

**Chapter 7**  
**Economic Development**

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## Chapter 7 Economic Development



### A. Introduction

The Economic Development element establishes policies to maintain and enhance economic development opportunities within a city and to define a long-term framework for sustainability. This element addresses how Rio Vista can direct local resources to: (1) retain and assist local business, (2) attract new industry, (3) focus efforts of the City on industrial sectors that are most beneficial and attainable, and (4) use limited industrial land capacity effectively to maximize jobs and services. The element identifies actions that will increase the City's tax base and support efforts to strengthen and diversify the local economy.

If Rio Vista is to sustain its community character, new economic development must be sensitive to the environment and compatible with existing and planned land uses. Since the Sacramento River provides a special area for commercial activity, services, and employment, maintaining this working waterfront is essential to the economic vitality of the City.

Preserving Rio Vista's sense of community and small-town character has been identified as a core planning principle. Economic development provides residents the opportunity to live, work, and shop in their community while reducing the amount of travel time in the family car. The current character of Rio Vista also includes a large proportion of residents that are generally concerned about the well-being of the community and involved and knowledgeable about civic issues. This essential base of civic involvement is present and highly visible in today's Rio Vista. In many communities where high proportions of residents commute long distances to jobs, a lower proportion of citizens are active in civic or community life. "Bedroom communities," where housing greatly outnumbers jobs within a reasonable distance, often are characterized by a lower level of civic pride, neighborliness, and involvement in the community. As a result, such communities also tend to have fewer essential services, institutions, and amenities—both public and private—and may be perceived to be a less desirable place to live than more balanced communities. These and other "quality of life" issues, such as environmental quality and physical setting, in turn influence private sector employers when considering relocation or expansion.

Economic development also creates revenues for the City's use in providing public services. Industrial, commercial, and office development affects the community's fiscal health in the following two ways:

1. **Cost.** Generally, providing necessary public services for nonresidential development is substantially less costly because schools and most emergency service needs are directly related to 24-hour residents. In addition, housing typically takes up three to ten times more land area than required for nonresidential uses (depending on density).
2. **Revenues.** Commercial, office, and manufacturing development generates the following revenues to local government:
  - **Property tax.** Property taxes for commercial, office, and manufacturing uses usually are higher than those for residential because of the greater expense, size, and complexity of commercial and industrial buildings.
  - **Sales tax.** Taxable sales are associated with both retail and industrial businesses. Industrial sales tax may depend on whether the sale is actually recorded in the Rio Vista location or whether the company's offices are elsewhere.
  - **Indirect revenues and additional business attraction.** Industrial jobs pay wages and salaries that are spent, at least in part, in the local economy. Manufacturing supports and attracts other businesses needed for support goods and services, which in turn pay wages and salaries, and make purchases from other local businesses—both new and existing. This “multiplier” effect results in several times the purchasing power of the first dollar spent on wages eventually being spent on other goods and services, many of which are taxable.

The General Plan Land Use Map in Chapter 4 and the City's Redevelopment Area (*shown as Figure 7-1*) identify sites for commercial and industrial development at appropriate locations in the planning area. Because of the need to minimize land use or environmental conflicts, development costs at some sites will be higher than those at unconstrained alternative locations. One purpose of the Economic Development element is to ensure that additional costs are not imposed on new development because of unnecessary governmental constraints. In this context, the City will act as a “development partner,” facilitating the approval process while ensuring that environmental resources are protected, consistent with the General Plan.

To sustain its ability to provide public services for existing and future residents, the City will need to enhance its revenue base through new retail, commercial, office, and industrial development. Concurrently, the City must help local businesses grow and provide employment for existing and future residents. A healthy, vital community can be sustained with a strong and diverse local economy.

## **B. Purpose and Authority**

The Economic Development element is an optional element of the General Plan under Government Code Section 65302, which states: “The General Plan may include any other elements or address any other subjects which, in the judgment of the legislative body, relate to the physical development of the county or city.”

The Land Use element establishes the physical framework for development and addresses the land use decisions that will help to achieve a jobs/housing balance, while the Circulation & Mobility element provides for circulation system improvements that will serve new development. The Circulation & Mobility element also includes policies for the Rio Vista Airport, shipping, rail, and goods movement. Finally, the Housing element includes policies and programs for affordable housing, which is also a vital component of economic development.

**Figure 7-1  
REDEVELOPMENT AREA**



Rio Vista General Plan 2001

## **C. The Rio Vista Principles: Implementing the Community Vision**

The community vision and planning principles that most directly relate to the Economic Development element are listed below.

### **PRESERVE AND STRENGTHEN THE DOWNTOWN, WATERFRONT, AND HISTORIC PLACES**

- ❑ *The existing downtown and waterfront should be strengthened and retained as the central focus of the community. Cultural, civic, entertainment, and specialty retail uses--and supporting uses and activities should be located in the downtown and adjacent areas.*
- ❑ *Redevelopment of Rio Vista's downtown and waterfront should create economic vitality and an atmosphere for walking and shopping. Historic building facades should be restored, and new projects should be linked to their surroundings.*
- ❑ *The Sacramento River should be made an accessible resource for the enjoyment of Rio Vista residents and the general public.*
- ❑ *Commercial development along the Highway 12 corridor should not displace or preempt investment from the downtown or along the existing developed corridor.*

### **CREATE AND MAINTAIN ECONOMIC VITALITY; PROVIDE NEW OPPORTUNITIES TO LIVE, WORK, AND SHOP IN RIO VISTA**

- ❑ *The Rio Vista community should be planned for a balance of jobs and housing. Rio Vista should not become another bedroom suburb like so many neighboring communities.*
- ❑ *A broad range of housing should be available throughout the community to match job opportunities and community needs. No one style or price range of housing should take precedence over any other, so long as an adequate supply is available for each.*
- ❑ *Commercial development should occur in locations and configurations that complement existing business. New retail projects should:*
  - *Provide goods and services not currently available or for which an unmet demand clearly exists; and*
  - *Be sized in proportion to market demand.*

### **PROVIDE ADEQUATE AND ACCESSIBLE PUBLIC SERVICES AND FACILITIES TO ALL RIO VISTANS IN A FISCALLY HEALTHY AND RESPONSIBLE MANNER**

- ❑ *Growth should pay for itself. New development should ensure that sufficient public services are provided without additional burden to existing residents or over-extending current capacity.*
- ❑ *Rio Vista should continue its tradition of cooperation with private nonprofit agencies and other public agencies, to provide essential services for youth, seniors, the economically disadvantaged, and those in crisis.*

- ❑ *Adequate public facilities – sewer, water, transportation, public safety, parks, recreation, education, and others – should be in place or assured in a timely fashion before new development projects proceed.*
- ❑ *The Rio Vista Airport is a vital public facility and economic resource; new residential development must take steps to ensure that its viability is not threatened.*



## **D. Setting**

Economic development is critical to most communities for the following purposes: the creation of employment opportunities, the availability of an increasing choice of goods and services in the community, and the creation of revenues to support local government services. In Rio Vista, there are limited opportunities to physically accommodate commercial, service, and industrial activities (land uses). The Land Use element focuses on regulatory requirements; this discussion concentrates on vision and the type of economic activities desired in various locations, as well as factors such as infrastructure that influence the overall climate for business attraction and retention within the community. The map in Figure 7-2 illustrates lands with existing or potential commercial and employment activities for the following types of development: retail and commercial, highway commercial, service commercial/industrial, industrial, redevelopment, and waterfront and the former Army Reserve Base area.

### **JOBS**

#### **SOLANO COUNTY**

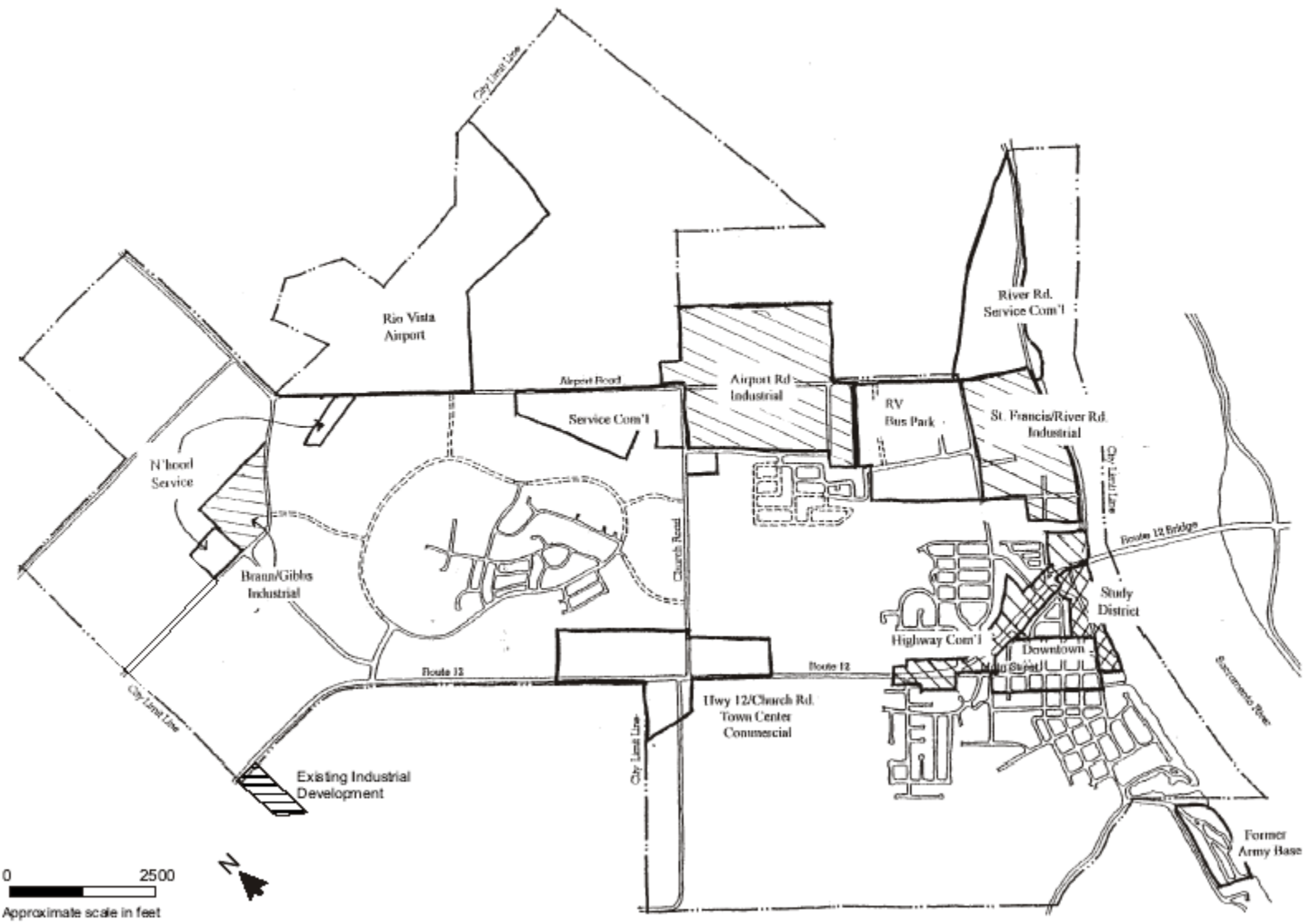
During the 1980s, Solano County added 32,800 jobs—for an average annual growth rate of 3 percent. While the 1980s contained periods of expansion and contraction, overall job growth was strong. The national recession of 1981 and 1982 substantially affected the County's short-term job growth. Only 2,100 jobs were added between 1981 and 1983. The economy recovered rapidly from the recession. In only 2 years (1984 and 1985), the County added 7,300 new jobs. This recovery clearly indicated the vitality and broadening base of the County's industrial and commercial businesses. (Association of Bay Area Governments, 1999)

#### **CITY OF RIO VISTA**

Historically, much of the employment in and around Rio Vista has revolved around the natural gas industry and gas exploration. For many decades, natural gas wells were abundant and so were the supporting businesses that fed the industry. Merchants in equipment repair, sales and service, well drilling, and some manufacturing contributed significantly to the City's economy.

In the 1980s, the natural gas sector began to decline due to deregulation and changes in the energy sector. Local companies closely tied to the gas industry were forced to shut down, and most have not returned. The City experienced little growth in employment during the decade that followed. Since most employers in Rio Vista were small, local firms serving a local or regional market, the absence of substantial population growth in and around the City hampered employment for these businesses. The lack of large parcels of land suited to industrial and heavy commercial uses also hindered the City's ability to attract firms serving a regional, or larger, market area.

**Figure 7-2  
EXISTING AND PLANNED COMMERCIAL AND EMPLOYMENT SITES**



0 2500  
Approximate scale in feet



Rio Vista General Plan 2001

Recently, however, with an upturn in the economy and resurgence in the energy industry, Rio Vista is beginning to experience dramatic changes in its economic growth. There is now a strong jobs/housing balance as employment opportunities have increased and stabilized over the years. In fact, presently there are more jobs than working residents.

## **HOUSING**

Housing availability in all income ranges is crucial to attracting employment-generating businesses. The Rio Vista Principles emphasize a range of housing types to accommodate all income groups. The recent Homecoming subdivision provides for moderate-range single-family housing. Also needed are opportunities for management/executive housing and housing affordable to lower income families, especially quality rental units. Apartment or condominium housing also may be appropriate for those who choose not to maintain a single-family home. *(Note: A much more detailed discussion of housing needs is found in the Housing element.)*

## **RETAIL AND COMMERCIAL DEVELOPMENT**

### **DOWNTOWN**

Due to Rio Vista's geographic isolation from other communities (no other cities are within 10 miles), the City's commerce traditionally has been conducted in the historic central business district (CBD) and focused primarily on local services, river-oriented services and, to a lesser extent, tourism. Downtown Rio Vista remains the hub of activity in the community where City Hall, public safety offices, the senior center, library, post office, and private office uses are currently located. At present, downtown Rio Vista has about 70 business establishments. Several governmental agencies, including City Hall, and community-based organizations maintain their offices in the downtown.

The City has received grants from the Metropolitan Transportation Commission's Transportation for Livable Communities Program and the Solano Transportation Authority for streetscape improvements on Main Street. The project is expected to be completed by 2003.

### **HIGHWAY 12/CHURCH ROAD**

Highway 12/Church Road is a key intersection at the west end of Rio Vista. Three corners of the intersection are within the city limits. This 55±-acre section of the City has been targeted for mixed-use development.

### **BRANN RANCH/CANRIGHT ROAD**

The development area in the vicinity of the Brann Ranch/Canright Road intersection consists of 10± acres located in the northwest corner of Canright/Liberty Island Road. From a marketing point of view, this is considered a poor location for a retail site.

## **HIGHWAY COMMERCIAL DEVELOPMENT**

### **HIGHWAY 12 (DROUIN DRIVE TO THE RIO VISTA BRIDGE)**

Since World War II, the segment of Highway 12 between Drouin Drive and the Rio Vista Bridge has developed with highway commercial services. Fast-food restaurants, gasoline stations, motels, grocery stores, and convenience retail, have given this commercial area of the City a classic “strip” character. Recent developments are McDonald’s/Chevron and Taco Bell/Kentucky Fried Chicken.

There is substantial underutilized space at prime locations in this area. Pacific Gas and Electric Company (PG&E) and the California Department of Transportation (Caltrans) vehicle and equipment maintenance yards comprise the major portion of this land. Together, these yards could create a highly visible commercial development site at a prime location near the bridge.

## **SERVICE COMMERCIAL / INDUSTRIAL DEVELOPMENT**

### **RIVER ROAD / ST. FRANCIS DRIVE**

The service commercial/industrial development area consists of approximately 200 acres located north of Highway 12 to the city limits and west to St. Francis Drive. This first area of industrial development began in the unincorporated County and now is entirely within city limits. Storage, industry, and service commercial dominate the area, with a range of uses from office to salvage and materials yards, gravel/sand quarries and even residential uses mixed in near Airport Road. Some of the residential uses are incompatible with the nearby service or salvage uses and exhibit characteristics typical of that situation (poorly designed or inadequately maintained); other residences have mixed in with the industrial uses while maintaining a reasonable living environment.

Large partially developed or underutilized parcels are found in this area, particularly south of Airport Road. Former General Plan land use designations and the City’s Zoning Ordinance considers River Road a “scenic corridor” because of its proximity to the river.

### **AIRPORT ROAD / CHURCH ROAD**

Approximately 5-10 acres across Airport Road from the Church Road intersection (on the north side of Airport Road) serve as service commercial for the City. Currently, trucking operations, storage, and some industrial uses are located at the site. This area of the City also provides approximately 10 acres of service commercial land, currently occupied by a pipe and gas well drilling materials yard on the east side of Church Road, approximately 1/4 mile south of Airport Road. Residential development is planned for south of the area and east to Harris Road, with City light industrial land to the north. The Trilogy development will provide service commercial land to west across Church Road.

### **MARKS RANCH / AIRPORT ROAD**

Approximately 40 acres of service commercial land in a pie-shaped parcel extends from Church Road west along Airport Road for approximately 1/2 mile; this site contains parking for Trilogy

recreational vehicles. The airport approach zones constrain the site to low-intensity commercial or service uses.

A small 6-acre parcel adjacent to the boundary of the Gibbs Ranch near Liberty Island Road also is limited by the airport to service commercial and low-intensity commercial/industrial uses.

## **INDUSTRIAL DEVELOPMENT**

Some new residential areas are near industrial lands or the Rio Vista Business Park, creating the potential for land use conflicts.

### **RIO VISTA BUSINESS PARK**

In its efforts to expand economic opportunities within the City, Rio Vista has converted its former municipal airport site to a publicly owned, privately leased industrial park. Initial improvements to the 100±-acre site have included street, water, sewer, storm drainage, and lighting improvements to serve 14 acres. All land and infrastructure improvements are owned by the City. The utilities and roads in place serve about two-thirds of the site. Currently, four parcels are developed with agriculture/processing, industrial, storage and service uses, and a concrete batch plant. Primarily metal buildings have been constructed to date, with one concrete tilt-up building (California Vegetable Specialties). Landscaping is minimal, and construction meets basic architectural standards.

Businesses locating at the Business Park require large amounts of relatively inexpensive space, with minimal up-front investment. Most of the businesses produce or assemble low-value products in relation to the space they require and are not able to pay large up-front costs to locate in Rio Vista. The development parcels must be conveyed through ground leases, due to deed restrictions imposed in legislation that conveyed the site to Rio Vista from the State. This makes long-term financing for new buildings more difficult than for sites conveyed in fee title (ownership). Therefore, the ground lease rates and up-front development costs need to be affordable.

### **AIRPORT ROAD**

Lands in the vicinity of Airport Road are the primary employment-generating areas in the planning area. Approximately 180 acres comprise these areas—100 acres of existing manufacturing (MG) north of Airport Road and east of Church Road, and an additional 80 acres south of Airport Road, north of Harris Road, and east of Church Road. There is access from Airport Road, Church Road, and Harris Road. Large parcels are readily available, with better access than the former airport business park. A local road system is needed to create smaller parcels.

### **RIO VISTA MUNICIPAL AIRPORT**

Rio Vista Municipal Airport has ample acreage for use as an Airport Industrial Park. This 12-acre industrial or “airport commercial” park is ready to meet the current demand for office, hangar, manufacturing, and storage space for business operations—with 4,100 square feet of

office/retail space available for lease. There is aircraft access to the runway and vehicular access to Airport Road. Until recently, the airport has not been able to accommodate these requests because of the lack of infrastructure. In addition, with the major residential subdivision growth that is presently occurring, more hangar space is needed for corporate and business users who are either relocating to or expanding their businesses in the Rio Vista area.

In response to this demand, the City has applied for and obtained \$1.5 million in state and federal grants to construct infrastructure improvements needed to attract and retain businesses at the Airport. These include two new hangars, taxiway improvements, a 6,000 + square-foot office building, building pads and utilities.

### **GIBBS RANCH**

Triangular -shaped parcel located northwest of Liberty Island Road, as designated by the *Gibbs Ranch Planned Unit Development (PUD) and Framework Plan*. Access is provided from Liberty Island Road. The property is approximately 20 acres, located in the “B” and “C” zones of the Airport Land Use Plan (suitable for industrial and low-intensity commercial uses). The area currently is designated for private open space/recreation uses but may be used for commercial/industrial uses under the PUD and Development Agreement.

### **BRANN RANCH**

Access to Brann Ranch is provided from Liberty Island Road and Canright Road. The property bisected by Canright Road contains areas that are restricted from residential uses by airport zones but may have potential for industrial/employment uses. Some portions of this property are restricted by floodplain, but a relatively large developable area (25–50 acres) remains. Canright Road has been designated as a collector street in the Circulation & Mobility element.

### **HIGHWAY 12/SUMMERSET DRIVE**

A small industrial/storage/equipment yard was developed in the County some years ago. It remains in operation. It is now part of the City but is not proposed for further development.

### **REDEVELOPMENT AREA**

The City created a Redevelopment Agency in 1988. The redevelopment district boundaries are shown in *Figure 7-1*. Redevelopment is widely used in California as a tool for implementing economic development. The primary benefits of a Redevelopment Agency are the ability to raise fund and finance infrastructure and other projects through tax increment financing; and the ability to assemble sites for conveyance to private developers of commercial, industrial and housing projects that benefit the community. Redevelopment activities focus on areas where “blight” exists in the form of impediments to economic activity, such as lack of infrastructure, disparate ownerships creating parcels that are difficult to develop, and lack of supporting economic activity. Typical redevelopment projects are downtown revitalization, industrial park development, infrastructure and amenities that facilitate development, and affordable housing.

Rio Vista previously used its redevelopment bonding capacity to facilitate the relocation of the airport from its former site to the new airport, with the former site developed as a business park.

## **WATERFRONT DEVELOPMENT**

Approximately 8 acres that extend along the Sacramento River on the east side of Front Street between Main Street and Highway 12 define the Waterfront development area. The properties along this stretch of the waterfront comprise two separate and distinct planning sections: one is undeveloped (a large portion of which is City-owned); the other consists of aging, occupied structures on private property with multiple owners.

The waterfront area has been considered a priority for comprehensive planning and improvement since the 1970s. The *General Plan 1990 for the Southeastern Solano County Planning Areas* (City of Rio Vista and Solano County Planning Commission, 1974) identified the area for further study to determine suitable waterfront access and potential economic development activities. This area is presently zoned as a "Study District" in which individual development projects are to be part of a larger, more comprehensive plan. At every community forum, including the General Plan update process, this riverfront area has been identified as a priority for public access and improvements. Of particular concern are pedestrian access; community identity opportunities; and a linkage between Main Street, Highway 12, and the Rio Vista (Helen Madere) Bridge.

Consequently, the City began preparation of a Waterfront Plan that includes a conceptual design for the promenade/boardwalk and suggests areas for placement of commercial building envelopes. The plan also recommends specific capital improvement projects eligible for funding with state and federal sources in an effort to expedite development of public improvements.

## **FORMER ARMY RESERVE BASE**

The U.S. Army Reserve Base in Rio Vista, an installation owned and operated by the U.S. Army Corps of Engineers since 1911, was designated for closure under the Base Realignment and Closure Act of 1995 (BRAC). The 28-acre site lies on the bank of the Sacramento River just south of the Rio Vista city limits. A flat lower terrace contains most of the existing structures; the upper terrace, about 15 feet higher and set back from the river, consists primarily of open areas.

The property will be transferred to the City of Rio Vista through the Department of Defense under special federal legislation outside the BRAC process. The area represents a unique community resource and amenity. A range of potential uses has been explored in the Rio Vista Army Base Reuse Plan that was prepared in December 1998.

The Rio Vista Army Base Reuse Plan envisions using the majority of the former Army Reserve site for public and recreational uses, ranging from a waterfront lodge and meeting center to tennis and basketball courts; regulation soccer, softball, and baseball fields; and a multi-purpose community center building. Public uses also include an environmental education and interpretive center devoted to the Delta ecosystem. If developed as proposed, the facility would become a prominent community-wide park and educational facility. This major amenity would

help to attract businesses to the area. As described in the “Outlook” section, a portion of the site has the potential to become a significant regional scientific research center, operated by a consortium of state and federal agencies conducting research on the Delta.



## **E. Outlook**

Estimated projections for population; housing; and retail, commercial, and industrial development assume a buildout year of 2020. A number of factors affect whether these assumptions are realistic. Private market conditions strongly influence future conditions. To reach buildout of the existing city limits at the previously approved densities and land use mix would require constructing almost 400 houses per year for the next 20 years. This rate of construction appears unlikely for several reasons:

- Rio Vista is somewhat removed from “major” transportation corridors (Interstate 80 [I-80] and Highway 12).
- Historically, Suisun City has averaged construction of approximately 300 homes per year since the early 1970s. Suisun City parallels Rio Vista in that its 1970 population was about 4,000; currently, the city’s population is approximately 26,000. The current population of Rio Vista is approximately 4,000 and is expected to increase to between 22,000 and 24,000 during the planning period. Suisun City differs from Rio Vista in that the community is adjacent to Fairfield and I-80, 20 miles closer to the Bay Area employment centers.
- The presence of a larger community “next door” strengthened the local markets in the Solano County cities of Fairfield, Suisun, and Vacaville over the last 20 years. Such a neighboring larger community does not strengthen the local market in Rio Vista.

At present, housing construction in Trilogry and Homecoming total about 250 homes a year during a very strong economic period for the building industry.

## **JOBS**

### **SOLANO COUNTY**

Over the 20-year forecast period, Solano County will have the largest percentage of jobs growth of any county in the Bay Area. The county’s location between the fast-growing Sacramento area and the northern portion of the Bay Area affords a strong, long-term economic development advantage. The closure of the Mare Island Naval Shipyard (in Vallejo) in the mid-1990s caused significant employment reductions at the beginning of the forecast period. The County lost about 9,500 jobs directly associated with Mare Island, and the impact of its closing will continue to be felt throughout the decade. The closure of Mare Island resulted in a significant, but localized, effect on the southern portion of the County’s economy. In the north, Vacaville and Fairfield are already in a period of significant economic expansion. As a result, the County will add about 6,000 jobs between 1995 and 2000 despite the losses due to Mare Island. (Association of Bay Area Governments 1999.)

Between 2000 and 2010, Solano County will add almost 42,500 jobs. Nearly 40 percent of these jobs will be in the service sector, and 16 percent will be in retail. Most of the growth in these sectors will be located in Vacaville, Fairfield, and Vallejo—with Vallejo’s growth tied to the reuse of Mare Island. (Association of Bay Area Governments 1999.)

Over the entire forecast, the county will add almost 81,300 jobs. Fairfield, Vallejo, and Vacaville account for the majority of that growth, with over 64,000 jobs between the three areas. On a percentage basis, Suisun City, and Rio Vista will see the most significant growth. (Association of Bay Area Governments 1999.)

Between 2000 and 2020, employed residents will grow at an even faster pace than jobs. The county will add 13,100 more employed residents than jobs during this period, reinforcing the county's residential character. (Association of Bay Area Governments 1999.)

Table 7-1 shows Solano County projections for jobs by industry type.

### **CITY OF RIO VISTA**

Table 7-2 summarizes employment information for Rio Vista, including employed residents, total jobs, and types of jobs.

If current industrial development patterns and intensities continue, the industrially zoned lands within the existing city limits will accommodate approximately 2,900 jobs. The number of projected households at buildout with at least one employed person is estimated at approximately 3,200 (not including Trilogy). This projection is slightly less than one job per household (0.91). Limited manufacturing and office or service businesses may generate additional employment in the downtown area. The industrial lands are assumed to accommodate primary industries that manufacture or assemble goods for "export" out of the community, bringing in revenues from outside sources that would not otherwise be spent here. Many professional and office jobs support industries or households already in the community.

Table 7-3 shows projected demographic and employment changes for Rio Vista during 2000-2010 and 2000-2020. Representative percentages for these changes also are indicated.

It is important to note that, although the City currently maintains a healthy jobs/housing balance, with 0.9 job/employed resident and about 1.1 jobs/household, the ABAG projections show the community falling far short of an acceptable balance as growth occurs. It also should be noted that the Bay Area regional average currently is approximately 1.04 jobs/employed resident and 1.51 jobs/household. These ratios are projected by 2020 to *increase* to 1.05 and 1.65, respectively. The jobs/housing balance for Solano County as a whole is also expected to increase, from 0.7 job/employed resident and 0.99 job/household currently to 0.75 and 1.18, respectively. Therefore, Rio Vista is expected to decline from a position that currently is healthier than the County's and about on par with the region, to a much less balanced position than either the County or the region. In other words, the rich jobs growth forecast for the region is not expected to make its way to Rio Vista.

**TABLE 7-1**  
**Solano County Projections**

<b>Industry</b>	<b>1990</b>	<b>1995</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	
Agriculture, Mining	3,140	3,410	3,320	3,480	3,450	3,380	3,230	
Construction	10,050	9,970	12,330	13,990	15,750	17,690	19,410	
Manufacturing	8,570	9,460	10,860	13,780	15,750	18,740	20,090	
<i>High Technology*</i>	770	880	1,420	2,120	3,710	5,130	6,210	
Transportation, Communication, Utilities	4,770	5,670	6,420	7,430	9,210	11,380	12,500	
Wholesale Trade	3,000	3,940	4,670	5,890	6,810	7,890	8,950	
Retail Trade	24,450	23,100	24,770	28,3880	31,510	34,380	36,910	
F.I.R.E.	3,580	3,850	4,720	5,220	6,040	8,060	8,830	
Services	26,860	30,440	31,630	37,980	48,930	56,280	64,190	
<i>Business Services*</i>	4,880	6,080	6,760	7,620	10,260	11,510	12,490	
Government	39,170	33,810	30,790	32,720	34,510	35,270	36,670	
<b>Total Jobs</b>	<b>123,590</b>	<b>123,650</b>	<b>129,510</b>	<b>148,870</b>	<b>171,960</b>	<b>193,070</b>	<b>210,780</b>	
Population	339,471	370,700	401,300	450,300	481,700	514,800	547,400	
Household Population	325,712	358,300	387,000	434,100	465,400	498,300	530,800	
Persons Household	Per	2.88	2.94	2.97	3.03	3.02	2.98	2.96
Households	113,052	121,730	130,320	143,060	154,220	167,330	179,210	
Employed Residents	162,219	164,600	185,600	212,200	234,300	257,200	280,000	
Mean Income	Household	\$54,400	\$54,400	\$60,400	\$64,800	\$67,900	\$71,700	\$75,000

\* High technology jobs are counted in Manufacturing, and business services jobs are counted in Services.

Source: 1990 demographic data are taken directly from U.S. Census and 1990 job data are derived from the 1990 Census Transportation Planning Package. Base year (1990) income data are from U.S. Census, adjusted to 1995 dollars. Since Census income data are for 1989, ABAG updated these data to 1990 using the Bay Area CPI and real income growth estimates for each county from the Bureau of Economic Analysis. Income data are expressed in constant 1995 dollars.

**TABLE 7-2**

**Projected Employment Information for Rio Vista**

<b>Description</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>
Employed Residents	2,200	4,100	6,200	8,600	10,800
Service Jobs	430	740	1,010	1,170	1,380
Retail Jobs	570	770	940	1,110	1,220
Manufacturing and Wholesale Jobs	10	10	70	80	90
Agriculture and Mining Jobs	180	160	100	100	100
Other Jobs	790	870	910	980	1,000
<b>Total Jobs</b>	<b>1,980</b>	<b>2,550</b>	<b>3,030</b>	<b>3,440</b>	<b>3,790</b>

Note: Above figures are based on the Rio Vista sphere of influence, which is slightly larger than the city limits.

Source: Association of Bay Area Government, Projections 2000.

**TABLE 7-3**

**Demographic and Employment Changes  
in Rio Vista (2000–2010 and 2000–2020)**

<b>Description</b>	<b>2000-2010 Change</b>	<b>2000-2010 Percentage Change</b>	<b>2000- 2020 Change</b>	<b>2000-2020 Percentage Change</b>
<b>Demographic Change in Solano County</b>				
Population	9,100	178%	17,100	335%
Households	3,460	191%	6,630	366%
Employed Residents	4,000	182%	8,600	391%
Jobs	1,050	53%	1,810	91%
<b>Employment Change by Sector</b>				
Manufacturing and Wholesale Jobs	60	600%	80	800%
Retail Jobs	370	65%	650	114%
Service Jobs	580	135%	950	221%
Other Jobs	120	15%	210	27%

Source: Association of Bay Area Governments, Projections 2000.

It should be the community's goal to at least maintain the current balance of jobs/employed residents and strive for the ideal ratio of 1:1. The number of jobs per household is not as significant a measure, because the Trilogy development likely will result in at least one-third of the City's projected households without a working member. Both the regional and County average number of employed residents per household is 1.56. Discounting Trilogy, Rio Vista is

projected to have about 5,000 households in 2020. Applying the regional/County average employed residents/household ratio to the non-Trilogy households, about 7,800 employed residents would reside in Rio Vista in 2020. Thus, Rio Vista should strive to create and retain 7,800 jobs by 2020.

## **RETAIL AND COMMERCIAL DEVELOPMENT**

Given the expected size of the City at buildout, the amount of retail development possible is limited. The City will not attain the population thresholds needed to attract large retail uses such as Walmart and Home Depot. The City's existing downtown retail core needs strengthening. Greater intensification of the existing Highway 12 corridor also could occur.

A 1998 retail market analysis conducted by Economic & Planning Systems, Inc. (EPS) (1998) revealed the market conditions facing the City now and in the future. The analysis was undertaken to ensure that an appropriate amount of developable land is available for future retail development.

The *Rio Vista General Plan Retail Market Analysis* (Economic & Planning Systems, 1998) found that existing retail in Rio Vista is surviving, but not thriving, on current resident traveler and tourist expenditures. Modest growth in business is being realized from new housing construction.

The EPS study recommends that the General Plan identify three distinct retail areas in the City: (1) the existing downtown, (2) existing Highway 12, and (3) new development at the intersection of Highway 12 and Church Road. These three areas, along with the Brann Ranch/Canright Road area north of Highway 12, will provide sufficient retail opportunities to meet the majority of retail demand under buildout of this General Plan. The EPS study recommended considering retail in other areas as a secondary use, such as new restaurants along the waterfront or at the former Army Reserve base.

### **DOWNTOWN**

The face of commerce in Rio Vista is likely to undergo significant changes over the next decade. Several new large subdivisions located in the west and northwest portion of the City (the largest of which is a senior community) will quadruple the City's population, bringing increased demand for goods and services. Trilogy, the senior community, will account for about one third of the projected population growth to 2020.

Although the types of businesses that now exist are quite diverse, with a low vacancy rate among commercial properties, the City is concerned about the position of downtown merchants to compete with larger, new stores that are likely to follow this population growth to the north and west. The Economic Development element, along with the Land Use element, seeks to establish policies and implementing actions that will strengthen the downtown and avoid the fate of many other small cities that grew rapidly away from their historic cores. In many cases, downtown businesses were forced to shut their doors as large superstores, chain stores, and franchise businesses came to dominate commerce in those cities.

In a 1998 community survey, Rio Vistans cited the need to improve the downtown in terms of maintenance, use of the waterfront, tree plantings on Main Street, shopping choices, directional/historical signage, and parking. Several of the Rio Vista Principles, described earlier in this chapter, were formed as a direct result of this survey.

The City's *Downtown Marketing and Design Study* (Economic & Planning Systems, 1999) used these principles as the basis for developing a plan that would guide development of the historic downtown as a unique environment for shopping, dining, and entertainment. The study establishes a specific land use, design, marketing, and financing plan for revitalization and economic development in the historic downtown core. This strategy is expected to facilitate revitalization and economic success so merchants will not be forced to compete head-on with the new businesses that will locate outside the historic downtown core.

Specifically, the existing downtown will be encouraged to transition to a cultural, civic, entertainment, and specialty retail center. Restaurants, offices, housing, and employment businesses are considered to have priority over retail in the near term. Other entertainment uses, including boutiques, video stores, and antique and second-hand shops will be encouraged over the long-term.

#### **HIGHWAY 12 (DROUIN DRIVE TO THE RIO VISTA BRIDGE)**

The existing Highway 12 commercial corridor should serve as more highway commercial- and service commercial-type uses, including vehicle sales, lodging, bait shops, gas stations, convenience stores, nurseries, and hardware stores. Existing uses are generally consistent with this concept. Over time, Caltrans and PG&E uses (vehicle and equipment maintenance yards, as discussed in the Land Use element) may find more suitable locations, and these sites could be developed with more commercial uses.

The EPS retail demand study documented the need to bring activity-generating uses into the existing downtown to supplement existing public, retail, and employment uses. The Rio Vista Principles developed during the Town Hall meetings reinforce maintaining the downtown as a cultural, civic, and service center for the community.

#### **HIGHWAY 12 / CHURCH ROAD**

When new retail construction does occur at this intersection, the new business should complement rather than compete with existing stores on Highway 12 and downtown. If the downtown is to be strengthened and preserved, new office and specialty uses should not be developed prematurely on the periphery at the Highway 12/ Church Road intersection.

The City will encourage a mixed-use "town center" concept and pedestrian-friendly design that allows for ease of access without adjacent residential neighborhoods needing to use arterial streets. A mixed-use and town center concept can foster economic growth and provide affordable housing in the process, also contributing to meeting the City's jobs/housing balance.

Opportunities to strengthen existing stores and revitalize the downtown area with new spending by households must be encouraged and nurtured. Therefore, new retail at

Highway 12 and Church Road can be accommodated so long as it does not replicate the retail niches outlined for other areas.

This intersection could serve as a desirable location for a new community shopping center in the range of 200,000 square feet. By applying the appropriate design guidelines, this new center should be consistent with other goals of the General Plan and, at the same time, should provide a greater variety of convenience-shopping opportunities and regional-type retail uses on a modest scale. Non-retail uses, such as medical services, secondary government facilities, community center, professional offices, and financial uses, also should be encouraged in this location. The retail mix could contain some limited highway commercial (although this should not comprise the majority of uses or land area), general commercial, and neighborhood-serving retail (grocery/drug and specialty), with the potential for community-serving variety of retail or “junior” discount stores as the market develops.

Since present the expenditure levels in Rio Vista do not support substantial new retail development, development of any new shopping center should be phased appropriately along with new housing construction rather than preempt the existing market.

#### **BRANN RANCH / CANRIGHT ROAD**

Located 0.5 mile off Highway 12, this area is comprised of about 15 acres at the northwest intersection of these two secondary roadways. The City does not expect marketability of this area to materialize until much of the Brann Ranch, Gibbs Ranch, and Trilogy developments are built out.

This area of the City could accommodate a smaller, truly “neighborhood” retail mix and possibly some employment-generating uses. It is a good candidate for conversion to light industrial/“flex” space to augment industrial land capacity, with some neighborhood commercial or service uses mixed in, if land uses are compatible with neighboring or adjacent uses.

Service commercial, “flex” space, office, and retail are also possible uses in this location: although the site’s proximity to the airport imposes some limitations due to the airport’s restrictions on population or employment density.

#### **HIGHWAY COMMERCIAL DEVELOPMENT**

##### **HIGHWAY 12 (DROUIN DRIVE TO THE RIO VISTA BRIDGE)**

The City expects to upgrade pedestrian infrastructure on Highway 12 as part of the commercial development of Highway 12. Future buildings will be sited for ease of access to both pedestrians and autos; pedestrian access is particularly important from adjoining neighborhoods. Building architecture will limit the “chain store” appearance.

## **SERVICE COMMERCIAL/INDUSTRIAL DEVELOPMENT**

### **RIVER ROAD / ST. FRANCIS DRIVE**

There are few sites between the river and River Road (Highway 84). Some opportunities exist for public access to the riverfront on small, compact sites; there is little opportunity for a trail due to proximity of the road to the riverbanks.

The City envisions more intensive development in this area of prime developable acres (with redevelopment of some parcels needed). It should be developed similar in character and intensity to that of the Business Park. Landscaping and appearance upgrades will be needed. Some river viewpoints, connections to downtown, and pathways need to be provided. River Road should continue to be a primary truck route and provide access to all the industrial districts.

Areas near Highway 12 have potential for highway commercial uses as well as service/industrial uses (e.g., former Chevron site).

### **AIRPORT ROAD / CHURCH ROAD**

There is a potential for some commercial/retail uses at the northwest corner of Church and Airport Road on the Marks Ranch. A site of approximately 6 acres is designated commercial by the *Marks Ranch Specific Plan*, PUD Permit, and Marks Ranch Development Agreement. This site probably will be viable for commercial uses as buildout nears, as it is not close to the Highway 12 arterial; however, this location is relatively close to a portion of the future residential neighborhoods in River Walk and the Marks Ranch, as well as the future industrial development north and south of Airport Road.

## **INDUSTRIAL DEVELOPMENT**

*Table 7-4* calculates the likely number of jobs that the available undeveloped land could accommodate at current building and employment densities, and compares that number to the projected households (excluding Trilogy).



**TABLE 7-4**

**Employment Projections Based on Available Land**

<b>Land/Location</b>	<b>Acres</b>	<b>Jobs/Acre</b>	<b>Total Jobs</b>
Existing Job Base			1,980
Light Industrial (LI) (Business Park and Surrounding)	190	10	1,900
General Manufacturing (River to St. Francis)	50	5	250
Service Commercial/Storage	150	2	300
General Manufacturing North of Airport Road	80	5	400
Airport	15	10	150
Brann Ranch/Gibbs Ranch	50	10	500
Trilogy Commercial/LI	40	5	200
Total New Job Capacity	375		3,700
<b>Total Retained and Created Jobs 2020</b>			<b>5,680</b>
Total 2020 Households with Employees			5,000
Individual Jobs/Household (1.0 = One per Household)			1.14
Projected Employed Residents 2020			7800
Jobs/Employed Resident (1.0 = One per Employed Resident)			0.73

Note that the table does not include any of the retail sites, including downtown; therefore retail/personal service jobs are generally not included. Some mixed-use or other employment-generating activities (such as government) can be compatible with downtown retail, housing, and office uses (e.g., Dry Vac). Employees from these uses help to support downtown retail and service businesses. The industrial lands are assumed to accommodate primarily industries that manufacture or assemble goods for “export” out of the community, bringing in revenues from outside sources that would not otherwise be spent in Rio Vista. Many professional and office jobs support industries or households already in the community and may be located in any industrial, business park, or commercial area. The job categories not represented may add up to an additional 20–25 percent of the total jobs counted in the table.

**RIO VISTA BUSINESS PARK**

The Rio Vista Business Park will remain a “basic” business park to provide ample affordable office and industrial space for start-up and expanding businesses. Metal buildings, concrete tilt-ups, and pre-fabricated structures on relatively small sites will be considered standard for this site typically sized to service small to medium businesses.

**AIRPORT ROAD**

Approximately 160 acres of land on both sides of Airport Road between Church Road and the Rio Vista Business Park (former airport) are owned by the City. About half of this area south of Airport Road is available for limited industrial uses, with the remainder north of Airport Road able to accommodate more intensive, general industrial and employment uses. These lands are

currently comprised of large parcels that can accommodate large users. The City needs to undertake site planning and a property mapping process to efficiently allocate areas for both large and small operations. This area should be reserved for employment-intensive businesses, such as manufacturing, office, research and development, and business support services. Because of the proximity of the south parcels to existing and proposed residential uses across Harris Road, more limited industrial/office uses and low-noise/traffic uses should be located adjacent to residential development.

Placing streets, landscape buffers, and pathways between residential and employment uses will both minimize conflicts with residential neighborhoods and protect the viability of the businesses that locate there. Particularly in the areas adjacent to Harris Road, industrial buildings should be designed to place building frontages closest to the street, with storage and parking behind the buildings.

### **RIO VISTA MUNICIPAL AIRPORT**

Airport-related industrial, service, and retail businesses are encouraged, along with other employment-generating uses that are compatible with an airport environment. The City recently completed an infrastructure and building project that constructed a 3,600-sq.-ft. hangar/commercial building and a 6,000-sq.-ft. office/retail building. Approximately 50,000 sq. ft. of building site capacity exist in a 12-acre business park adjacent to Airport Road, on the southwest portion of the airport; and additional sites for hangars and industrial/service businesses are available on the east side of the airport.

### **GIBBS RANCH**

Airport land use compatibility is critical for this area (*refer to discussion in the Land Use element*), with high design standards. Development of this area must be employment-intensive, with similar uses as those envisioned for the City-owned parcels south of Airport Road. Warehousing, storage, and other land-intensive but low-employment uses should be limited or avoided.

### **BRANN RANCH/CANRIGHT ROAD**

The potential for commercial and industrial development exists for lands on Canright Road. The location and size of such development have not yet been determined. Some land has been set aside for open space, residential, and commercial. Airport land use compatibility is critical (*refer to discussion in the Land Use element*).

### **HIGHWAY 12 / SUMMERSET DRIVE**

The existing business use in this location is expected to continue to operate. To protect its viability, newer residential developments adjacent have and should continue to provide buffering in order to accommodate existing business.

### **WATERFRONT DEVELOPMENT**

The *Rio Vista Waterfront Plan* (David Evans & Associates et al., 1999) addresses the public access and development potential of the downtown waterfront. The downtown waterfront includes

the Sacramento River edge from City Hall to the Helen Madere Bridge, and an area on both sides of Front Street, north of Logan Street—long designated as a Study District on the City's current Zoning Map. The enthusiastic participation of the community shaped the contents of the *Rio Vista Waterfront Plan*. The public process included participatory public workshops; and meetings between the city staff and Study District landowners. The primary goals of the plan address public access to the waterfront and stabilization of the Sacramento River edge. The process also examined the development potential of the lands in the Study District and the relationship of the Study District to public access along the Sacramento River.

The Study District represents a unique downtown development opportunity. The proximity of the site to historic downtown, and over 2,200 lineal feet of river frontage on the Sacramento River, are central to the recommendations of the *Rio Vista Waterfront Plan* (David Evans & Associates, 1999). Highway 12 provides immediate access to the Study District and downtown. Regional activity centers, housing and commercial development, additional parking, boating access, pedestrian-friendly streets, and a pedestrian/bicycle trail along the waterfront all contribute to the vitality of downtown Rio Vista.

The Waterfront Plan, although not a land use or economic development plan, demonstrated the capability of the Study District to accommodate both public access and a significant amount of commercial, employment, housing and institutional development. A major specific plan effort needs to be undertaken to establish land uses and design guidelines for private development, public facility and infrastructure needs, funding sources, and a development plan for the waterfront.

## **FORMER ARMY RESERVE BASE**

The former Army Reserve Base also has potential for a scientific research/interpretive center for the Sacramento Delta. A consortium of state and federal agencies are interested in establishing a research/public education facility on the lower terrace portion of the site (about 20 percent of the site area). This will provide the opportunity for joint use facilities (for example, a recreation/community center, combined with a Delta interpretive center and conference facility and joint recreational/agency boat launch facilities). The science center would provide up to 200 jobs and may provide significant portions of the financing for the community recreation facilities envisioned on the larger portions of the site. In addition to the jobs, a science center would generate tourism interest and bring people from many diverse locations and backgrounds to Rio Vista. An economic analysis of the proposal currently is being conducted.

## F. Goals, Policies, and Implementing Actions

The implementing actions associated with each policy are fully described at the end of this chapter.

### COMMUNITY-WIDE ECONOMIC DEVELOPMENT

**GOAL 7.1: TO PROMOTE AN EXPANDING AND INCREASINGLY DIVERSIFIED LOCAL ECONOMY THAT WILL MEET THE EMPLOYMENT NEEDS OF LOCAL RESIDENTS AND STRENGTHEN THE LOCAL TAX BASE.**

Policy	Implementing Action
7.1.A The City shall make every effort to attract new job-producing businesses that will maximize economic benefits to existing residents and businesses, and attract other businesses to Rio Vista.	<i>ED-1 Economic Development Program</i> <i>ED-2 Economic Development Strategic Plan</i> <i>ED-3 Business Assistance Programs</i> <i>ED-4 Rio Vista Redevelopment Plan</i> <i>ED-5 Economic Development Assistance</i>
7.1.B The City shall concentrate its business assistance efforts on the most productive, cost-effective, and compatible industrial sectors: <ul style="list-style-type: none"> <li>▪ Those most likely to be attracted to a community with Rio Vista’s attributes;</li> <li>▪ Sectors that will produce the most basic manufacturing jobs and related service needs; and</li> <li>▪ Sectors that are environmentally and otherwise compatible with the community.</li> </ul>	<i>ED-1 Economic Development Program</i> <i>ED-2 Economic Development Strategic Plan</i> <i>ED-3 Business Assistance Programs</i> <i>ED-4 Rio Vista Redevelopment Plan</i> <i>ED-5 Economic Development Assistance</i>
7.1.C The City shall investigate and use all feasible means of providing economic and other incentives to new businesses and business retention/expansions.	<i>ED-4 Rio Vista Redevelopment Plan</i> <i>ED-5 Economic Development Assistance</i> <i>ED-6 Ordinance and Regulation Review</i>

## JOBS / HOUSING

### GOAL 7.2: TO ACHIEVE A JOBS / HOUSING BALANCE WITHIN THE CITY.

Policy		Implementing Action	
7.2.A	The City shall strive to achieve a long-term jobs/housing balance of at least 1.0 and work toward a goal of one job for every employed Rio Vista resident. The City will attempt to maintain these ratios at or above their current levels.	ED-1 ED-2 ED-3	<i>Economic Development Program</i> <i>Economic Development Strategic Plan</i> <i>Business Assistance Programs</i>
7.2.B	The City shall designate sufficient industrial land to meet the projected employment needs of the City.	ED-2 ED-6	<i>Economic Development Strategic Plan</i> <i>Ordinance and Regulation Review</i>
7.2.C	The City shall work with Solano County and nearby municipalities to provide for one job within a 30-minute commute distance for all employed residents.	ED-1 ED-2 ED-3	<i>Economic Development Program</i> <i>Economic Development Strategic Plan</i> <i>Business Assistance Programs</i>

### GOAL 7.3: TO ATTRACT AND RETAIN BUSINESSES THAT PROVIDE BASIC OR PRIMARY GOODS AND ARE COMPATIBLE WITH THE COMMUNITY.

Policy		Implementing Action	
7.3.A	The City shall continue efforts to attract and retain businesses that are compatible with public service constraints and do not create significant environmental concerns or nuisances, such as noise or dust.	ED-1 ED-2 ED-6 ED-7	<i>Economic Development Program</i> <i>Economic Development Strategic Plan</i> <i>Ordinance and Regulation Review</i> <i>Development Review</i>

## COMMERCIAL / OFFICE / RETAIL

### DOWNTOWN

**GOAL 7.4:** TO ENSURE THAT THE HISTORIC DOWNTOWN REMAINS THE PRIMARY CENTER OF COMMERCIAL AND CIVIC ACTIVITIES IN THE COMMUNITY; TO PRESERVE AND STRENGTHEN ITS ECONOMIC VIABILITY.

Policy	Implementing Action
7.4.A Where only one service center or function serves the community, such as the library, City Hall, or post office, that facility shall be located downtown.	ED-2 <i>Economic Development Strategic Plan</i> ED-6 <i>Ordinance and Regulation Review</i> ED-7 <i>Development Review</i>
7.4.B Cultural, civic, entertainment, specialty retail uses and supporting uses and activities shall be located in the downtown and adjacent areas. The City shall encourage the establishment of restaurants and other entertainment uses, boutiques, video stores, antique shops, and second-hand shops.	ED-1 <i>Economic Development Program</i> ED-2 <i>Economic Development Strategic Plan</i> ED-4 <i>Rio Vista Redevelopment Plan</i> ED-5 <i>Economic Development Assistance</i> ED-6 <i>Ordinance and Regulation Review</i> ED-7 <i>Development Review</i> ED-8 <i>Downtown and Waterfront Specific Plan</i>
7.4.C Employment, professional office and medical uses, and housing shall be encouraged in the historic downtown. Design, access, parking and building scale shall be made compatible with the existing character and functions of the surrounding area.	ED-1 <i>Economic Development Program</i> ED-2 <i>Economic Development Strategic Plan</i> ED-4 <i>Rio Vista Redevelopment Plan</i> ED-5 <i>Economic Development Assistance</i> ED-6 <i>Ordinance and Regulation Review</i> ED-7 <i>Development Review</i> ED-8 <i>Downtown and Waterfront Specific Plan</i>
7.4.D The City shall limit highway commercial and other uses not compatible with the historic character of the downtown.	ED-6 <i>Ordinance and Regulation Review</i> ED-7 <i>Development Review</i>

<b>Policy</b>	<b>Implementing Action</b>
7.4.E The City shall encourage additional mixed uses in the downtown.	<i>ED-1 Economic Development Program</i> <i>ED-2 Economic Development Strategic Plan</i> <i>ED-4 Rio Vista Redevelopment Plan</i> <i>ED-5 Economic Development Assistance</i> <i>ED-6 Ordinance and Regulation Review</i> <i>ED-7 Development Review</i> <i>ED-8 Downtown and Waterfront Specific Plan</i>

**HIGHWAY 12 / CHURCH ROAD**

**GOAL 7.5: TO PROVIDE A HIGH-INTENSITY MIX OF COMMERCIAL, SERVICE, AND INSTITUTIONAL USES THAT ARE COMPLEMENTARY TO OTHER COMMERCIAL DISTRICTS AND SITES, INTENDED TO ACCOMMODATE COMMUNITY- AND REGIONAL-SERVING COMMERCIAL NEEDS, SUPPORT DESIGNATED TRANSIT FACILITIES AND STOPS, AND ENCOURAGE NON-AUTO CONVENIENCE AND LOCAL TRIPS FOR THE DAILY NEEDS OF RESIDENTS IN THE SURROUNDING NEIGHBORHOODS.**

<b>Policy</b>	<b>Implementing Action</b>
7.5.A New retail shall provide goods and services not currently available or for which an unmet demand clearly exists; new retail shall be sized in proportion to market demand. New retail at Highway 12/Church Road shall not replicate the retail niches outlined for other areas.	<i>ED-7 Development Review</i> <i>ED-9 Retail Market Analysis</i>
7.5.B Development of any new shopping center shall be phased appropriately with new housing construction and shall be supported by new household expenditures.	<i>ED-7 Development Review</i> <i>ED-9 Retail Market Analysis</i>

Policy	Implementing Action
7.5.C The City shall ensure adequate visibility and vehicular access at Highway 12/Church Road. Highway commercial uses, while allowed, shall not dominate the Church Street frontage and shall account for a small portion of the total land area.	ED-7 <i>Development Review</i> ED-10 <i>Design Standards and Guidelines</i>
7.5.D The City shall encourage complementary and supporting uses, including neighborhood- and local-serving businesses, employment uses (office and related), personal and business services, public, medical, and institutional uses.	ED-6 <i>Ordinance and Regulation Review</i> ED-7 <i>Development Review</i> ED-10 <i>Design Standards and Guidelines</i>

**BRANN RANCH / CANRIGHT ROAD**

**GOAL 7.6: TO ESTABLISH A NEIGHBORHOOD SERVICES AREA THAT SERVES NEARBY RESIDENTIAL NEIGHBORHOODS AND ALSO MAY PROVIDE SMALL-SCALE EMPLOYMENT OPPORTUNITIES.**

Policy	Implementing Action
7.6.A The City shall encourage the development of small-scale neighborhood commercial, services, “flex” space, office, and retail uses. The scale and character of such uses shall be compatible with the Airport restrictive districts and neighboring residential uses.	ED-6 <i>Ordinance and Regulation Review</i> ED-7 <i>Development Review</i> ED-10 <i>Design Standards and Guidelines</i>



## HIGHWAY COMMERCIAL

### HIGHWAY 12 (DROUIN DRIVE TO THE RIO VISTA BRIDGE)

**GOAL 7.7:** TO PROVIDE FOR THE NEEDS OF THE TRAVELING PUBLIC, AS WELL AS RIO VISTA RESIDENTS, FOR GOODS AND SERVICES WHERE VISIBILITY AND VEHICULAR ACCESS ARE NECESSARY, WHILE MAINTAINING PEDESTRIAN ACCESS AND THE UNIQUE CHARACTER OF RIO VISTA.

Policy	Implementing Action
<p>7.7.A The City shall ensure that auto-oriented commercial uses that front on arterial streets present a high-quality design and are adequately screened from adjacent uses. The City shall require connections, cross-reciprocal easements for parking, and access to/from adjacent commercial sites. Drive-through windows and curb cuts shall be limited to minimize circulation and access impediments.</p>	<p>ED-6 <i>Ordinance and Regulation Review</i>            ED-7 <i>Development Review</i>            ED-10 <i>Design Standards and Guidelines</i></p>
<p>7.7.B The City shall facilitate relocation of the auto and farm implement dealerships to better visibility on larger sites.</p>	<p>ED-1 <i>Economic Development Program</i>            ED-2 <i>Economic Development Strategic Plan</i>            ED-4 <i>Rio Vista Redevelopment Program</i>            ED-5 <i>Economic Development Assistance</i>            ED-10 <i>Downtown and Waterfront Specific Plan</i></p>
<p>7.7.C The City shall target this area for auto sales sites and other major highway commercial uses rather than at the Church Road intersection.</p>	<p>ED-6 <i>Ordinance and Regulation Review</i>            ED-7 <i>Development Review</i></p>

## SERVICE COMMERCIAL / INDUSTRIAL

**GOAL 7.8:** TO PROVIDE A RANGE OF SERVICES WITHIN AND ADJACENT TO INDUSTRIAL LANDS THAT WILL SERVE BUSINESS AND EMPLOYEE NEEDS AND REDUCE AUTO TRAFFIC.

<b>Policy</b>		<b>Implementing Action</b>	
7.8.A	The City shall ensure that adequate lands are available for service commercial activities required by businesses and individuals.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-6	<i>Ordinance and Regulation Review</i>
		ED-7	<i>Development Review</i>
7.8.B	The City shall encourage service commercial uses in the districts specifically designated for these uses, as well as in the Business Park (former airport site). These uses shall be limited to only those necessary to serve nearby businesses in the Airport Road industrial areas.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-6	<i>Ordinance and Regulation Review</i>
		ED-7	<i>Development Review</i>

## RIVER ROAD / ST. FRANCIS ROAD

**GOAL 7.9:** TO MAXIMIZE USE OF RIVER ROAD FOR JOB-GENERATING USES AND BUSINESS SERVICES.

<b>Policy</b>		<b>Implementing Action</b>	
7.9.A	The City shall continue to encourage the location of service, industrial, and manufacturing sites in this area.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-6	<i>Ordinance and Regulation Review</i>
		ED-7	<i>Development Review</i>

Policy		Implementing Action	
7.9.B	<p>The City shall improve the area’s attractiveness to businesses contemplating locating in Rio Vista by the following actions:</p> <ul style="list-style-type: none"> <li>▪ Upgrading the west side of River Road to the extent feasible with sidewalks and frontage improvements.</li> <li>▪ Avoiding “piece-meal” improvements to River Road as development occurs.</li> <li>▪ Emphasizing landscaping and appearance upgrades.</li> <li>▪ Requiring some river view points, connections to downtown, and pathways as part of the site improvements.</li> </ul>	<p>ED-2 ED-4 ED-5 ED-6 ED-7 ED-11 ED-12</p>	<p><i>Economic Development Strategic Plan</i> <i>Rio Vista Redevelopment Plan</i> <i>Economic Development Assistance Ordinance and Regulation Review</i> <i>Development Review</i> <i>Assessment Districts</i> <i>Capital Improvement Program</i></p>
7.9.C	<p>The City shall encourage more intensive development and redevelopment of this area.</p>	<p>ED-2 ED-4 ED-5 ED-6 ED-7 ED-11 ED-12</p>	<p><i>Economic Development Strategic Plan</i> <i>Rio Vista Redevelopment Plan</i> <i>Economic Development Assistance Ordinance and Regulation Review</i> <i>Development Review</i> <i>Assessment Districts</i> <i>Capital Improvement Program</i></p>
7.9.D	<p>This area shall be developed in a similar character and intensity as the Rio Vista Business Park (former airport).</p>	<p>ED-2 ED-6 ED-7</p>	<p><i>Economic Development Strategic Plan</i> <i>Ordinance and Regulation Review</i> <i>Development Review</i></p>
7.9.E	<p>River Road shall continue to be a primary truck route, providing access to all industrial districts.</p>	<p>ED-16 ED-6 ED-7</p>	<p><i>Proposed Truck Routes</i> <i>Ordinance and Regulation Review</i> <i>Development Review</i></p>

## INDUSTRIAL

### RIO VISTA BUSINESS PARK

**GOAL 7.10: TO PROVIDE AMPLE AFFORDABLE OFFICE AND INDUSTRIAL SPACE FOR START-UP AND EXPANDING BUSINESSES.**

<b>Policy</b>	<b>Implementing Action</b>
7.10.A The City shall continue to promote construction of new commercial structures sized for small to medium businesses.	<i>ED-2 Economic Development Strategic Plan</i>
	<i>ED-6 Ordinance and Regulation Review</i>
	<i>ED-7 Development Review</i>
7.10.B The City shall continue to allow auto maintenance; service uses; and light industrial, warehouse, and manufacturing uses.	<i>ED-2 Economic Development Strategic Plan</i>
	<i>ED-6 Ordinance and Regulation Review</i>
	<i>ED-7 Development Review</i>
7.10.C The City shall seek to make the Business Park more attractive to new businesses by upgrading the design of new buildings, providing needed infrastructure, and emphasizing additional landscaping and other improvements.	<i>ED-4 Rio Vista Redevelopment Plan</i>
	<i>ED-5 Economic Development Assistance</i>
	<i>ED-6 Ordinance and Regulation Review</i>
	<i>ED-7 Development Review</i>
	<i>ED-11 Assessment Districts</i>

### AIRPORT ROAD

**GOAL 7.11: TO ACHIEVE A SOLID PRIMARY WAGE-EARNER JOB BASE.**

<b>Policy</b>	<b>Implementing Action</b>
7.11.A The standard to be achieved is 10 employees per acre or 1 employee per 1,000 square feet of building area.	<i>ED-1 Economic Development Program</i>
	<i>ED-2 Economic Development Strategic Plan</i>
	<i>ED-6 Ordinance and Regulation Review</i>
	<i>ED-7 Development Review</i>
	<i>ED-13 Contract Consistency Review</i>

<b>Policy</b>		<b>Implementing Action</b>	
7.11.B	The City shall encourage business service, manufacturing, office, and research.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-5	<i>Economic Development Assistance</i>
		ED-7	<i>Development Review</i>
		ED-12	<i>Capital Improvement Program</i>
		ED-13	<i>Contract Consistency Review</i>
		ED-14	<i>Airport Master Plan</i>
7.11.C	Warehouse uses shall be minimized.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-5	<i>Economic Development Assistance</i>
		ED-7	<i>Development Review</i>
		ED-12	<i>Capital Improvement Program</i>
		ED-13	<i>Contract Consistency Review</i>
		ED-14	<i>Airport Master Plan</i>
7.11.D	The City shall encourage a mix of industrial, commercial, technical, and service uses that generate employment and serve the employees.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-5	<i>Economic Development Assistance</i>
		ED-7	<i>Development Review</i>
		ED-12	<i>Capital Improvement Program</i>
		ED-13	<i>Contract Consistency Review</i>
		ED-14	<i>Airport Master Plan</i>
7.11.E	The quality of development shall be set to a higher standard than at the Business Park (former airport).	ED-10	<i>Design Standards and Guidelines</i>
7.11.F	The most intensive development shall occur north of Airport Road.	ED-2	<i>Economic Development Strategic Plan</i>
		ED-5	<i>Economic Development Assistance</i>
		ED-7	<i>Development Review</i>
		ED-12	<i>Capital Improvement Program</i>
		ED-13	<i>Contract Consistency Review</i>
		ED-14	<i>Airport Master Plan</i>

**GOAL 7.12: TO PROVIDE FOR APPROPRIATE COMMERCIAL AND INDUSTRIAL DEVELOPMENT AT THE RIO VISTA AIRPORT.**

<b>Policy</b>	<b>Implementing Action</b>
7.12.A Spaces shall be developed with airport-related services and other uses compatible with both runway and vehicular access.	ED-2 <i>Economic Development Strategic Plan</i>
	ED-5 <i>Economic Development Assistance</i>
	ED-7 <i>Development Review</i>
	ED-12 <i>Capital Improvement Program</i>
	ED-13 <i>Contract Consistency Review</i>
	ED-14 <i>Airport Master Plan</i>

**GOAL 7.13: TO PROVIDE THE INFRASTRUCTURE NEEDED TO ATTRACT NEW BUSINESSES.**

<b>Policy</b>	<b>Implementing Action</b>
7.13.A The City shall seek to provide adequate infrastructure to all business parks and commercial districts.	ED-2 <i>Economic Development Strategic Plan</i>
	ED-4 <i>Rio Vista Redevelopment Plan</i>
	ED-5 <i>Economic Development Assistance</i>
	ED-12 <i>Capital Improvement Program</i>

**GOAL 7.14: TO ENSURE THAT ADEQUATE TECHNOLOGY AND TELECOMMUNICATIONS FACILITIES AND ACCESS ARE PROVIDED TO RIO VISTA BUSINESSES, GOVERNMENT, AND SCHOOLS.**

<b>Policy</b>	<b>Implementing Action</b>
7.14.A The City shall include technology and telecommunications in the Economic Development Strategic Plan.	ED-2 <i>Economic Development Strategic Plan</i>
7.14.B The City shall encourage service providers to provide high-speed internet and telecommunications capability and keep their facilities up-to-date.	ED-2 <i>Economic Development Strategic Plan</i>
	ED-6 <i>Ordinance and Regulation Review</i>
	ED-7 <i>Development Review</i>
	ED-10 <i>Design Standards and Guidelines</i>
	ED-11 <i>Assessment Districts</i>
	ED-13 <i>Contract Consistency Review</i>

Policy	Implementing Action
7.14.C The City shall identify the range of business needs and, to the extent possible or allowed under Federal and State regulations, require that those needs be met as a condition of franchise agreements and other entitlements.	ED-6 <i>Ordinance and Regulation Review</i> ED-15 <i>Franchise Ordinance</i>
7.14.D The City shall determine sufficient standards for new development (both residential and nonresidential) to ensure that facilities are installed during the development process.	ED-7 <i>Development Review</i> ED-10 <i>Design Standards and Guidelines</i>
7.14.E The City shall encourage telecommuting and home business use of the Internet as a means of supporting business start-ups and reducing regional traffic congestion.	ED-6 <i>Ordinance and Regulation Review</i>

## **G. Implementing Actions for Economic Development (ED)**

Each of the following actions will be used, wherever appropriate, to implement the goals and policies of the Economic Development element.

### **ED-1 ECONOMIC DEVELOPMENT PROGRAM** *(Existing)*

The City of Rio Vista has and will continue to maintain an ongoing Economic Development Program, including at least one full-time staff person or equivalent in the Community Development Department, which has the responsibility for administering all related activities.

### **ED-2 ECONOMIC DEVELOPMENT STRATEGIC PLAN** *(Proposed)*

The City will undertake a Strategic Plan for Economic Development. The plan will:

- Include policies, strategies, and priorities for business attraction, community promotion, and marketing; and appropriate, compatible, and cost-effective business sectors on which to concentrate marketing efforts and resources.
- Identify resources needed.
- Analyze the strengths, weaknesses, and opportunities of the community for attracting business.
- Specific issues and potential attraction strategies to be evaluated in the Strategic Plan include: agribusiness and related sectors and services; technology and information; research and development; “back office” functions for various industries (accounting, billing, sales, and support services); medical and professional services; environmental products and services; and traditional manufacturing sectors. The plan will evaluate and identify business attraction strengths, such as quality of life and location in the Delta; business weaknesses, such as isolation from interstate highways, infrastructure needs, and workforce; and review the lands currently designated for commercial and industrial activities to ensure that sufficient land capacity exists to accommodate potential opportunities. The Plan will recommend a marketing and development strategy that will prioritize business sectors for attraction and retention efforts, and will identify crucial steps to provide infrastructure and correct deficiencies.

### **ED-3 BUSINESS ASSISTANCE PROGRAMS** *(Existing)*

The Solano Economic Development Corporation (SEDCORP) is a non-profit organization that is devoted to promoting business development and expansion in Solano County. SEDCORP assists municipalities and business entities by providing a marketing and educational forum and a clearinghouse for business location inquiries about Solano County. Other useful



organizations and programs include the State Trade and Commerce Agency, and the Department of Housing and Community Development.

**ED-4**            **RIO VISTA REDEVELOPMENT PLAN**  
*(Existing)*

The *Rio Vista Redevelopment Plan* was adopted to eliminate blight in the older sections of the City through revitalization of the historic downtown and redevelopment of the former airport site (Rio Vista Business Park), the waterfront, and other affected areas. This revitalization is expected to increase employment opportunities, increase the tax base, and create an economic environment that would encourage new private development and investment.

The Redevelopment Plan contains specific City goals and objectives. The City will use its redevelopment authority to establish additional redevelopment areas, in order to improve appearance, upgrade infrastructure, and screen “unsightly but necessary” uses from view.

Redevelopment of the targeted areas will include relocating housing in instances where land use incompatibility cannot be resolved. Rehabilitation of housing and implementation of other housing assistance programs, using the Low/Mod Housing Set-Aside Fund, also will occur. The Housing element contains a detailed description of the City’s housing programs and policies for affordable housing, including those funded or administered through the Redevelopment Agency.

**ED-5**            **ECONOMIC DEVELOPMENT ASSISTANCE**  
*(Proposed)*

The City will use industrial development bonds (IDBs), business assistance loans, revenue bonds, grants from state and federal funds, and various other forms of business assistance and financial incentives to attract and retain business. IDBs and revenue bonds are used to reduce interest rates on loans for capital and development purposes by conveying tax-exempt status through the City’s participation. These financing tools are repaid by the business. Additional financial incentives may include reduced land costs by City participation, using redevelopment or grant funds to cover portions of capital or development costs; sales or property tax rebates; and other incentives. The City may use some or all of these at various times if deemed appropriate.

The City will continue to apply for and use economic development grants for infrastructure, business assistance loans, and other eligible purposes.

**ED-6**            **ORDINANCE AND REGULATION REVIEW**  
*(Proposed)*

The City will review and update ordinances and related regulations to bring them into consistency with the General Plan, including the policies of this element. The review also will include identifying opportunities to streamline the process for beneficial industries or businesses while ensuring compatibility with adjacent land uses and environmental quality.

**ED-7**                    **DEVELOPMENT REVIEW**  
*(Existing)*

The City will continue to implement its development review process in accordance with the statutory requirements contained in such documents as the Zoning Ordinance, Sign Ordinance, Subdivision Ordinance and the Subdivision Map Act, specific plans and their design guidelines, the California Environmental Quality Act, the Permit Streamlining Act, and other statutes. The process will promote flexibility and innovation in accommodating commercial, service, and industrial activities and development proposals.

The City will include potential socioeconomic and fiscal impacts, such as those associated with premature commercial development, in the consideration and analysis of new retail commercial proposals. Impacts may include potential lost community services, jobs, and City revenues from existing businesses that may not survive after the new operation begins.

**ED-8**                    **DOWNTOWN AND WATERFRONT SPECIFIC PLAN**  
*(Proposed)*

The City will undertake a major planning effort, not only for the Waterfront Study District but also for much of the rest of the historic downtown and surrounding neighborhoods. The result will be a specific plan that will establish land uses and design guidelines for private development, public facility and infrastructure needs, and funding sources, as well as a Capital Improvement Program for the entire downtown.

**ED-9**                    **RETAIL MARKET ANALYSIS**  
*(Proposed)*

If it is unclear whether a proposed retail project is in keeping with the overall goals of the General Plan, the City will require supplemental and project-specific retail market analysis for projects larger than 10,000 square feet.

**ED-10**                  **DESIGN STANDARDS AND GUIDELINES**  
*(Proposed)*

The City will establish design standards and guidelines (in addition to those included in this General Plan) for future development, screening, landscaping, and existing uses. The City will develop specific standards for commercial and industrial categories or districts with particular needs or conditions, such as the downtown.

**ED-11**                  **ASSESSMENT DISTRICTS**  
*(Proposed)*

The City will use assessment districts for streets, frontage improvements, landscaping, and other infrastructure. Assessment districts can be used to improve an area and spread the cost over several or many properties, thus alleviating the burden from only one or a few. The facilities are financed through bonds, which then are assessed to all properties in the district benefiting from the improvements. This mechanism also can be used for ongoing maintenance, such as for street lights and landscaping.

**ED-12**            **CAPITAL IMPROVEMENT PROGRAM**  
*(Proposed)*

The City will develop a 5-year Capital Improvement Program (CIP), which will prioritize and schedule infrastructure improvements over a 5-year period. This program will provide certainty and a time-frame for needed infrastructure from all funding sources, including development fees, bond funds, redevelopment grants, and assessment districts.

**ED-13**            **CONTRACT CONSISTENCY REVIEW**  
*(Proposed)*

The intended use, purpose, or activity; term; conditions; and language of any lease, sale, agreement, or contract for City land or buildings must be consistent with the General Plan and other City policies, ordinances, and regulations. The Community Development Department will review all such contracts for consistency prior to approval.

**ED-14**            **AIRPORT MASTER PLAN UPDATE**  
*(Existing)*

The City will continue to implement and update the Airport Master Plan, as needed. The airport is both an economic development benefit, as a capital facility that many communities lack and a location for businesses needing or desiring to be near the airport facilities. A 12-acre business park and locations for commercial and industrial businesses (fixed base operators) are included on airport grounds. The Master Plan provides for these businesses and their necessary support facilities.

**ED-15**            **FRANCHISE ORDINANCE**  
*(Proposed)*

The City will establish a franchise ordinance and review its regulations to ensure that the maximum control and leverage can be exercised over telecommunications services, both in the manner and means of service provision and in granting easements on City property and rights-of-way. This review will overlap into development standards and regulations, such as the Subdivision Ordinance.

**ED-16**            **PROPOSED TRUCK ROUTE**  
*(Proposed)*

The City will establish a truck route as shown in the Circulation & Mobility element of the proposed General Plan.