,387,500	Direct	Sales tax
38.	Events/Festival Park at Riverfront	Visitors	A community-scale event, much flexibility on events to be held.	Revenue TBD	--	Concessions, Various taxes
39.	Family Entertainment Center (Hybrid)	Visitors	Right-sized family entertainment center for Rio Vista. Estimate 50,000 net rentable area + site square feet.	5,750,000	Direct	Entertainment tax, sales tax
40.	Floral Growers/Greenhouse	Agribusiness	Industry that can use Rio Vista's market access.	n/a	Direct	Some Direct to Consumer (DtoC) sales tax
41.	Fulfillment/Last Mile Warehousing	Logistics	Open question about viability and impact of such businesses in Rio Vista	Revenue TBD	Direct	n/a
42.	Highway 12 “Burma Shave” Program	Visitors	A fun signage/branding program	n/a	--	Indirect fiscal
43.	Housing Densification – Rentals/Sales	Real Estate	A means to bring increased footfalls in Rio Vista	5,400,000	Direct	n/a
44.	Hybrid Retail Outlet Mail	Retail/Visitors	Hybrid is the key, quality competitors. Estimate 250,000 net rentable area in square feet.	162,500,000	Direct	Sales tax, potential entertainment tax
45.	KOA RV Camp	Lodging/Recreation	Tax a larger share in Delta Rio Vista site rentals. Estimate 125 units.	3,558,750	Direct	TOT, Sales tax



Business/Project/Program		Industry	Comments	Business Revenue 5/yr*	Municipal Taxes**	
					RE Taxes	Other
46.	Micro Meat & Poultry Processing	Agribusiness	Long shot but included for discussion and consideration to bring in businesses coming from this industry.	Revenue TBD	--	--
47.	Next-Generation Truck Stop	Logistics	Driverless, all-electric fleets coming	25,000,000	Direct	Gas, sales tax
48.	Paths & Trails Program	Quality of Life/Visitors	Trailhead at Riverfront event park	n/a	Indirect	Indirect fiscal
49.	Recreation Adventure (Park)	Visitors/Business to Business	Rio Vista is well suited for this. Get going.	8,500,000	Direct	Entertainment tax, TOT, Sales Tax
50.	RFP/First Hotel(s) Development	Lodging/Visitors	A key program – incentivize first hotel. Estimate 100 rooms.	4,599,000	Direct	TOT, Sales tax
51.	Roadside attraction on Highway 12	Visitors	Primarily a creative pursuit, with recruitment	3,500,00	Direct	Sales tax
52.	Rollerblading at the River	Quality of Life/Visitors	Part of Riverfront event park	Revenue TBD	Indirect	Indirect fiscal
53.	Senior Assisted Living Facility	Senior Living & Care	Key program to push downtown density. Estimate 125 units.	3,375,000	Direct	n/a
54.	Senior Independent Living Facility/Continuum of Care (COC)	Senior Living & Care	Part of continuum-of-care sensibility. Estimate 175 units.	5,355,000	Direct	n/a
55.	Stonehaus/Smash Park Eaterie	Quality of Life/Visitors	Right-size these concepts for Rio Vista	4,500,000	Direct	Sales tax
56.	Transient/Visitors' Dock	Visitors	Creating Delta boatowner relationship. Estimate \$15 spent/per person	2,463,750	Indirect	Dock / metered fees, Gas tax
57.	Tribal Casino – Adjacency Benefit	Gaming/Visitors	For increasing footfall activity. Estimate 20% of win.	6,000,000	--	Indirect fiscal
58.	Vertical Farming/Greenhouse	Agribusiness	Primarily a recruitment effort with investment	n/a	Direct	n/a, although potential Direct to Consumer (DtoC) tax
59.	Weddings & Events Facility	Visitors	Primarily a recruitment and investment effort. Estimate 175 events/year.	3,937,500	Direct	Entertainment tax, Sales tax
60.	Cannabis Dispensaries/R&G	Agribusiness	Part of City Retain & Grow partnership	n/a	Direct	Sales tax
61.	DryVac Environmental Services/R&G	Climate-related	Part of City Retain & Grow partnership	n/a	Direct	n/a
62.	Rio Vista Ranching and Farming	Agribusiness	Part of City Retain & Grow partnership	n/a	--	n/a
63.	Rio Vista Wind Farms	Climate-related	Bring demonstration project to Riverfront	n/a	--	n/a
64.	Short-Term Lodging Program	Visitors	Roster short-term rentals for event support. Estimate 25 dwelling units.	547,500	Direct	TOT
65.	U.S. Coast Guard Station	Climate-related	A helpful institution located in the city	n/a	--	n/a

*Business Revenue column provides a highly preliminary estimate of annual revenue for the business/project/program.

**Municipal Taxes is a first estimate of property tax impact (direct or indirect), along with other municipal taxes and revenues.

***“Retain & Grow” (or “R & G”) refers to a connection with existing businesses.

Some prospects identified with this list are likely to be combined to form a single larger project for feasibility, partnering, and financing purposes.

All businesses/projects/programs should consider local businesses and residents as among the first options for recruitment and participation.



Background Research

Appendix E



Background Research

Approaches to Economic Development

There is no one way to propel local economic development. Each community, each region, has unique opportunities and issues that are important.

The Wisconsin Dells Example

The Dells Region rose to its current prominence through manufacturing a reason to visit, that would appeal to the huge regional “instantaneous” drive-in populations from Milwaukee, Chicago, Minneapolis, and eastern Iowa.

The “manufactured” reason? Indoor water parks at a location where previously the only attraction was boat tours to see the glacier-sculpted Dells terrain, a dog that would jump from one bluff to the next, and a live-acted train robbery.

Regional Visitor Destinations

Regional Visitor Destinations are attractive for residents and visitors alike, whether for day trippers, those on weekend escapes, or fly-in visitors on holiday. Such destinations are popular both with free and independent travelers, as well as group meeting guests. Given the existence of such regional destinations throughout the world, these places can be considered as a specific investment class among investors.

Rio Vista’s existence within a reasonable day-trip drive-time of millions of residents, makes it a potential visitor destination. All that is lacking is the causal factor in making this happen.

Aesthetics and Placemaking

Placemaking can be an important tool for Rio Vista, in achieving competitive differentiation as compared to similar rural communities.

What is Placemaking?

Placemaking is an approach to creating, operating, and monetizing communities, and gathering places within –whether private or public – that seeks to optimize the communal and personal enjoyment of these spaces.



Devoting attention to the details of placemaking can bring in greater footfalls and lengthen the time people linger at a place. This increased human activity can be monetized with a little attention to the financial aspects of placemaking.

Placemaking is a multi-disciplinary process based upon guest trip-motivation. When a person or group leaves their home, hotel room, or office, they at once engage all their senses and are motivated – whether consciously or subconsciously – by the reason they have for their trip. The process of placemaking begins with understanding the possible trip motivations that may exist or can be encouraged among guests to the subject gathering place. Some places we just happen upon, and the sense of discovery is terrific, while other places are those we plan for and anticipate. These varied motivations are part of the complexity of placemaking.

Placemaking ... “Creating the great places, great moments, and great memories of people’s lives.”

Why bother with Placemaking?

Quite simply, it is among the essential “means and methods” to attract consumers to a destination place; from the suburbs to a city or community’s downtown, from one gathering place to another, and from home to out-of-home.

There is also the benefit of integrating a community’s strategic vision with placemaking. Placemaking becomes one of the implementation means to bring a community’s vision to reality.

Placemaking creates additional interest in seeking out-of-home experiences, versus all there is to do when staying at home. Integrating the community’s strategic vision with placemaking brings the “soul” of the community to life for all to see, experience, enjoy, and remember.





Shown above are three images of Rio Vista

Rio Vista – a Themed Town

There are good examples of small towns that have conformed their development to a particular aesthetic, historic period, and/or architecture. This is often referred to as “theming a town” and is a form of placemaking.

The starting point for these examples varies extensively. Communities settled from a European origin place often wish to emulate that influence. Other communities like Santa Fe (New Mexico) embrace an architecture and multi-cultural heritage and have added their own special touches (a vibrant “artists and artisans” community).

We understand that there was a past attempt to repurpose Rio Vista into the look of a “Portuguese fishing village.” While that was the nomenclature, we also understand that the rationale was based in part on Rio Vista’s steamboat and river town past.

Great examples are:

- **Solvang, California** – although founded by Danish settlers, it was not until 1946 that promoters of the idea of a “Danish Village” moved forward with plans to redesign and mandate the existing facade of the town.



- **Santa Fe, New Mexico** – adopted Pueblo architecture fuses at times with Spanish and American West motifs.
- **Leavenworth, Washington** – features the look of a Bavaria village, in the same way Solvang evokes the Danish aesthetic.
- **St. Augustine, Florida** - Founded in 1565 by Spanish settlers, the city is filled with authentic Spanish colonial architecture as well as beautifully manicured gardens and fountains.
- **Helen, Georgia** – This town was repurposed as an alpine village in 1960 to increase its appeal to tourists. Among various adaptations, many of the street names are also in German.
- **New Glarus, Wisconsin** - gets its name from the canton of Glarus in eastern Switzerland. Immigrants from the region founded the Wisconsin community in 1845. The town stays true to its Swiss heritage with chalet-like buildings and events like the Heidi Folk Festival.



Shown above are examples of themed towns

Sense of Arrival

Rio Vista does not have a discernable “destination” feel or sense of arrival, which is common among many successful visitor destination places. Currently, travelers traversing along Highway 12 who are not familiar with Rio Vista, may only have a sense of “passing through.” The City can explore various placemaking tactics to enhance the sense of destination arrival to Rio Vista.

One such tactic is the possibility of a gateway arch that entices travelers with the promise of visiting Rio Vista’s Main Street. The arch would not need to span Highway 12 but could be placed in the vicinity of where Highway 12 meets Main Street and sited to be visually compelling from Highway 12 passersby moving in either direction.

An example:

The Village of Greendale (Wisconsin), a historic greenbelt community in the suburbs of Milwaukee, placed gateway arches at two places adjacent to the major area east-west roadway (Grange Avenue),



to make vehicular approaches to the village’s historic district noticeable and inviting. The Greendale arches are part of a multi-part strategy that finally revitalized Greendale’s Broad Street (its main street), after decades of attempts. Although part of a historic master-planned community, the village’s central commercial district was not well placed in the master plan. The small commercial district was situated away from the major thoroughfares, requiring the district to become a place of destination appeal or cease to exist.



Shown above, one of two street arches in place to entice visitors to the Village of Greendale’s historic district. There are many examples of such arches, many of which have significant “selfie” appeal with visitors.

“Burma Shave” Highway Promotion

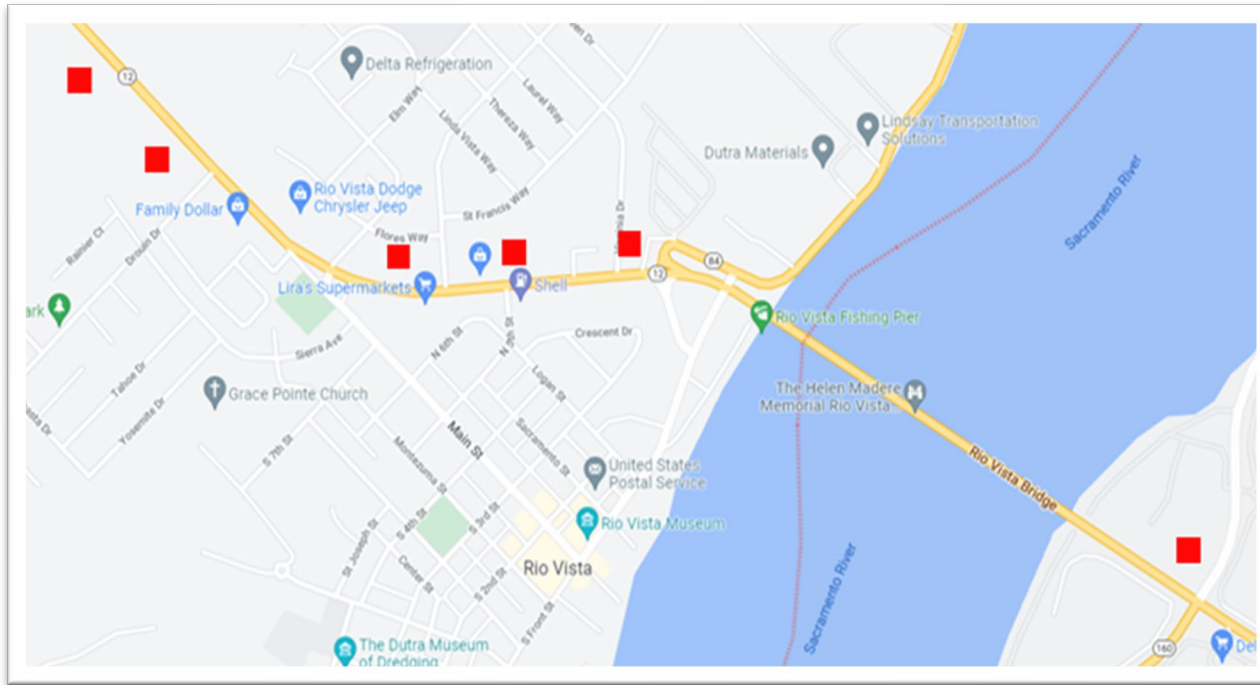
The auto and truck traffic along Highway 12 provides a large opportunity for “word of mouth” promotion of Rio Vista. The alignment of Highway 12 as it traverses through Rio Vista could support an effective visitor promotion using a series of road signs (or billboards or monumentation). The “S” alignment can provide an effective viewing orientation to drivers as they move along the route. A detailed study would be required to confirm placement and orientation, including coverage of one or both travel directions. We note that this signage could take the form of pure monumentation, carry a standard message, or include some ability for modification per local event.

Synchronized series of multiple sync’d road signs are sometimes referred to as being in the “Burma-Shave” style. Burma-Shave style road signage refers to the company with a brand of brushless shaving cream that was sold from 1925 to 1966. The company was notable for its innovative advertising campaigns, which included rhymes posted along U.S. roadways. In a typical installation,



six signs were erected, with each of the first five containing a line of verse, and the sixth displaying the brand name.

This kind of promotional signage would be most effective as one or more of the Signature or Aspirational Projects comes under development. If the signage is clever and memorable, it could create a large word-of-mouth among those traveling through the region along Highway 12.



Shown above, the red markers indicate possible placements for a Burma Shave type of integrated highway messaging.



Strategic Vision Possibilities

Rio Vista should confirm an economic purpose and role for itself, in the same way that it has since its earliest days.

We have looked to a leading role for Rio Vista as a visitor destination and believe there is promise in that direction. We have referred to that in our internal discussions as the “direct-to-consumer” role for Rio Vista.

We have also looked at the business/industrial possibilities; the “business-to-business” potential. Rio Vista is unusual given its location within a delicate environmental area with unusual natural and other forces at play.

Alternative examples for Community Vision are listed below. We note that these are examples, not recommendations.

- The Delta’s “Base Camp” for recreation
- Rio Vista – a Delta Resort Town (Myrtle Beach type)
- A climate change “Ground Zero” research center
- California’s first “wellness-first” town
- America’s #1 regional “staycation” destination
- A place of engaged “small town” living

Riverfront Event Park

Rio Vista’s riverfront could include an event-park area suitable for hosting major regional events, including recreation, sports, and music festivals.

An event/music festival park may be possible, for hosting one or more very-large music festivals each year, along with other local gatherings.

With the Bridge (lit) as backdrop, the setting could be quite marvelous. With some of the other placemaking ideas included, the event park could be busy every day albeit at a more limited activity level.

One aspect of the City’s vision could be a role as a regional event and festival destination – an “event city” if you will.

Rio Vista is pleasant to arrive to from the many compass points, particularly where travelers take the riverside roads.

When seeking a role as a regional destination, it is helpful that the journey provides a pleasant, scenic quality.



Red Rocks Park and Amphitheatre (Morrison, Colorado) is an example of such a place. Simply being there at night with fellow patrons, in a unique setting, is a magical time.

If the setting is truly unique, something akin to the famed Distant Heat (Aqaba, Jordan) music festival may be possible. Coachella is another example, held each year in California, although the setting is not wondrous.

The landscape design for such an event park could include historic equipment used in dredging, ranching, and farming.

Paths & Trails System

A physical multi-modal trail connection from Trilogy/Liberty to the Riverfront can include a “necklace” of pocket parks and amenities, in one long linear park/trail system.

Something as simple as a dog park situated along the Trilogy/Riverfront linear park, is one such amenity. Many RV campers, boaters, motorists, and truck drivers look for convenient if not pleasant areas to let their dogs run and handle nature’s callings.

The idea of such pocket amenities is to pull residents and visitors along the path, creating gatherings, people-watching, and busy activity.

The City’s Parks Master Plan (2007) included many ideas to guide the community’s resources in this area.

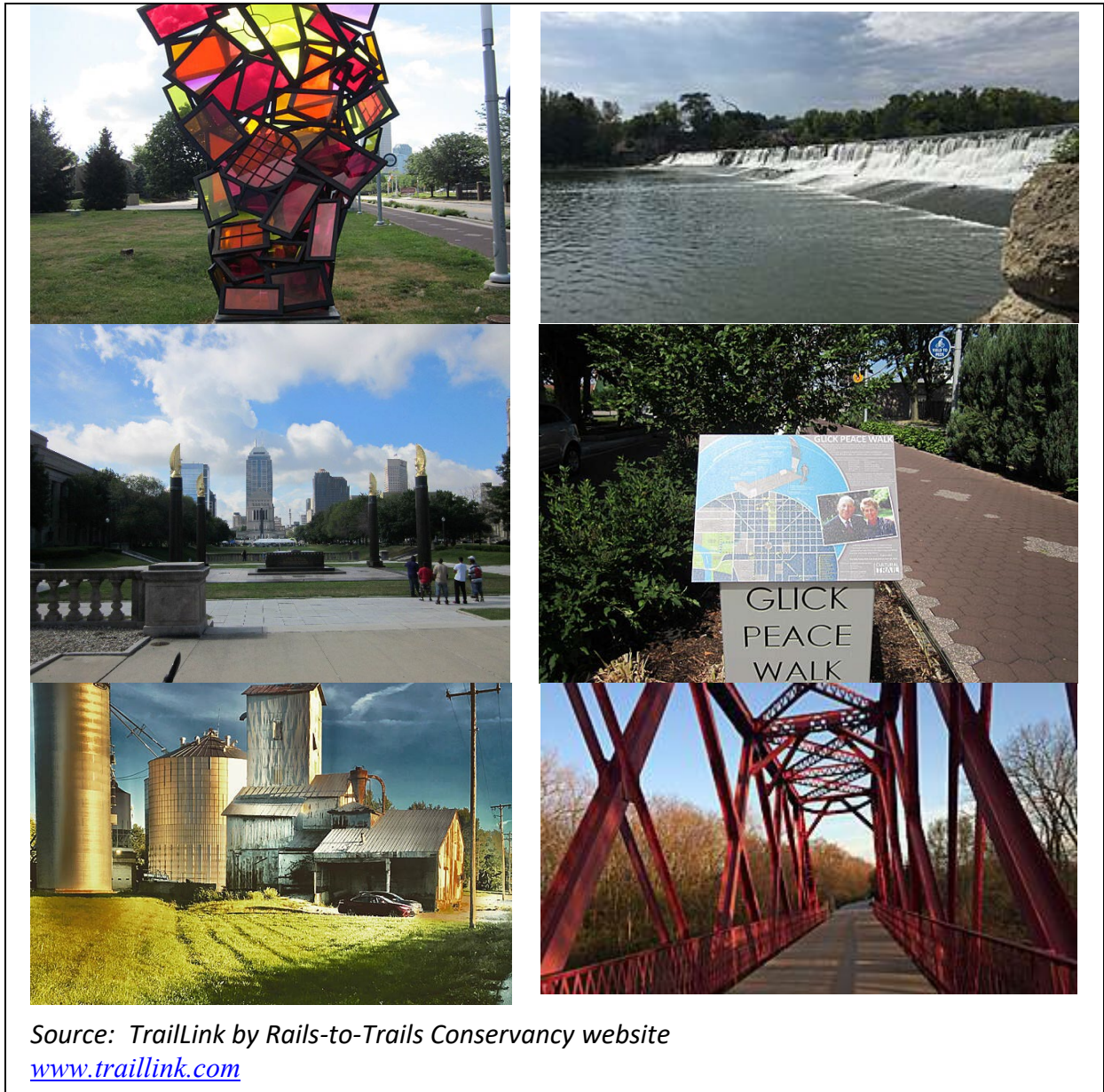
We’d simply suggest a focused look at multi-modal paths and trails, each steeped in placemaking tactics, to provide a real community asset.

Cultural Trail(s)

The Indianapolis Cultural Trail is an interesting example of placemaking that creates real estate value and revenue opportunities. As part of a “paths and trails” program, Rio Vista could consider an enhanced version that is more interesting for visitors and residents alike.

The Indianapolis Cultural Trail is intended to connect and promote the city’s cultural assets, with a significant focus on the City’s diversity and multi-cultural heritage. The Central Indiana Community Foundation and the City of Indianapolis achieved its “cultural connection” goal but also raised the bar by also seeking additional outcomes with its Cultural Trail.





The outcomes brought about by the Indianapolis Cultural Trail include:

- A vastly safer, more accessible bike and pedestrian environment, in a downtown that had always prioritized cars.
- Visual beautification through landscaping, public art, and paving treatments that made an aesthetic transformation and drew private investment.
- Stormwater management, through 25,000 SF of beautiful stormwater planters built into the trail which minimized the need for sewers.



- Overall, the creation of a distinctive attraction for downtown would draw visitors, residents, and all those frequenting downtown.
- A large return on investment, as neighborhoods along the Trail boomed with residential and retail investment.



Shown above, a part of Indianapolis' Cultural Trail. The "B" notations are "points of interest" along the trail. The trail encourages walkers, bikes, and scooters. The trail is used by residents and visitors alike, and for some, it is the commuter path between home and work.



Government Sector

Estuarine Research Facility and Similar Facilities

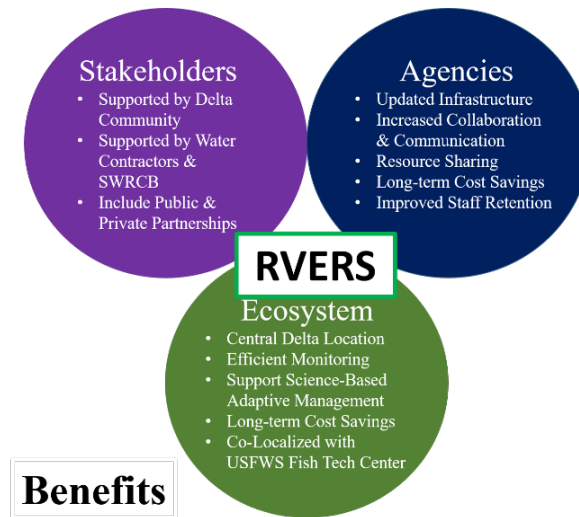
The Rio Vista Estuarine Research Station (or RVERS, pronounced “rivers”) was meant to be a future state-of-the-art research and monitoring station to combine Interagency Ecological Program field activities. According to the State of California Interagency Ecological Program, RVERS is envisioned to be set up in a centralized Delta location in the City of Rio Vista and bring together federal and State scientists from multiple agencies focused on conducting science to support a reliable California water supply and protect our estuarine ecosystem.

As of April 2023, the RVERS project and the promised benefits that it would have brought to Rio Vista was put to a close. However, other opportunities open up once the Army Base property is remediated and open for development – thus also opening the doors for the City’s growth in economy as well as tourism.

It is worthwhile, though, to discuss what a facility such as RVERS could bring forth towards a city’s economy, educational opportunities, ecological advocacy, and tourism. An opportunity such as RVERS might open again for Rio Vista. Examples of facilities that serve both as a research facility and a tourist attraction are:

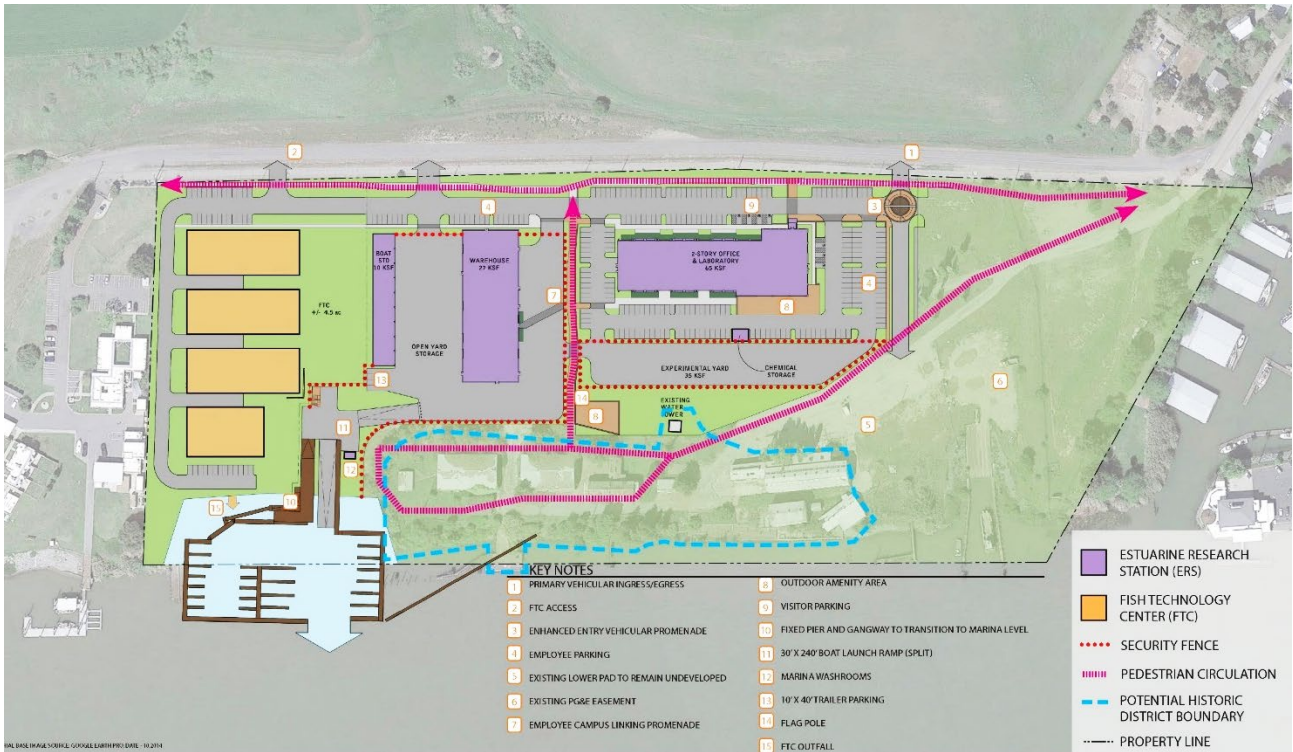
- Atlanta, GA – Georgia Aquarium
- Long Beach, CA – Aquarium of the Pacific
- Monterey, CA – Monterey Bay Aquarium
- San Diego, CA – San Diego Zoo
- Baltimore, MD – National Aquarium
- Chicago, IL – Shedd Aquarium
- Washington, DC – Smithsonian’s National Zoo & Conservation Biology Institute
- Pittsburg, PA – Powdermill Avian Research Center (PARC)

The diagram below lists some of the benefits that could have been gained from RVERS and facilities like the examples above:





Shown above and below, an architect's rendering of a part of the Estuarine Research Facility.



Automotive and Farming Vehicles

Rio Vista is already home to several auto dealerships and farming equipment businesses. Cities throughout the U.S. have focused considerable resources on developing “auto malls” that include multiple dealerships in one location. Rio Vista has dealerships, but not the promotional packaging of an auto mall.

Auto Sales Test Track

The City could work with its dealerships to create a “test track” where consumers could try vehicles on tracks offering varied road conditions.

As an example, at various auto and motorcycle dealerships around the U.S., dealers have included test tracks as part of their facilities. We have been exploring whether at a “hybrid” retail outlet mall or on a dealer-adjacent site, a major automobile and cycle dealership complex could be created that is centered around a “best of species” test track.

The idea is that the test track could be the draw as much as the motor vehicle sales.

Below are examples of “closed environment” test tracks. These venues test vehicle agility over rough road conditions including steep hill climbs. None has the acreage available for longer runs to achieve highway speeds.

One of the larger examples of this type of facility is Ziegler Action Park. Upon opening in 2016, Zeigler Motorsports became the world's largest action park and motorsports dealership, creating a singularly unique destination for motorsports enthusiasts.

Could the Rio Vista Airport property play a role in this?

Examples of automotive dealer test tracks:

- **Cross Chrysler Jeep Fiat** (Louisville, Kentucky) – Louisville’s Only Jeep Test Track-Cross Jeep Louisville
- **Naperville Auto Test Track** (Naperville, Illinois) – This multi-dealer track provides a way for customers to safely test drive passenger cars, light trucks, and sport utility vehicles in a closed environment. The track allows drivers to experience everyday road conditions during their test drive, such as asphalt roadway, a railroad crossing, cobblestone surface area, suburban driveway, high bank testing area, skid pad, and for SUVs, a hill climb and rough road section.



- **Beardmore Chevrolet** (Bellevue, Nebraska) - This dealership has a test track with a realistic off-road experience including moguls that pushes the limits of what a Chevrolet can do. In particular, the test track displays the unique independent suspension of Chevrolet models like the Silverado, Equinox, and Traverse.



Shown above are examples of automotive dealer test tracks

Agricultural Industries

Floral Growers

A floral grower company could be attracted to Rio Vista, as a central location for regional growing/distribution.

With an active rethink of global supply chains underway, we wonder if California floral growers may see an increased market share.

Rio Vista, with its business park and municipal airport, may have some competitive advantage in operating within this industry.

The U.S. Department of Agriculture tracks this agricultural product and reported that 80 percent of the cut flowers purchased in the U.S. are still imported, but the value of domestic floriculture rose nine percent from 2015 to \$4.77 billion in 2018. Additionally, the number of producers increased eight percent between 2015 and 2018 — and keeps growing.



Exhibit N: Best-selling flower varieties – Select Examples

<ul style="list-style-type: none">▪ Sunflowers▪ Ageratum▪ Dahlia▪ Lavender▪ Delphinium▪ Zinnias▪ Peony▪ Scabiosa (Pincushion flower)▪ Larkspur▪ Snapdragon	<ul style="list-style-type: none">▪ Roses▪ Verbenas bonaerenses (Tall Verbena)▪ Salvia▪ Yarrow▪ Bells of Ireland▪ Campanula▪ Nigella or Love-in-a-mist▪ Anemone▪ Ranunculus▪ Tulips
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Source: StoneCreek Partners LLC

The Association of Specialty Cut Flower Growers (ASCFG) is an important association for this industry.



Shown above is an example of a Floral Growing Operation

Meat/Poultry Processing

There is an increased interest now in supplying a more sustainable, regional meat/poultry processing supply chain.

California needs more small-scale slaughter and cut-and-wrap facilities. They are safer for workers and distribute skilled jobs throughout rural communities where they are needed.

In the wake of the Pandemic, California has had its best opportunity in a long time to expand supplies of local meat through broader geographic distribution of new processing plants as well as expansion and upgrading of existing “custom exempt” facilities.



Amid Sacramento’s annual Farm to Fork celebration, a glaring contradiction remains: The Pandemic and this summer’s ransomware attack on JBS (the world’s largest meat processor) disrupted the four industrial processors centered in the Midwest and South. Together they supply much of California’s meat. California’s small- and mid-scale livestock and poultry producers lost access to local processing as large-scale producers that usually export animals to the industrial plants took over the state’s small processors. COVID-19 sickened thousands of plant workers, hundreds died and tens of millions in lost wages resulting from the closures, particularly harming rural communities.

These events showed that the concentration of processing is dangerous. California must act to increase its own meat supply chain resilience, protect workers, and aid rural communities.

We realize that most people do not like the idea of such facilities near where they live. We noticed though the historic meat processing plant(s) over in the Birds Landing area and thought that with State and Federal support, such facilities could be placed on County land away from Rio Vista.

Select meat processors in the region include:

- **Grimaud Farms-California** / specialty poultry - 2716 E Miner Ave, Stockton, CA 95205
- **Petaluma Poultry** - 2700 Lakeville Highway, Petaluma, CA 94954
- **Foster Farms** / Poultry - Livingston, California
- **Harvest Meat Co.** / meat wholesaler - 7225 Florin Mall Dr, Sacramento, CA 95823
- **Courage Production** / Sausage - 2475 Courage Dr, Fairfield, CA 94533
- **Miller Packing Co.** / Hot Dogs - 1122 Industrial Way, Lodi, CA 95240
- **Yosemite Meat / Yosemite Foods** - PO Box 31480 Stockton, CA 95213 (also in Modesto, CA)

Life Sciences Industries

The State of California, including the Bay Area, is the top recipient of National Institute of Health (“NIH”) grants among all U.S. states. NIH grants help to propel the Life Sciences Industry where they are funded.

We have reviewed the potential for “life sciences” companies to locate in Rio Vista. We believe the potential for Rio Vista in this sector is difficult to pursue, however with the location of what could have been the Estuarine Research Facility in Rio Vista, and with the packaging of other similar companies and industry already in Rio Vista and environs, that life sciences companies could be pursued.

Prospective companies for this industry would need to be those that do not mind being outside the known company clusters that dominate location decisions.



Exhibit O: National Institute of Health, 2020 Grants

	State	# of Awards	2020 Funding		State	# of Awards	2020 Funding
1	California	8,900	\$ 4,996,305,832	30	Rhode Island	521	\$ 229,465,735
2	Massachusetts	5,654	\$ 3,295,948,531	31	Iowa	504	\$ 223,155,523
3	New York	6,081	\$ 3,187,154,703	32	South Carolina	478	\$ 222,142,009
4	Maryland	2,678	\$ 2,254,903,122	33	Louisiana	374	\$ 193,751,126
5	North Carolina	2,650	\$ 2,204,154,708	34	Nebraska	288	\$ 133,619,709
6	Pennsylvania	4,080	\$ 2,040,306,377	35	Oklahoma	267	\$ 132,133,208
7	Washington	1,796	\$ 1,630,628,091	36	New Hampshire	233	\$ 120,672,167
8	Texas	3,201	\$ 1,509,154,057	37	Kansas	264	\$ 119,649,739
9	Illinois	2,285	\$ 1,130,299,723	38	New Mexico	202	\$ 115,779,322
10	Ohio	1,921	\$ 982,992,962	39	Maine	155	\$ 104,389,042
11	Michigan	1,908	\$ 895,759,318	40	Arkansas	125	\$ 77,281,678
12	Georgia	1,493	\$ 778,728,034	41	Vermont	124	\$ 71,562,053
13	Florida	1,505	\$ 738,430,763	42	Hawaii	91	\$ 63,591,695
14	Tennessee	1,257	\$ 704,376,105	43	Delaware	112	\$ 54,912,893
15	Missouri	1,372	\$ 687,153,234	44	Montana	85	\$ 54,764,440
16	Connecticut	1,385	\$ 683,555,538	45	Puerto Rico	77	\$ 49,611,681
17	Minnesota	1,252	\$ 682,750,216	46	Mississippi	91	\$ 46,365,898
18	Wisconsin	1,022	\$ 533,379,685	47	West Virginia	87	\$ 45,547,955
19	Colorado	1,236	\$ 504,631,883	48	Nevada	73	\$ 44,235,848
20	Virginia	946	\$ 493,049,705	49	South Dakota	46	\$ 27,361,220
21	Oregon	785	\$ 423,590,355	50	North Dakota	36	\$ 24,743,701
22	Alabama	753	\$ 383,496,345	51	Idaho	31	\$ 18,808,116
23	Indiana	792	\$ 375,365,667	52	Alaska	22	\$ 15,887,731
24	New Jersey	680	\$ 352,260,571	53	Wyoming	19	\$ 12,808,992
25	Arizona	554	\$ 282,446,242	54	Guam	2	\$ 2,058,324
26	Foreign	565	\$ 263,232,639	55	American Samoa	2	\$ 497,841
27	Utah	624	\$ 260,235,863	56	Virgin Islands	2	\$ 403,329
28	Kentucky	468	\$ 243,544,797				
29	District Of Columbia	427	\$ 240,111,339				

Source: National Institutes of Health grants database - <https://report.nih.gov/award/index.cfm#tab1>



Trucking & Logistics Industry

As California attempts the transition to electric vehicles and trucks, along with increasing autonomous vehicles, the City can collaborate with its local fuel facility operators in adapting existing venues to new requirements. In Rio Vista and the neighboring cities, Highway 12 is currently a busy route for commercial truckers, given the direct path it offers from the Stockton area to Solano County and other Bay Area communities. Placement of even fast-charge EV stations is an interesting strategic question. Is there a rationale for encouraging mid-trip EV charging more towards Main Street than along Highway 12, to give drivers something to do as their charge completes?

What are now traditional “truck stops” offering diesel fueling and trucker, could soon become a new form of transportation “service stations” – borrowing an original term from the beginnings of the U.S. interstate highway system. There will be significant testing for autonomous truckports (see **Exhibit P**) in coming years. Rio Vista could offer a site for such a test facility – it is not uncommon for new technology to be tested in so-called “off Broadway” sites such as Highway 12, before being introduced at the busiest of locations (see **Exhibit Q** for a map and list of current area truck stop facilities).

In August 2023, Pilot Company and Kodiak Robotics announced a strategic agreement to develop services for self-driving trucks at Flying J and Pilot truck travel centers in the U.S. Kodiak Robotics is focused on autonomous trucking. The first autonomous “truckport” is under development in the Atlanta area as a test location for evaluating self-driving truck serving requirements. Kodiak trucks are purpose-built to operate at level four autonomy meaning no-driver.

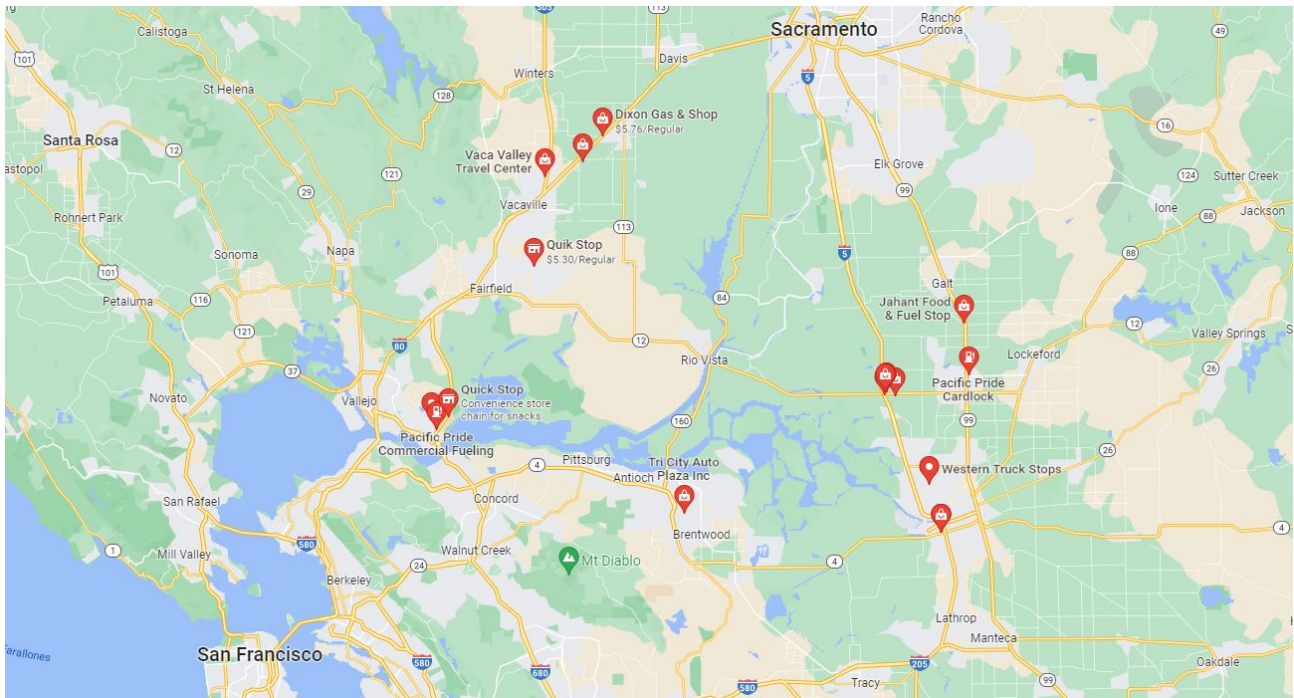


***Exhibit P:** Shown above, an interstate truck stop design in exploration by SCP’s AEC Creative unit, featuring pull-through overnight spaces (or charging spaces), roadside repair station, and other trucker amenities assuming the transition to driverless / all-electrical will be phased in with new trucking technologies co-existing with traditional truck stop amenities for some period.*



Exhibit Q: Area truck stop facilities – List and Map

			Parking Spots	Showers
Sidhu Chevron Truck Stop	6854 Sievers Road	Dixon	10	-
Flying J Travel Center	345 Roth Road	Lathrop	100	9
Joe’s Travel Plaza	15600 S. Harlan Road	Lathrop	2	-
Fast Lane Central Valley	116 Roth Road	Lathrop	-	-
TA Travel Center	435 Winton Parkway	Livingston	120	-
3 B’s Truck and Auto Plaza	14749 Thornton Road	Lodi	15	-
Flying J Travel Center	15100 Thornton Road	Lodi	187	15
Love’s Travel Stop	15250 Thornton Road	Lodi	90	0
Sacramento Forty-Niner Travel / Pi	2828 El Centro Road	Sacramento	25	12
STP Sac Valley Truck Stop	7891 Stockton Blvd.	Sacramento	35	2
French Camp Fuel Plaza	5777 French Camp Road	Stockton	-	-
76 Express	5777 S French Camp Road	Stockton	30	-
Vanco Truck & Auto Plaza	1033 W. Charter Way	Stockton	30	-
Tracy Truck & Auto Shop	3940 N. Tracy Blvd.	Tracy	-	-
Vaca Valley Travel Center	151 Corcker Drive	Vacaville	5	-
Total diesel lanes, parking spots, and showers			649	38



Financial Services

Data Centers

Can Rio Vista supply next-generation data center locations along the Sacramento River, using river water as the required coolant?

A selection of new data centers around the world are designed to rely upon river water to mitigate the huge facility cooling requirements.

Within the region, Nautilus Data Technologies has developed a floating data center situated on a barge on the San Joaquin River. The 7-MW scalable facility is known as Stockton 1 Data Center. Nautilus has since teamed with Bechtel with the intention to develop additional such facilities in the U.S. and worldwide.

The 10,000 square foot Nautilus Stockton data center claims a zero-impact cooling system with high energy efficiency, no water consumption, no refrigerants, no water treatment chemicals, no wastewater, and no harm to wildlife.

Traditional processes to cool data centers include multiple heat transfers, coils, cooling towers and chilled water. In the Nautilus system, a coil directly on the back of the data rack collects heat, which is sent through two water exchange systems that do not use chemical refrigerants.



Shown above, the Stockton 1 Data Center, on the San Joaquin River in Stockton, California.



Call Centers

With global reshoring, can a U.S. call center be an attractive type of business for Rio Vista?

The outsourced customer service (call center) industry is evolving rapidly. The additional structural opportunities brought with technology as well as customer interface trends are among the trends.

These trends have caused companies to reduce staff and/or close their centers while offering employees the chance to work at home.

So-called “onshoring” and geographical proximity to customer base is becoming quite important since customer experience is becoming an important brand differentiator. Communication needs to be as local as possible for the brand to be relatable.

Bilingual talent is highly desirable these days.

Knowledgeable agents - Thanks to technologies like artificial intelligence and process automation, a growing number of low- to mid-level customer concerns can be resolved without human intervention. This means that the more complex issues are being driven to the contact centers. As such, even first-level agents possess much more advanced knowledge than they did five to ten years ago.

Omnichannel customer service - Today’s customers expect to be able to contact companies through any medium available, whether that’s by phone, email, chat, social media, or some other avenue.

Technological advancements - With cloud-based platforms, it’s increasingly feasible to work as a home-based agent, e.g., telecommuters. Virtual contact centers provide companies with access to far greater talent pools, as agents can be located anywhere, so long as they can access the platform.



Shown above are examples of call centers



Film and Television Industry

In the early days of Hollywood, Rio Vista saw interest by Hollywood filmmakers as a filming location. Even John Wayne spent some time in Rio Vista filming *The Big Trail* (1930). Rio Vista filming credits include those listed below. There are other films including short films, listed at IMDB, dating as far back as 1914 that credit Rio Vista or the Sacramento River as a filming location. We would note that some films neglect to list some location credits.

Howard the Duck (1986)

Rio Vista, California

The Wild McCullochs (1975)

Rio Vista, California

All the King's Men (1949)

Parts of film were shot in Rio Vista, California. This film won multiple Academy Awards in 1950:

- Best Picture
- Best Actor – Broderick Crawford
- Best Supporting Actress – Mercedes McCambridge

The Big Trail (1930)

with John Wayne

The Volga Boatman (1926)

Cameo Kirby (1914)

Film location is eastern Solano County, near Rio Vista, California



Rio Vista and environs offer numerous sites for location filming. Filming locations in Rio Vista and environs include:

- Deep channel river setting
- Incidental rivers
- Riverbanks, waterfronts
- River islands
- Docks and jetties
- Ranchland
- Small town “Main Street”
- Small town schools and public buildings
- Airport runway and incidental buildings
- Bridges



Residential Development

Residential Infill and Densification

Rio Vista is an attractive small town with a picturesque Sacramento River setting. Encouraging the development of infill opportunities is one means of accommodating population growth.

Senior Living and Care Facilities

- Active Adult, usually for those aged 55+, active adult communities are most often associated with planned communities offering detached or attached single-family housing.
- Independent Living, a congregate product but mostly about quality of life.
- Assisted Living, where some aspects of living require support or oversight.
- Skilled nursing facilities, where a resident (patient) simply cannot live on his or her own.
- Memory care (dementia), usually provided as an extension of assisted or skilled nursing facilities, where the care is more about dementia rather than other physical issues.
- Hospice care and small-scale board-and-care homes, the support is simply more personal and more residential in character.
- Continuum of care facilities, where several of the above options are included at the same facility, allow easy “aging in place.” Many senior independent facilities are part of larger continuum of care communities:

Atria Senior Living, 1400 Montego, Walnut Creek - independent living, assisted living, with memory care. www.atriaseniorliving.com

Merrill Gardens, 2600 Balfour Road, Brentwood - independent living, assisted living, with memory care. www.merrillgardens.com



Shown above, a senior living dining experience



Senior Assisted Living

We like the idea of pursuing an assisted living project in the Main Street district. There are presently no senior assisted living facilities located in Rio Vista. Senior assisted living is one type of facility among a continuum of facilities intended for seniors.

During community outreach efforts for the EDSP, much has been said about the dire need for a senior assisted living facility. In the current situation due to the lack of such facilities, elderly couples or the children of elderly couples must contend with the heartache and difficulty of having one part of a couple living in an active senior community while the other lives many miles away in a senior assisted living facility to get much-needed care.

Urgent Care

We also like the idea of pursuing an urgent care facility in Rio Vista, with a preferable location being the Main Street district because the location is the heart of the city. There are presently no urgent care facilities located in Rio Vista, with the nearest one being at least 30 minutes away – Antioch, Fairfield, and Vacaville. Urgent care is one type of facility among a continuum of facilities intended not just for seniors but for all demographics.

During community outreach efforts for the EDSP, much has also been said about the dire need for an urgent care facility.



Recreation

Cultural/Historical Travel

Some of the museums in Rio Vista and Solano County include those listed here:

- **Rio Vista Museum**
16 N. Front Street, Rio Vista
www.riovistamuseum.com

- **The Dutra Museum of Dredging**
345 St. Gertrudes Avenue, in Rio Vista
Dedicated to the history of dredging, the value of developing and reclaiming the California Delta, and the significant role The Dutra Group and the Dutra family has played within this field.
www.dutramuseum.org

- **Isleton History Museum**
27 Main Street, Isleton
www.isletonhistory.org

- **Western Railway Museum**
5848 CA-12, Suisun City
Founded to preserve the regional heritage of electric railway transportation as a living resource for the benefit of present and future generations.
www.wrm.org

- **Travis Air Force Base (AFB) Aviation Museum**
Building 80, 461 Burgan Blvd, at Travis Air Force Base
Founded to educate Airmen assigned to Travis AFB and the 60th Air Mobility Wing (AMW) in the importance of its worldwide strategic air mobility, humanitarian airlifts, and nuclear deterrence.
www.afbaviationmuseum.org

Our review of competitive museum-type offerings in the region indicates that Rio Vista and nearby Solano County venues have equal or better potential for appeal for those who travel for historic and cultural interest. Sacramento and Contra Costa County Museums include:

- **Dai Loy Museum and Related Museums**
13951 Main Street, Walnut Grove
Established in 1915, Locke is the last remaining rural Chinatown in America.
www.locke-foundation.org/locke-museums

- **Antioch Historical Society Museum**
1500 W. 4th Street, Antioch
www.antiochhistoricalmuseum.org



- **Pittsburg Historical Museum**
515 Railroad Avenue, Pittsburg
Preserving the history of the City of Pittsburg.
www.pittsburgmuseum.org
- **East Contra Costa Historical Society**
3890 Sellers Avenue, Brentwood
www.eastcontracostahistory.org

Flying Lessons and Flight Experiences

Founded in 1954, the Travis AFB Aero Club has supplied flight training and aircraft rentals for the members of the Travis Air Force team for over 60 years. The Travis AFB Aero Club is arguably the best-located Air Force Aero Club among the four such clubs in California and is the first U.S. Air Force aero club to use a fleet of Piper Aircraft equipped with glass cockpit technology from Avidyne.

The other California aero clubs are in the rural counties of Yuba, Kern, and Riverside counties:

- Beale AFB Aero Club, Yuba County
- Edwards AFB Aero Club, Kern County
- March AFB Aero Club, Riverside County



Training provided by the Travis AFB Aero Club includes:

- Private pilot, instrument rating, and commercial pilot
- Private pilot ground school
- Discovery flights – one-hour instruction flights behind the controls with an experienced instructor pilot, with scenic views over the Bay Area.



Hiking and Walking Holidays

Walking holidays are booked as weekly itineraries for hiking and walking enthusiasts. Hiking and walking tours are one of numerous tours offered by travel operators worldwide.

The City can offer walking experiences, organizing tours within the City as well as throughout the surrounding region. So-called “walking holidays” are particularly popular with international travelers, where guests book visits of a week or two, to a region with various walking (and hiking) experiences planned for each day.



One attractive aspect of this business is the limited capital required for start-up, and the ability to start small and thereafter to “ramp up” carefully. The key investment would be in time to structure the program, make wholesale deals with hotels and restaurants, to train and “certify guides,” to test places and best routes, and to promote the business by various means.

This type of business activity would have three strategic advantages over other tour operators, including 1) the general appeal (authenticity) of local guides in an era where cultural appropriation is popularly disdained; 2) the promise of “unique knowledge” of the region’s places and history; and 3) the potential for some special access to lands for a part of such tours, places that other tour operators cannot access.

Two leading tour operators are REI Co-op and Backroads, each of which supply such walking and hiking in select destinations worldwide.

- **REI Co-op** (www.rei.com) - Hiking is one of numerous “REI Adventures” offered on their website. In California, there is a major focus on the National Parks. The Delta experience could be positioned in a unique way including its convenience compared to the remote location of most National Parks.
- **Backroads** (www.backroads.com) - As with REI, Backgrounds provides numerous excursions for the National Parks. However, they do offer numerous other experiences including cycling in parts of California.
- **The Wayfarers** (www.thewayfarers.com) - The company is now focusing more upon Utah and Colorado vacations.



Shown above are hiking destinations that attract visitors

Rio Vista can offer recreation experiences of the region along with those closer to the city, as part of being a “base camp” for outdoor recreation.

Rio Vista is situated in a convenient location for visitors to enjoy a wide-ranging itinerary of outdoor activities in South Sacramento County and throughout Solano County.



Solano Land Trust oversees five unique properties consisting of natural areas and agricultural lands:

- **Rush Ranch** (Suisun City) – The 2,070-acre property was purchased in 1988 by Solano Land Trust. Consists primarily of marsh and rolling grassland. A 35-minute drive from Rio Vista City Hall.
- **Lynch Canyon** (Fairfield) - Solano Land Trust purchased the property in two parcels, completing the transfer in 1996. The Trust’s purchase followed county voter rejection of a landfill project proposed by Tri-County Development in the early 1980s. Lynch Canyon is a working ranch with free-range cattle. A 43-minute drive from Rio Vista City Hall.
- **Jepson Prairie** (Dixon) – The 1,560-acre property was purchased by the Nature Conservancy in 1980 and transferred to Solano Land Trust in 1997. In 1987 the National Park Service designated Dixon Vernal Pools, of which Jepson is the centerpiece, a National Natural Landmark. A 26-minute drive from Rio Vista City Hall.
- **King-Swett Ranches** (adjacent to Benicia, Fairfield, and Vallejo) - Purchased by the Trust over 2001 through 2005, consisting of three separate ranches totaling almost 4,000 acres – the Vallejo Swett Ranch, the Eastern Swett, and King Ranches.
- **Patwino Worrta Kodoi Dihi Open Space**, formerly known as Rockville Trails (Fairfield) – acquired by the Trust in 2012. A 1,500-acre property about a 39-minute drive from Rio Vista City Hall.

We note here that economic development can be multi-faceted; the Solano County Trust has preserved 22,000 acres of open space and created a compelling amenity for its residents and visitors. There may be similar opportunities closer to Rio Vista.



Outdoor Recreation Parks

Rio Vista has the foundational elements for a major Outdoor Adventures Park business. Outdoor adventure recreation parks have become a popular kind of venue for residents and visitors alike.

- Such facilities can include water, land, and air adventures. Should parachuting near the Sacramento River be a safe issue (with errant landings), nearby Davis has offered such activities.
- The Sacramento River, just south of Rio Vista, is known as a top windsurfing location.
- Discovery Flights with the Travis AFB Aero Club.
- Activities for all ages, including fishing.
- A way to organize additional river and general recreation activities.
- Includes “Guest Ranch” sensibilities of the American West.
- Could also be the City’s family entertainment center (“FEC”) for Rio Vista residents.
- Ranch/farm/river-to-table sensibilities are being integrated in such offerings.
- Overnight accommodations, from lodges and glamping, to more primitive camping options, are possible.
- This kind of venue requires a “base camp” facility from which to operate. However, various locations within the City can play role in hosting the business. It would not be difficult to shuttle guests for this business around the City to the various staging areas such as airport, beach, dock, running trail, and the like.

Some examples of publicly owned and privately owned recreation parks include:

- **Theodore Roosevelt National Park**, Medora, ND: horseback, hiking, biking, cinema, golf course, kayaking, bowling lanes, axe throwing, speedway, ice arena, hunting (pheasant, deer), shooting ranges (trap, archery), scenic tours.
- **Red Rock Canyon**, Hinton, OK: camping, hiking, fishing, swimming, “pop-up” glamping tents.
- **Kerfoot Canopy Tour**, Henderson, MN: zipline, rope courses (50 min from Twin Cities).
- **Sand Creek Adventures**, Jordan, MN : ziplines, rope course.
- **Bear Paw Beach**, Caledonia, WI: Midwest’s largest floating water challenge course, laser tag, live music, drone show.
- **Trollhaugen Adventure Park**, Dresser, WI: ziplines, rope course, snow tubing, skiing, snowboarding, live music.



- **Bromley Treetop Adventure**, Peru, VT: zipline, rope course, disc golf, alpine slide, bumper boats, climbing wall, giant swing, big splash waterslide, mini golf, spider climb, chairlift ride, space bikes, shoot & shower basketball, trampoline twin spin.
- **The Adventure Park at the Discovery Museum**, Bridgeport, CT: zipline, rope course, axe throwing.
- **Boundless Adventures**, Kenosha, WI: rope course, zipline, axe throwing.
- **Brownstone Adventure Sports Park**, Portland, CT: rock climbing, ziplines, wakeboarding, water slides, swings, water challenge course, cliff jump, kayak, paddleboard.
- **Chimney Rock State Park**, Chimney Rock, NC: hiking.
- **Rainbow Springs State Park**, Dunnellon, FL: swimming, fishing, paddling, snorkeling, tubing, walking trails, hiking, birding, camping (plus nearby ziplining, horseback riding, kayaking, gem mining at The Canyons Adventure Park).
- **Itaska State Park**, Park Rapids, MN: 32,000 acres: biking, canoe/kayaking, fishing, pontoon boats, campsites, cabins, birdwatching, wildlife viewing.
- **Tom Foolerys**, Wisconsin Dells, WI: indoor children’s activities, climbing, zipline, miniature golf, arcade, virtual reality, rides, laser tag, legends of lost jungle black light mini golf, elevated go-kart.



Guest Ranches

In the nearer term, a guest-ranch kind of facility would likely work well in Rio Vista, providing family getaways, teambuilding, and other experiences. Guest ranches are most common in the American West, outside of California as shown in **Exhibit R**.

Exhibit R: Guest Ranches located in the American West

Guest / Hunting Ranch	Business	Website	City	State	Accommodations / Notes
Burnt Well Guest Ranch	Guest	www.burntwellguestranch.com	Roswell	NM	A working ranch, since 2002. 10 guests max, 3 rooms.
Concho Hills Guest Ranch	Guest	www.conchohillsranch.com	Magdalena	NM	Situated on New Mexico ranchland; 7 guestrooms
Geronimo Trail Guest Ranch	Guest	www.geronimoranch.com	Winston	NM	4 cabins, capacity of 16
Los Pinos Guest Ranch	Guest	www.lospinosranch.com	Pecos	NM	Santa Fe National Forest fishing, birding, horses; 4 cabins
La Junta Guest Lodge	Guest	www.lodginginruidoso.com	Alto	NM	5 buildings house eleven 2-5 BR units; former guest ranch
Los Olmos Lodge	Guest	www.losolmoslodge.com	Glenwood	NM	Simple facility next to the Gila National Forest; 14 cabins
Cimarroncita Ranch	Guest	www.cimarroncita.com	Ute Park	NM	7 hotel style rooms
N Bar Ranch	Guest	www.nbarranch.com	Reserve	NM	Working cattle ranch In the Gila National Forest; 8 cabins
The Creek Ranch	Guest	www.creek-ranch.com	Santa Rosa	NM	Ranch house with 6 guestrooms
4UR Ranch	Guest	www.4urranch.com	Creede	CO	A luxury ranch experience' 4 "cottages"
Badger Creek Ranch	Guest	www.badgercreekranch.com	Cañon City	CO	Situated in the San Isabel National Forest; 8 guests max
Bar Lazy J Guest Ranch	Guest	www.barlazyj.com	Parshall	CO	Ranch house, cabins, 14 rooms
Black Mountain Ranch	Guest	www.blackmtnranch.com	McDoy	CO	Options include pack amp trips; cabins and guestrooms
Cherokee Park Ranch	Guest	www.cherokeepranch.com	Livermore	CO	6 lodge suites, 8 cabins
Circle Z Ranch	Guest	www.circlez.com	Patagonia	AZ	Cottages and guestrooms, 45 capacity
Colorado Trails Ranch	Guest	www.coloradotrails.com	Durango	CO	Flyfishing is a specialty of this guest ranch. 11 cabins
Coulter Lake Guest Ranch	Guest	www.coulterlake.com	Rifle	CO	Situated in the White River National Forest; 6 cabins
Drowsy Water Ranch	Guest	www.drowsywater.com	Granby	CO	700-acre all-inclusive guest ranch; 100 horses, cabins
Dunton Hot Springs	Guest	www.duntondestinations.com/hot-springs	Dunton	CO	Options to soak in hot springs waters; 13 guestrooms
Elk Mountain Ranch	Guest	www.elkmtn.com	Buena Vista	CO	Lodge rooms, cabins, 30 capacity
Elkhorn Ranch	Guest	www.elkhornranch.com	Tucson	AZ	Surrounded by the Baboquivari Mountains; Cabins
Flying E Ranch	Guest	www.flyingranch.com	Wickenburg	AZ	More of a guest ranch "resort"; 17 rooms, family houses
Latigo Ranch	Guest	www.latigotrails.com	Kremmling	CO	All-inclusive guest ranch; 32 maximum guests
Middle Creek Ranch	Guest	www.middlecreekranchco.com	Oak Creek	CO	Main house, 2 cabins, 20 capacity
North Fork Ranch	Guest	www.northforkranch.com	Shawnee	CO	5-room lodge, 3 cabins, 30 capacity
Rainbow Trout Ranch	Guest	www.rainbowtroutranch.com	Antonito	CO	Cabins, historic grand lodge
Sprucedale Guest Ranch	Guest	www.sprucedaleranch.com	Alpine	AZ	Main lodge and 13 guest cabins, along Beaver Creek
Sundance Trail Ranch	Guest	www.sundancetrail.com	Red Feather Lakes	CO	7 cabins plus lodge, 24 capacity
Sylvan Dale Guest Ranch	Guest	www.sylvandale.com	Loveland	CO	Cabins / guest houses, 40 capacity
Tombstone Monument Ranch	Guest	www.tombstonemonumentranch.com	Tombstone	AZ	18 unique guestrooms, in a unique Old West street motif
Tumbling River Ranch	Guest	www.tumblingriver.com	Grant	CO	Ranch house rooms, cabins
Vista Verde Ranch	Guest	www.vistaverde.com	Steamboat Springs	CO	10 cabins, lodge rooms, 52 capacity
Wind River Guest Ranch	Guest	www.windriverranch.com	Estes Park	CO	Christian family guest ranch next to RMNP; cabins



Adventure Resorts

There is a possibility for developing a unique destination-quality “adventure resort” at Rio Vista ... someday. There is a large precedent for such projects. These resorts are differentiated from other types of destination resorts, with their integrated active recreation program.

While the recreation offerings at each of these resorts are quite specific to their respective locations and guest segmentation, some common characteristics of each include:

- A singularly scenic if not majestic natural setting, often within or adjacent to a national or state park.
- Area archaeological, cultural, historic tours, and experiential education.
- Horseback trail rides, hiking, and sometimes, stargazing tours.
- Off-road driving in pristine wilderness area, whether in jeeps or all-terrain vehicles.
- Shooting, hunting, and fishing excursions, as available seasonally in the local market.
- Water sports, kayaking, rafting, and the like, where such activities are possible.
- Zip lines, ropes courses, climbing walls, and other “high adrenaline” experiences.
- At the more luxurious adventure resorts, locally derived spa treatments, tennis, and golf are not uncommon.

Listed below are several leading adventure resorts including two in the Western U.S. region. There are many others. Ojo Caliente Mineral Springs (first opened 1868) is not an Adventure Resort but is another product type example that is popular with travelers – placed at a mineral hot spring.

- **Nemacolin Woodlands Resort** (Pennsylvania) - Situated on 2,000 acres, Nemacolin Woodlands Resort is in the Laurel Highlands of Southwestern Pennsylvania. The resort offers all manner of activities from off-road driving, animal safaris, and shooting, to fine dining, golf and spa treatments.
- **Amangiri** (Utah) - Set on 600 acres in Canyon Point and built into the landscape, this all-suite luxury resort features views over the Grand Staircase-Escalante National Monument. Amangiri is an Aman Resorts property which specializes in small, exclusive resorts in extraordinary and often out-of-the-way places.
- **Zion Ponderosa Ranch Resort** (Utah) - The resort is built from a 10,000-acre ranch. “Zion Ponderosa Named Top 6 Adventure Resort by U.S. News and World Report Travel.” This adventure resort also promotes its “dark sky” views of the Milky Way.





Shown above, Adventure Resorts



Tourism/Visitor Industry

Economic development of a community's tourism (visitor) industry is an entrepreneurial pursuit – both in the private sector and the public sector. Many tourism facilities are unique “one offs” that are based on unique sensibilities of a region. Other tourism facilities are created based on the vision, enthusiasm, and hard work of the promoters (again, whether private or public sector).

The ideas that follow seem to have promise, from a market support and preliminary feasibility view, but each would require a dedicated effort to make happen.

Sacramento River Cruises

River cruises based at Rio Vista could be successful, with compelling excursion itineraries, and vessel(s).

River and lake cruises are a popular activity throughout the U.S., and elsewhere. Rio Vista's location along the Sacramento River an obvious opportunity, and an activity that recognizes the community's historic role as a steamboat stop between San Francisco and Sacramento.

River cruises typically depend upon such factors as:

- A compelling natural and/or developed view along the riverbanks and beyond.
- Points of interest, hopefully to view and visit, or intriguing incidents of the past.
- Vessels with an interesting look and passenger comfort.
- Enthusiastic excursion guides, well trained in talking about interesting local history.

As noted elsewhere in this EDSP document, one of the critical issues in planning for a river cruise business is the Rio Vista Bridge that spans the Sacramento River. The drawbridge, when raised, allows 135 feet of clearance but in its lowered position allows just 18 feet of clearance. Any time the drawbridge is raised, the vehicular traffic along Highway 12 worsens. Should river routes north of Rio Vista be of most interest to visitors, a dock departure north of the Rio Vista Bridge is implied while the most opportune sites for such departures may be on Rio Vista properties south of the bridge. If a vessel height of 18 feet or less would be made to work, then there may be no issues with the Rio Vista Bridge.

We note that other on-the-water cruises are also popular – including harbor cruises and ocean “shore cruises.”

Some examples of river and lake cruises in the U.S.:

- Upper & Lower Mississippi River



- Columbia River
- Snake River
- Chicago River
- Lake Geneva
- Lake Minnetonka



Lake Geneva shore cruise



Lake Minnetonka shore cruise

Wedding & Events Facility

Those planning family and other kinds of reunions, as well as destination weddings, are always interested in unique and memorable settings for their events.

Examples include:

- **Delta Diamond Farm Event Center** (Isleton, CA) – Dedicated to weddings and unique events, in a Delta region farm setting. www.deltadiamondfarm.com
- **Los Poblanos Inn + Farm** (Albuquerque, NM) – The inn is situated on an organic farm amongst 25 acres of lavender fields, cottonwood trees, and lush formal gardens. www.lospoblanos.com
- **La Mesita Ranch Estate** (Santa Fe, NM) – The facility can accommodate 22 guests and offers first-class amenities including an Olympian sized equestrian center, outdoor pool, a unique art collection, and a beautiful natural setting. www.lamesitaranchestate.com
- **El Rancho de las Golondrinas** (Santa Fe, NM) - a living history museum located on 200 acres in a rural farming valley just south of Santa Fe.





Shown above, Delta Diamond Farm Event Center in Isleton, California

Native American Casino

Rio Vista’s waterfront could include a Native American owned and operated casino. Indigenous tribes are part of the history of the region including lands on both sides of the Sacramento River in present-day Rio Vista. This Native American presence is a possible basis for an Indian Casino at Rio Vista.

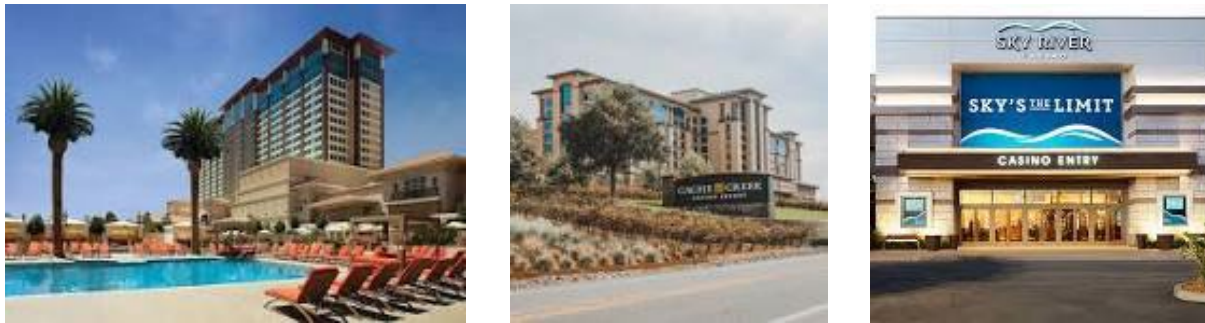
The ideal structure for such a development would require careful adherence to California law for such Indian-owned casinos, and Federal regulations. The facility would also require careful consideration for the casino program, so that benefits of lodging, shopping, and dining spends by casino patrons, would be earned by Rio Vista businesses adjacent to a sovereign-owned casino.

Some background:

- California is the nation's largest Indian gaming state in the nation with total revenues of \$9 billion annually. There are 76 Indian casinos and five mini-casinos.
- California tribal casinos and across the United States enjoyed record revenue in 2021. Across the nation, tribal casinos and other venues reported record gross gaming revenue (GGR) of \$39 billion for the fiscal year 2021. That’s a 40% increase over the \$27.8 billion collected in 2020, a period hard hit by COVID-19. Surprisingly, 2021 was 12% higher than 2019, which had set the all-time revenue record at \$34.8 billion.



- Native American gaming is an important source of revenue to tribal nations. For some tribes, casino wealth supplies a means to buy back ancestral lands lost during European takeover of their lands. Recently, the Shingle Springs Band of Miwok Indians bought multiple parcels off Sundance Trail near Placerville, CA, totaling 182 acres. The property is about three miles past the tribe's Red Hawk Casino.
- In California, tribes have bought land for the purpose of developing casinos. One example - the KOI Nation (Sonoma County) acquired a 60-acre parcel near Windsor, for the purpose of building a major casino resort. Necessary state and federal approvals are a multi-year process, including involvement of the Bureau of Indian Affairs at the Department of the Interior.



From left to right: Thunder Valley Casino, Cache Creek Casino Resort, and Sky River Casino

Examples include:

- **Sky River Casino** (Sacramento County) - Sky River Casino is owned by the Wilton Rancheria, a federally recognized tribe in Elk Grove. The tribe has partnered with Boyd Gaming, a Las Vegas company founded in 1975. Boyd Gaming will be the operator of Sky River Casino for the first seven years. Boyd runs 28 other casinos located in ten states.
- **Thunder Valley Casino** (Placer County) - Thunder Valley Casino is an Indian gaming casino owned by the United Auburn Indian Community. The casino is located near the city of Lincoln, CA, about 30 miles northeast of Sacramento.
- **Hard Rock Hotel & Casino** (Yuba County) - The Estom Yumeka Maidu Tribe of the Enterprise Rancheria added the casino site to their reservation land in 2002. After years of planning and legal challenges, construction began in 2016. The casino opened in late 2019.
- **Cache Creek Casino Resort** (Yolo County) - Cache Creek Casino is an Indian gaming casino owned by the Yocha Dehe Wintun Nation. The casino is located off Highway 16 in Brooks, CA, about 40 miles west of Sacramento and 68 miles from San Francisco. Cache Creek Casino opened in 2004.

Destination Restaurant

Rio Vista is an attractive setting for a unique destination restaurant, a common offering in rural locations.



Rio Vista offers riverfront, ranch, Main Street, and perhaps other suitable settings typical to successful destination restaurants. Critical success factors for such restaurants include:

- A compelling if not unique setting, whether location-based, story-based, or of a thematic nature.
- A compelling if possibly unique menu or a “signature dish.”
- Social media share potential, with ample if not signature “selfie” settings.
- Guest comfort.
- Fulfilling of a guest trip purpose, such as “Let’s Do Something Special,” or, “An Outing with a Significant Other,” and similar sensibilities.
- Possibly, a perception as among the great places, great moments, and great memories of a person’s life – people enjoy experiences that are in fulfillment of a “bucket list” item.
- Customers may enjoy these restaurants more than having to travel for the experience. A restaurant that is a bit off the “beaten path,” can be more compelling.

Examples of such destination restaurants include:

- **The Farmhouse Bistro, Bar & Backyard** (Spearfish, SD) – The restaurant features indoor and outdoor dining, local menu ingredients, and a small-town location (population 11,000).
- **Fox & Hounds Restaurant & Tavern** (Hubertus, WI) - Situated outside of Milwaukee, first established in 1933 after decades of family experience hosting fox hunts from their Kettle Moraine cabin and basement bar.
- **Blue Bill at Stone Barns** (Pocantico Hills, NY) – Chef Dan Barber’s farm-to-table restaurant serving tasting menus in a refurbished barn. Located about 30 miles north of Manhattan.
- **Rattlesnake Saloon** (Tuscumbia, AL) – The restaurant is built into a rocky hill, under a waterfall.
- **Single Thread Farms** (Healdsburg, CA) - Guests of the restaurant are treated to an 11-course tasting menu, showcasing the seasonal bounty from the owner/chef’s farm.
- **Popeye's on Lake Geneva** (Lake Geneva, WI) - Lake Geneva and environs has long been a second home and weekend escape destination for residents of norther Illinois, and the Milwaukee metro area.
- **Taste** (Plymouth, CA)
- **White Dog Hill and the Beany Bar** (Clinton, OK) – First constructed in 1925, re-opened as restaurant in 2007. Known for its unique menu and its panoramic prairie views





Shown above, set in the lush hills of the Hudson Valley just one hour north of New York City is Chef Dan Barber’s Blue Hill at Stone Barns. The complex is a combination year-round working farm and farm-to-table restaurant.

Roadside Attraction

Rio Vista could cause the creation of a “roadside attraction” along Highway 12 as it passes through the City.

Roadside attractions are among the great traditions of American highways. Some of these attractions, such as the Wall Drug Store in South Dakota, have become major tourist venues. There are other attractions much smaller such as ‘Aunty Sandy’s Banana Bread’ along the “Road to Hana” in Ke’Anae, Hawaii. Such attractions are about simple foodstuff, snacks, weird experiences, or the selfie opportunity in and of itself.

Such a roadside attraction has many possible local “authentic” foundations – from bait shops to fresh-caught fish, sheep wool, local artist offerings, regional wines, perhaps co-located with a visitor center serving the region. The visitor center could be themed and operated as a bit of an excursion outfitters company.





Shown above, roadside attractions

Sports Mega-Complexes

A Rio Vista sport mega-complex is another business type that would work given the substantial population centers in the surrounding region.

During initial Stakeholder sessions, the idea of a sports mega-complex in Rio Vista was raised. These are the facilities commonly seen that have a large offering of outdoor athletic fields, whether for soccer, baseball, and/or football.

As a location for such facilities, Rio Vista does have the advantage of a convenient travel distance for club teams, from surrounding population centers. However, for this kind of facility, Rio Vista would depend upon the most proximate of the 3,000+ nearby hotels outside of Rio Vista. Many of these sports mega-complexes host teams that come from significant distance and require overnight accommodations.

These venues require a large amount of land, which creates their inherent value. Urban and exurban locations simply don't have land of such scale to reserve for such use.

While sport mega-complexes are commonly known for offering numerous outdoor athletic fields, these facilities now routinely offer both outdoor and indoor sport fields and courts, along with training, restaurants, and even on-site location-based entertainment.

Sports mega-complexes have evolved over the last decade to become an established, albeit niche, real estate asset class. The major business objective for these facilities is the hosting of youth and adult tournaments and league play. So-called "club teams" (also known as travel teams) have become a particularly vibrant market segment for host community restaurants, hotels, retail centers, and entertainment venues.



Some of the more recently developed sports mega-complexes have included elements of outdoor recreation parks, creating destination facilities of even greater destination appeal.

Examples of such facilities:

- **Aurora Sports Park** – Aurora, Colorado
- **All Sports Village** - Windsor Locks, Connecticut
- **Apex Sports and Event Complex** – Hillsborough, New Jersey
- **Legacy Sports USA** – Mesa, Arizona. An indoor-outdoor sport park, at 320 acres one of the largest such facilities in the U.S.
- **Big League Dreams** – Manteca, California. One of a chain of baseball-focused sport parks, located in California, Nevada, and Texas.



Shown above, Sports Mega Complex

Destination Attractions

An added category of visitor facility is the idea of a “major destination attraction.” Towns that are popular among travelers oftentimes have a notable visitor attraction, which is among the reasons for making a visit.

The Delta does not have such a compelling attraction, except for the Delta itself. The Delta region is a beautiful and compelling place, but there are few if any destination attractions to mark a visit.



Rio Vista can become such an attraction and/or provide such a venue – probably in some combination of a more compelling Main Street with destination riverfront activities. We recognize of course that currently the Delta region is primarily a place for river recreation (fishing and boating), with a significant wine region having emerged in the Delta’s northeast.

As an example, Long Beach at one time famously bought the Queen Mary and Spruce Goose (the Howard Hughes massive all-wood-frame cargo plane), as attractions to initiate a visitor industry. Arguably, the strategy worked along with other contributing tactics, as downtown Long Beach is now a vital visitor destination with aquarium and waterfront restaurants, hotels, and shopping.

Regional destination attractions include:

- The Ryde Hotel, Walnut Grove
- Old Sugar Mill, Clarksburg
- Western Railway Museum, Suisun City
- Grand Island Mansion (Walnut Grove)
- Locke and the Locke Boarding House Museum State Park. Locke, the only town in the United States built exclusively by and for Chinese Immigrants.
- Walnut Grove’s Japanese Historic District and Miyazaki Bathhouse
- Isleton’s Bing Kong Tong Building and Asian-American Historic Districts
- In addition to destination attractions, there are of course many kinds of outdoor recreation available to visitors. But that is a different kind of visitor activity.



The Ryde Hotel, Walnut Grove

Rio Vista Main Street – could become such an attraction, with revitalization and new purpose.



Hospitality Sector

The lack of local overnight accommodations has inhibited visitor activity at or about Rio Vista. It can be difficult, though, to convince investors in the various forms of accommodations, without demonstrable existing business and/or visitor demand.

Overnight accommodation for Rio Vista can take several forms and be developed in a phased manner. We suggest the following as a framework for pursuing lodging development in Rio Vista:

- **New Rio Vista hotel(s)** – We see opportunities for development of conference-focused lodging as well as adventure resort lodging (whether in resort or “guest ranch” format). These niche facilities can pioneer the Rio Vista lodging market for more “free and independent” travelers to the region. These kinds of hotels would need to create their own demand by providing their own compelling activity programs and facilities for their guests.
- **New Rio Vista glamping** – Glamping has become a popular niche among travelers. Rio Vista can be an attractive location for such venues if compelling sites and settings can be identified, and an attractive kind of glamping unit can be offered. These are not large facilities in terms of unit count but can be a means of promoting Rio Vista as a travel destination. Glamping with a river and/or ranch view would seem to be two types of locations to explore.
- **New Rio Vista RV campground** – There are campgrounds in the region, but none are KOA (“Kampgrounds of America”) licensed. The KOA brand is important to many RV, cabin, glamping, and more primitive campers.
- **Event camping and pop-up tent glamping** – Some major event producers now provide “pop-up” glamping and camping during their festival runs. There are 3rd-party providers of such accommodations.
- **Short-term rentals and Bed and breakfast (“B&B”) venues** – To support an Annual Event Calendar and during peak Delta visitation periods, the City can promote among their property owners the short-term rental of their residences.

Glamping Venues

One of the interesting trends in the Adventure Recreation industry is the emergence of glamping and eco-tourism operators with a national presence.

Select national players for this hospitality asset class include:

- **Under Canvas** (Montana) – National operator. One of the early glamping developers, Under Canvas typically locates its “safari camps” adjacent to national parks. The featured tent accommodations are made of wood and canvas for aesthetic purposes. Now operating in



Zion National Park and Moab, Utah. The company also operates a pop-up event tenting business. www.undercanvas.com

- **Auto Camp** – National operator. Accommodations featuring modern and luxurious 190-SF Airstream units, in a camping sensibility evoking the great American road trip. The Airstreams are manufactured for this purpose by Thor Industries Inc. Financed by Whitman Peterson. www.autocamp.com
- **Exp Journeys** - EXP has developed an exclusive luxury camping program at remote sites throughout the national park regions in the U.S. Locations include Grand Canyon National Park – North Rim, Yellowstone National Park, on the shores of Lake Powell, in the Escalante region of Grand Staircase Escalante National Monument, and Capitol Reef National Park. www.expjourneys.com
- **Collective Retreats** – National operator. Each retreat is in an iconic destination and features luxury outdoor accommodations, exceptional culinary experiences, and genuine hospitality. Now operating in Texas Hill Country and in Vail, Colorado. www.collectiveretreats.com
- **Tentrr** – National operator. Tentrr provides a network of individual campsites with a standardized raised-platform and canvas tent with air bed situated on private land; each site an average of 12 acres. www.tentrr.com
- **Hipcamp** – National operator. A kind of Airbnb for campers; property owners rent through the website. Headquartered in San Francisco. www.hipcamp.com



An example of Glamping

KOA Campgrounds

There is no Kampgrounds of America (“KOA”) franchised (and branded) campground in the Delta region, although there are numerous campgrounds. Could Rio Vista develop the first such KOA facility? Existing campgrounds in the region include:

- Rio Vista RV Park



- Delta Marina Yacht Harbor
- Sandy Beach County Park
- Duck Island RV Park and Fishing Resort
- Rio Viento RV Park
- Eddo's Harbor & RV Park
- Vieira's Resort Inc.
- Snug Harbor RV Park & Marina
- Rivers Edge Marina & Resort
- Cannery Landing RV Campground
- Rancho Marina RV Park
- Ko-Ket Resort
- New Hope Landing RV Park & Marina
- Yogi Bear's Jellystone Park™ Camp-Resort: Tower Park



Yogi Bear's Jellystone Park™ Camp-Resort: Tower Park

MICE-Focused Facilities

A meetings and conference facility could work well in a Rio Vista “Delta” setting.

MICE is an acronym commonly used in the meetings and events industry, which includes meetings, incentives, conferences, and exhibitions (“MICE”). The MICE business is intended to encompass all those group events where companies, organizations, family groups, and other groups gather for a particular purpose.



- There is a significant variation in physical facilities and settings that are of interest to those organizing MICE events. The best MICE facilities provide a unique experience steeped in their natural settings, history, and local customs.
- There is also a significant variation in MICE facility ownership, including private-owned venues, municipalities, colleges and universities, and religious/spiritual groups.
- Among the clients for MICE facilities, there are all manner of reasons for gathering. In general, there are those meetings for business or organizational reasons, as well as gatherings for social and/or family commemorative reasons. Meeting planners active in the MICE industry tend to specialize either in organizational gatherings or social gatherings.
- The International Association of Conference Centers (IACC) offers certification for dedicated conference centers with IACC-specified design standards.
- United Camps, Conferences & Retreats (UCCR) is a nonprofit cooperative that operates retreat, conference, and camp facilities on behalf of numerous non-profit organizations. UCCR provides scale and market presence to such organizations that are not dedicated hospitality providers.

Some examples of such facilities, so-called Retreat & Conference Centers:

- **Grand Island Mansion**, Walnut Grove, CA www.grandislandmansion.com
- **Westerbeke Ranch**, Sonoma, CA www.thewesterbekeranch.com
- **Camp Navarro**, Navarro, CA www.campnavarro.com
- **UCLA Lake Arrowhead Lodge & Conference Center**, Lake Arrowhead, CA www.lakearrowheadlodge.com
- **Los Poblanos Historic Inn & Organic Farm**, Albuquerque, NM www.lospoblanos.com
- **Monte Toyon Camp & Retreat Center**, Aptos, CA www.uccr.org/montetoyon/
- Other IACC-certified Facilities

Examples of Youth & Retreat Camps include:

- **Alpine Camp & Conference Center**, Simi Valley, CA www.alpine-cc.org
- **Serra Retreat**, Malibu, CA www.serraretreat.com
- **NatureBridge** – Sausalito, CA and other locations www.naturebridge.org





Shown above, examples of Retreat and Conference Centers

Transient Visitors Dock

A transient (visitors) dock of at least 30 slips would provide a significant economic boost to Rio Vista’s Main Street and Riverfront businesses.

There are at least 7,000 boat slips within 15 miles of Rio Vista. That slip count represents a large pool of potential day trippers to Rio Vista, for a meal, event, services, or some shopping.

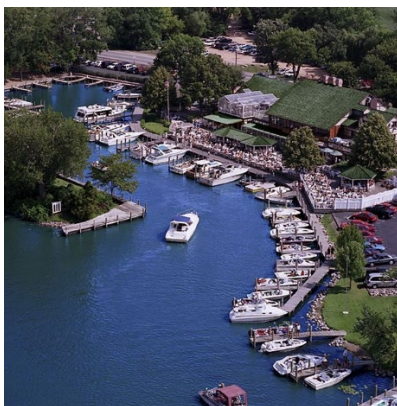
Presumably, any transient boat owner arriving to Rio Vista will likely have family, significant other, or a friend along. With 30 transient slips and a four-hour length of stay assumed, that could mean three to four turns on the slips each weekend and perhaps a couple of turns during tourist periods on weekdays.

30 transient slips:

Weekends: 2 days x 3 turns x 2.0 party size = 360 visitors per weekend

Weekdays – season: 5 days x 2 turns x 2.0 party size = 600 visitors per week

This amount of activity from transient slips on an annual basis would be a significant increase in visitor activity to the Main Street and Riverfront district of Rio Vista.



Shown above left, a transient dock adjacent to a major destination restaurant along Lake Minnetonka. At right, the Sacramento River as it passes by Rio Vista; placement of a transient dock would be best located as close to Main Street as possible.



Location Filming

Goal: Bring film location work to the area on a more frequent basis – the City and its environs has the history and shooting locations for this.

Pursuing location shooting with Hollywood location scouts can start with a simple website with excellent photography of potential locations. Outreach to film location reps can be accomplished with direct emails, mailers, and periodic follow-up.

Travis AFB Aero Club

Promoting the Discovery Flights offered by Travis AFB Aero Club operating at Rio Vista Airport can add a wonderful additional destination appeal for Rio Vista.

Economic Development Presence

Getting Rio Vista “on the map” with third parties involved with site selection professionals.

- Targeted outreach, for specific Signature Projects, and Aspirational Projects. This is a combination of direct third-party contact, some travel to prospects, and some hosting of prospects.
- Rapid response, for incoming site selection queries. The various outreach materials and methods noted here will create unsolicited queries from third-parties. Rapid initial response is essential.
- Community leadership promotions group, for presence during third-party site selection pitches and local tours. This community leadership team can take a role in growing a City lobbying and influence team.
- Website for economic development. Separate from but easily clicked from the City’s organizational website. This website will highlight the “Community Vision” (as agreed) and make the case for the vision and role of Rio Vista in the regional economy. For example, Rio Vista is situated within a large drive-time population.
- Rio Vista opportunity, 4-sheet stapled and email piece.
- Promotional packaging for Signature and Aspirational Projects approved for outreach by the City.
- Social media presence, organic tactics.



- Media (press) releases, internet posted and routed to trade publications. These are easy to write and post through one of the web-based PR hubs. The intention here is to gain additional density of web presence, part of overall search engine optimization tactics in “getting found.”

Next-Generation Truck Stop

Rio Vista should explore the “next generation” of truck stops that will support the coming all-electrical fleet and driverless vehicles.

Area Museums

The City should collaborate with the Rio Vista and Dutra Museums, to find what aspirations each has for its mission and what resources might be helpful. In addition, the City can explore with the museums what added formats might be supplied to heighten the experiences offered by each. For example, today’s museum visitors and cultural travelers enjoy innovative technologies that enhance experience and storytelling. A new format could be deployed throughout Rio Vista making the entire community a learning “edu-entertainment” experience.

Delta Resort/Marina Owners & Guests

Goal: Promote Main Street to South Sacramento visitors and resort/marina owners.

Rio Vista can become a popular destination for boat owners that keep or launch their boats at the region’s many marinas.

Rio Vista promotional tactics:

- Social media posts by a paid influencer handling the Rio Vista social media channels. Much of the posting can be informal and minimally produced; however, the posting should follow brand and point-of-view guidelines.
- Incentive rewards to marina owners sending their clients to Rio Vista businesses. Major tourism destinations routinely compensate hotel concierge personnel, cab and Uber drivers, and other referrers.
- Common promotional placards among participating Rio Vista businesses, increasing awareness of the Rio Vista program.
- Program promotional placards placed at South Sacramento marinas, each routinely inspected for presence and maintenance.



Past, Present, and Future Special Citywide Events

Rio Vista has already been established as a place for special events, a “core competency” and reputation that is a building block for more and larger events.

Exhibit S: Rio Vista Events

<p style="text-align: center;">4th Annual SHEEPDOG TRIAL 2017 RioVision & McCormack Ranch Wish to Thank Our Generous Sponsors</p> <p style="text-align: center;">GOLD SPONSOR Niman Ranch</p> <p style="text-align: center;">*****</p> <p style="text-align: center;">SILVER SPONSORS</p> <table border="0"> <tr> <td>Bank of Rio Vista</td> <td>Emigh Livestock</td> </tr> <tr> <td>Bank of Stockton</td> <td>Hamilton Brothers</td> </tr> <tr> <td>E.A Anderson & Son</td> <td>Rio Vista Sanitation</td> </tr> </table> <p style="text-align: center;">*****</p> <p style="text-align: center;">BRONZE SPONSORS</p> <table border="0"> <tr> <td>California Endive Farms</td> <td>Pets 4 All</td> </tr> <tr> <td>C21 M&M & Associates</td> <td>REPS Training Studio</td> </tr> <tr> <td>DeTar Livestock Inc.</td> <td>Rio Vista Auto Repair</td> </tr> <tr> <td>Dolk Tractor</td> <td>Rio Vista Bait & Tackle</td> </tr> <tr> <td>Harvey Lyman Group</td> <td>Riverside Elevator</td> </tr> <tr> <td>Higby's Country Feed</td> <td>Roswell Wool</td> </tr> <tr> <td>Jack Hirsch</td> <td>Schulz Construction</td> </tr> <tr> <td>Lira's Supermarket</td> <td>Shafer Real Estate</td> </tr> <tr> <td>Wilson's Auto Care</td> <td>Superior Farms</td> </tr> <tr> <td colspan="2" style="text-align: center;">Oilwell Materials & ACE Hardware</td> </tr> <tr> <td colspan="2" style="text-align: center;">Napa Auto Parts / Stewart Industrial Supply</td> </tr> </table> <p style="font-size: small; text-align: center;">Non-profits assisting with and benefiting from the event</p> <table border="0"> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Bank of Rio Vista	Emigh Livestock	Bank of Stockton	Hamilton Brothers	E.A Anderson & Son	Rio Vista Sanitation	California Endive Farms	Pets 4 All	C21 M&M & Associates	REPS Training Studio	DeTar Livestock Inc.	Rio Vista Auto Repair	Dolk Tractor	Rio Vista Bait & Tackle	Harvey Lyman Group	Riverside Elevator	Higby's Country Feed	Roswell Wool	Jack Hirsch	Schulz Construction	Lira's Supermarket	Shafer Real Estate	Wilson's Auto Care	Superior Farms	Oilwell Materials & ACE Hardware		Napa Auto Parts / Stewart Industrial Supply						<p style="text-align: center;">8th Annual Hog August Bites Rib & Chili Cookoff</p> <p style="text-align: center;">Aug 27 2022 STARTS AT 10am</p> <p style="text-align: center;"></p> <p style="text-align: center;">CAR & TRUCK SHOW</p> <p style="text-align: center;">- N. Front Street, Rio Vista, CA -</p> <p style="text-align: center;">Trophies for</p> <table border="0"> <tr> <td>Best of Show</td> <td>Best Interior</td> </tr> <tr> <td>Best Custom</td> <td>Best Stock</td> </tr> <tr> <td>Best Corvette</td> <td>Best Truck</td> </tr> <tr> <td>Best Under Construction</td> <td></td> </tr> <tr> <td>Best Foreign / Exotic</td> <td></td> </tr> </table> <p style="text-align: center;">\$30 ENTRY FEE INCLUDES T-SHIRT AND DASH PLAQUE</p> <p style="text-align: center;">Music, Craft Beer & Vendors</p> <p style="text-align: center;">Event Hotline - 707-469-3080 www.hogaugustbites.com</p>	Best of Show	Best Interior	Best Custom	Best Stock	Best Corvette	Best Truck	Best Under Construction		Best Foreign / Exotic		<p style="text-align: center;">BASS DERBY Rio Vista, California 2022 7th Annual</p> <p style="text-align: center;"></p> <p style="text-align: center;"></p>
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Rio Vista’s location within a reasonable drive-time of significant trade area populations, makes an annual event calendar a potential feasible program.

- Rio Vista is an attractive location in general for events, with its riverfront setting and reasonable drive-time from surrounding areas. A riverfront “festival park” could further anchor Rio Vista’s role as a regional unique events place.
- A slate of large events throughout the year can bring event guests to Rio Vista on a more regular basis, to pay admission and entertainment fees, and to eat, shop, and fill their gas tanks.
- An event calendar can help with establishing Rio Vista as a visitor destination before Signature Projects and Aspirational Projects can be developed.
- A slate of annual events is an attractive program for investors that may consider Rio Vista hotel, glamping, campground, and other overnight accommodation investments.



- A slate of annual events while requiring a capital investment, is far less daunting as an investment than most of the Signature Projects and Aspirational Projects.
- An annual event calendar can have a substantial multiplier effect in local consumer spending, as a result in the investment in the calendar.
- The best kind of event calendar will be steeped in local origin stories, authenticity, regional history, and local customs.
- The City’s Event Calendar would be publicized throughout the year on a new Rio Vista social media platform to the most popular social media apps. Content posted to each of apps would be intended to initially drive followers in an organic way. Over time, the same social media platform would be used to drive daily, weekly, and seasonal promotions of local merchants.

Halloween Season

A significant Halloween season offering could be part of Rio Vista’s annual event calendar. Halloween offerings are a big profit contributor to the attractions industry, earning a sizable portion of many entertainment companies bottom-line.

There is a sensibility in some attractions companies that it is a helpful goal to “own the holidays” with community-recognized unique events. The Halloween season is one such time of year, and many attractions operators operate the Halloween venues and events through a significant part of the September-October calendar each year.

Night-time offerings are of course some of the most popular with the public, but daytime can work as well with pumpkin patch offerings, costumes for sale, and large mazes and “hayrides” to explore.

Some regional examples include:

- **Unhinged at Winchester Mystery House** 525 S Winchester Blvd, San Jose
www.winchesterunhinged.com
- **Sacramento Scream Park** 4909 Auburn Blvd., Sacramento
www.screamparkcalifornia.com
- **Lemos Farm Pumpkin Patch** 12320 San Mateo Road, Half Moon Bay
www.lemosfarm.com/pumpkin-patch
- **Ranch of Horror** 900 N. Broadway, Turlock
www.ranchofhorror.wordpress.com/attractions/



- **Pirates of Emerson Haunted Themed Park**, Alameda County Fairgrounds, Pleasanton
www.piratesofemerson.com
- **Halloween’s Nightmare Island** 1080 Nimitz Avenue, Vallejo
www.nightmareislandvallejo.com
- **Fear Overload Scream Park** 2086 Newpark Mall, Newark
www.fearoverload.com
- **Six Flags Discovery Kingdom Fright Fest** 1001 Fairgrounds Drive, Vallejo
www.sixflags.com/discoverykingdom/events/fright-fest



Shown above, a design illustration for a hayride Halloween attraction, courtesy of AEC’s The Horror Company.

Music Festivals

Rio Vista can host mid-size music festivals, relying on lodging within reasonable drive-times.

There are many types of music events and festivals held throughout the U.S., including annual gatherings such as the Stagecoach Festival (country music), the Coachella Valley Music and Arts Festival (diverse genres), and the iHeartRadio Music Festival (more current pop).

Additional examples of the various genres include:



- **Sun City Music Festival** (El Paso, TX) - A two-day festival held each year in September, for 2017 featured more than 40 top electronic dance music artists including the Grammy Award-winning producer Skrillex, multiple Grammy Award-nominee Kaskadee, Swedish duo Galantis and the Chainsmokers. Three stages along with vendors and art installations. An estimated 25,000 people attended the festival on each of its two days.
- **Sonic Boom** (Rye, CO) - Held in Rye, Colorado each year in June, the most recent production appears to have hosted about 5,000 people. Tickets were priced at \$145 per day, with four-day general admission passes available.
- **Route 66 Summerfest** (Albuquerque, NM)
- **Festival Eclectica** (Angel Fire, NM)
- **Bluegrass and Traditional Music Festival** (Red River, NM)
- **Red Dirt Black Gold Festival** (Artesia, NM)
- **Globalquerque! Celebration of World Music and Culture** (Albuquerque, NM)
- **Mariachi Spectacular de Albuquerque** (Albuquerque, NM)

One popular music genre is electronic dance music (EDM). EDM is a broad range of percussive electronic music performances produced for nightclubs, raves, and festivals. EDM producers and DJs perform their music live in concert or festival settings.

Popular music and its many niche genres tend to evolve. Of late, K-pop music from South Korea is sweeping the world and is proving popular in the U.S. The event, KAMP LA 2022, featured such music at the Rose Bowl (Pasadena, CA) and included numerous South Korean K-pop artists and groups.



Shown above, crowd-drawing concerts and/or music festivals.



Triathlons

With its Sacramento River location and surrounding rural roads and ranches, Rio Vista could host a triathlon of interest to triathletes in the region and beyond. A triathlon is an event for athletes trained for endurance, that typically consists of running, cycling, and swimming. Triathletes undertake each race segment sequentially, competing for the fastest overall completion time.

A couple of triathlons we identified during our work include:

- **Great American Triathlon** – staged in Sacramento, CA at the American River’s William Pond Recreation Area, with segments for run, bike, and paddle. This event promises no swimming. Held in July of 2022; next race to run on July 15, 2023. www.greatamericatriathlon.com
- **Discovery Bay Triathlon** – we understand that this event was not held during the Covid-19 Pandemic. The next running of this triathlon appears scheduled during April 2023.

Capital Road Race Management (CRRM) is one organization in the region that could partner with the City in exploring the feasibility of such an event. CRRM describes itself as Northern California’s premier race management and timing company.



Shown above, triathlons are known to bring many visitors to an area

Trail and Road Running

Trail and road running camps and excursions are an interesting travel niche and of increasing popularity with women.

Some examples:



- **Run Wild Retreats** (Moab, UT) – Operates retreats in North America and select international locations. Promotes itself for “trail running + wellness retreats for women.” Moab retreats are held over four days and three nights. Three sessions planned for 2020. www.runwildretreats.com
- **San Juan Running Camp** (Ouray, CO) - www.highlinerunning.com/san-juan-running-camp
- **Run Mindful Retreat** (Boulder, CO) – Retreats organized by professional ultra runner Timothy Olson and Krista Olson. www.adventuremindful.com
- **Trail Runner’s Camp** (Snowmass, CO) – www.trailrunnermag.com/snowball/summer-2019-running-camp
- **Rob Krar Ultra Camp** (Flagstaff, AZ) – www.robkrar.com
- **McMillan Running Getaway** (Flagstaff, AZ) - www.mcmillanrunning.com
- **Furman Institute of Running and Scientific Training Adult Running Camp** (Greenville, SC)
- **Zap Endurance Running Vacations** (Blowing Rock, NC) – www.zapendurance.com
- **Aspire Adventure running** (Various Locations)

Obstacle Running/Races

Obstacle runs and a potential training facility for such would work well in Rio Vista.

Obstacle Course Racing (“OCR”) is an event which requires an athlete to run through a variety of varied obstacles.

Obstacle course racing has become a popular special event in the U.S., drawing a range of participants from first timers to expert course runners. This recreational activity has become popular due to an array of arduous unique events (drawing thousands of participants), and U.S. television shows offering compressed versions with extreme obstacles to conquer.

‘American Ninja Warrior’ is an NBC television show placing competitors on such extreme obstacle challenges. This American show was itself based upon a Japanese series, ‘Sasuke.’

Many years ago, the television show ‘American Gladiators’ offered a similar viewing experience; however, that show featured a more muscle-bound competitor versus the wiry strength and endurance of ‘American Ninja Warrior.’



Separate from offering a permanent, semi-permanent, or even “pop-up” obstacle course, we also suggest seeking to take part as a host facility for one of the major sanctioned Obstacle Course races:

- **Spartan Races** are a series of obstacle races of varying distance and difficulty ranging from three miles to marathon distances. They are held in US and have been franchised to 30 countries including Canada, South Korea, Australia, and several European countries.
- **Tough Mudder** is an endurance event series in which participants try 10- to 12-mile-long obstacle courses that challenge their mental and physical strength.
- **Warrior Dash** is a 5 km mud run put on by Red Frog Events, an event company based in Chicago, Illinois.

Speedboat Racing

Speedboat racing has been hosted in the region, including at Isleton. There may be potential in a Rio Vista-hosted event.

We understand that speedboat racing events can draw a considerable number of racers, along with spectator vessels of all kinds.

We see in past press coverage that Delta Thunder high speed boat racing was hosted by the town of Isleton on October 3 and 4, 2009. The races took place each day between 11:00 am and 5:00 pm. Racing classes included the Sport C Class, the Cracker Box Class, SST 120 Boats, and SST 45 Tunnel Boats. The course was approximately one mile in total length.

People gathered to view the races along the levees on both sides of the Sacramento River. The river was closed to traffic during the actual races, with boats being allowed to go ahead between the races. The waiting boats had a front row seat to view the races, with some transiting boaters choosing to drop anchor and remain as spectators.

The California Speedboat Association is mentioned in press reports as a sanctioning organization for such races.

The Delta Boat Racing Association is also listed as based in Isleton.

The Big Cat Poker Run is a larger event, identified in press coverage as Northern California’s biggest annual speedboat event. Participants enjoy a course that includes Discovery Bay, Pittsburg, Stockton, and many additional parts of the California Delta.





Shown above, speedboat racing



Public Policy Options and Formulas for Success

Appendix F



Public Policy Options for Empty Storefronts

1. Declaration of the Problem

A concern was raised about empty storefronts in the downtown core. The City should confirm an overall economic development program (the “Program”), along with enabling provisions including an empty storefronts mitigation plan. The process of considering and adopting the Program is an opportunity to “telegraph” the City’s intentions early and often so that no property owner is surprised by a more active City. More importantly, some property owners may move from a passive approach to engaging for their own benefit with the community economic development process.

There are several layers to an effective empty storefront problem. Each layer of issues needs to be orchestrated as one integrated program. The City can pursue several initiatives that can pressure passive (or fully inactive) property owners towards more active tenant attraction and retention, and at the same time, promote new economic activity that brings such additional value to property owners that helps to justify a more active approach. Along with these overall methods, the City can work with many property owners to form economic zones, business improvement districts, tax increment districts, and enable specific interventions, where it becomes difficult for a property owner to resist the community’s needs to grow economically.

2. Start with First Economic Development Initiatives

The most effective means to mitigate empty storefronts is to bring new consumer demand to the City. The problem of store vacancies begins as a problem of demand. More importantly, the announcement and movement on a series of economic development initiatives will bring interest in the City’s storefronts among store owners and restaurateurs new to the community.

Over generations, Rio Vista has seen many once successful shop owners shutter their stores. A lack of consumer demand for products from these shops caused the shuttering. Local property owners have limited control over broad consumer purchasing preferences and regional/national economic trends.

We note that there are grants available to help in starting the Program with feasibility studies and other capacity building. The Economic Development Administration’s Local Technical Assistance program is one example.

3. Business Improvement Districts

Business Improvement Districts (“BIDs”) are designated City districts where the business owners are assessed annually to fund activities and improvements to promote their individual businesses.



BIDs require property owner agreement to take part, which is a helpful exercise in local community teambuilding. The process can help to find those property owners that join with the community's interest to promote common economic growth, as well as those that desire instead to keep with their own interests.

4. More Detailed Zoning and Code Enforcement

The Riverfront and Downtown areas could have carefully written zoning categories to ensure that essential service and community quality of life objectives are maintained. Shops along Main Street and on select traversing streets and adjoining neighborhoods can have zoning codes that prohibit, for example, non-retail uses along a retail corridor.

Active code enforcement is helpful in showing an expectation of safety and quality of life in the community. The activity itself is another way to send a message to property owners that the City and the community are interested together to ensuring the long-term vitality of the community for all residents and businesses.

5. Property Tax and Sales Tax Abatement

The City could offer a program of tax abatement (property taxes and/or sales taxes), when property owners make improvements that attract retail tenants of a type deemed essential by the City. Presumably, a property owner would be able to offset property and/or sales taxes up to the amount paid out to attract such a tenant. Leasing commissions paid to a third-party broker might be considered eligible for such reimbursement as part of an overall capital improvement spend.

6. Tax Increment Financing

So-called "Tax Increment Financing (TIF)" tools are post-redevelopment tools for funding infrastructure and economic development. TIF captures incremental growth in tax revenues (usually property tax, although other types of revenue can also be collected) beyond what taxing entities currently receive within a designated geographic area. TIF can be used directly for subsidies, or as a cash flow to retire a financing instrument.

The State of California seems most interested in encouraging affordable housing with such TIF financing. We are reviewing what else has been done in the economic development area that could be of interest to Rio Vista.



7. Landlord Leasehold Improvement Loans

The City could offer property owner “leasehold improvement loans” wherein a property owner capable of attracting or keeping an essential tenancy could apply to the City for a loan to supply funds for exterior and interior improvements. Such a loan could be fully repayable should the tenant not stay through the stipulated lease term.

8. Grants to Subsidize Desirable Stores

The City can consider subsidizing specific types of stores that are considered essential services to community wellbeing and/or quality of life. The City subsidy, along with what the tenant can afford to pay, can help in a property owner’s lease approval and possible investment in the store space.

9. Commercial Vacancy Taxes

The concept of special taxes on vacant retail spaces has been around for some time now. We should note at the outset that results achieved by commercial vacancy taxes are not clear. Advocates believe that taxing property owners at special penalty rates can encourage retail spaces to be let. In a local marketplace with limited retail demand, without research with Rio Vista’s local property owners, it is not possible to say whether such a program would have an effect. In March 2020, the voters of San Francisco approved Proposition D, also known as the Commercial Vacancy Tax. The ordinance applies to ground floor, street-facing, commercial properties within any of the 32 districts listed in Section 201 of the Planning Code (which the regulation defines as “Taxable Commercial Space”). Section 2909 of the San Francisco Business and Tax Regulations Code explains that “retail storefronts are the building blocks of neighborhood vitality, encouraging people to stroll through San Francisco’s streets, sidewalks, parks, and other open spaces, and inviting them in.”

10. Eminent Domain

In defining the City’s economic development program there may be properties that are simply essential. There are transaction alternatives that can be pursued with property owners before any exercise of eminent domain is considered.

Property taken by eminent domain may be for government use or by delegation to third parties, who will devote it to public or civic use or, in some cases, to economic development. The most common uses are for government buildings and other facilities, public utilities, highways, and railroads.



Formulas for Successful Economic Development

Economic development and growth, and the fruits reaped from successful economic development programs, deal with many factors. It is critical to identify as many factors as possible, so that the City would have an economic development “inventory.”

Like the human body, matters should be considered using a holistic approach. For example, when part of the Economic Development Program/Project is implemented, the following should be considered:

- What are the pros and cons?
- How does it affect the City, its citizens, and its stakeholders?
- What strengths can the City use to maximize the benefits derived from implementing the program/project?
- What weaknesses does the City need to overcome, and what resources can be used to help the City compensate or strengthen itself from such vulnerabilities?
- What assets and strengths do the City possess to take advantage of opportunities that come its way?
- What possible threats pose against the City’s economic development and growth, and what tools, assets, and resources can the City use to protect or prevail against such threats?

Common factors critical to success include:

- Resident and stakeholder community “buy in” and support.
- Dynamic flow of communications from all parties, which helps in communicating identified areas of concerns, possible threats, and upcoming opportunities.
- Identification and cultivation of unique local assets and resources. These vary with each community.
- Focus on “what’s possible” as much as “what can we reasonably expect.” Sometimes an aspirational reach for difficult goals is rewarded.



- Underwrite for the “critical success factors” for each business or project type. Successful municipalities do their homework to decide how they can help to satisfy what businesses need to succeed.
- Mitigation of “fatal flaws” in program aspirations. As an example, attracting a manufacturing business may be the goal, but for that to occur, local labor force and schools may not be of sufficient scale or quality.
- Carefully targeted outreach is typically more successful than general advertising and promotion.
- Persistence can pay off; and be willing to pursue economic development as a series of building blocks.
- Sometimes local economic development includes taking a role in the region beyond a community’s borders. As an example, Rio Vista can be a center of visitor activities for visitors to the greater Delta region.
- Monitoring the City’s economic development inventory, the internal and external conditions that might affect the City, and possible opportunities and threats should be done regularly.

