

# City of Fairfield

2021-2025 Economic Development Strategic Plan

*Strategies focused on transformation*

APRIL 26, 2021



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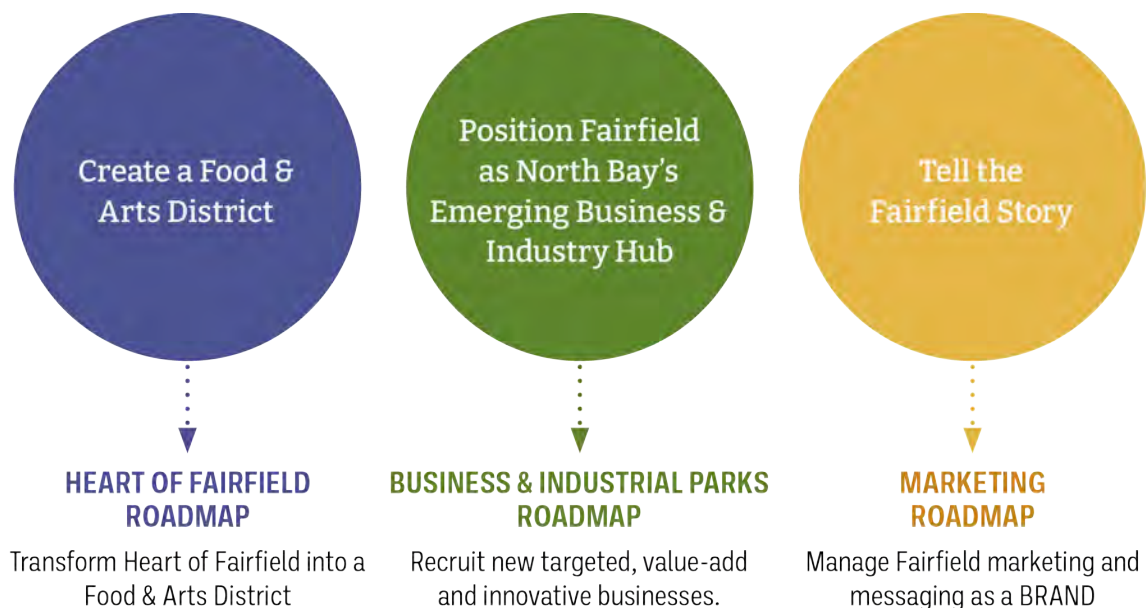
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# INTRODUCTION

The city of Fairfield is a unique city sitting at the crossroads of expected growth and opportunity. Over the next five years the city wants to further enhance its opportunities as a destination, to be a place that stands out on the map – a safe place where people want to build their homes, raise their families, work and play – a place that draws visitors from outside the area because of its rich culture, history, celebrations and events; a place known for its vibrant downtown full of unique restaurants, entertainment, brew pubs, and interesting shops, and a place where businesses grow and industry thrives.

The 2021-2025 Economic Development Strategic Plan provides a roadmap for **transformation**. Transformation is a key element to remaining competitive and relevant as markets and customers change over time. **Three bold actions** drive the multiple goals, strategies and tactical actions outlined for implementation in separate roadmaps:



The development and preparation of the roadmaps involved numerous engagements with organizations, entities, vendors and individuals involved in promoting Fairfield as a place to do business, live and visit. There were extensive engagements with city departments, particularly with economic development, Jorge Barrera, Project Manager, and the Marketing & Outreach Division staff. Nineteen (19) working papers, which documented findings as the project progressed, became the foundation for recommended strategies and tactical actions.

The three roadmaps are presented separately as to place and actions but are integrated for achieving the highest economic impact.

## HEART OF FAIRFIELD ROADMAP



## BUSINESS & INDUSTRIAL PARKS ROADMAP



## MARKETING & BUSINESS ATTRACTION ROADMAP





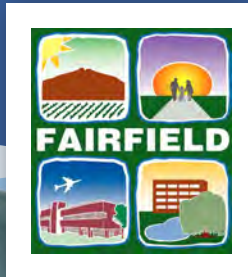
The three roadmaps represent bold actions which could result in significant annual (year-after-year) economic impact and new tax generation over the next five years. A projected square footage absorption for downtown and business/industrial parks was used to calculate estimated economic benefits:

<b>ESTIMATED JOB CREATION, ECONOMIC IMPACT &amp; TAX REVENUE GENERATION RESULTS</b>	
Direct & Indirect Job Creation	1,670
Direct Sales Tax Generation	\$ 381,000 Annually
Local Taxes	\$ 4.9 Million Annually
Total Economic Impact	\$ 228.8 Million Annually

The time is right to put these bold, transformational initiatives into action with consistent commitment and relentless communication. As the roadmaps are implemented, downtown will begin to transform, industries will grow and Fairfield will continue to be a destination of choice.

# Heart of Fairfield

Economic Development Roadmap 2021





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**I-45 Strategy 2: Adopt additional tools to incentivize near-term investment in the Heart of Fairfield.**

- I-45** *2.3 The goal is to create a layering effect of incentives to assist investors and businesses to fund quality projects. The city should review additional programs/tools to adopt to accelerate development in the HOF. This will help to overcome the investor challenge of a project "penciling."*

**I-49 GOAL 3: Diversification**

**I-51 Strategy 1: Engage with brokers and developers to promote business and development opportunities in the Heart of Fairfield and to share the Development Toolkit and key elements of the Roadmap.**

- I-51** *3.1 Use Hubspot CRM to reach out personally to existing broker and developer contacts to bring them up to speed on Heart of Fairfield Roadmap and key initiatives.*
- I-52** *3.2 In addition, expand the broker/developer network to new, external contacts of Bay Area professionals who work in downtowns or on adaptive reuse projects.*
- I-52** *3.3 Kick off this important relationship-building by hosting a lunchtime or end of day event downtown for both local and regional brokers and developers (from 3.1 and 3.2) to put Heart of Fairfield on their radar and share the initiatives underway.*
- I-53** *3.4 Reach out to these key real estate marketing partners at least quarterly with relevant market information oriented to convey Heart of Fairfield opportunities and filling downtown vacancies.*
- I-53** *3.5 For ongoing broker outreach and to support their marketing efforts, prepare a packet of materials both electronically and in print for their purposes including Key Property Factsheets and Retail Marketplace Info.*

**I-55 Strategy 2: Keep and grow critical business anchors.**

- I-55** *3.6 Using HubSpot, keep up-to-date the CRM of Downtown Fairfield businesses with key contact and contact info. Track all "touches" (including calls, electronic communication and assistance provided) and outcomes/results.*
- I-55** *3.7 Be on the street at least one-half day a week visiting at least five of the 50 ground floor businesses in the six-block core area.*
- I-56** *3.8 Develop a regular schedule of business-specific communications about everything from new business openings and city programs to upcoming events and small business resources and assistance available.*
- I-56** *3.9 Use diverse tactics to reach all downtown businesses at least three or four times a year.*
- I-56** *3.10 To support the success of the brand and business base, help downtown restaurants remain competitive with regularly organized promotions (Restaurant Week and Restaurant/Culinary Arts Boot Camp) during a slow dining-out week in winter.*



**I-59 Strategy 3: Attract new businesses.****I-59** 3.11 Build a quality prospect pipeline for target businesses of at least 200 contacts.**I-60** 3.12 Actively cultivate a third-party referral network (beyond the real estate community) to promote Downtown Fairfield business opportunities and properties. Local leaders want to help downtown succeed.**I-61** 3.13 Implement Targeted Business Recruitment Campaign in addition to general Heart of Fairfield prospecting.**I-63 Strategy 4: Capitalize on entrepreneurship to maximize Heart of Fairfield's creative placemaking.****I-64** 3.14 Utilize the proposed brand and marketing materials to reinforce "local entrepreneurs" and further promote as a Food & Arts District.**I-64** 3.15 Move target business concepts forward.**I-71 GOAL 4: Catalytic Properties****I-71 Strategy 1: Pursue private development for two catalytic sites.****I-72** 4.1 Prepare Great Jones site prospectus/marketing package.**I-72** 4.2 Populate CRM with Bay Area multi-family residential builders and developers who have built apartments in the North Bay (and Yolo and Contra Costa Counties) since 2018. (List provided separately)**I-72** 4.3 Consider reducing Development Impact Fees to increase rate of return.**I-72** 4.4 Work with property owner (AMP Great Jones Investment LLC) to promote the entitled project.**I-72** 4.5 Utilize and apply the newly completed financial feasibility analysis and concept to other residential development sites available in the Heart of Fairfield that are well-suited to similar product type, such as the Sam Yeto site or 730 Great Jones, Housing Authority (0.28-ac) site.**I-73** 4.6 Create site plan and visual concept for marketing.**I-73** 4.7 Collaborate with listing broker on promotions.

## ICON EXPLANATION

Icons appear throughout this document to recognize the work already being undertaken to accomplish some of the recommended strategies.



Heart of Fairfield Plan, April 2017



Proposed initiative reinforces and supports ongoing work by city staff

# Heart of Fairfield

## Fairfield Economic Development Roadmap

### INTRODUCTION

The overarching goal of the Heart of Fairfield Economic Development Roadmap (HOF Roadmap) is to spur both immediate and long-term actions to transform downtown's image and economy to truly be the vibrant heart and soul of the Fairfield community.

The Chabin Team used a place-based approach as the framework for strategy and action. Heart of Fairfield (HOF) placemaking is directly linked to its economic development efforts. Like people, businesses are attracted to business districts that are well-cared for, forward thinking, and have amenities that make it a desirable place (for their workers) to work and live.

Placed-based strategies in this document are built on the foundations of a market-based plan, attention to brick and mortar, strong local collaborators, infrastructure, an engaged community, capacity for implementation, and measurable short-term goals for long-term results. The Roadmap considers the many facets of downtown revitalization with the overall goal of increased economic vitality.

## HOF Roadmap Desired Outcomes

Successful implementation of the Roadmap will produce the following results:

1. Increased awareness of HOF as **regional food and art destination** celebrating cultural diversity and increasing food choices in HOF Texas Avenue core.
2. High-impact **positive activity and community engagement** building toward the tipping point of physical and economic transformation.
3. Positive **economic impacts** measured for filling current vacancies and increased customer traffic and spending for direct and indirect jobs and potential sales tax (see Figure 1).
4. **Confidence** within the community and with developers/businesses investing in HOF.
5. Implementation of a pipeline of **transformative projects** that actualizes the market opportunity in the next 1 to 3 years (see Figure 2).
6. **Increased private investment** and economic activity as public programs and resources are leveraged.

## FIGURE 1: Estimated Economic Impacts – Current Vacancies

Assumption: If current first floor vacancies, approximately 37,000 SF, are fully occupied over the next five years, the resulting **annual** economic impacts will be as follows. (Dollars rounded to nearest 100.)

EST. ANNUAL ECONOMIC IMPACTS – TEXAS STREET FIRST FLOOR VACANCIES							
Direct Impact				Total Impact (Direct & Indirect)			
Use	Jobs	Labor Income	Output	Jobs	Labor Income	Output	City Sales Tax
Retail	26	\$828,100	\$2,160,200	33	\$1,132,900	\$3,244,800	\$79,200
Restaurant	113	\$2,930,800	\$9,228,600	142	\$4,191,800	\$13,646,300	\$169,800
Incubator/ Co-Working	31	\$1,977,300	\$4,011,500	48	\$2,736,800	\$6,359,900	\$0
<b>Total</b>	<b>170</b>	<b>\$5,736,200</b>	<b>\$15,400,200</b>	<b>223</b>	<b>\$8,061,500</b>	<b>\$23,251,000</b>	<b>\$249,000</b>

Source: Economic Impact provided by Applied Economics. Based on assumptions of vacancy space use.

## FIGURE 2: Estimated Economic Impacts – Construction

Assumptions for Potential Catalyst Projects<sup>1</sup>: New construction @ 830 Great Jones Street, multifamily development and 1046 Texas Street potential restaurant/entertainment use.<sup>2</sup> (Dollars rounded to nearest 100.)

EST. ANNUAL ECONOMIC IMPACTS – 1046 TEXAS (RESTAURANT USE)							
Direct Impact				Total Impact (Direct & Indirect)			
Use	Jobs	Labor Income	Output	Jobs	Labor Income	Output	City Sales Tax
Restaurant	66	\$1,715,300	\$5,401,000	83	\$2,453,200	\$7,986,500	\$132,000

EST. CONSTRUCTION IMPACTS – 1046 TEXAS & 830 GREAT JONES STREET (NEW CONSTRUCTION)							
Direct				Total			
Use	Jobs	Labor Income	Construction Cost	Jobs	Labor Income	Output	
Restaurant	10	\$786,600	\$1,487,000	14	\$999,300	\$2,193,300	
Multi-Family	41	\$3,496,200	\$6,116,000	59	\$4,313,100	\$8,807,700	
<b>Total</b>	<b>51</b>	<b>\$4,282,800</b>	<b>\$7,603,000</b>	<b>73</b>	<b>\$5,312,400</b>	<b>\$11,000,900</b>	

Source: Economic Impact provided by Applied Economics. Based on assumptions outlined in Working Paper: Financial Feasibility Analysis of Potential New Catalytic Development Projects, prepared by Team Member, KMA.

1 Working Paper: Financial Feasibility New Catalytic Projects.

2 Proformas for these Catalyst Projects are included in Working Paper: Financial Feasibility New Catalytic Projects.




## Background and Approach

The Roadmap builds on the strong foundation laid by the Heart of Fairfield (HOF) Plan<sup>3</sup> completed in April 2017. The Plan was developed with an extensive community-based process to develop the vision for revitalization and transformation of downtown, West Texas Street and surrounding areas.

### HEART OF FAIRFIELD (HOF) VISION STATEMENT

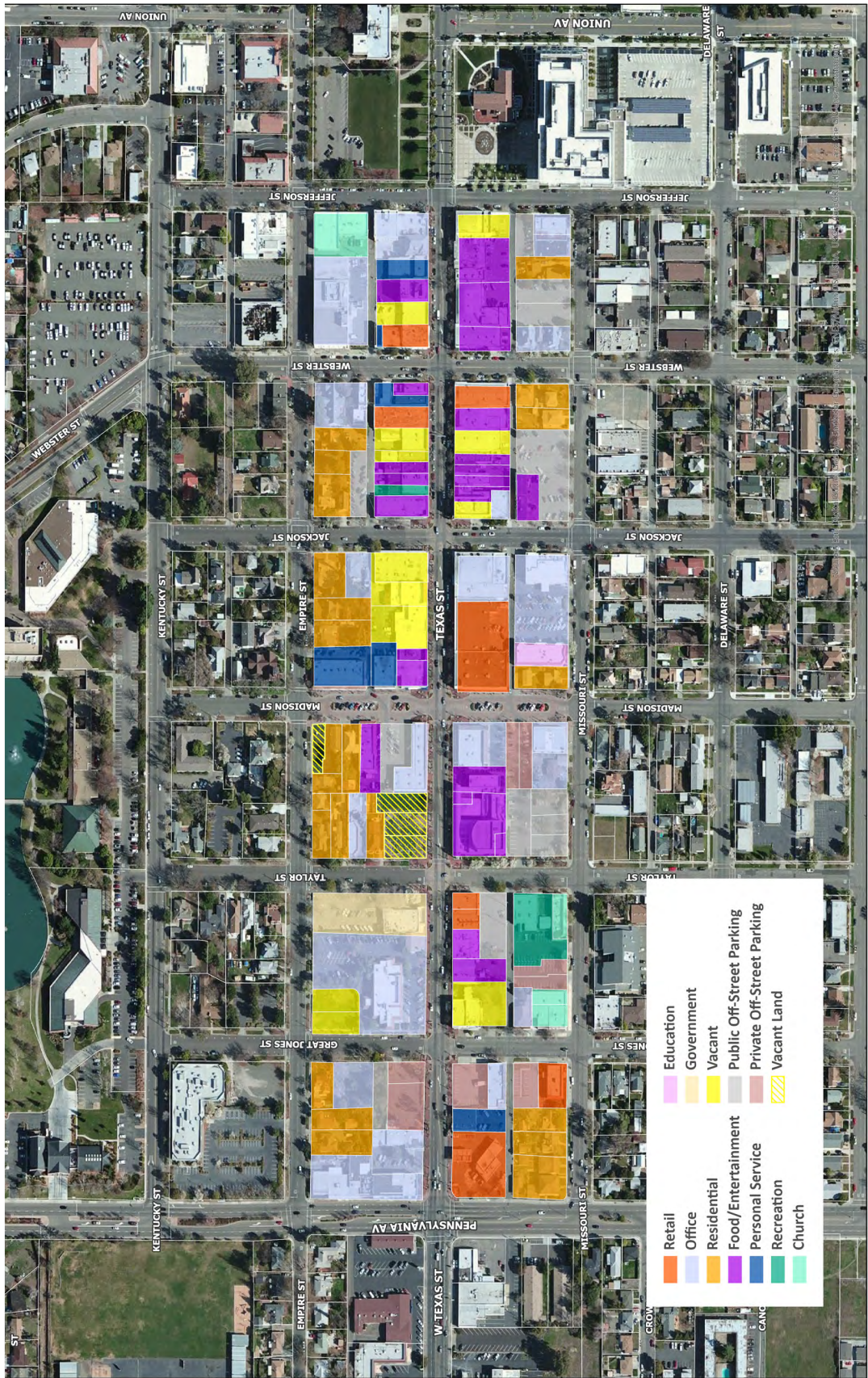
"The Heart of Fairfield is a social, economic, and cultural center for Fairfield, a distinct destination that attracts the community through thoughtful design, desired shopping and dining, lively activities, ranges of housing, and convenient access to regional transit. It is the place where residents, workers, visitors, tourists, and people from all over Fairfield and the region come to meet, gather, thrive, and celebrate community milestones." (HOF Plan April 2017)

 The 2017 HOF Plan outlines a strategic approach for how to achieve appropriate new development, public infrastructure and transportation improvements, community amenities, and public safety enhancements.

The HOF Roadmap takes many of HOF Plan's development strategies to a more immediate tactical level specifically focused on the core downtown area of Texas Street. As the HOF Roadmap was being developed the city's internal team were moving forward executing on the HOF Plan (see Current City Initiatives).

The Roadmap concentrates on physical and economic development steps for the six-block area between Pennsylvania and Jefferson Streets while also incorporating discussion of catalytic sites in the perimeter area.

3 Heart of Fairfield Specific Plan, dated April 2017 is the city's guiding document for the Heart of Fairfield, a larger area than the Heart of Fairfield Economic Development Roadmap which is focused on six blocks along Texas Street between Pennsylvania and Jefferson. Reference to HOF Plan will be denoted with an icon.



**FIGURE 3: Heart of Fairfield Core Area – Texas Street**

Downtown core uses, six blocks along Texas from Pennsylvania to Jefferson.



## CURRENT CITY INITIATIVES

The Roadmap's success is directly connected to the work underway by the city's internal HOF Team led by Assistant City Manager David Gassaway to address key downtown issues and stimulate transformation including, but not limited to the following list. The HOF Roadmap reinforces the need for these actions with a focus on creating vibrant environment downtown and business development.

- Connection with Downtown Businesses
- Homeless Services and Outreach
- Parking and One-Way Streets Studies
- West Texas Complete Streets Project (\$10.9M CA grant)
- Retail-to-Restaurant Program
- Environmental Remediation
- Downtown Pulse Newsletter
- Code Compliance
- Streetscape and Pedestrian Improvements
- Strengthening Zoning Code
- Downtown Parklet Pilot Program
- REAP Program
- Yiftee Community E-Card
- Business Support Programs
- Art in Public Spaces
- Downtown Farmers' Market
- Market Vacant Spaces
- Market Sites for Development
- Downtown Events
- Specific Development Projects
- Touch Up the Town: Volunteer Neighborhood Cleanup
- Street Bollard Improvement Project
- Advocacy
- Public works projects

Preparation of the HOF Roadmap involved extensive stakeholder outreach, research and analysis and collaboration with the city team facilitated by Project Manager Jorge Barrera. The Chabin Team also engaged key expert advisors to inform strategic thinking for priority initiatives aligned with the city's goal for HOF.

## HEART OF FAIRFIELD WORKING PAPERS

The HOF Roadmap is supported by six *Working Papers* created throughout the project and delivered to the city as part of a collaborative working team. These working papers are foundational research for recommendations:

- Fairfield Retail Market Trends and Analysis
- Heart of Fairfield Business Mix
- Heart of Fairfield Real Estate Product
- Financial Feasibility Analysis of Potential New Catalytic Development Projects
- Tools to Incentivize Near Term Investment in the Heart of Fairfield
- Putting heART in the Heart of Fairfield

# STRATEGIC ACTIONS

## GOAL 1: Place-making

**Initiate place-making tactics to transform HOF into a unique district:** a destination that attracts locals and visitors to enjoy unique design, art, cultural cuisine, shopping and entertainment. Create a hub for the development of new commercial and residential opportunities.

### **STRATEGY 1:** Position Heart of Fairfield as Fairfield's Food & Arts District.

*Reference: The Marketing Roadmap contains conceptual designs and collateral recommended for the Heart of Fairfield and is a key element of this plan.*

#### **HOF Plan, Branding & Public Art, pg 37, #5**

Downtown Fairfield has struggled with its identity in the marketplace. HOF stakeholders repeatedly shared the comment, "*There is no 'there' there!*". Typical of many downtowns adjacent to county seats, many businesses locate there to serve the county government center. This is also true in Fairfield and has been well-promoted in the historic Fairfield arch sign between Jackson and Webster Streets. Yet, downtowns anchored by government centers and their service providers often lose their identities as special places for the community by becoming extensions of the government center in people's minds because of businesses located there to serve the government. Downtown Fairfield has the opportunity to create a more enticing identity today.

The Heart of Fairfield needs to adopt a new position as a vibrant, robust, unique destination and work to engrain this in the hearts and minds of people. The position needs to clearly communicate to residents and visitors what the Heart of Fairfield is, and what they will experience when they arrive.

Chief among the Heart of Fairfield's unique and core assets is the number of culturally diverse restaurants in the downtown which provide an opportunity to project a new position, **Fairfield's Food & Arts District**.<sup>4</sup>




Fairfield's Food & Arts District –  
Logo Concept

## WHY A POSITIONING STRATEGY?

The positioning strategy is more than words. It must be supported by aggressive and creative actions to lay the “vibe” and create a tipping point for transformation, where businesses will want to locate and where residents/visitors will want to be – a destination.

The positioning becomes the core focus for catalyzing transformation, reflected in proposed actions and tactics throughout this Roadmap. For such a positioning strategy to work, it will need to be led by action and supported by stakeholders.

 The Food & Arts position is not a stretch for the city, as the city's Heart of Fairfield Implementation Team is already working on many proposed elements that lend themselves to this district identity. The Food & Arts District position brings more focus, intent and purpose for wrapping these multiple work efforts around a destination.

<sup>4</sup> Logo and design concepts reflecting this identity are included in the Marketing and Business Attraction Roadmap section.



## Tactical Actions

### 1.1 Review with internal city Implementation Team.

Include the city's Marketing & Outreach Division on the internal HOF Implementation Team. Review the positioning strategy for its ability to: 1) align and focus with existing work; and 2) wrap and sequence existing work as part of activating a "Food & Arts District."

### 1.2 Engage key stakeholders.

It is important to engage early adopters of the Food & Art market position. Form a stakeholder advisory group in support of the positioning of the Heart of Fairfield so that it is used across key organizations. Meet with the Convention & Visitors Bureau, Chamber of Commerce, selected downtown property and business owners, Downtown Theatre, brokers and a few Fairfield anchors to be champions.

As one of the first steps in implementation, **hold a Downtown Summit** to share public and private initiatives, promote the actions recommended and opportunities (real estate, business, physical, arts, etc.) and encourage participation. The Summit will encourage two-way dialogue, provide an opportunity to learn from other communities that have succeeded with this model, and gain support for implementing the HOF Roadmap. Engaging stakeholders and rebuilding *confidence* are important to the long-term success of any downtown plan.

A summit puts everyone on same page out of the gate, creates buy-in, gives people a voice and starts building momentum. It should happen in first three to six months. Potential summit speakers could include representatives from organizations who have successfully transformed challenging commercial districts: Bay Area LISC Commercial Corridor program; Rockwood Rising, Gresham, Oregon; Prosper Portland, Urban Land Institute, SF Chapter.<sup>5</sup>

5 Bay Area LISC; Rockwood Rising; Prosper Portland Neighborhood Economic Development; ULI-SF

From this, community champions can be identified to co-lead and form action teams to implement aspects of key initiatives. A cross-section community advisory team (8-10 people) can help guide the Roadmap launch, develop a “refreshed” stakeholder base, and collaborate with the city.

### **1.3 Confirm the market position.**

With review from city Implementation Team and Marketing & Outreach, approve positioning statement and adopt proposed logo (or another concept designed by Marketing & Outreach Division).

#### **Begin “demonstration” pilot project.**

Tactical Action 1.10 proposes a block-by-block program, starting with a one-block pilot demonstration project.

#### **Put heART in the Heart of Fairfield.**

Tactical Action 1.6 proposes bringing art to the downtown.

#### **Ramp up business development.**

Goal 2 outlines actions to enhance business development effort including assisting and expanding existing businesses, attracting new businesses and creating entrepreneurial spaces by collaborating with partners.

## HEART OF FAIRFIELD – DOWNTOWN MARKET POSITION

### Description

- A six-block core area of Texas Street between Pennsylvania and Jefferson Streets
- 24 eating and drinking establishments anchored by the premier North Bay Performing Arts Center, the Downtown Theatre as well as the Solano County campus and historic courthouse

### Target Markets

- Primary: local and market area residents
- Secondary: employees, visitors, theatre goers

### Market Re-Position Strategy

- Fairfield's Food & Arts District: Heart of community with unique locally curated restaurants, creative arts and specialty shopping
- Target Business (selected)
- Restaurants and Food Trucks
- Tap Rooms, Brewery, Distillers, Wine Bars
- Food Markets
- Arts
- Boutiques
- Co-working Space
- Entrepreneur Center – Commercial Kitchen, Mixed-use: Makerspace/Retail

## COLLABORATORS

- City Internal HOF Implementation Team
- Downtown Theatre
- Fairfield-Suisun City Visual Arts Association
- Downtown restaurants
- Solano Arts Council
- Fairfield area galleries
- Real estate brokers
- Gordon's Music Studio



## STRATEGY 2: Enliven and add vibrancy to downtown's physical image.

### **HOF Plan, Branding & Public Art, pgs 145-147**

This strategy encompasses many tactical elements in support of the Heart of Fairfield's new position as a vibrant, robust, unique destination as a Food & Arts District. It embraces a key truism of downtown revitalization: Looks Count. Also important are key functional features like outdoor seating and restrooms to encourage people to stay awhile.

The city has partnered with several property owners to complete storefront improvements and these investments sporadically demonstrate what could be. A more comprehensive approach is needed to generate a radically different, fresher image for the core business district. Moving forward physical and economic development must work hand-in-hand. Continuing to improve and maintain Texas Street's appearance as well as highlighting both the built and natural environments' diverse character are critically important to making a favorable first impression on both business/developer prospects and shoppers.

Following are "low-hanging fruit" actions for completion in the next three to nine months to kick-start transformation.

### **1.4 Clean up, fix up the Heart of Fairfield.**

Roadmap stakeholder conversations repeatedly revealed a top issue for Downtown Fairfield is the lack of maintenance. Basic clean-up steps that would give downtown a lift and add some shine ranges from power-washing everything possible, weeding, repair any broken street furnishings and public art, removal of old signs, cleaning out store windows and doorways and washing inside and out.



## **SUMMARY LIST OF KEY PHYSICAL CHARACTERISTICS OF ATTRACTIVE, SUCCESSFUL DOWNTOWN DISTRICTS**

- Pedestrian-friendly environment-wide, passable and safe sidewalks
- Clean, well-maintained streets and sidewalks
- Greenery: trees, shrubs, flowers, planters, that add to a sense of vibrancy
- Traffic slowing features that force drivers to slow down (ex: bulb outs at corners)
- Availability of public restroom facilities
- Street furniture, such as benches and seating
- Substantial streetlights and well-lit areas
- Trash and recycling bins
- Directional signage (parking, destinations) and gateway signage for identity-building
- Easy access to adequate parking facilities
- Frequent and reliable public transportation
- Bike lanes, paths, and racks
- Open public space such as a park, parklet, activated courtyard, empty lot, alleyway
- Preservation of historic character, including historic facades, historic sites and reuse of existing historic buildings
- Maintenance of a consistent scale for buildings/streetscapes
- Outdoor cafes or restaurants that draw patrons outside, increase pedestrian traffic, and create a highly visible gathering place
- Attractive storefronts that encourage window-shopping
- Business signage oriented to pedestrians
- Play areas for children/family


*Source: National Main Street, Washington, D.C.*

The lack of color and the concrete street furnishings and pillars contribute to an impression of bleakness. Color can be added simply and inexpensively through plantings and flower baskets, banners, front door painting to name a few examples. Start with geraniums as a reminder that Fairfield is the Geranium City.

A clean-up program is not a “one shot” occasion but should be an ongoing commitment, ideally with business/community leader street teams that “adopt a block” to keep clean. Examples abound of how to organize and engage volunteers in downtown clean-up programs.<sup>6</sup>

### 1.5 Implement simple landscape and streetscape enhancements.

The Chabin Team’s expert advisor landscape architect David Dougherty of Dougherty Landscape Architects (DLA), Inc.<sup>7</sup> was consulted to gather impressions and professional insights regarding Texas Street. Through document sharing, a virtual tour and the team’s impressions from a site visit, David was asked to provide top-of-mind quick, early fixes to refresh the streetscape environment which could also engage community in action. David provided a range of recommendations from quick wins to more long term, noted below. His main comment, similar to stakeholders, was that “downtown appears to have good bones; the city clearly invested in streetscape improvements over time that could be utilized today. The main issues are ***downtown appears tired and is missing color.***”

 The city will be retaining a landscape architecture firm, Gates & Associates in the very near future to implement community outreach, conceptual landscape alternatives and construction documents for more extensive public streetscape work. However, simple landscape and streetscape enhancements can be done now; particularly ones that engage the community

6 Clean-Up Program Example Links: [Downtown Clean-up, Lynchburg, VA](#); [Spruce Up Warrenton](#); [San Rafael Streets Team](#)

7 Dougherty Landscape Architects, <https://www.dladesign.com/>. David Dougherty has participated on teams for downtown revitalization and prepared numerous downtown streetscape plans across the nation.

### Short Term Streetscape Interventions – Easy Fixes

- Power wash sidewalks & streets.
- Remove all terracotta planter pots on sidewalks.
- Engage business, non-profits, clubs and schools.
- Take out green edge at every corner and use colorful annuals and perennials. Regular plantings (volunteers such as garden clubs are often great contributors to planting and maintaining).
- Utilize new Food & Arts theme. Define new color scheme in keeping with Food & Arts District. Create new banners promoting Food & Arts.
- Hang flower baskets from all the light poles and create new banners promoting Food & Arts.
- Add artistic color into concrete benches. Possibly mosaic tile created by local school and students.
- Utilize low concrete pedestals for art sculptures throughout the district. Paint.
- Remove heavy concrete posts that block signage and buildings and have outlived their design era (this must be done professionally).

### Integrating Color in Environment – Refresh & Revamp

- Create design guidelines for pilot block to guide the color scheme for buildings.
- Begin cosmetic building improvements. Add color to buildings – paint doorways, murals. Develop and use a color palette in keeping with Food & Arts District to create sense of place. This will require design guides for color palette.
- Remove or replace awnings that are “heavy” and detract from architecture – employ a modern alternative.
- Remove old business signage.
- Create more uniform signage. Blade signs for businesses and banner signs for seasonal events.
- Where possible, spill activity into the street; develop parklets and create outdoor cafes/dining opportunities.
- Remove pedestrian barriers, like railings, and replace with planters or more engaging materials.

*Note: some elements are tied to design guidelines and other are private property/business responsibilities but can be encouraged and incentivized. Consider the storefront visually part of streetscape.*



## VISUAL EXAMPLE 1



**Remove obstacles such as pillars, potted plants, add color to buildings, add flowers to hedge beds, hanging flower pots and blade signs.**

## VISUAL EXAMPLE 2



**Use flowers and color at street corners, replacing hedges. Use blade signs and add art.**



## 1.6 Put heART in the Heart of Fairfield.


### **HOF Plan, Branding and Public Art, pg 145-147**

- **Community Engagement.** Communities struggle to entice residents and visitors to engage in their downtowns. One way to engage community members is to build a program that connects with local artists. Many communities transform downtowns by adding art sculptures, murals and leveraging talent that exists locally. This builds community pride, drives traffic to areas that were previously avoided and creates public relation opportunities. Visitors love “photo opps.” Art is a great draw to create a reason to visit downtown.

The National Endowment for the Arts recently completed a study<sup>8</sup> on the Theory of Change and Logic Model which focused on systems change as part of a national effort to increase the use of arts, design, and cultural strategies in community development across the nation. The report highlights the benefits that stem from the successful adoption and integration of arts, design and cultural strategies for change at a local level as well as best practices for implementation.

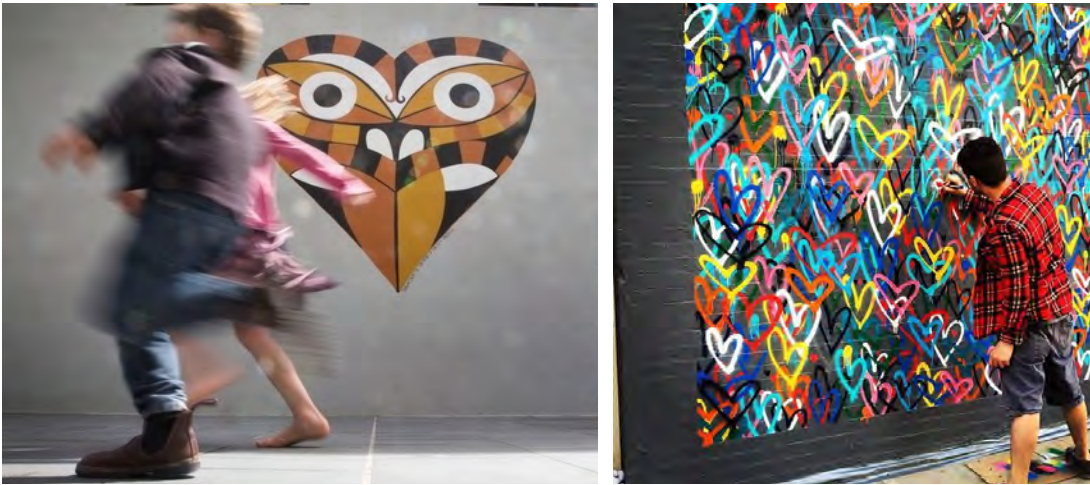
The Chabin Team’s Working Paper, *Put heART into the Heart of Fairfield* provides more details and examples.

- **Murals.** Low hanging fruit is implementation of a mural program which many cities have initiated (see working paper). Downtown is a perfect canvass for a mural program with over 10 blank walls on key corners. A prime corner/entrance building, if agreement can be made with the County, is the county-owned building blank wall facing Jefferson, 701 Texas. Seed a mural fund, with \$100,000.

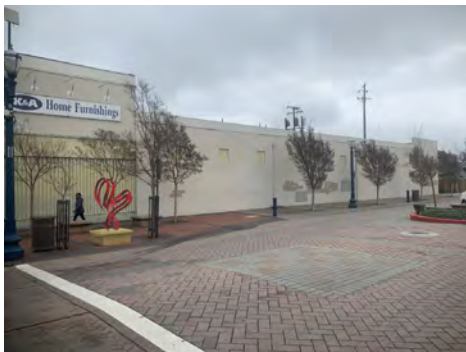
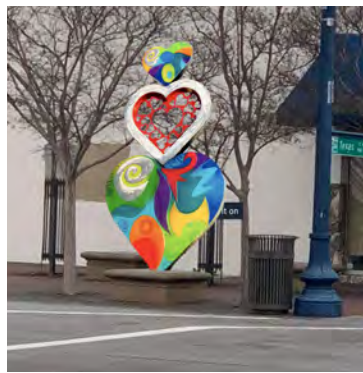
 The city has already researched establishing a mural program, identify partner and first two walls. Plans are to kick-off program early summer 2021.

8 National Endowment for the Arts, <https://www.arts.gov/>, Our Town, a Theory of Change and Logic Model, Creative Placemaking Grants Program, <https://www.arts.gov/sites/default/files/Our-Town-Theory-of-Change.pdf>

- **Heart Wall.** In keeping with the Heart of Fairfield, activate a Wall of Heart program. Encourage artists, schools, community groups to contribute to a Wall of Heart or create art sculptures.



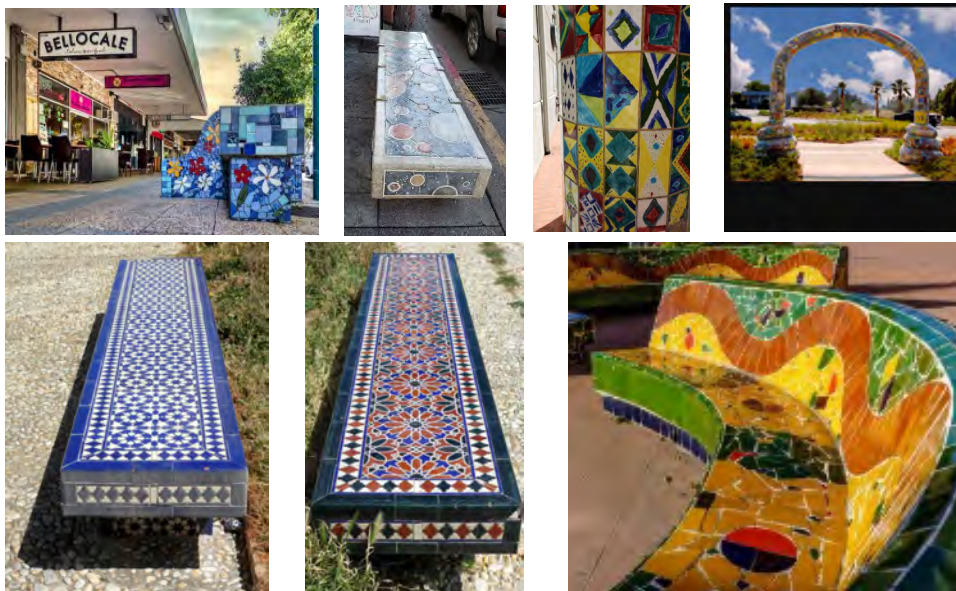
- **Integrate heART at intersections.** Fairfield is fortunate to already have concrete pedestals at corners. The pedestals are perfect for displaying art.



- **Food & Arts District Logo.** The Heart of Fairfield logo was designed not just as a logo for signs and banners, but as an art piece that could be used on downtown buildings, awnings or as entrance monuments.



- **Bench Beautification Program.** Engage Fairfield teachers and students to hand paint ceramic tiles which could be used to transform the approximately 60 benches located in the Texas Street core business district into art pieces. The benches include four at each corner of the six blocks and several more disbursed along the interior of the blocks. This would add color as well as engage the schools, students and families. The city could fund the materials. (See Working Paper) Fairfield did a similar project with the arch for Linear Park.





- **Art is about Activation.** Art is a great tool to begin activating change in the downtown. Along with a mural program being implemented by the city, engage the schools, Solano Community College and Armijo High School in downtown to help implement and manage a more robust program to include students and artist.
- **Seed an Art Fund.** Given how art can activate change, build confidence and engage community, it is recommended that the city establish an Art Fund for Heart of Fairfield, minimum of \$150,000. Work with partner organizations, such as the College, to manage and administer the program, Fairfield Art Champions.
- **Creating a unique visitor destination.** Visitors, a key customer for businesses in downtown, often need a reason to visit a downtown besides its Food & Art District. Unique places, creative monuments and art attract people as fun, creative destinations. Below is an example of such a unique venue that Fairfield could sponsor – the largest beer bottle in the world, filled with Jelly Belly candy. It could be a draw as a photo opportunity location not to miss especially for kids and families. Adding a contest would get even more attention.

## EXAMPLE – VISITOR PHOTO OP “BEER BELLY CHALLENGE”

Create value in the downtown and a reason for visitors to travel the extra distance. Photo ops abound when you have something that no one else has to offer. Fairfield has significant visitors that visit [Jelly Belly's](#) and [Anheuser-Busch](#) each year. Unfortunately, those coming to visit these businesses are not drawn to downtown as that next stop.

Create an Exhibit – “**The Beer Belly Challenge**”

Build the world’s biggest Beer Bottle with a twist – filled with Jelly Bellies. The Challenge – guess how many Jelly Belly beans will fit into the bottle and **win \$xxx** and a year’s supply of Jelly Belly candy or Anheuser-Bush beverage (or some other award).



- **Longer Term Art Projects.** In addition to mural and arts programs many communities also activate alley projects in their downtown. An alley activation project doesn't necessarily have to be outside dining, entertainment space, beer gardens or murals but could be outdoor fitness alleys<sup>9</sup> which are becoming popular at universities and in active adult communities. Downtown Chattanooga offers a great example of an alley project started with a challenge to architects. One alley can be set up for speaking engagements and/or outdoor movies. <https://www.passagewayschattanooga.com/>

## 1.7 Integrate and expand both public and private signage throughout the HOF.

📍 *HOF Plan, pg 109*

- **Gateway & Wayfinding.** 📍 The HOF Plan identified the importance of both wayfinding and gateway signage to guide traffic to the civic center and to call-out and provide a sense of arrival to the HOF Downtown District.



Wayfinding is critically important to guide people downtown for a wide variety of business, civic and social purposes. Additionally, street signage and banners are opportunities to reinforce HOF's identity as the Food & Arts District.

🔄 The city is moving forward to accomplish this aim through the Heart of Fairfield Gateways Design and Branding Study which is currently in process.

9 Playcore & Gametime, <https://www.gametime.com/outdoor-fitness-equipment>

- **Encourage Blade Signs.** On the private sector side, businesses may be missing out on customer traffic with flat building-facing signs that do not grab the attention of pedestrians walking down the street. Blade signs are a must and offer the opportunity for uniquely crafted artistic and creative ways to immediately convey the type and “vibe” of a business.
- **Business signage improvements** are currently funded under the REAP grant in connection to façade improvements. But that funding should ideally be linked to some general design and/or sign guidelines to encourage consistent scale and artistry. Complementary and attractive business signage can provide a sense of continuity, creativity and identity for the HOF district. Some cities provide a selection of signs to choose from and offer incentives for new and replacement signs, such as, signs that use higher end materials, construction techniques or are created by local artists. Lafayette, LA, Vacaville, and Medford, OR are examples of blade sign programs.<sup>10</sup>



10 Blade Sign Programs: [Lafayette, LA](#); [Vacaville](#); [Medford, OR](#)



### **STRATEGY 3: Initiate a pilot Block by Block program.**

The list of city tasks for HOF conveys that there is much to do to create revitalization in the downtown. In addition to the placemaking and art, the buildings in downtown also need to be revamped, refreshed and made appealing to customers, visitors and new businesses attracted to the downtown. All the “wheels on the bus” need to be turning at once to revitalize and stimulate economic vitality in the downtown.

As the city wishes to be aggressive in making change, it is recommended to first focus on one block. Start with Block 800. It is adjacent to the most vital block in downtown (700) and has good pedestrian form but has physical and business mix challenges. See Tactic 3.3 for details on launching this initiative.

It is also recommended that the city consider utilizing the block-by-block process developed by Better Block<sup>11</sup> to engage the community to bring economic vitality, music, art, food and street life to commercial districts. Many communities across America are utilizing Better Block to revitalize downtown neighborhoods by engaging the local neighborhoods, citizens and businesses in creating what it could be. It is an exciting method for communities to visualize and participate in making change.

11 <https://www.betterblock.org/> a nonprofit that educates, equips and empowers communities and their leaders to reshape and reactivate built environments.

## BETTER BLOCK

The Better Block Foundation works to change the world block by block implementing 90-120 day community engagement projects that end with transformation of a space chosen by and designed with the community.

These are temporary projects that facilitate a glimpse into what a revamped downtown would look like, complete with multimodal traffic avenues, cultural activities, sidewalk cafes, and open-air “living room” spaces. The Better Block approach uses design to activate spaces and bring people together. These projects are helping to inject life into otherwise stagnant economies, often resulting in a significant drop in vacancy rates as “block parties” double as an advertising tool for empty commercial space.

### **Dallas Better Block Food Park – a temporary activated block**

<https://www.betterblock.org/mlkfoodpark>

### **Ottumwa Better Block**

[https://www.youtube.com/watch?v=ZG\\_ogpGJNDQ](https://www.youtube.com/watch?v=ZG_ogpGJNDQ)

## Tactical Actions

- 1.8 Prepare and adopt HOF Design Guidelines to ensure new development and adaptive reuse projects are in keeping with desired design elements.**



***HOF Plan, Chapter 4, pg 59-73 has extensive chapter on design guidelines, however they were not adopted.***

It is important in the pilot block to change the exterior fronts with paint, revamping awnings and signs – creating vibrancy and continuity on the blocks to show change. Design guidelines should guide building color palette, awnings, windows and signs.

The city could be bold and establish a pilot storefront program whereby the city is improving the building front in this pilot block area. A program that is easy for a property owner to say yes. Consider the building front pilot as an extension of the streetscape.

**Example.** *Through Planning, retain an architect to create three designs of awnings and signs, color scheme (in line with HOF Plan guide) for the pilot block. Continuity is part of branding the area to Food & Arts District. Produce a pilot block design guideline book, work with pilot block building owner to select one of the three samples, sign a working easement agreement (or reimbursement agreement) and city authorizes work and manages schedule. Program should be focused on paint, awnings and signs to a \$35,000 maximum per building (seed a \$500,000 Pilot Storefront Improvement Fund). Owners agree to participate in a Property Enhancement Advisory Team. Goal: reface pilot block.*

See Working Paper: Tools to Incentivize Near Term Investment in the Heart of Fairfield.

### **1.9 Expand the REAP Program and establish a pilot-specific fund within the REAP program to layer resources and speed up transformation of properties in the pilot block.**

 **HOF Plan, pg 129-134**

The current Revitalization Enhancement & Assistance Program (REAP) addresses soft costs for both exterior and interior (tenant) improvement opportunities and also encourages retail and restaurant uses and incubator concepts to activate the core business district. Possibly underutilized during COVID the program has had a limited number of applicants. Following are recommendations to expand the REAP and establish additional funds to speed transformation.<sup>12</sup>

- Expand the REAP to increase the total grant amount from \$50,000 to \$99,000 for TI/interior redevelopment or more extensive façade, building rehab addition, alley activation, outdoor seating improvements, with 20-25% match. Broaden the program to include

<sup>12</sup> Reference for future program recommendation details, Working Paper: Tools to Incentivize Near-Term Investment in the Heart of Fairfield.

market/financial/engineering feasibility studies of new business or business restructuring concepts and architectural design studies for developers and business/property owners (have architect available). Make available to all businesses in the core area and prioritize projects that seek to:

- Remove outmoded signs and replace with blade signs in keeping with anticipated design guidelines.
- Remove dated and old facades/awnings and restore or recreate the original historic building character and authenticity.
- Restructure interior space to accommodate the needs of a target business use or concept deemed to have strong market demand and financial feasibility.
- Increase the transparency of storefront windows or remove non-glare, reflective glass.



Historic 800 block with open storefront windows and authentic character.



Original blade signs on Texas St. call out to shoppers.

- Create within REAP a Storefront Improvement Grant Program as part of the Pilot Block(s) launch to accelerate change. Seed the Pilot Storefront Improvement Grant Program with \$500,000. The goal is to see immediate change and transformation on a pilot block. The city would take the lead to fund 100% storefront improvements (façade paint, awnings and signs) with working agreements/easements from property owner on pilot block(s).

The city would take the lead to get the improvements scheduled and completed. The city would also be better equipped to coordinate with other city work such as streetscape improvements, public art and murals investments. This would take the burden off busy or absent property owners to facilitate completion in an accelerated timeline. As part of the Storefront Improvement Grant Program the following should be completed and available:

1. Establish a design guide with a selection of color palettes, awnings and blade signs, whereby a property owner could select the design model for their business.
  2. Have the architect who has prepared the design guidelines available to meet with businesses and review their building for storefront improvements.
- Establish and seed a **Shell & Tenant Improvement (TI) fund**. This is aligned with the city's "Retail to Restaurant" initiative. We recommend this fund be used specifically for tenant improvements for the Pilot Block and for office uses. Funds should have very flexible terms to assist business or property owners in readying the spaces for new business mix.
  - Establish an **Equipment and Working Capital Fund**. The existing CDBG fund is often difficult for many businesses to utilize. It is very targeted with strict eligibility requirements. In addition to CDBG RLF, a general Revolving Loan Fund (\$500,000 fund) is recommended. Loan maximum is \$50,000 with terms and conditions based on what is being financed. Require businesses to sign up for SBDC Business Coach, possibly partner with local bank participating with the State of California CalCAP Small Business Loan program. The goal is to provide a source of funds for small businesses to access that is otherwise not available to them. This fund would be available to any business in the city of Fairfield including businesses locating in the Heart of Fairfield or in Fairfield business and industrial parks.

- As part of any loan program, require businesses accessing funds to work with business coaches available through SBDC for at least one year.

### 1.10 Launch pilot block program.

This action focuses on transforming one block to build a demonstration block and moving down Texas Street until all blocks are upgraded. We encourage the city to review the Better Block model to integrate their model, or work with Better Block to initiate more engagement from the community and neighbors (see Better Block Model).

- **Start with Block 800.** It is adjacent to the most vital block in downtown (700) and has good pedestrian form but has physical and business mix challenges.
- **Assemble a team.** The city already has an internal HOF team, many of those members could be involved. It is also best to reach out to other organizations participating in the downtown to be involved. Provide an orientation to the design elements of successful blocks<sup>13</sup> and how this effort dovetails with existing city work and resources available (e.g., REAP grant, potential Design Guidelines, Food & Art District identity, etc.).
- **Walk the Block Assessment.** Walk the block with assessment sheet.<sup>13</sup>
  - ▷ Evaluate and document each building. Take photos of the “good, bad and ugly” to evaluate and identify physical improvements that would enhance and activate both the private and public space. These may range from simple (plantings, sign changes, awning removal, power washing) to more radical projects like peeling back the façade and recreating doorways.
  - ▷ Create a 90-day plan of actions and expected outcomes, responsible parties, resources needed, etc. Be sure to note what can be completed with “elbow grease” and what requires additional resources. Consider key opportunities and challenges of both the public and private aspects of each block.

- Take the list of ideas and break down into the three categories: 1) Easy Fix, 2) Refresh and Revamp, and 3) Major Overhaul. Focus on #1 and possibly #2.
- **Meet with property owners.** Explain the storefront program and begin signing property owners up for make-over.
- **Clean-up.** If Clean-up, Strategy 1, Tactic 1.1, has not begun, start with the pilot block. Power wash, remove obstacles, clean the area, add plants to corners, add hanging plant baskets and new banner signs to promote the Pilot Block.
- **Use empty storefronts.** Work with property owners to gain access to vacant spaces for a weekend. Ideas: Create an event like a giant “art installation” so the vacant spaces become de facto art galleries. This will help property owners actively market and lease their properties.
- **Utilize space with Pop Ups.** Encourage and work with property owners who are willing to attract and install temporary “pop-up” businesses in vacancies to show the potential for what could be if the street had a more inviting presence. This might include a coffee shop, café, a kids’ art studio, a flower/gift market, bookstore or partner with one of the farm stands.
- **Activate storefront windows.** Obtain property owner approval<sup>14</sup> to put “available property” poster in windows, and to install displays, art or local merchandise. Poster should have logo and match branding scheme.

#### **1.11 Implement strategic code enforcement especially aimed at troubled/ zombie properties holding up the progress of a block.**

- Vacant properties and substandard abandoned properties significantly affect the business district image, safety and economic vitality. Many of Downtown Fairfield’s vacant buildings have been idled for several years. Some have obvious code violations like long term vacancy, retail space being used for storage and warehousing; covered

## BETTER BLOCK INITIATIVE PROCESS

Better Block is a unique nonprofit that educates, equips and empowers communities and their leaders to reshape and reactivate built environment to promote the growth of healthy and vibrant neighborhoods.


Their process is specifically built to engage the community to see what could be and to be part of the solution. For Fairfield this would be an excellent way to engage students and neighbors. Their process is outlined below, some of these elements are actions within launch the Pilot Block Program. It is worth a visit to their website, [www.betterblock.org](http://www.betterblock.org), to see their Better Block in a box and their Pop-Up Installations, their recipe for success is obvious.

1. **Start with a Block.**
2. **Assemble a team.** It should consist of grassroots community activists, artists, urban designer/architect, and DIYers. If possible, work with existing area nonprofit leaders or organizers (community gardens groups, local volunteer corps, etc.).
3. **Make a Game plan.** Create a 90-day plan of actions and expected outcomes, responsible parties, resources needed, etc.
4. **Connect.** Make your Better Block part of something larger like an art walk, Tomato Festival, fun run, etc.
5. **Use empty storefront.** Be creative.
6. **Pop-Up!** Develop and install temporary “pop-up” businesses to show the potential for what could be if the street had a more inviting presence.
7. **Gussy it up.** Add some finishing touches to create an inviting feel.
8. **Invite artists to perform.** Music is a key component to having a dynamic street and to celebrate the results.
9. **Give people a reason to stay.** Provide plenty of seating, things to read, games to play, and food to eat.



up store windows; derelict signs and more. Strategic code enforcement programs can go a long way to reverse district decline and signal that change is underway.

- The city does have a nuisance property code defined under Chapter 27 <https://www.codepublishing.com/CA/Fairfield/#!/Fairfield27.html#27.401>. Properties deemed a nuisance face fines, but no language identifies steps the city may take to board up the property. This should be part of the code enforcement ramp-up.

 The City of Fairfield Planning Department is actively expanding code enforcement in the HOF. The process includes a soft rollout to property owners to communicate concerns and identify opportunities to correct. Then, targeted code enforcement will begin.

## 1.12 Marketing and promotions.

Ramp up the program description with photos of potential transformations and storytelling of successful transformations (e.g., Rust Water and Saffron). Promote the program repeatedly through direct marketing to business and property owners, developers and brokers. See Marketing Roadmap.

## COLLABORATORS

- Volunteer Services Program (City)
- Marketing & Outreach Division
- Public Works
- Economic Development
- Horticulture Club of Solano County
- Geranium City Garden Club
- Solano Resource Conservation District (organizes Solano Volunteer Clean Ups)



## GOAL 2: Vacancies

### Get Downtown Vacancies Ready for Quality Tenants.

To attract quality business tenants, the city will likely need to help transform vacant properties that may be functionally obsolete to retail-ready space. This help may go beyond incentives to evaluating and proposing space restructuring. Qualified prospects need well-maintained, interesting and appropriately sized commercial space in the right location for attracting customers. Specialty shops are looking for smaller square footages – usually 500 SF to 2,000 SF as a lead-in to online sales and indoor-outdoor flexible space is increasingly of interest to food and beverage entrepreneurs as part of the customer experience. While the pilot block program is underway, work needs to continue on other downtown vacancies that need a make-over.

### STRATEGY 1: Organize a city triage team to assess, prioritize and turn around downtown vacancies.

*The Heart of Fairfield Real Estate, Business Mix and Properties Portrait* Working Papers inventoried ground floor vacancies in the core area and identified specific business uses and concepts that are well suited to individual properties. The next step is city staff needs an on-the-street tactical plan for addressing available spaces, many of which have been idled for a long time. Dealing with difficult properties is an essential and parallel process to business development tactics and may require some major overhauls, significant investment and patience, but the results will pay off. Contrarily, filling a “bad” property with a short-term, non-contributing tenant is a lost opportunity.

## Tactical Actions

### **2.1 Bring together a Heart of Fairfield Triage Team (Economic Development, Planning, Building Department, Designer/Architect) to conduct a “reality check” and prioritize vacancies for transformation.**

- Visit and evaluate each vacancy working to obtain interior access from broker or property owner to develop a full assessment of condition, functionality, needed adaptations, code issues, further identify best bet tenants and ballpark cost estimates of what it will take to capture a quality tenant in line with desired business mix. Use the worksheet(s) in *Appendix 1* to guide this process.
- Determine how the city’s grants and other resources can assist. As of February 2021, the Heart of Fairfield core area had 14 ground floor vacancies. Use the worksheet template to do a first-cut triage assessment to rate *each property*: 1. Immediate action; 2. Mid-level recovery assistance; 3. Revitalization delayed. Organize and focus by ability to generate quick results vs. those that need a major overhaul or complete adaptive reuse plan.

### **2.2 From the triage assessment, focus on the top three properties that, with quick improvements, are most ready for high quality occupants.**

- Start with 800s pilot block for straight-forward makeovers.
- Make a detailed plan for physical and design improvements to begin to adapt the property for targeted business use, ideally including the property owner in process to demonstrate the potential.
- Support and collaborate with priority property owners in following through on the action steps and promote progress/results in first 90 days.

- For each property, work with property owner/ broker to help create detailed property profiles, target business list, marketing tactic sheets and visible professional “space available” signage. Together, draft a marketing approach to target best uses for the property leveraging the city’s Heart of Fairfield promotional materials and efforts.
- Activate vacancies with window displays, staged businesses, visible and well-lit features. See Goal 1 for more information on this tactic.
- Promote the process and successful outcomes as the Triage Team tackles the next three properties.







## STRATEGY 2: Adopt additional tools to incentivize near-term investment in the Heart of Fairfield.

This strategy continues the recommendations made in Goal 1, Strategy 3: *Initiate a Pilot Block by Block Program* to effectively catalyze near-term private investment in a wide range of desired renovation/adaptive reuse projects from façade improvement and commercial space rehabilitation to retail-to-restaurant/entertainment and residential development.

In Goal 1, Strategy 3, four loan and grant programs were recommended:<sup>15</sup>

1. Increase cap on REAP program available to all eligible businesses in downtown.
2. Establish and seed a Storefront Improvement Grant program (\$500,000 targeted to Pilot Block initiative).
3. Establish and seed a Shell and Tenant Improvement Loan Fund (\$500,000 targeted to Pilot Block Initiative).
4. Establish and seed a non-CDBG Revolving Loan Fund (\$500,000 to assist with acquisition of furniture and equipment, available to any business in the city of Fairfield creating jobs).

### 2.3 The goal is to create a layering effect of incentives to assist investors and businesses to fund quality projects. The city should review additional programs/tools to adopt to accelerate development in the HOF. This will help to overcome the investor challenge of a project “penciling.”

The Working Paper, *Tools to Incentivize Near-Term Investment in the Heart of Fairfield*,<sup>16</sup> identifies and discusses these tools in further detail with tactical highlights below. Also see Goal 1 discussion for how the tools can be applied to the pilot Block-by-Block program.

<sup>15</sup> HOF Roadmap, Goal 1, Strategy 3, *Initiative a Pilot Block by Block Program*.

<sup>16</sup> Working Paper: Tools to Incentivize Near Term Investment in the Downtown.

**Reduce impact fees on new downtown restaurant, entertainment and residential development.**

- Rent and property values make it challenging to support new construction costs, and given infill location of sites, downtown properties might not generate same level of infrastructure needs as other properties. A reduction in fee amounts may significantly close feasibility gap.

**Reduce on-site parking requirements on new restaurant/entertainment development downtown.**

- Enabling restaurants to meet their parking needs through public lots and on-street parking would enable new development to use other space for out-door dining. This would enhance the revenue-generating capability and financial feasibility of new development.

**Leverage CDBG/HOME funds with Low-Income Housing Tax Credit and state funds to support the development of affordable housing.**

- There are many state-sponsored funding programs, including programs targeted for transit-oriented districts and veterans, that could be combined with the federal Low-Income Housing Tax Credit program and layered with the city's allocation of CDBG funds and HOME funds to support the development of new affordable housing. The city's role would be to market available vacant properties to affordable housing developers and contribute a portion of its allocation of CDBG and HOME funds.

**Review feasibility of Enhanced Infrastructure Financing District (EIFD).**

- The EIFD is not funded by a new tax or lien on properties. It is funded by a voluntary diversion of public revenues to the district. The rationale for diverting funds to the district is that without the investment of funds for infrastructure, new development would not occur and therefore property tax revenues would not increase.

- The ability to use EIFD revenues in the near term is limited by the consideration that it takes time for the assessed value of property to grow sufficiently to generate a meaningful amount of new tax increment revenue. To address this lag in the generation of revenue, EIFDs are often “seeded” with deposits from the sponsoring jurisdiction’s Redevelopment Property Tax Trust Fund (RPTTF) from the prior RDA or from loan advances made by private property owners and developers.



## GOAL 3: Diversification

### Fill Vacancies, Diversify Business Mix, Create Economic Vitality

At the heart of Downtown Fairfield's success is its ability to offer residents, employees and visitors a diverse and unique range of quality, innovative products, services and experiences. Fairfield's market area is viewed as "under-retailed" in convenience, specialty and shoppers goods and restaurants, pointing to many business opportunities. The total sales leakage or gap for brick-and-mortar (beyond e-commerce) in Fairfield's trade area is \$396.5M which could potentially support about 1.2M square feet (SF).

If the Heart of Fairfield captured just 5% of that potential—a modest but reasonable goal—it would add another 60,000 SF of retail goods and services to its business base to accommodate 25 or more additional small businesses (depending on size and scale) over time. Although only 37,000 SF of ground floor vacant space is currently available on Texas Street (as of 2/2021), downtown can absorb considerably more retail and entertainment without adding new space at this time. This absorption can occur through the relocation of service and office businesses off Texas Avenue over time, as well as the ultimate activation of existing space on side streets – Jefferson, Webster, Jackson and beyond.

The following strategies convey how to capture business opportunities to grow and expand Downtown Fairfield's business base through Broker Outreach, Business Retention/Expansion, Business Attraction and Encouraging Entrepreneurs.



## **STRATEGY 1: Engage with brokers and developers to promote business and development opportunities in the Heart of Fairfield and to share the Development Toolkit and key elements of the Roadmap.**

The City of Fairfield is fortunate to have a large and savvy retail brokerage community (many with great Bay Area networks) at-the-ready to help market Heart of Fairfield business and property opportunities. Brokers are the primary network for prospecting and need and want the city's help in conveying a positive business environment including information on the generous development tools, a flexible regulatory system, market-based data focusing on opportunities and a results-oriented, collaborative Economic Development team. The short- and long-term tactics that follow provide steps to leverage brokers and developers to Heart of Fairfield advantage.

"Downtown Fairfield has the opportunity for success if we can get past the negative perceptions re: safety issues. Let's work on creating offerings and a cool vibe that doesn't exist anywhere else."

**FAIRFIELD COMMERCIAL  
BROKER**

## **Tactical Actions**

### **3.1 Use Hubspot CRM to reach out personally to existing broker and developer contacts to bring them up to speed on Heart of Fairfield Roadmap and key initiatives.**

- Extend a personal invitation to a kick-off event to launch an informal Downtown Fairfield Development Network for continuous outreach and marketing.



### 3.2 In addition, expand the broker/developer network to new, external contacts of Bay Area professionals who work in downtowns or on adaptive reuse projects.

- Ideally, this first invitation is a mailer and could include branded SWAG, ex: mug, then followed with phone calls. Over time this list can be narrowed to prioritize brokers whose business interests align with downtown revitalization efforts.
- Ask all brokers to RSVP and for those not able to attend, offer to send a copy of marketing packet on Downtown Fairfield opportunities.
- At the outset, link to the Downtown Fairfield promotional video by downtown broker, Carmen Gray and the Heart of Fairfield StoryMap <https://arcg.is/19aKab>, or something similar on the city's new business attraction Economic Development website.



### 3.3 Kick off this important relationship-building by hosting a lunchtime or end of day event downtown for both local and regional brokers and developers (from 3.1 and 3.2) to put Heart of Fairfield on their radar and share the initiatives underway.

- Do short presentation of the Brand/Vision, Market Facts, Target Businesses, Vacant Properties, Development Toolkit, Pilot Block program, with key handouts. Talk about the critical role of these partners in downtown's success and how to work together. If need be, the first gathering could be virtual with lunch delivered for advance registrants.
- Conduct a walking tour and visit to key vacancies and development sites with fact sheets on each. Integrate a "progressive lunch" or after-hours tour, stopping by at least three venues to sample the quality



culinary fare available on Texas Street. The event may be augmented with one-on-one or small group presentations to leading commercial real estate firms.

### 3.4 Reach out to these key real estate marketing partners at least quarterly with relevant market information oriented to convey Heart of Fairfield opportunities and filling downtown vacancies.

- Use a variety of social media and electronic means as identified in the Marketing Roadmap to stay “top of mind.” Content ideas follow.



## CONTENT IDEAS

- Available Properties with links to property sheets and target businesses
- New Business Openings with photos and links to stories
- Events and Activities conveying customer traffic (from the Theatre to Tomato Festival)
- Physical Improvement Projects completed properties transformed, pilot block success, murals and other public art, landscaping, etc.
- Catalytic Development projects underway
- Homeless Services accomplishments and Public Safety efforts (#s)
- Business Owner testimonials
- For ongoing broker outreach and to support their marketing efforts, prepare a packet of materials electronically and/or in print for their purposes including: Key Property Factsheets and Retail Marketplace Info

### 3.5 For ongoing broker outreach and to support their marketing efforts, prepare a packet of materials both electronically and in print for their purposes including Key Property Factsheets and Retail Marketplace Info.



## STRATEGY 2: Keep and grow critical business anchors.

Cultivating existing business growth is one of the most important strategies the city can undertake to demonstrate that it values and encourages the success of existing businesses.

In many downtowns, existing business owners open additional ventures because they so vividly see opportunity. Conversely, there are often business owners who want to retire and sell a successful business who need help in promoting and positioning the opportunity. Joe's Buffet is example in the Heart of Fairfield.



A systematic Business Retention and Expansion Program (REAP) provides an organized approach to connect with and gather information from local businesses and to document important business issues.

## Tactical Actions

**3.6 Using HubSpot, keep up-to-date the CRM of Downtown Fairfield businesses with key contact and contact info. Track all “touches” (including calls, electronic communication and assistance provided) and outcomes/results.**

**3.7 Be on the street at least one-half day a week visiting at least five of the 50 ground floor businesses in the six-block core area.**

- Appoint a single point of contact at the city for businesses to serve as the ombudsman, sharing info and responding to questions.
- Be face-to-face with the top 30 businesses (store managers, business and property owners) every six weeks and all businesses every quarter to give the city a face and begin to understand business needs, opportunities, interests and long-term plans. What resource

providers can the city connect them with? How do they fit into the business mix over time?

- If possible, deliver a highly visual “leave-behind” with every visit on downtown news, events and information and resources available to business and property owners or branded merchandise to wear promoting the new initiative as a Food & Arts District.
- Merchandising concepts are included in the Marketing Roadmap. The city could provide merchandise to local stores to sell with profits shared with business and a downtown marketing fund.

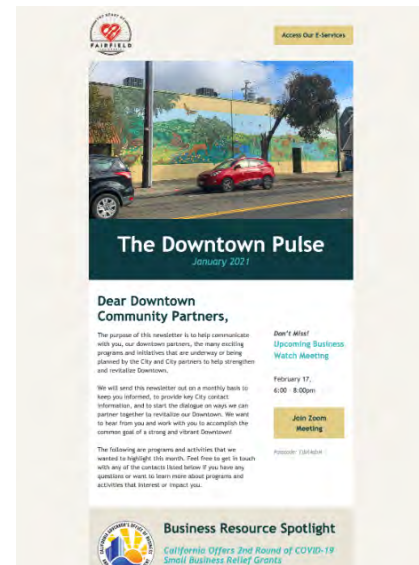
### 3.8 Develop a regular schedule of business-specific communications about everything from new business openings and city programs to upcoming events and small business resources and assistance available.

## Longer Term Tactical Actions

### 3.9 Use diverse tactics to reach all downtown businesses at least three or four times a year.

- In addition to face-to-face visits, conduct a very short business needs and interests survey (1x/year) and business roundtables, “special topic” forums or peer learning sessions (4x/year).

### 3.10 To support the success of the brand and business base, help downtown restaurants remain competitive with regularly organized promotions (Restaurant Week and Restaurant/Culinary Arts Boot Camp) during a slow dining-out week in winter.



- Make it a one week educational/networking event that aims to bolster the management and marketing success of Heart of Fairfield restauranteurs.
- Bring in outside speakers and hold restaurant workshops focused on key issues food vendors typically struggle with.





## STRATEGY 3: Attract new businesses.

Filling retail gaps requires focused, creative and repetitive sales and marketing efforts and sometimes, extraordinary patience to get the right tenant who will have staying power. City Economic Development staff are already working hard to attract prospects to vacant space. The recommended steps that follow leverage and broaden these efforts with the use of Heart of Fairfield-branded marketing material.

### Tactical Actions

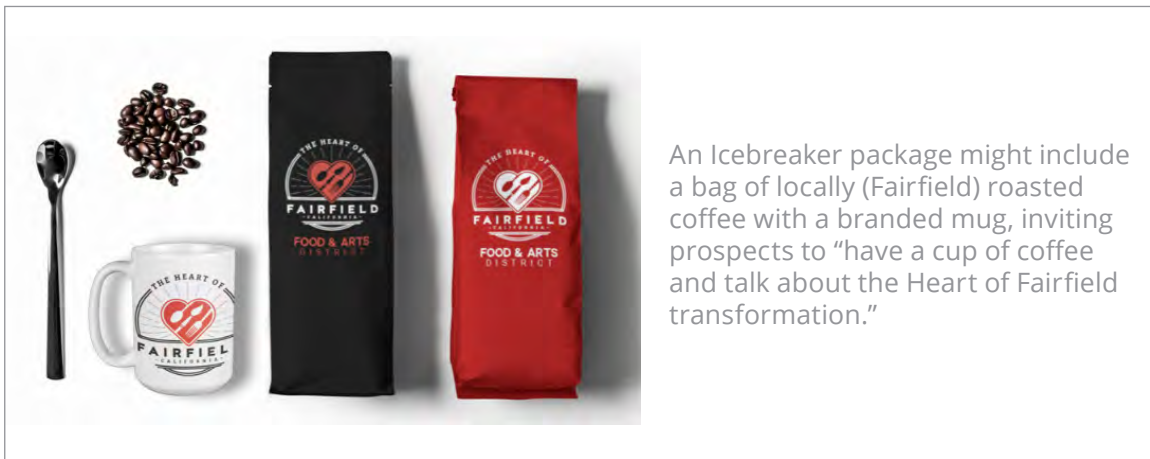
#### 3.11 Build a quality prospect pipeline for target businesses of at least 200 contacts.

- Make sure all prior and existing warm leads/prospects are in the CRM.
- Actively search for innovative, quality, local businesses already in the market area by spending at least one-half day a week visiting other Fairfield shopping areas, other downtown districts and shopping areas to identify potential successful businesses that would fit Downtown Fairfield.
- Don't hesitate to make cold calls on businesses who you believe are a great fit for Downtown Fairfield. Leave behind swag, marketing material and invite to meet you in downtown.

#### BEST CANDIDATES TO TARGET

- Existing businesses in a freestanding or poor location that would benefit from being in downtown.
- Businesses looking to open a second/third/fourth location.
- Stores being displaced from other shopping center.
- Emerging businesses looking for physical space, that already have experience and a customer base, such as: home-based businesses, mobile vendors/carts, online businesses, stores operating inside of other stores, or businesses working with small business TA/loan organizations.

- Assign your leads a rating based on their readiness to locate and organize your time and level of effort accordingly. For example:
  - ▷ Hot-actively seeking space; ready to locate now
  - ▷ Warm-considering expansion or location in next six months to year
  - ▷ Cool-not interested now; in next year
- All Hot and Warm Leads should be sent an “icebreaker” package (sample below) and invited to tour downtown with city staff and downtown entrepreneur. Follow-up every invitation with phone call.



- Cultivate relationships with local entrepreneurs through existing networks and programs and enter quality leads to CRM for continual outreach.
- Ask for leads. Don't overlook simple ways to get some of the best prospect ideas from Fairfield residents and employees—who know best what they will support. Every other week post a photo of vacant properties on Facebook and ask followers to TAG a business or business owner they would like to see in that space - the responses will be surprising!

**3.12 Actively cultivate a third-party referral network (beyond the real estate community) to promote Downtown Fairfield business opportunities and properties. Local leaders want to help downtown succeed.**

- The network should include: the Convention & Visitors Bureau, Chamber of Commerce, top Heart of Fairfield business owners/anchors, Solano SBDC, Community College, Solano EDC as well as community leaders, business resource providers and others that you want to “stay in front of” with timely information.
  - ▷ Ensure this contact network is put in CRM and marketing collateral is mailed to each contact.
  - ▷ *Ask for referrals* of quality business prospects, property investors, developers **every time** you reach out.
  - ▷ *Schedule and systematize the outreach* for quarterly touches that include sharing vacant property info, retail market gaps, target business list, new businesses and positive changes downtown.

### 3.13 Implement Targeted Business Recruitment Campaign in addition to general Heart of Fairfield prospecting.

- Implement at least one sales campaign a quarter. Example: steps are outlined below for targeting a quality consignment shop.

## SAMPLE CONSIGNMENT/BOUTIQUE SHOP CAMPAIGN

- Identify and reach out to all consignment shops in Solano, Napa and Contra Costa Counties (ex: Betty’s Girl, Napa; Plain Jane’s, Sonoma; Sugar Daddy’s, Calistoga).
- Start with Icebreaker coffee package.
- Follow-up with personal letter and key marketing material (Heart of Fairfield Opportunities, Market Fact-sheet on Apparel Demand, Property Info).
- Follow up with a phone call.
- Assign a lead to track responses and monitor follow ups.
- Augment with Facebook posts promoting this business opportunity.



Examples of marketing materials.



## **STRATEGY 4:** Capitalize on entrepreneurship to maximize Heart of Fairfield's creative placemaking.

### **Tactical Actions**

Cultivating local entrepreneurs is another important path to filling vacancies and bringing new energy and enterprise to downtown. Downtown Fairfield is already an incubator for start-ups, family businesses and innovative concepts. Many believe that attracting and supporting entrepreneurs with place-based technical assistance and other resources is a critical component of downtown economic vitality. The National Main Street Center provides a picture of the contribution of start-ups in the article on "Jump off the Business Recruitment Train." See *Appendix 3* for links to new approaches to entrepreneur development in downtowns.

### **DEVELOP AN ENTREPRENEURIAL PIPELINE**

#### **Your entrepreneurial pipeline may come through:**

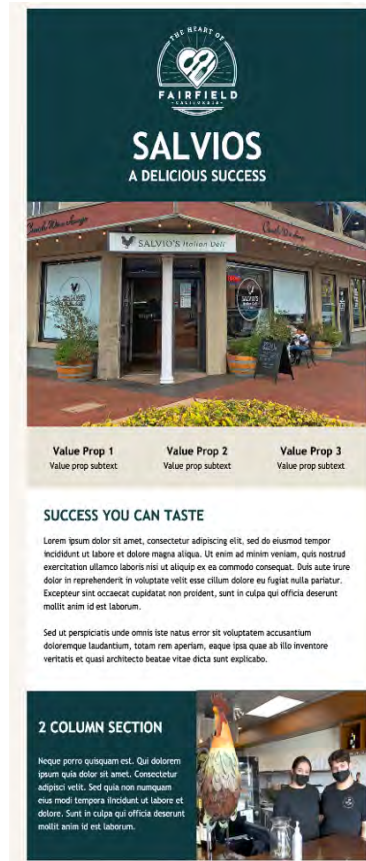
- Solano Community College entrepreneurial programs
- Solano County Culinary Arts School
- Small Business Development Center
- Solano County Young Entrepreneurs
- Solano County EDC
- Farmer's markets and artisan events – beyond Fairfield
- Pop-up business incubator programs
- Mobile stores (like food trucks or mobile retail)
- Trade schools

You may be able to increase innovation in the Heart of Fairfield district by providing tools or space that entrepreneurs need to test their idea.

For example, with less demand for larger retail spaces, subdividing storefronts into smaller, more easily adaptable spaces can make the entire space more marketable. At the same time, it lowers the barrier to entry for entrepreneurs and provides a launching pad to pilot businesses that are not yet ready to stand on their own.

### 3.14 Utilize the proposed brand and marketing materials to reinforce “local entrepreneurs” and further promote as a Food & Arts District.

- Leverage the Hero/Entrepreneur Stories to reinforce this message, like the Salvios story collateral, including an email or social content and downtown signage. See additional templates in Marketing Roadmap.



### 3.15 Move target business concepts forward.

- Many business concepts surfaced during preparation of the Heart of Fairfield Roadmap. To move one or more of these concepts closer to a location in downtown requires doing more homework (high level supply and demand assessment), bringing stakeholders to gauge interest, identifying potential champions (essential to each concept) and determining how to leverage city resources for a venture's success.
- The following table highlights top business concepts, identifies key success factors and lays out next steps for city staff.

## HEART OF FAIRFIELD BUSINESS CONCEPT OPPORTUNITIES

Identified during the Heart of Fairfield Roadmap planning process

BUSINESS CONCEPT	SUCCESS FACTORS	NEXT STEPS
<p><b>Co-working space:</b> targeting sole practitioner entrepreneurs needing individual small office space or shared space; small business teams that may need a weekly meeting space as part of a hybrid work schedule</p>	<ul style="list-style-type: none"> <li>■ Large base of entrepreneur and/or remote workers</li> <li>■ Flexibility is key – some users will want the option to come a few times a week, while others may only need the space a few times a month. (Spaces for different uses – some for working solo (away from the distractions of home), meeting and collaboration spaces, and incorporate some of the benefits of a traditional office (shared kitchen space? Outdoor feature or benches? Make it an inviting alternative to home).</li> <li>■ Size: 4K-6K SF (industry standard)</li> <li>■ High level of hospitality and service</li> <li>■ Walkable to services (food and drink, etc.)</li> <li>■ Other amenities that entice might be high-tech meeting features (integrated meeting/phone/screens), rooms with views, coffee/tea machines.</li> </ul>	<ol style="list-style-type: none"> <li>1. Talk to Jamie Orr, co-owner of Cowork Tahoe, about advising on Fairfield business feasibility and how to get traction.</li> <li>2. Check/visit existing nearby co-working models and competitors. Look at operators in Bay Area.</li> <li>3. Partner with SBDC, Chamber and office property owners.</li> </ol>

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BUSINESS CONCEPT	SUCCESS FACTORS	NEXT STEPS
<b>Tasting Room:</b> Winemakers' Studio	<ul style="list-style-type: none"> <li>■ Wine cooperative business model rather than single brand anchor; shared costs and risks across several winemakers</li> <li>■ Ability to pull from target market of higher income professionals-residents and visitors</li> <li>■ 2,500 SF min.</li> <li>■ Remember – make it an experience. Local appetizer pairings (or chocolates) or a Q&amp;A with vintner (make it feel exclusive!)</li> <li>■ “Winemaker of the month” event that promotes that vintner’s story and brand on social media</li> </ul>	<ol style="list-style-type: none"> <li>1. Reach out to WineCountryAVA.com and NapaLanoTrail.com organizers to test winemakers’ interest in concept and potential participation. Include CVB and other visitor marketing groups.</li> <li>2. Meet with local winemakers to show tasting room concept, explore interest, and opportunities. See Food &amp; Beverage asset map (Figure 4).</li> <li>3. Tour suitable downtown locations and map out next steps: visual concept, marketing packet, winery outreach.</li> <li>4. Gather additional info showing the connection between branded tastings and events and sign-ups to winery memberships (help wineries understand the multiple incentives for participation).</li> <li>5. Meet with local restaurants or confectionaries (chocolates) to gauge interest in a shared customer experience, pairing.</li> </ol>
<b>Mercado Incubator &amp; Latinx Marketplace</b>	<ul style="list-style-type: none"> <li>■ Large Latino entrepreneurship base to anchor facility and population to support</li> <li>■ Nonprofit venture to champion</li> <li>■ Minimum of 12 food-focused vendors – stalls or food trucks – appealing to whole community</li> <li>■ Space for community celebrations or events</li> <li>■ Adjacent or connected to commercial kitchen is ideal</li> <li>■ 5K SF minimum; indoor/outdoor space</li> <li>■ Culturally unique experience that fosters inclusion and represents the diversity of LatinX participants</li> <li>■ Technical assistance/small business support infrastructure</li> </ul>	<ol style="list-style-type: none"> <li>1. Meet with/host focus group of Solano Hispanic Chamber, Solano County Community Housing Corporation, Latino Community Foundation and others who offer programs and services to Latino population.</li> <li>2. Share Mercado concepts from Portland, L.A., Minneapolis. See <i>Appendix 4</i> for case study.</li> <li>3. Identify core team with strong connections to local Latino leadership and initiate business planning.</li> </ol>

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BUSINESS CONCEPT	SUCCESS FACTORS	NEXT STEPS
<b>Food Hall – Food Truck Pod:</b> consortium of Fairfield food vendors and product producers (Jelly Belly, olive oil companies, etc.)	<ul style="list-style-type: none"> <li>Over 150 Food Halls in U.S. today</li> <li>Multiple innovative food vendors under one roof with manager/developer: small plates, brews, moderate prices, fast</li> <li>Authentic, rustic rehabbed properties; cheap rents</li> <li>Access to mixed-use environment and foot traffic</li> <li>4K SF minimum</li> <li>Both Hall and Pods rely on a communal dining experience in an interesting or visually appealing setting</li> <li>Unique food choices that allow each member of a group to find something that they enjoy</li> <li>Ambiance and atmosphere that encourages people to “sit and stay a while” (make it social media friendly – guests taking pictures)</li> </ul>	<ol style="list-style-type: none"> <li>Visit Oakland Food Hall and any others nearby to learn about operations, customer, foot traffic.</li> <li>Learn about Food Hall trends via recent national research: <a href="https://cdn.crtkl.com/wp-content/uploads/sites/1/2020/12/CW-Food-Halls-COVID19.pdf">https://cdn.crtkl.com/wp-content/uploads/sites/1/2020/12/CW-Food-Halls-COVID19.pdf</a></li> <li>Through retail, restaurant and business network, identify 2 or 3 Food Hall or Food Cart Pod operators to share Heart of Fairfield market info and learn of interest in this opportunity.</li> <li>Visit with local farmers market vendors and small food operations nearby that may be interested in a new/second location in Fairfield.</li> <li>Create a quick key fact sheet of benefits to anchor outreach (lower costs, shared expenses, consistent foot traffic, the success rate of going from food hall to brick and mortar, the ability to reach new kinds of markets that a traditional restaurant setting might miss, city support, etc.).</li> </ol>
<b>Solano Made:</b> Arts/Artisan Cooperative	<ul style="list-style-type: none"> <li>Collaborative, member-owned, model</li> <li>High quality craftsmanship</li> <li>Driven by cost-effectiveness of joint marketing and shared gallery space</li> <li>Visible storefront location in downtowns is common attribute with 30-40 participating artists</li> <li>2,000 SF minimum</li> <li>Low-cost artist working studios nearby is plus</li> </ul>	<ol style="list-style-type: none"> <li>Meet with Fairfield area arts leaders: Solano CC-Herger Gallery, Fairfield-Suisun City Visual Arts Association.</li> <li>Visit nearby artist co-ops: ex: Arts Guild of Sonoma, Artisans Co-op-Sonoma, Arts Benicia, etc. to test interest in the Fairfield opportunity.</li> <li>Get versed in what it takes; <a href="#">see Toolkit to Create Arts Co-op.</a></li> <li>Partner with artists for an Arts Pop-up shop; consider a wine walk/art show with temporary art displays in downtown businesses; explore an arts festival in Downtown Fairfield to generate downtown aficionados.</li> </ol>

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BUSINESS CONCEPT	SUCCESS FACTORS	NEXT STEPS
<b>Pop-Up Businesses</b>	<ul style="list-style-type: none"> <li>■ Locations with “clean slate” atmosphere, where multiple kinds of businesses can set up props and backgrounds quickly, and locations where foot traffic can “stumble” upon the business, visible storefront</li> <li>■ Funky and eclectic mix of local vendors that reaches a variety of audience segments</li> <li>■ Consider timing with business mix (gift shops/locally made goods during holiday season or seasonal apparel during season changes)</li> <li>■ Encourage businesses to have sign-ups for more information, collect contact information for customers that want to stay in touch for future events</li> </ul>	<ol style="list-style-type: none"> <li>1. Continue outreach to farmers' markets, craft fairs, other gatherings where new artisans and entrepreneurs may be trying to get their start to understand prospects.</li> <li>2. Invite everyone “on the list” to an exploratory meeting, ideally at the location of pop-up space.</li> <li>3. Promote one or two “available spaces” for the first pop-up, help promote a timeline to move toward opening.</li> </ol>
<b>Craft Beverage (Beer or Spirits) Incubator</b>	<ul style="list-style-type: none"> <li>■ Spirits and brewery incubators continued to grow during COVID and often locate in downtowns</li> <li>■ “Nano” brewers and distillers need business training, technical support, mentoring, shared overhead and co-learning environment.</li> <li>■ City support through flexible regs, start-up capital, reduced rents</li> <li>■ An incubator anchor and champion are key to success. Jason Gray of Grayview Brewing in Fresno is role model. See <a href="#">Fresno Brewing Incubator</a>.</li> </ul>	<ol style="list-style-type: none"> <li>1. Contact UC Davis Master Brewers Certificate Program and Extension Service (barley demo program) to better understand needs of nano brewers and how to reach and share Fairfield's opportunity.</li> <li>2. Host a Fairfield Craft Beverage Roundtable inviting all area beverage entrepreneurs to test level of interest and capacity. Invite one or more guest speakers from a CA incubator, possibly from CA Spirits Co., an incubator for distilleries and 411 Broadway Ales &amp; Spirits, Fresno. If interest is strong, form an organizing committee.</li> <li>3. Contact Jamil and Liz Zainasheff, Heretic Brewing, Fairfield to revisit interest in mentoring local brewers and leading local brewers forum.</li> <li>4. Visit 411 Broadway Ales &amp; Spirits incubator on the Ale Trail in Fresno to learn about Dos and Don'ts.</li> <li>5. See additional Beverage Incubator information in <i>Appendix 5</i>.</li> </ol>



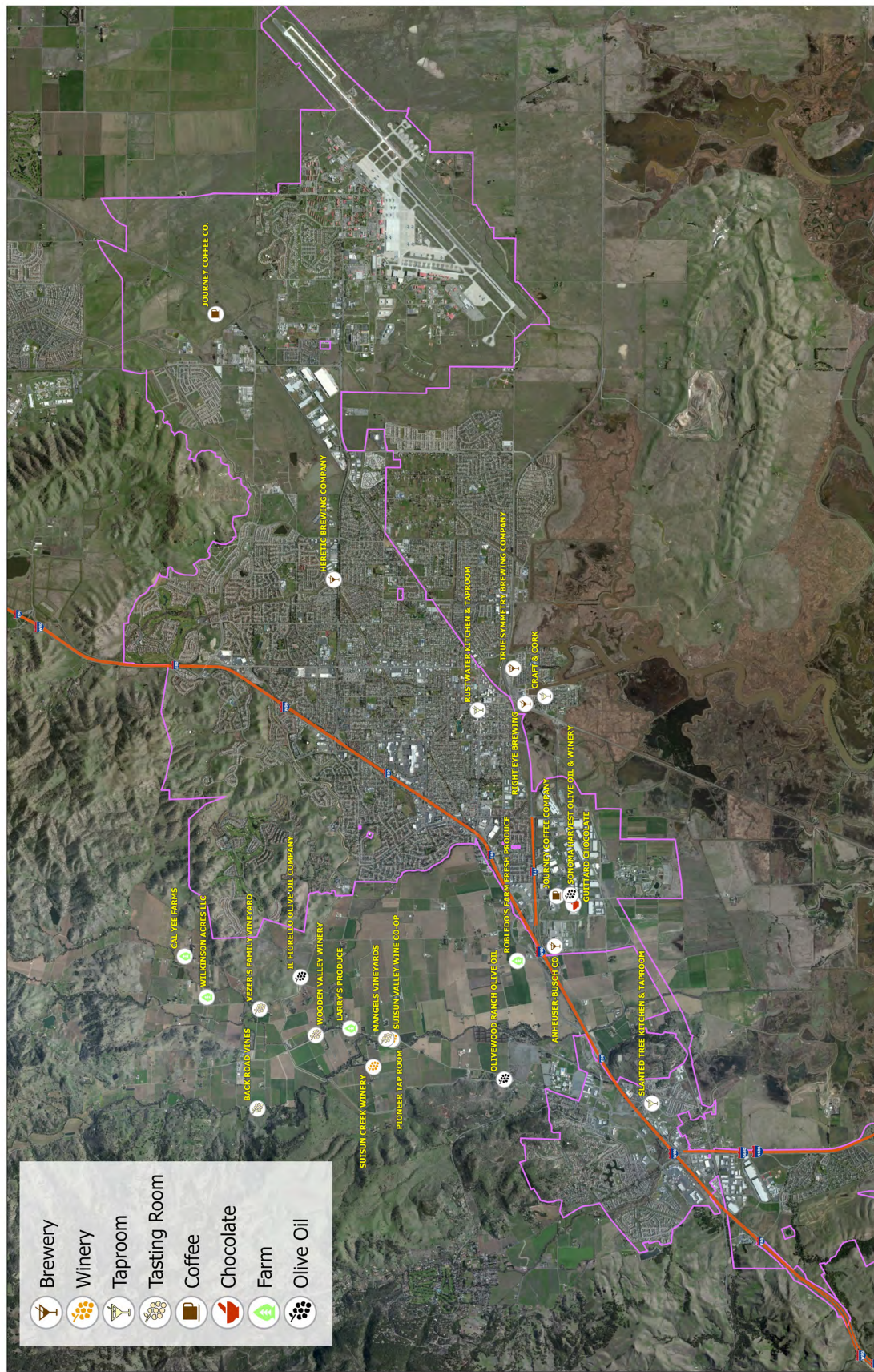


FIGURE 4: Fairfield's Food & Beverage Assets (selected)



## GOAL 4: Catalytic Properties

### Move Catalytic Properties Forward

Developing a strong mix of retail and service establishments requires continued growth in Downtown Fairfield's household/residential base, employment base, visitors and traffic to the area. The city's work to expand the residential base in the Heart of Fairfield will serve as an important catalyst for retail expansion. New downtown residents are built-in consumers and will look to downtown for day-to-day goods and services (like grocery) as well as for meals, entertainment and specialty items. This fact underscores the importance of moving market-ready catalytic sites to development.

### STRATEGY 1: Pursue private development for two catalytic sites.

To evaluate near-term opportunities for new construction in the Heart of Fairfield, two potential development concepts well-suited for the target concepts of residential and retail/entertainment were identified, and pro forma financial analyses prepared to assess the private development financial feasibility of the concepts. The two sites evaluated are:

- a **.78-acre property at 830 Great Jones Street**, which has recently been entitled for multifamily development; and
- a **.43-acre vacant property at 1046 Texas Street**, which is ideally located for restaurant/entertainment use.

Financial feasibility analysis of both sites/concepts revealed that private development could occur without any public financial subsidy with certain key assumptions, particularly regarding parking. The findings are detailed in the Working Paper Financial Feasibility Analysis of Potential New Catalytic Development Projects. The following outlines proposed city-initiated and/or city-led actions for each site.



## **1) GREAT JONES MULTI-FAMILY SITE (.78-ACRE): 830-848 GREAT JONES STREET**

*Proposed development including 28 units comprised of 26 two-bedroom units and 2 three-bedroom units*

### **Tactical Actions**

- 4.1 Prepare Great Jones site prospectus/marketing package.**
- 4.2 Populate CRM with Bay Area multi-family residential builders and developers who have built apartments in the North Bay (and Yolo and Contra Costa Counties) since 2018. (List provided separately)**
  - Email electronic and mail hard copy of prospectus to each developer.
- 4.3 Consider reducing Development Impact Fees to increase rate of return.**
  - Conduct a Nexus Study to evaluate potential to lower impact fees on first 200 new units in the Heart of Fairfield.
- 4.4 Work with property owner (AMP Great Jones Investment LLC) to promote the entitled project.**
  - Make clear any additional city concessions to help entice developers prior to listing.
  - Help promote listing to residential builders/developers.
- 4.5 Utilize and apply the newly completed financial feasibility analysis and concept to other residential development sites available in the Heart of Fairfield that are well-suited to similar product type, such as the Sam Yeto site or 730 Great Jones, Housing Authority (0.28-ac) site.**



## 2) CHRISTMAS TREE LOT SITE (.43-ACRE) 1046 TEXAS RESTAURANT DIRECTLY ACROSS THE DOWNTOWN THEATRE AND ADJACENT TO CITY PARKING LOT.

*Proposed restaurant/entertainment use with year-round outdoor dining*



While the development economics are challenging, the pro forma feasibility analysis indicates that this type of project could be viable if on-site parking requirements are reduced and a large portion of the restaurant seating capacity is extended to a large outdoor patio. The restaurant to patio ratio is in the realm of 1:2 i.e. 5,000 SF

building with 10,000 SF patio/outdoor dining.

Keys to economic viability: outdoor space must be used year-round; “low level” industrial improvements on interior.

## Tactical Actions

### 4.6 Create site plan and visual concept for marketing.

- Look to other successful indoor/outdoor operations—beer gardens, food cart pods, etc. and outdoor amenities offered at those sites.
- Promote city’s vision for downtown to be a Food & Arts District.
- Consider what unique niche/vibe Fairfield can offer in such a space. What will entice?

### 4.7 Collaborate with listing broker on promotions.

- Identify other properties/sites in Heart of Fairfield core to apply this low-investment, “industrial”-type adaptation for indoor-outdoor space activation/tenanting.



# Business & Industrial Parks

Economic Development Roadmap 2021



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# Business & Industrial Parks

## Fairfield Economic Development Roadmap

### INTRODUCTION

The City of Fairfield Economic Development Roadmap focused on two place-based areas. One was the Heart of Fairfield, a distinct core area of downtown for revitalization, and the second was focused on the traded sector businesses which are mainly located in seven industrial/business parks in Fairfield.

Cities focus on the Traded Sector—businesses that produce goods or services that are exported out of the city/region and bring dollars back to the community. The Traded Sector represents many industry sectors but most often refers to manufacturing, processing, and related businesses serving the manufacturing industries adding value to a raw material. These industries have the largest multiplier effects for economic impacts contributing to job creation, diversification, investment, economic fortification, increased tax revenue, and contribution to the local gross regional product (GRP).

Supporting the Business & Industrial Parks Roadmap are three Working Papers delivered throughout the project assignment that provide deep analysis

### **BUSINESS & INDUSTRIAL PARKS WORKING PAPERS**

The Business & Industrial Parks Roadmap is supported by three Working Papers that provide analysis and evaluation of key factors of a healthy traded sector.

- Working Paper – Traded Sector Industry Analysis
- Working Paper – Industrial & Business Parks
- Working Paper – Workforce



of Fairfield's Traded Sector, the available real estate for industry expansion and location and workforce. These are available for review from the city's Economic Development Division. The working papers' research and analysis are the foundation, along with stakeholder interviews, for the recommended goals and tactical actions.

## **FAIRFIELD TRADED SECTOR STRENGTH**

Fairfield has a diversified manufacturing base (21% of the county's total manufacturing businesses) with a strong niche in the Food & Beverage sector. Other light manufacturers and suppliers, as well as new, innovative companies in advanced manufacturing are located in Fairfield and serve multiple markets. New businesses can be expected to form around changes in the food and beverage industries. With new and expanding businesses and a growing population comes rising demand for larger spaces that support logistics and distribution. Some additional supply-chain production include food preparation and packaging<sup>1</sup> (which is occurring now).

Fairfield was forward-thinking when planning for industry. There is an excellent transportation crossroads network that handles most of the distribution of products to the East Coast. The water and wastewater system were built and are managed to handle the high water needs and affluent of industry. There is an extensive real estate portfolio as well as city-owned property zoned for industrial (Figure 1). These are great competitive advantages for industry.

Contributing to Fairfield's market opportunities is the excellent and active industrial and commercial broker network. The Solano Economic Development Corporation is also an excellent partner particularly in helping position the existing strength of food and beverage into a Food & Beverage Innovation Hub with the potential of a Center of Excellence.

1 Reference Working Paper – Trade Sector Industry Analysis

**FIGURE 1: City of Fairfield Industrial & Business Park Portfolio<sup>2</sup>**

INDUSTRIAL/BUSINESS PARK PORTFOLIO	ACREAGE	APPROX. SQ FT
Tolenas Industrial Park	275	11,979,000
Solano Business Park	313	13,634,280
Busch Corporate Center	386	16,814,160
Fairfield Corporate Commons	145	6,316,200
Green Valley Corporate Park	150	6,534,000
Green Valley Office Park & Technical Plaza	40	1,742,400
South Cordelia Industrial Park	390	16,988,400

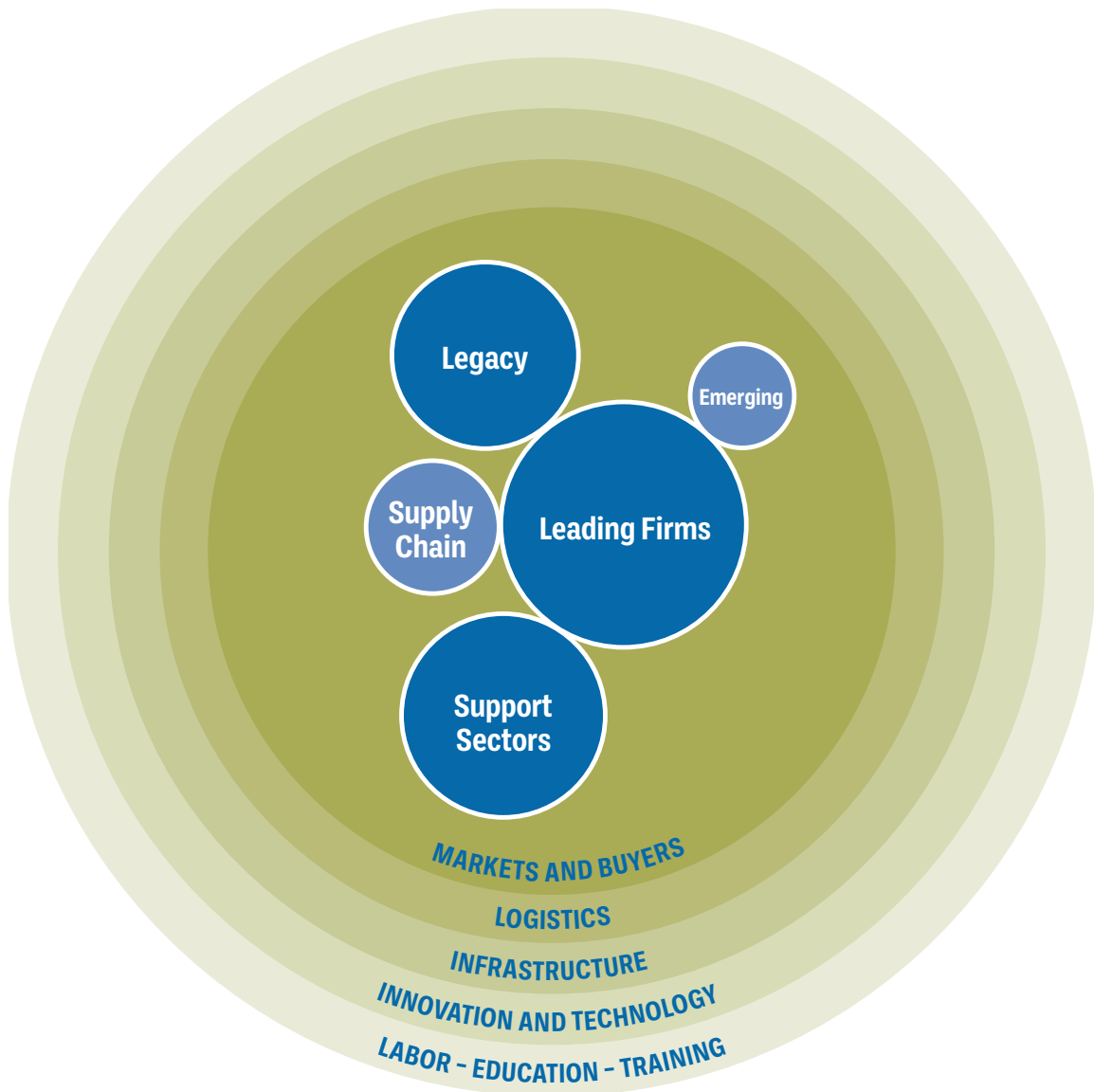
Source: Chabin Concepts and City of Fairfield Research

## EMERGING CHALLENGES FOR EXPANDING TRADED SECTOR BUSINESSES

Traded sector industries and businesses are more complex than commercial and retail businesses that are most dependent on a population market buying goods and services. Traded sector businesses are often at different stages of evolution: *legacy firms* such as Anheuser-Busch continue to reinvent themselves, modernize, strive for optimum operation balance; *leading firms* in demand now with high growth, such as Amazon; and *emerging firms* those with new innovations that will reach market demand in a few years.

<sup>2</sup> Reference Fairfield Traded Sector Inventory, April 2021

Traded sector industries have the highest economic impact because they utilize supply chains and support sectors that further drive economic activities. To keep the traded sector healthy and competitive in a global market they are also very sensitive to the operating environment of the community and region.



Through extensive interviews with the city, broker network, and manufacturers existing and emerging challenges were identified that could affect Fairfield's strong position as a location for industry:

- **Available land for development.** This is being addressed through the city's current General Plan update.
- **Lack of smaller flex space, 20,000 square feet.**
- **Availability of a quality workforce.** Interviews indicate that all manufacturers are struggling to get workers, trained and dependable workers.
- **Digital and fiber networks.** This was mentioned by many as an issue mainly due to cost and capacity. The city has initiated a digital/fiber master plan. This infrastructure will be critical for new industry expansion. Many communities that have invested in a fiber bandwidth backbone have seen the benefits of even more diversified industries locating in their areas.
- **Cost of electricity.** For many industries in California the cost of electricity can be one of the highest costs of operation pushing them to relocate out of state. Whenever possible the city should work with industry to acquire alternative power sources, such as, solar, and micro-grids. Electrical cost and reliability lead the list of factors evaluated for new industry locations.
- **I-80/I-680/SR-12 Interchange Project.** Although the interchange project is a significant benefit to Fairfield and businesses, the new alignment could displace some existing businesses. The uncertainty of the project's timing may be considered a risk by some new industries looking to locate in the area.
- **Office market has continued to be slow.**
- **Fairfield is not recognized in the region as an ideal industry location.**

## ADDRESSING THE CHALLENGES TO CONTINUE TO EXPAND AND ATTRACT TRADED SECTOR BUSINESSES

This Roadmap addresses a positioning strategy and key tactical actions to increase economic activity through traded sector retention, expansion, and attraction. Tactical actions leverage existing resources and build upon existing strengths.

- Position and create awareness as an emerging North Bay industry hub.
- Leverage and build stronger relationships with broker networks.
- Address the major issues keeping existing business from expanding, *create a Skills Fund*.
- Focus business attraction efforts on key business targets.
- Collaborate with Solano EDC to become a Food & Beverage Innovation Hub or Center of Excellence.

## POTENTIAL OUTCOMES

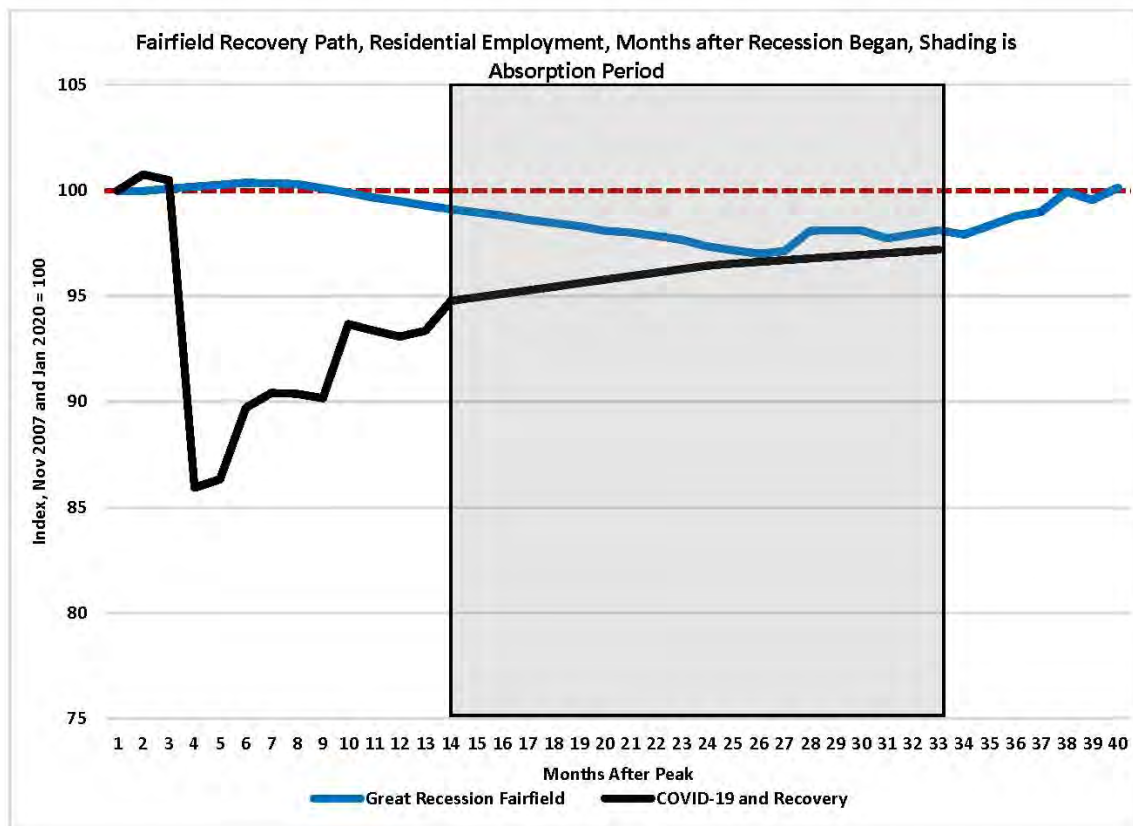
Industrial and commercial real estate plays a crucial role for Fairfield in terms of economic development particularly now as Fairfield works to recover from the COVID-19 recession. Jobs lost through the pandemic mean lost capacity to generate incomes and government revenues. The Economic Scan Working Paper<sup>3</sup> prepared by Dr. Rob Eyler outlines the negative economic impact of the pandemic, where Fairfield is currently on the recovery path, and provides projections for full recovery by 2024. As of March 2021, Fairfield remains approximately 2,700 workers below its January 2020 level.

As noted, Fairfield has a strong brokerage network that is very active. Working with the brokers, they sqidentified 1.22 million square feet of industrial/commercial space that is predicted to be absorbed (leased) by July 2022. Over 92 percent of that space in their portfolios is industrial or warehouse, most likely utilized by a set of traded-sector businesses.

3 Working Paper – Economic Scan and video presentation by Dr. Eyler available at the Economic Development Division office.

If all 1.22 million square feet of industrial/commercial space can be absorbed by July 2022, an estimated 851 people would be employed in Fairfield, approximately 31.5 percent of the current total deficit of workers compared to January 2020. This is critical and would accelerate Fairfield's recovery to pre-pandemic levels changing the predicted recovery path.

**FIGURE 2: City of Fairfield COVID-19 Recovery Path with Projected Absorption Rate 2021-22**



Source: Robert Eyster, PhD, Team Member, Economic Development Roadmap. Reference Working Paper, Economic Scan, Feb. 2021.

Because these jobs would be primarily in traded sector jobs, the multiplier effect of the additional jobs supported by the industrial/commercial real estate absorption will be significant. Using an economic impact model, the table below shows the *estimated potential* impacts based on 851 jobs at current average manufacturing wages (Figure 3).

**FIGURE 3: Estimated Annual Economic Impact Based on 851 Jobs Projected by July 2022**

	ANNUAL ECONOMIC IMPACT VALUE <sup>4</sup>
<b>Estimated Annual Value Economic Impact</b>	<b>\$186,568,049</b>
Estimated Direct & Indirect Jobs	1,291
Estimated New Payroll Supported	\$67,938,676
Estimated Household Spending Supported	\$57,992,568
Estimated Local Taxes	\$4,571,749
Estimated State Taxes	\$11,189,949

*Source: Economic Impact calculated using Applied Economic Development Model. Assumption: 851 jobs created in manufacturing, office, warehouse, by July 2022. Average manufacturing wage 2020, \$122 million capital investment (\$102/sq ft). Estimated impact would occur annually until jobs went away.*

The following sections outline the goals, strategies, and tactical actions for moving forward.



# STRATEGIC ACTIONS

## GOAL 1: Repositioning

Begin to reposition Fairfield from “half-way between...” to the North Bay’s Emerging Business and Industry Hub.

**STRATEGY:** Create a broader awareness of Fairfield’s market position and proximity to the San Francisco Bay Area, East Bay, and Napa as the “emerging” place to be locating your business. Highlight the proximity and showcase it as part of this larger region.

Fairfield currently is not top of mind with businesses and most real estate decision influencers as a location to be evaluated for future expansion. Areas such as Tracy and Stockton have held that position for several years.

Fairfield has key competitive assets, excellent businesses to profile, and positive stories to tell.

“Fairfield is a good location but not on my radar screen when conducting site searches.”

SITE SELECTION  
CONSULTANT

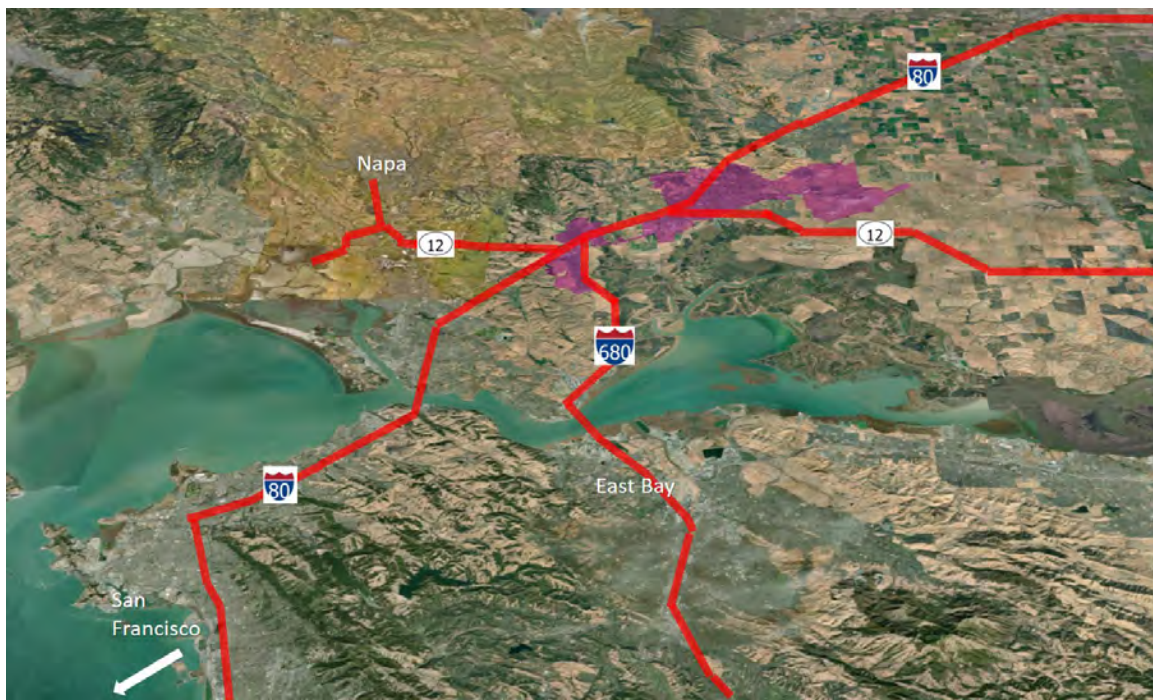
## Tactical Actions

### 1.1 Marketing

- Included in the Marketing Roadmap are promotional actions to begin marketing this repositioning.
- Sample collateral concepts including email templates also include positioning statement.

- For years, everyone has referred to Fairfield as half-way between. A lot of areas are half-way between which leads to no distinction. The city's communication department could assist city staff in rethinking how they refer to Fairfield in message and role playing. This is a very subtle aspect of marketing, but makes a big impression if Fairfield is seen as part of a bigger region, provides an anchor. Adjacency to Napa, or Napa's front door, is also much more distinct than half-way to Sacramento—most people know specifically where Napa is (particularly those outside of California).
- Reposition as the North Bay's Emerging Hub for Business and Industry.

**FIGURE 4: Fairfield North Bay's Crossroad**



## 1.2 External Marketing

- Marketing should focus on one of Fairfield's key assets, such as, water or location.

- Start with placing small ads in the East Bay Business Journal, schedule for six times per year, or minimum quarterly. Focus on the food and beverage industry.
- Push press releases or stories to all the trade journals regarding the influx of new businesses choosing Fairfield as a location (estimated 1.22 million sq ft absorption). Promote why they are coming.
- Fall 2022 run a multi-page insert in the East Bay and San Francisco Times Business Journal. This can be contracted directly with the Journal to be created with input from city. Consider using it as a launch of a bigger story of why Fairfield is the North Bay's Emerging Hub. Feature local businesses.



**YOUR INDUSTRY**

# NEED WATER?

2 Independent potable water sources  
2 Potable water treatment plants  
**56 MILLION GALLONS/DAY**

**AWARD WINNING WASTEWATER COLLECTION SYSTEM**

Serving large food and beverage production and packaging companies including Anheuser-Busch

## FAIRFIELD

CALIFORNIA

**CALL 1-800-ADWATER**

**WE'VE GOT PLENTY FOR YOUR INDUSTRY**

**FIGURE 5** (above): Sample Ad for Placement in Trade Journal

**FIGURE 6** (below): Sample Bill-board Placement — I-80-Hwy 12



- Given Fairfield's key location on I-80 and Highway 12, marketing can easily be right at home with strategically located billboards.

### **1.3 Consistent messaging**

- As part of this project, lists of brokers and site selectors outside of Fairfield and a list of potential target businesses are being delivered to upload to the Economic Development Division's new CRM tool, HubSpot Convergence (formerly Economic Development Accelerator). Within this system, templates have been developed for staff to easily manage a consistent flow of e-mail information to these targets to help build awareness. Further information on subject matters are included in the Marketing Roadmap.
- The lists are a starting point from which the staff can build broader lists of both businesses and influencers.
- Schedule email messages to the lists. Keep emails short, informational, about what is happening—e.g., new industrial manufacturer locating, new warehouse and distribution, expansion, new training courses, completion of digital master plan.
- The HubSpot system will track all touch points of outreach and open rates.
- The goal is to build confidence that Fairfield is forward-thinking for industry, and to convey Fairfield's location and value proposition as a place for expansion and/or location, particularly its key competitive advantages such as water, wastewater, transportation, and overall cost.

## GOAL 2: Broker Partners

Build strong partner relationships with local industrial, commercial and office brokers.

**STRATEGY:** Formalize relationships with brokers, develop regular check-ins and enhance value of city services to the brokers for their promotion and sales efforts.

Fairfield has an excellent and active broker network that is engaged with business clients as well as developers. This is a resource that can be leveraged. However, connection and trust with them has lapsed due to city staff turnover and time for staff to re-connect with the brokers. It is important, particularly when brokers are meeting with key developers or industries, for them to know staff and management to be champions alongside the brokers in promoting a location. A common thread heard during interviews was “we are not sure what the city is doing” or who to talk with. Most of the brokers are very busy as the market is busy, so the burden falls to the city to patch the relationship and keep these “salespeople” in the know.

The office market though is not in demand and developers, brokers and the city should strategically work together to promote and move that space through collaborative outreach.

## Tactical Actions

### 2.1 Form a Broker’s Advisory Board

- Invite brokers to an initial roundtable discussion; ask them if they would become an informal Advisory Group or Board for the Economic Development Department.
- Introduce all staff and their roles.
- Ask them what the best method is to rebuild a strong partnership?



- What do they want to hear about?
- How do they want to interface with the city?
- How to build two-way communications?
- Ask about the market opportunities, the deals being done and how the city can keep product for businesses to locate?
- From their viewpoint, what are industries challenged with?
- How can we work together to solve?
- Use the city-owned Red Top property as a test case – the city has this property and wants the highest and best use that benefits the city, innovative company, jobs – normal process is RFP – how can city work with the local brokers to find the right user?
- Define next steps and meeting.
- Follow-through with confirmations back to all brokers.

## **2.2 Value-Add services city could offer**

- Market feature properties on the new business attraction website and Story Map. Ensure it is kept updated and frequently changed. Properties move quickly. Discuss best method to identify two properties to feature in each industrial park. Call monthly to ensure property is still available or a new property is changed out.
- City's communications department could work with brokers to do video tours of buildings to be promoted. Provide links to brokers and post on city business attraction site.
- City's communications department, in collaboration with brokers, could produce a full video tour of Fairfield which would help audiences understand that Fairfield is a destination for business:
  - Drone shot and then map showing Fairfield location.
  - Transportation crossroads network – I-80 major east-west corridor, I-680 and Highway 12.
  - Drill down to the industrial parks, highlight key businesses.
  - Drill down to sites and buildings.
  - Infographic metrics (logistics, workforce, infrastructure) that show why the location is an efficient place for businesses to operate.
- Design collaborative direct mail and email campaigns through Hub-

Spot. Set up landing pages that can be directed to sites or buildings.

### **2.3 Office market**

- Work with office brokers to identify target businesses and launch a joint marketing campaign.

### **2.4 Consistent check-Ins**

- All brokers should be in the HubSpot CRM and tagged.
- Push out valuable information as appropriate without overwhelming their inbox.
- Update the status of infrastructure plans, digital master plan, progress on roadway and interchange project.
- Call monthly.





## GOAL 3: Call Program

Establish a consistent call program with existing traded sector businesses to identify: 1) issues that constrain company growth, and 2) opportunities to assist businesses expanding. Establish a manufacturing Center of Excellence (focus on food and beverage industries) and/or an incubator.

**STRATEGY:** Expand industry outreach through established networks, scheduled outreach, and response to industry challenges.

Given the importance of the traded sector to Fairfield's economy, a staff person should dedicate at least 40 percent of their time calling on and facilitating existing business development in the traded sector. A point person becomes an ombudsman, a person the businesses know to call. The ombudsman takes the lead with helping businesses access resources as well as lead collaborations for addressing key issues and creating entrepreneur centers that enhance the manufacturing sector.

### Tactical Actions:

#### 3.1 HubSpot CRM (Economic Development Division's new Customer Relations Management system)

- Populate with all existing traded sector business.
- CRM system allows users to tag each business input with additional information to assist with future segmenting for calls or marketing. Create industry segments types, food and beverage manufacturing, fabrication, equipment, supplier, warehouse/distribution. Add tag for industrial/business park location.

- Use HubSpot templates to begin a newsletter.<sup>5</sup> Keep newsletters short and relevant to their needs or things city is working on, such as, infrastructure that are important to their operations. Schedule newsletters to be released quarterly, at minimum.
- Intermittent emails. HubSpot also has email templates wherein staff can send timely information regarding access to resources, or new programs that may be helpful to the businesses. Keep short and to the point.

### 3.2 Outreach schedule

- Email and newsletters are great touch points but do not replace the personal outreach (visit or call) to a business. The objective is to build a relationship:
  - Schedule visits to major industries at least bi-annually. At least one of these visits should also include a management staff or possibly a council person.
  - Visits could be segmented and scheduled by industrial park or by industry segment.
  - Set a two-day stretch a month to call on businesses. Record all findings in CRM.
  - Engage partners in doing Business Walks. Choose a business park for a visit. Email businesses that the team will be in the neighborhood doing a quick “drop in” to talk with the manager for 10 to 15 minutes. Could take the HOF swag (coffee mug and blend coffee) as a leave-behind.<sup>6</sup>
- Collaborate with the Solano SBDC on holding a kick-off roundtable with manufacturers. SBDC has a team of manufacturing experts that operate a program like Vistage,<sup>7</sup> a CEO peer group focusing on performance and overcoming industry challenges. Use the roundtable as a platform to inform what the city is doing, the interest in working

5 Reference Marketing Roadmap, Idea Book and HubSpot system for all collateral design concepts.

6 The goal is to just touch base and let the business know you are there to get input and help. City of Benicia has a successful business walk program, engaged chamber, SBDC and even congressman Garamendi staff.

7 [www.vistage.com](http://www.vistage.com) Vistage is a highly successful CEO-to-CEO program which has assisted companies to accelerate their growth and sustainability.

with manufacturers, and creating a new partnership among the local manufacturers. Identify if manufacturers are interested in Vistage type program.

- Schedule visits or roundtables with other non-manufacturing sectors, such as, health, information technology.

### 3.3 Addressing businesses challenges

- Through interviews conducted with manufacturers and other businesses during the project there were two consistent issues mentioned:
  - Workforce, training, reliability
  - Cost of digital infrastructure

Not mentioned by every business, but several mentioned the cost and reliability of electricity.

- To address the workforce challenge, form a collaborative with Solano EDC, Solano Workforce Development and Solano Community College to leverage existing programs that directly address the existing business issues. The American Jobs Plan will have new funding available for workforce development.<sup>8</sup> Through roundtables (hold a special roundtable on workforce) collect specifics on the needs of business and develop an action plan to be rolled out by winter 2021.
- Fairfield has some very skills-based industries. To address the hiring challenge for skilled or non-skilled, recommend the city establish a Skills Development Fund, seeded with \$250,000 for their manufacturers. The funds would be used to upskill existing employees, the training could be conducted by Solano Community College or a training program of the employer's choice. The fund would be similar to the California's ETP fund, but focused locally, used for upskilling incumbent workers only, and with more flexibility and timeliness – there is a gap in funding sources for this use. Solano Community College does not belong to but could leverage with the

8 The American Jobs Plan just passed by the Biden Administration has significant funding for workforce development and job training. April 2021

Statewide ETP Community College Consortium for upskilling training programs which has an existing portfolio of training programs. The Skills Development Fund could be used as match funding on behalf of the employer.

*Note: A Skills Development Fund with more flexibility would be an excellent incentive program for business attraction as it would be a unique city incentive.*

- Use the city's digital master plan as a platform to meet with businesses to discuss backbone, band width, infrastructure details and costs. Understand current issues or challenges and anticipated future use.
- Schedule an annual survey through HubSpot. Solano EDC could assist with development of survey, or leverage for a countywide survey of traded sector businesses.

### **3.4 Long-term – create Manufacturing Center of Excellence**

- The Solano EDC, the countywide economic development corporation, is an excellent resource. Fairfield is participating with the EDC in a U.S. Department of Commerce, Economic Development Administration (EDA) grant, which will focus on creating a center of excellence in the Food & Beverage sector, Fairfield's niche. This grant should be funded spring/summer 2021 and is part of the Moving Solano Forward 2021. The work is to be strategically focused on workforce and expanding sectors for which Solano County has a unique niche – Food & Beverage, Bio Industrial, BioMed. This is a great opportunity to be part of a large collaborative working on sector development.
- The time is opportune to accelerate a Center of Excellence or an Incubator. The new presidential administration has put forward a plan to Congress as a "jobs rescue" plan that has set-aside funding for regional innovation hubs and sector-based trainings as goals of the funding.
- Solano Community College's Advanced Manufacturing program can play a major role in creating a Center of Excellence around manufacturing. A great model is available at Chaffey College, Rancho Cucamonga,

California called InTech, Industrial Technical Learning Center.<sup>9</sup> The center is highly ranked by the California Manufacturer's & Technology Association. The certificate courses were designed with input from manufacturers and address training in high-demand skilled occupations. The courses are built on pathways in manufacturing.

- For Fairfield, this discussion should become a priority and engage key manufacturing stakeholders and other partners to identify feasibility and location of such a center in one of the industrial parks.

## INTECH, INDUSTRIAL TECHNICAL LEARNING CENTER, CHAFFEY COLLEGE SERVING THE INLAND EMPIRE

InTech is a regional training center designed to train and upskill a workforce pipeline for business and industry in the Inland Empire region and provides training at no cost to all individuals.

InTech is the first public-private partnership in the California Community College System and possibly in the U.S.; it has attracted national and international attention. InTech provides in-demand technical training and professional development programs that include nationally recognized stackable certifications leading to good paying careers. **(U.S. Senator Kamala Harris, now Vice President, called it a "national model.")**

Chaffey College and California Steel Industries, Inc. (CSI) have had a long-standing, successful partnership for almost twenty years. In 2014, a grant opportunity allowed them to formalize the partnership and used Department of Labor TAACCCT funds to renovate CSI's old administration building and create a regional training center. InTech Center is located on CSI's property and is a 33,000 square foot facility with six classrooms, a computer lab, mechatronics lab, electrical lab, and mechanical lab. Chaffey College Economic Development operates the InTech Center and is 100% self-funded.

Chaffey College has a reputation for collaborating and building partnerships. In the past three years, Chaffey College has leveraged an additional \$7 million from various funding partners: James Irvine Foundation, JP Morgan Chase, Arconic Foundation, CA Community College Chancellor's Office, the Employment Training Panel, and the San Bernardino County Workforce Development Division.

9 <https://intechcenter.org/about/>, Designed by industry for industry.





## GOAL 4: Leads and Prospects

Build a pipeline of leads and prospects. Inform traded sector business influencers of the advantages of Fairfield as a business location.

**STRATEGY:** Focus business attraction marketing and sales efforts to site selectors, corporate brokers, and directly to target businesses that fit a screened criteria identifying potential growth and possible expansion/location plans.

### Tactical Actions

#### 4.1 Input influencer lists into HubSpot CRM

- Three lists are delivered separately with this Roadmap each to be uploaded to HubSpot CRM and tagged.
  1. List of active brokers in surrounding Bay Area but not necessarily working in Fairfield. Objective is to inform them of Fairfield's location advantages that might fit an industry they are working with on a new location.
  2. List of national and international site selectors. The Site Selector Guild<sup>10</sup> is the largest organization representing location strategists (site selectors). Site selectors provide location strategy services to corporations across the globe in every industry, sector, and function. Site selectors represent about 15 percent of new corporate locations annually.
  3. A list of 35 to 50 screened companies is also delivered with this project. Working through a screening process, companies have been identified in the traded sector that may have a high potential

10 <https://siteselectorsguild.com/>

for considering an expansion or new location. Companies were screened on growth potential, in fast growing regional of Central Valley, East Bay and Midwest/East Coast where business may be seeking a West Coast operation. Companies were also screened on employment size (minimum 25 employees in California and at least 50 employees for East Coast businesses).<sup>11</sup>

### **DATA PROVIDED FOR TARGET LIST OF COMPANIES SHOWING INDICATORS OF GROWTH AS A FIT FOR INVESTMENT ATTRACTION**

- Name of firm
- Headquarter address
- Company phone number
- Decision maker name, title, and email address (verified)
- Employee range
- Year established
- Industry
- Brief description of the firm's core business activities
- Recent news highlights (if any)
- Selection rationale for why the company was chosen

## **4.2 Website**

- The Economic Development Division is in the process of creating a business attraction website which will be directed to external business audiences, can host HubSpot landing pages for mail campaigns, and host the Traded Sector Story Map which will highlight all industrial and business parks and feature properties. Other features include demographics, community profiles, workforce data, maps, and local business profiles.

11 Target list screened and evaluated by Chabin Expert Advisor Team, FDI Research

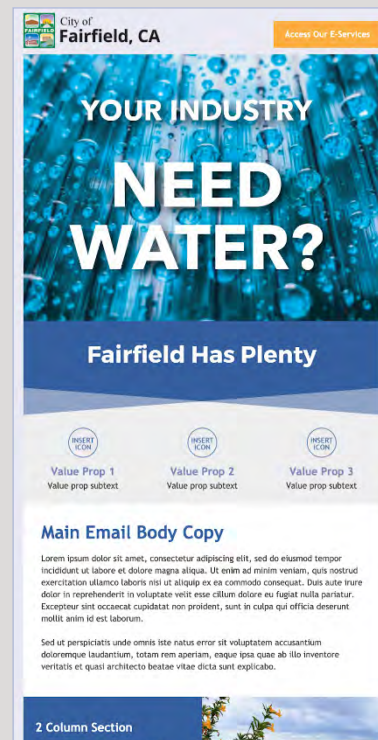
### 4.3 Collateral materials and marketing

- The set of collateral material concepts<sup>12</sup> created includes:
  - Ice breaker marketing campaign. Promoting the key advantage of water, a set of bottled water with a map of Fairfield. Ice breakers are used to open doors for a call.
  - Email template for marketing to industries where water is an important input.
  - Brand deck highlighting Fairfield location, business parks, and featured properties.
  - As mentioned in Goal 1 marketing and promotion to generate awareness of Fairfield as a location is a key component of the Business & Industrial Parks Roadmap includes Billboard, Ads in Business Journals and an annual insert in a Business Journal.



**FIGURE 7** (above): Sample Ice Breaker Packet for Business Attraction Campaign

**FIGURE 8** (right): Sample Email Campaign



#### **4.4 Direct business targeting**

- Direct targeting is a long-term proposition. Turning a lead into a prospect and into a location conversion can take 18 to 36 months or longer depending on their internal process. Screened company lists help to shorten the long lead time or at least help to narrow the target business desired by Fairfield to diversify their traded sector mix.
- Segment the list, working 10 companies at a time.
- Begin outreach to the first 10 by mailing the Ice Breaker then proceed to multi-channel outreach using phone and email outreach simultaneously, as each supports the other, to request an introductory meeting to discuss expansion plans. LinkedIn can also be used as a separate and effective channel if city has access to its premium Sales Navigator features.
- Include the target list on email distributions to Traded Sector. Also include an invitation to roundtable meetings, presentations, or events.
- High-volume follow-ups. To achieve a response, follow-ups must be regular (every two to four working days) and high-volume. Anywhere between two to eight attempts can be necessary, per contact and outreach method, to generate a response.
- Adding different contacts when a response is not garnered. After three or four attempts (phone and email) it is recommended to reach out to additional contacts to maximize chances of a response.
- Also mail the Traded Sector property deck or a CEO Letter with teaser, such as Jelly Bellys, as a follow-up.
- If target is located nearby, attempt to schedule an appointment and visit the business.

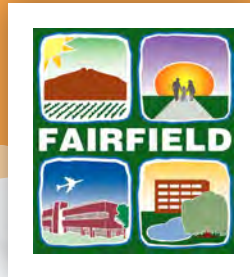
## 4.5 Leverage sales opportunities

- Leverage business attraction efforts with partner organizations that have broader affiliations.
  - Solano EDC. Leverage time and dollars by attending prospecting events, tradeshow, and meetings with the Solano EDC.
  - Governor's Office of Business and Economic Development. GO-Biz does not have an active recruitment strategy, but they are a source of leads. Those leads are distributed through the EDC as policy. The Solano EDC can be the prime lead with GO-Biz keeping the city advised.
  - TeamCalifornia is a nonprofit association focused on marketing and business attraction. They are members of IAMC (Industrial Asset Management Council), which is an association of Corporate Real Estate Executives along with site selectors. Events are held twice a year. Partner with Solano EDC and/or TeamCalifornia to attend these events and get direct exposure to potential prospects.
- FAM Tour
  - In year two of execution, consider planning a familiarization tour (FAM) for brokers, site selectors, and businesses for year three. These are very effective methods to showcase locations and advantages. Areas such as Sacramento hold annual FAM tours. Host a smaller group for the first FAM tour. Choose dates where guests can stay over the weekend to visit Napa. Solano EDC or TeamCalifornia, and Fairfield CVB can assist with planning the event.
  - Create FAM tour collateral – map and swag.



# Marketing & Business Attraction

Economic Development Roadmap 2021



When I'm not working at

**Travis Air  
Force Base...**

... I'm kayaking in  
**Suisun Marsh**







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# Marketing & Business Attraction

## Fairfield Economic Development Roadmap

### INTRODUCTION

The marketing roadmap, as outlined in this report, is built upon market research, internal and external interviews, existing plans and work, and in collaboration with the city's Marketing & Outreach Division. This marketing roadmap focuses on marketing concepts and tactics that support the two "place-based" economic development strategies for Heart of Fairfield and the Industrial/Business Parks (Traded Sector). In addition, this plan focuses on marketing Fairfield as a **brand**, to create a brand identity.

The development and preparation of the plan involved numerous engagements with many organizations involved in promoting Fairfield, including the city's economic development and marketing staff, discussion with vendors of tools that will be used by the economic development division as well as internal and external audiences.

Five principal objectives are embedded in the marketing roadmap:

1. Support economic development in Fairfield.
2. Solidify an identity and image concept.
3. Develop a unified and efficient Fairfield marketing strategy using new state-of-the art tools.
4. Create conceptual brand, marketing materials and tools to support repositioning the **Heart of Fairfield as a unique Food and Arts District**.
5. Begin promoting and positioning Fairfield as North Bay's Emerging Business and Industry Hub for attracting traded sector businesses.

Implementation of the marketing roadmap will achieve the following desired outcomes:

- Overcome perceptions about the city of Fairfield.
- Increase awareness and enhancement of Fairfield's image to its target audiences.
- Support of business recruitment and retention efforts.
- Identify and empower brand management leadership.

The following marketing roadmap has three key strategies addressing different audiences Fairfield is attempting to inform and influence. Each strategy outlines the marketing goal, challenges to overcome and tactical actions for execution. Also included are conceptual designs of marketing materials, videos, ads and templates. The Economic Development Division has invested in a Hubspot tool for tracking clients which also has a robust marketing component that will simplify direct marketing. Templates have been designed for the Hubspot tool.

# STRATEGIC ACTIONS

## GOAL 1: Positioning

Overcome perceptions, build awareness and position Fairfield as the North Bay's Emerging Business and Industry Hub.

**STRATEGY:** Manage Fairfield marketing and messaging as a brand.

### MANAGE FAIRFIELD MARKETING AND MESSAGING AS A BRAND

Every city wants to be known, respected and loved by its residents, businesses and visitors alike. A destination where people desire to live and work and where visitors are eager to visit. The problem is unless there is a cohesive marketing strategy and a dedicated team to execute it, nobody will be aware of the city or what it has to offer, or at most, will only know some of the story.

In order to build awareness and position Fairfield as the North Bay's Emerging Business and Industry Hub, the City of Fairfield needs to be managed and marketed as a brand. If we look at the definition of a brand, it reads, "a type of product manufactured by a particular company under a particular name." Therefore, in this context, Fairfield should be treated as a desirable and marketable product — a place for businesses to locate. With any great brand you will find consistency along with a unified message and style.

### WHAT CHALLENGES COULD BE ENCOUNTERED?

Internal and external interviews along with surveys provided insights into the core challenges for Fairfield. Even with new marketing being implemented by the city, key economic development audience(s) appear to not know or are not sure what the city is doing because the story is fragmented. There is also

a lack of a “marketing champion” or brand manager for the City of Fairfield’s business brand. This results in inconsistent messaging which is confusing for residents and non-residents, causing businesses and influencers outside of Fairfield to have negative perceptions or no perceptions of Fairfield as a place of opportunity.

### **WHAT IS BEING DONE?**

There are many new initiatives moving the city forward including a new general plan, infrastructure plans, specific plans and plans/collaboration dealing with social issues such as homelessness and crime. Fairfield is accomplishing goals and has great stories about actions being taken to create opportunities for transformation. However, that is only one part of the battle, the second part is making people aware of these efforts.

### **WHAT CAN BE DONE?**

There are individuals and organizations in the community that are passionate about Fairfield who want to be engaged, collaborate, leverage resources and make a difference by working together towards common goals. Somewhere along the line entities began working in silos. The time is right to bring together partner organizations and their marketing efforts to tell a Fairfield story and leverage resources. The city is fortunate to have a marketing department with unique marketing capabilities that could strengthen the network and coordination between city departments and private organizations to build a strong and unified business voice and expand its reach.

### **FOUR KEY MARKETING INITIATIVES TO MAKE THIS HAPPEN**

1. Create a unified business voice for Fairfield by empowering a brand manager.
2. Expand and enhance the consistency and frequency of city messaging to increase awareness while building a positive brand.



3. Increase efficiency, message distribution and performance tracking by moving to a digital platform (HubSpot Economic Development Accelerator).
4. Build a strong awareness with external business audiences of ***Fairfield as a place*** by leveraging Solano EDC's existing campaign "This is what I do when I am not working" using Fairfield-centric messages.

## Tactical Actions

### 1.1 Create a unified business voice by empowering a brand manager

- Expand the city's communication department to a **marketing** and communications department empowered to coordinate, implement and manage Fairfield's business brand as the brand manager.

### WHY THE FAIRFIELD COMMUNICATIONS DEPARTMENT IS PERFECT TO TAKE ON THIS ROLE:

- Adds capacity to the economic development department to allow them to focus on working with businesses and key initiatives.
- The communications department is the natural connection to all departments throughout the city.
- They have access to people, processes and projects that are moving the city's vision forward.
- They can connect to private organizations and organizations funded by the city.
- The department already has the ability to create video, social content and print design.
- They are talented and have the ability to create programs, execute and manage them.
- They have a team that understands marketing and marketing channels.
- They are proven brand ambassadors that protect the brand and push out messaging.

- Discuss with marketing and outreach about the resources they will need to be the brand Manager for Fairfield (additional staff, additional budget, etc).
- Marketing and outreach should take the lead to coordinate among entities to break down silos and begin collaborating. Create a monthly check-in where the city, EDC, Visit Fairfield, Chamber of Commerce and additional stakeholders can relay what is happening in Fairfield so that they can create content and messaging around it.
- In the same meeting or in a separate meeting, marketing and outreach and other stakeholders should brainstorm ideas and events for Fairfield and Heart of Fairfield. The marketing and outreach team will designate appropriate people to take on those tasks and offer their support.
- Expand the city's brand guidelines to include approved fonts, colors, logos and applications and share it with any stakeholders that would need it.

## **COLLABORATORS**

- Marketing and Outreach Division
- Economic Development Division (and other departments as needed)
- Solano EDC
- Chamber of Commerce
- Fairfield Visitor & Convention Bureau
- Event coordinators
- Additional Fairfield stakeholders

## **OUTCOMES**

- A unified voice for Fairfield
- Unified and trustworthy branding
- Consistent messaging and marketing efforts
- The end of marketing silos
- The public will see and know what is going on in Fairfield

## **1.2 Expand and enhance the consistency and frequency of city messaging to increase awareness while building a positive brand.**

- Marketing and Outreach Division should plan a 3-6 month content strategy and decide:
  - ▷ What blogs need to be written (at least 1x month)
  - ▷ What social media posts need to be created (posting at least 3x a week)
  - ▷ What videos need to be made
  - ▷ What landing pages need to be created
  - ▷ What digital ads need to be created and who the audience is (both internal and external markets)
- Create a social media strategy to unify and optimize current Fairfield social media accounts.
  - ▷ Define the purpose and goal of each account.
  - ▷ Improve followers and engagements by interacting with followers and inviting them to like or follow.
  - ▷ Have clear and concise messaging.
- Talk about what is happening in a unified way. Currently, several departments are focused on projects that are very impactful but struggle to let people (businesses) know about it. A marketing and communications department can be that central hub to network news from all departments – what they are doing, importance to businesses and influencers, etc. They can push the information out through various channels while maintaining the Fairfield brand.
- **Potential news and stories to create content for:**
  - ▷ Homelessness and crime
  - ▷ Resources and programs
  - ▷ Current and new businesses
  - ▷ Updates on city projects and efforts

### **1.3 Increase efficiency, message distribution and performance tracking by moving to a digital platform (HubSpot Economic Development Accelerator).**

- Economic Development has the basic HubSpot Economic Development Accelerator, to maximize the platform, we recommend purchasing HubSpot's Professional Marketing Hub Package.
- Provide the marketing and communication team current HubSpot account access.
- Use HubSpot to:
  - Create landing page templates for properties on the market to share with brokers, developers, site selectors, property owners and businesses interested in opportunities.
  - On marketing landing pages provide a link to StoryMap or the Economic Development Division new attraction website so the user can gain bigger insights about Fairfield and its business environment.
  - Link all relevant social media accounts and schedule posts to go out.
  - Create and manage digital ads.
  - Create and use email templates to send to target audiences.
  - Embed videos in emails to send to target audiences.
  - Create and use newsletter templates to send to target audiences.
  - Track marketing efforts.
  - Create and push out blogs about what the city is doing. For example:
 

<ul style="list-style-type: none"> <li>- Legislation</li> <li>- Industry highlights</li> <li>- Projects, properties, developments</li> <li>- Planning and permitting</li> </ul>	<ul style="list-style-type: none"> <li>- Covid related topics</li> <li>- Crime and homelessness</li> <li>- Events</li> <li>- New businesses coming to the area</li> </ul>
---	---
  - HubSpot Economic Development Accelerator is currently the platform used by Economic Development for customer relations management (CRM). That platform has extensive marketing tools which would exercise efficiencies for all staff in marketing to multiple audiences (April 2021 name changed to HubSpot-Convergence LLC).

## SOME BENEFITS OF USING HUBSPOT

<b>Forms</b>	Create standalone, pop-up, embedded, and collected forms to gather the contact details that your business needs.
<b>Form follow-up emails</b>	Send automated emails after pop-up and embedded form submissions to start nurturing and converting leads.
<b>Drag-and-drop editor</b>	Easily create, edit, and publish pages across your website and blog using a visual drag-and-drop editor that requires no custom code to use.
<b>Phone support</b>	Call your HubSpot support team and get the help you need fast, so you can get back to what's important, like growing your business.
<b>List segmentation</b>	Create static or dynamically updating contact lists based on various criteria using HubSpot CRM properties. Use them to power more personalized content in email, on the web, and more.
<b>Mobile optimization</b>	Create content that looks good on multiple device
<b>Blog</b>	Create search engine optimized content for your blog based on best practices. types, and see it before it goes out.
<b>Calls-to-action</b>	Build personalized call-to-action buttons that guide visitors toward key conversion points on your website. Optimize with A/B testing to determine best performing variations, track visitor actions across multiple pages, and add smart personalization.

## BENEFITS OF USING HUBSPOT (CONTINUED)

<b>Landing pages</b>	Create responsive landing pages built to convert using our drag-and-drop editor.
<b>Standard SSL certificate</b>	Secure your content and lead data with standard SSL on all HubSpot-hosted content. It gives your visitors peace of mind and can also increase visibility in search results.
<b>Smart content &amp; reporting</b>	Personalize and report on your website and email content using rules to show different content to different audiences — even to anonymous visitors.
<b>Website pages</b>	Create responsive website pages with built-in assets and editors, or work with developers to create custom pages that still keep editing simple.
<b>Google Search Console integration</b>	Get organic search insights like average ranking position, related searches, total impressions, and clickthrough rate for pages on your website — right inside your HubSpot account.
<b>Ad management</b>	Connect accounts from supported ad networks to your HubSpot account. Create audiences from your HubSpot CRM, and see which ads are generating customers.
<b>Video hosting &amp; management</b>	Host and manage video files within HubSpot. Then embed them onto site pages and in emails. Add CTAs and forms within the videos, and track their performance in the custom report builder.
<b>Conversations inbox</b>	Set up a shared inbox — for all incoming email, live chats and more — that your whole team can work from, easily managing 1-to-1 communications at scale.
<b>Conversational bots</b>	Scale live chat using bots. They can qualify leads, collect and store contact data, book meetings, and send leads to the right salesperson.

## BENEFITS OF USING HUBSPOT (CONTINUED)

<b>Email marketing</b>	Send bulk emails that are tested and optimized for different devices and inboxes. Create better emails with a drag-and-drop editor and personalization tokens.
<b>Reporting dashboard</b>	Get in-depth, customizable data on your marketing performance, so you know how you're doing and where to improve.
<b>Content strategy</b>	Create topic clusters that automatically link supporting content back to your core "pillar" pages to ensure search engines can easily crawl your site and identify you as an expert on any given topic.
<b>Marketing automation</b>	Automate your tasks, email marketing, social media, and ads. Build robust customer journeys using an intuitive visual editor.
<b>Social media</b>	Use social media tools to schedule and publish updates, monitor terms, and analyze performance. Works with Facebook, Instagram, LinkedIn, and Twitter.

### Templates that have already been created in your HubSpot account:

- City of Fairfield branded basic email template
- City of Fairfield branded landing page template
- City of Fairfield branded economic notes email template

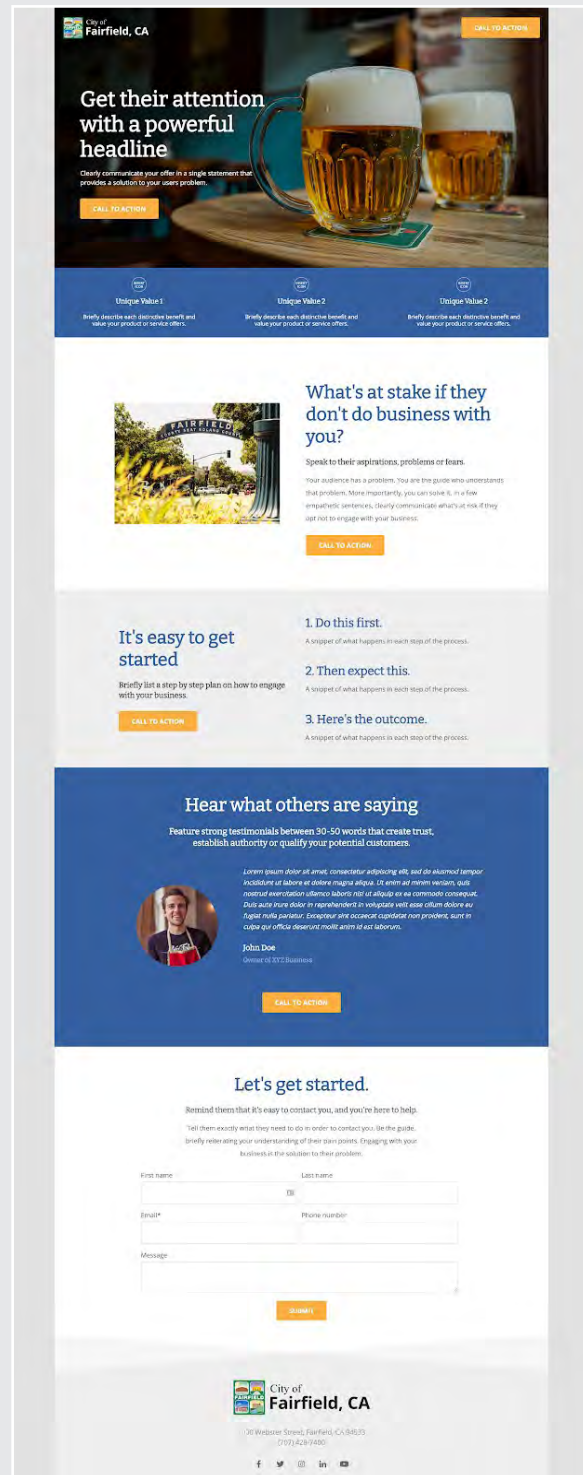


## Template Preview

(All templates can also be viewed in the supporting Idea Book.)



**City of Fairfield Branded Landing Page Template**



**City of Fairfield Branded Basic Email Template**

## COLLABORATORS

- Marketing and Outreach Division
- Economic Development Division (and other departments as appropriate)
- Solano EDC
- Chamber of commerce
- Fairfield Visitors & Convention Bureau
- Event coordinators
- Additional Fairfield stakeholders

## OUTCOMES

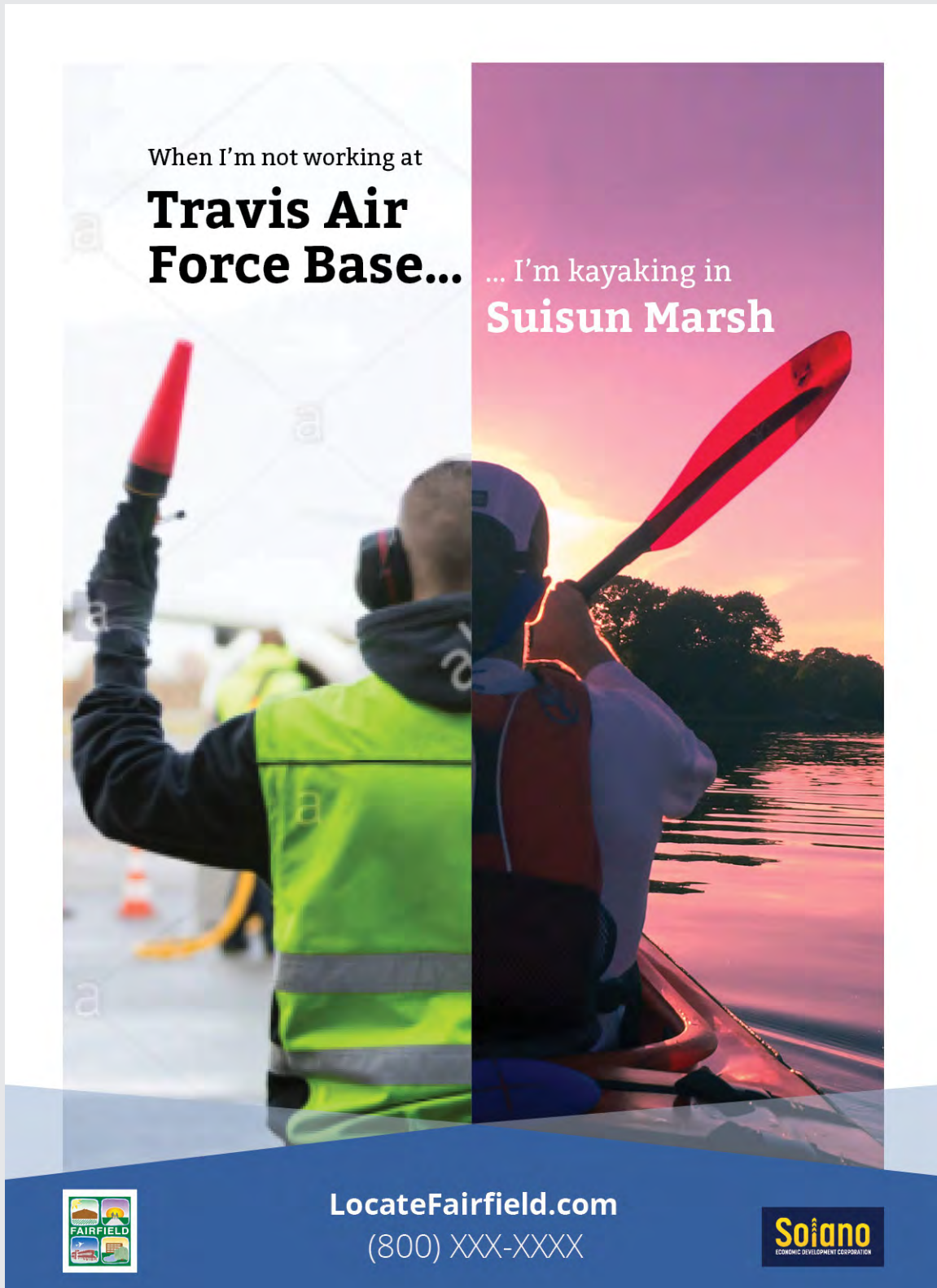
- One central location where your CRM, marketing, and sales efforts can all be housed.
- The ability to manage, track and measure campaigns all in one place.
- Insights into what marketing efforts are working and not working, therefore no more wasting money on marketing that doesn't work.
- Elimination of similar products currently being used to do marketing.

### **1.4 Build a strong awareness with external business audiences of Fairfield as a place by leveraging Solano EDC's existing campaign "This is What I do When I am not Working" with Fairfield-centric messages.**

- Leverage Solano EDC's awareness campaign concept, add Fairfield-centric content (Fairfield businesses and locations) and create videos, cross promote with city and EDC logos.
- Share videos on websites, social media, as digital ads and in emails targeting business c-suite, external brokers/developers, site selectors, venture capitalist, trade associations, banks, and trade publications.
- Use the video concepts to create print ads and place in the East Bay Business Journal at least twice a year. Use the call to action to drive readers to the landing page or the StoryMap website.

## Example Print Ad



(all creative can also be viewed in the supporting Brand Guidelines Document)



When I'm not working at  
**Travis Air  
Force Base...**

... I'm kayaking in  
**Suisun Marsh**

**LocateFairfield.com**  
(800) XXX-XXXX



- Included are video concepts which can be further flushed out in collaboration with Solano EDC, choosing key occupations and locations to promote. The goal is to create awareness of the diversity of occupations in Fairfield while also promoting it as a great place to live.

## Video Script Ideas

### FAIRFIELD VIDEO #1:

Music: Upbeat and exciting

*[Opening clip: Aerial drone shot of Travis Air Force base, cuts to guy working on plane]*

"When I'm not working on planes at Travis Air Force Base..."

*[Invisible cut: Closeup of tool guy goes to grab that transitions to him grabbing a beer, pans out to see him hanging out with friends at a brewery]*

"...I'm kayaking on the Suisun marsh."

*[Cut to scene at a Farberware of a woman working]*

"And when I'm not working at Farberware..."

*[Invisible cut to woman walking up to Jelly Belly Factory with her husband/wife and kids]*

"...I'm taking my family out for an adventure at Jelly Belly Factory."

*[Cut to water treatment facility]*

"And when I'm not keeping the water clean for businesses around Fairfield"

*[Invisible cut to someone paddle boarding on the river]*

"I'm standup paddle boarding".

*[Closing clip: drone shot of city with voice overlay]*

"A place designed for families and fun, built for industry" Logo and contact information

## FAIRFIELD VIDEO #2:

Music: Upbeat and exciting

*[Opening clip: Aerial drone shot of Jelly Belly factory, cuts to guy working on the line, close up on the colorful jelly belly's running down a conveyor or sorting machine]*

"When I'm not making delicious candy..."

*[Invisible cut: Closeup of colorful tomatoes and vegetables at the farmers*

"...I'm at the farmers market shopping for fresh fruits and vegetables for my family."

*[Cut to scene nice restaurant cooking colorful vegetable in a sauté pan, fire flares up, vegetables get flipped]*

"And when I'm not working at Salvios.."

*[Invisible cut to man behind a BBQ, fire flares up again]*

"...I'm barbecuing in the backyard with my family."

*[Cut to man tending grape vines, close up on the grapes in his hand, pull back to show him smiling and the sun setting over the vineyard]*

"When I'm not making incredible wines"

*[Invisible cut to a group of people biking on the road with grapevines in the background. Camera pans along as if it were shadowing the riders but keeping the vineyard in the background as the move along the road]*

"I'm biking through the wine country in Suisun Valley with my friends".

*[Closing clip: drone shot of city with voice overlay]*

"A place designed for families and fun, built for industry" Logo and contact information



## ADDITIONAL VIDEO CONCEPT IDEAS

- Salt Lake City - <https://youtu.be/SRf1EARvtal>
- Kentucky - <https://vimeo.com/55873402>
- Brazos Valley - <https://youtu.be/rz6N8H5Rn7l>
- Alpharetta - <https://youtu.be/DEMaJhyUvBs>
- Long Beach - <https://youtu.be/Dnv1CL0DtVc>
- Abbotsford - <https://youtu.be/yeB0n6VzNac>
- Arlington - <https://youtu.be/0XllWaaTHmY>
- Pikeville - <https://youtu.be/nUNrp7qygdl>
- Columbus - <https://vimeo.com/461945473>

## COLLABORATORS

- Marketing and Outreach Division
- Solano EDC

## OUTCOMES

- A narrative that highlights the great places to work in Fairfield, the different types of industry and the extracurricular activities. This campaign will show businesses, business owners, and employees that Fairfield has talent and is a great place to work and play.





## GOAL 2: Messaging

Create messaging that promotes transformation of the Heart of Fairfield into a vibrant and safe **Food and Arts District** - a destination. Marketing support for the Heart of Fairfield Economic Development Roadmap

**STRATEGY:** Position Heart of Fairfield as a Food and Arts District to attract new investment and business.

Every city wants to have a downtown that is alive and exciting. A place that draws in its residents and attracts visitors from outside the area. The problem is that downtowns get rundown, crime increases and homelessness creeps in. The excitement and vibrancy that was once there wanes. This leaves the people living and working in Fairfield feeling frustrated and unsupported. Every city deserves a downtown that has reasons to visit; arts, entertainment, great places to dine and memorable places to shop. The City of Fairfield understands it will take a bold vision, investment, communication and buy in from the community to revive the Heart of Fairfield.

### CHALLENGES

The city is faced with a few challenges. Downtown currently isn't seen as a destination by most. The location is best suited for businesses serving the County Center and jail. The neighborhood is not a large enough market group to support all the businesses that could relocate as businesses need to draw from a larger market area. Organizations have been working in silos and though they are doing great work, many are too busy to get the word out. Homelessness and crime have become the headline of downtown even though the city has made great headway to resolve these issues.

The Heart of Fairfield is a city priority, there is a specific plan to guide it, an internal Heart of Fairfield Team are working on many focused-initiatives for improvement and business attraction but there is a need to articulate a unique niche in the market. With the diversity of ethnic-oriented restaurants

as an anchor, adding vibrancy through streetfront building improvements (paint, awnings and signs) and bringing in heART to public spaces the Heart of Fairfield can be transformed into Fairfield's Food & Arts District.

## **WHAT IS BEING DONE?**

From a marketing standpoint the city is beginning to make headway by starting a downtown newsletter, The Downtown Pulse, to regularly communicate with businesses and residents on its plans and efforts. Economic Development staff are meeting with property owners and businesses. The city will be managing the marquee events and other promotions and the internal Heart of Fairfield team is coordinating efforts on diverse projects and initiatives. With all the moving parts to revitalize downtown and several organizations that can support promotions and positive messaging it is important to engage marketing and outreach to coordinate efforts and manage messaging.

## **WHAT CAN BE DONE?**

Marketing and promotion will be a key component to positioning the Heart of Fairfield as a Food and Arts District and building a story of opportunity for new business and investment.

## **FOUR KEY MARKETING INITIATIVES TO MAKE THIS HAPPEN.**

1. Build a messaging storyline of an entrepreneurial city with a vision for transforming the Heart of Fairfield into a vibrant culturally diverse food and arts district.
2. Adopt a look and feel that is distinct for the Heart of Fairfield with a specific identity of place.
3. Create a market and sales funnel by pushing out space opportunities to businesses, real estate brokers, developers and investors.
4. Form a collaborative of various organizations coordinated by marketing and outreach to define and plan promotions and promotional activities that will bring vibrancy and people to the downtown.

## Tactical Actions

### 2.1 Adopt a look and feel that is distinct for the Heart of Fairfield as a Food & Arts District.

- Adopt or have a logo created that clearly communicates Heart of Fairfield as a Food & Arts District.
- Incorporate the approved logo and colors in the brand guidelines to ensure consistency of marketing and promoting Heart of Fairfield.
- Place the logo on signage, buildings, banners, merchandise, windows, etc. Utilize brand merchandise as a way to extend the brand, could be sold in local downtown stores.
- Utilize the colors, fonts and logos on anything created specifically for the Heart of Fairfield so that the brand is easily recognizable and awareness can spread.

### PARTNERS

- City of Fairfield
- Marketing & Outreach Division
- Economic Development Division
- Chamber of Commerce
- Fairfield Visitors & Convention Bureau
- Non-profit Organizations
- Businesses
- Key stakeholders

### OUTCOMES

- By adopting a unique look for Heart of Fairfield, the downtown begins to gain brand recognition.
- Lets visitors know that they are in the Heart of Fairfield rather than just Fairfield.
- Starts to establish downtown as a destination.
- Builds brand loyalty when you have a strong brand presence.

## Heart of Fairfield Branding Concepts

(all creative can also be viewed in the supporting Brand Guidelines Document)











## **2.2 Build a messaging storyline of an entrepreneurial city with a vision for transforming the Heart of Fairfield into a vibrant, culturally diverse, Food and Arts District.**

- Create a narrative for all marketing and communications that creates a vision of transformation for the Heart of Fairfield. The following are potential talking points to focus on:
  - What and how transformation is currently happening.
  - Communicating the visions and dream of the Heart of Fairfield as a food and arts district.
  - A block-by-block transformation methodology.
  - Catalyst sites and vacancies.
  - Adaptive Reuse program tools (if adopted)
  - Mural Program - show the one mural in town, and any others that are underway.
  - Highlight the current arts in downtown and plans for art in public spaces.
  - Highlight/profile business downtown business owners.
  - Initiate a Hero's Campaign through banners and stories.
  - How you can be involved - spruce up engagement.
  - Testimonials/interviews from the following stakeholders:
    - City of Fairfield leadership
    - Broker/developer perspective to support the new storyline
    - Video showcasing a local broker talking about the Heart of Fairfield. This will build credibility around the transformation.
    - Property owners
    - Business owners
    - Residents and visitors
    - Schools
- Post any full-length videos created around transformation and testimonials on YouTube and share on the city website, business focused website, and StoryMap.
  - [Sample video](#)
- Edit and convert full length videos into smaller segments so they can be used over time to support project milestones.



- Push content out through the following channels based on media plan:
  - ▷ Social media
  - ▷ Email marketing
  - ▷ Digital presentations
  - ▷ Local media (PR, Press Releases)
  - ▷ Local public tv (channel 27)
  - ▷ Solano EDC social network
  - ▷ Chamber social network

## Heart of Fairfield Video Example

(all creative can also be viewed in the supporting Brand Guidelines Document)



## OUTCOMES

- Create awareness about the transformation within the Heart of Fairfield.
- Show local businesses that there is movement towards transformation.
- Create strong partnerships with local organizations, businesses, broker/developer networks.

### **2.3 Create a marketing and sales funnel by pushing out space opportunities to businesses, real estate brokers, developers and investors.**

- Use the HubSpot email template to create emails for vacant buildings and site opportunities to send directly to brokers, developers and businesses.
- Use the HubSpot landing page template to create landing pages for vacant buildings and site opportunities.
- Create social media posts about vacant buildings and site opportunities and schedule to post via HubSpot.

## PARTNERS


- City of Fairfield Economic Development Division
- City of Fairfield Marketing & Outreach Division
- Local brokers and developers
- Business owners

## OUTCOMES

- Better communication will increase visibility of properties and business opportunities
- The Hubspot platform along with branded templates will build frequent and consistent messages to various audiences.
- City will create stronger working relationships with local brokers and developers as regular communications are developed.
- By using the CRM and creating targeted emails it is more likely that the city will find businesses that fit the properties being showcased.

## Sample campaign for Joe's Buffet to recruit a business to a vacant spot using HubSpot:

(all creative can also be viewed in the supporting Brand Guidelines Document)



(707) 428-7039


FOR SALE:

# JOE'S BUFFET

After 39 years in businesses, the owners of Joe's Buffet are ready to retire. Joe's has been a Fairfield landmark since 1953 first known as the Fairfield Delicatessen.

REQUEST MORE INFO





### BUILDING DETAILS

**Location:**  
834 Texas St, Fairfield, CA 94533

**Size:**  
6,000 Sq Ft

**Amenities:**  
Alley access, off-street parking, list other building features here

REQUEST MORE INFO

### MARKET OPPORTUNITIES:

**172,000**

Market area with a median household income \$90,804

**17,000**

Residents living within a 1 mile radius

**11,000**

Downtown workers (County Center)

**\$30 M**

In unmet demand for restaurants

REQUEST MORE INFO

### DON'T MISS THIS BUSINESS OPPORTUNITY

Contact us today receive more information on this property, schedule a tour and more.

First name


Last name

Email\*

Phone number

Message

SUBMIT



www.url.com | (555) 555-5555 | 123 First Street, City, State 55555

f @ t

FACEBOOK



Heart of Fairfield

March 15, 2021 · 🌐

...

FOR SALE: Joe's Buffet

After 39 years in business, the owners of Joe's Buffet are ready to retire. Joe's has been a Fairfield landmark since 1953 first known as the Fairfield Delicatessen.

"Customers feel like they're coming to a friend or family's place. People tell us the stories of their lives and we tell them about ours. That's the special thing about Joe's – not just the food." –Nabiha Ziaheh, Owner

Don't miss this business opportunity! Contact us today or visit [www.hubspotlandingpageurl.com](http://www.hubspotlandingpageurl.com) to learn more.

#insert #hashtags #here



👍❤️ 26



Like



Comment



Share



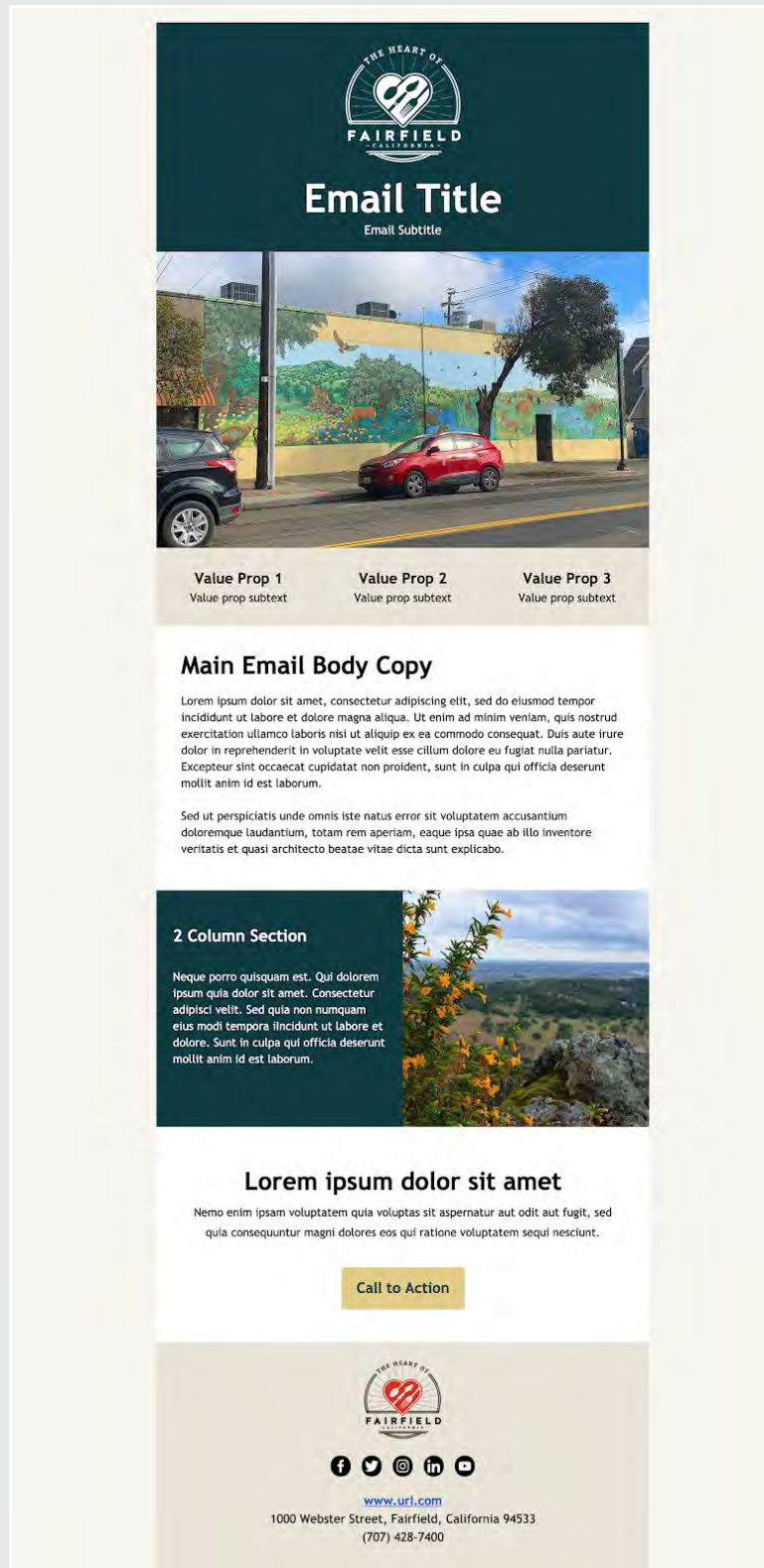
Write a comment...



Social Media Post Example (Sample campaign for Joe's Buffet)

## Heart of Fairfield Template Examples

(all creative can also be viewed in the supporting Brand Guidelines Document)





## **2.4 Form a Marketing and Promotions Collaborative for events and promotional activities in the Heart of Fairfield.**

- Downtowns are often best known for events and activities that bring people downtown to celebrate and share space and business often rely on such promotions to bring people to downtown and their businesses. These events normally are designed and promoted by a Main Street Program. Promotion activities were beyond the scope of this contract. There are, however, no shortage of ideas for promotions and events to celebrate. The most successful events are those where community and business engage and have buy-in. For now, the city's Park & Recreation Department is planning and managing a set of events.
- Recommend Marketing & Outreach Division bring together departments and other organizations associated with events, such as Chamber, Visitor Bureau, non-profits, and businesses to collaboratively create a schedule of events that will bring people downtown as well as begin to promote downtown as a Food & Arts District. Create a Heart of Fairfield Promotions Collaborative. Madden Media (CVB consultant) could be of help in facilitating work session(s) to identify promotions, funding required, resources to implement and results expected. The purpose of the collaborative would be to identify promotions that could be spread throughout the year, get buy-in and engagement from larger groups, and lessen the burden on any one organization. As a starting point to creating a calendar of events and how those events would be promoted and managed.

### Existing promotions

- Restaurant Week
- Tomato Festival
- Certified Farmers Market
- Independence Day Parade
- Veteran Day Parade
- Christmas Tree Lightning

### New ideas for promotions

- Cinco De Mayo and other cultural celebrations
- Carnevale
- Friday movies in the county courtyard lawn.
- Feet on the Ground Fridays (get county workers to walk to lunch at local restaurants)
- Travis Air Force Base Spouse Meetups – reactivate the program with the Chamber and Sandy Persons to get Air Force spouses downtown.
- Create and send a survey and ask questions such as, “What is one change you would like to see that would encourage you to visit downtown on a regular basis?”

### Ideas around food

- Create a Passport Program. Where participants get a branded passport and need to fill up their passports with stamps by stopping by participating wineries, breweries, and restaurants. If you collect all the stamps, you win a prize.
- Around the world of dining. Create a diverse food trail that encourages people to try the diverse food downtown.
- Host a Farm Stand Day a couple of times a year in the downtown with local farm stands.



## CONCEPT - LOCAL HEROES CAMPAIGN

Create a local heroes campaign for the Heart of Fairfield. Announce to businesses, industries, schools, city, county, and Travis AFB that you would like for them to nominate their top performers. Ask what sets them apart and how they are helping make Fairfield a better place to live. Celebrate the winners by;

- Placing them on banners downtown
- Creating a video of them and their story to push out on social media and local media
  - ▷ Create a Local Hero's Podcast. Interview recipients, restaurant owners and talk about what they do to make a difference.
  - ▷ Leverage this video content on social media and local community on channel 26.
- Gift them a dinner for two at a local restaurant.
- Feature that restaurant and what makes it special.

- Included in the Heart of Fairfield Roadmap are recommendations regarding putting the heART into the Heart of Fairfield. Recommendations include murals, wall of hearts, heart sculptures, alley activation as well as a unique art structure to bring people downtown (Beer Belly Campaign). These and other ideas around art can be found at:
  - ▷ Mural Campaign - [See supporting document](#)
  - ▷ Wall of Hearts Campaign - [See supporting document](#)
  - ▷ Beer Belly Campaign - [See supporting document](#)
  - ▷ Art Benches Campaign - [See example](#) Palm Springs
  - ▷ Public Art Campaign - [See example](#)

## AUDIENCES

- Residents
- Visitors
- Travis Air Force Base
- County/Courthouse Workers
- Businesses (internal and external)
- Organizations/Service Groups tied to Fairfield transformation

## PARTNERS

- Marketing & Outreach Division
- Economic Development Division
- Parks and Recreation
- Fairfield Visitors & Convention Bureau
- Fairfield Downtown Theater
- Chamber of Commerce
- Madden Media
- Solano EDC
- Travis Liaison (EDC)
- Education
- Businesses - Key Champions for Downtown
- Local service organizations (i.e., Rotary)

## OUTCOMES

- New marketing and promotional ideas get generated bringing in life and experiences to downtown.
- Leverage organizations and groups to participate in running programs.
- Other funding sources become available.
- Events, art and food draw more people to come downtown.
- Stimulates the downtown economy.


## Restaurant Week Campaign Example


(all creative can also be viewed in the supporting Brand Guidelines Document)




**Banners (restaurant campaign)**

## INSTAGRAM


**Heart of Fairfield**
...









## RESTAURANT WEEK

MARCH 20-27, 2021

Special menus • Restaurant discounts • Free corkage for Fairfield wines

### TASTE OF DOWNTOWN KICKOFF CELEBRATION

March 20, 2-6 pm • Beer, wine & food tasting • Live music  
Tickets (\$20) - [insertlinkhere.com](#)




26 likes



Join us downtown for Restaurant Week March 20-27! Select restaurants will be offering special menus, discounts, and free corkage for Fairfield wines.

We're kicking off this week long event on Saturday from 2-6 pm with a Taste of Downtown celebration. Enjoy live music along with local beer, wine & food tastings for just \$20!

Get your tickets here: [insertlinkhere.com](#)

#insert #hashtags #here

4 HOURS AGO



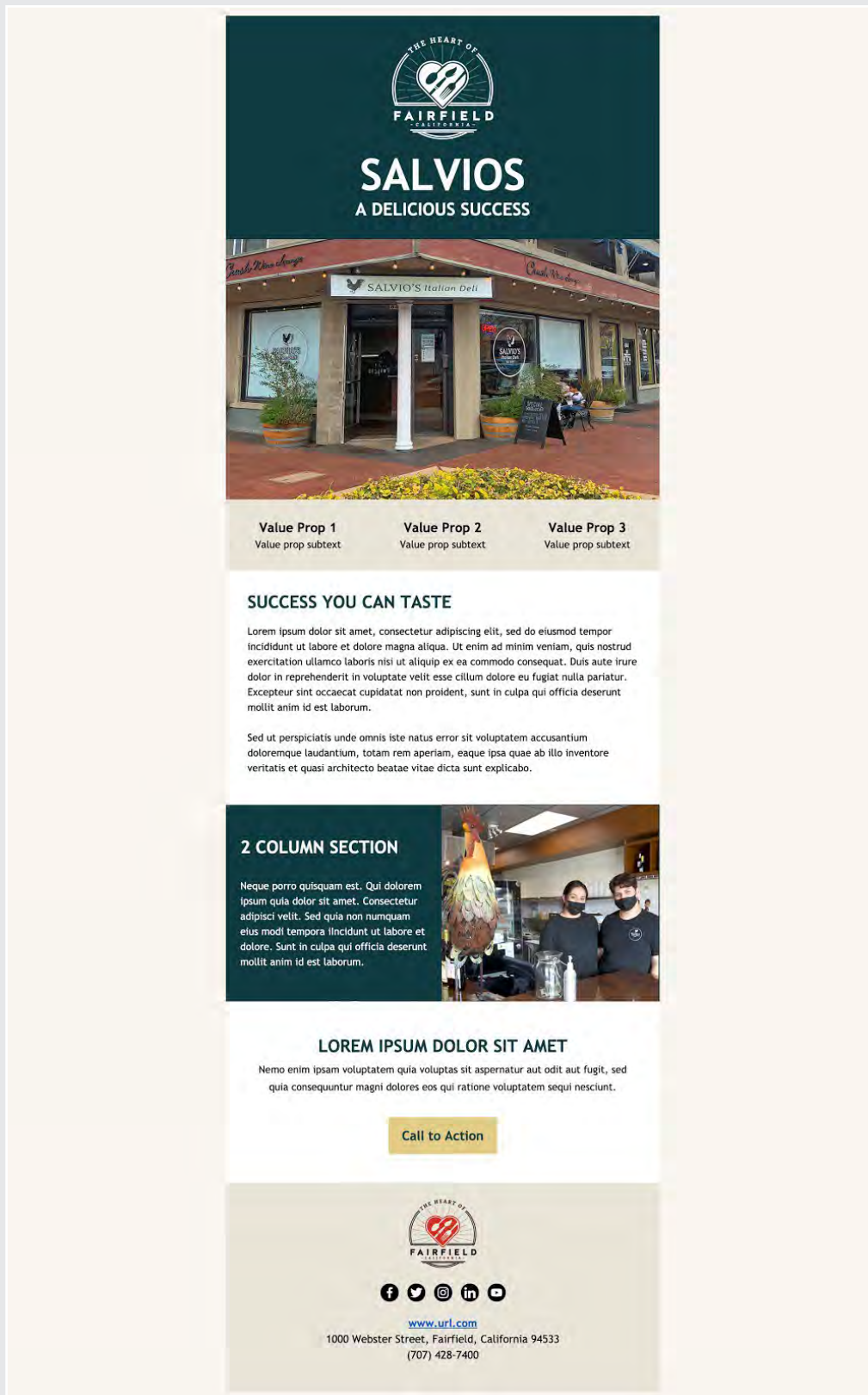
Post

Social Media Post (restaurant campaign)



**Banners (Restaurant  
Week & Local Heroes  
Campaign**





## GOAL 3: Traded Sector

Increase awareness among external audiences (traded sector businesses and influencers of business decisions) of Fairfield's unique advantages and value proposition as a place to locate. Position Fairfield as an emerging hub in the North Bay and its proximity to San Francisco and East Bay. Continue to promote the food and beverage cluster, supply chain and innovation.

**STRATEGY:** Position Fairfield as North Bay's emerging business and industry hub for attracting traded sector businesses.

Every city wants to be known as a leader of industry with a defined niche that in itself defines its competitive advantages; a driver of the local economy with high value producers creating goods and services that set the pace in the industry. Fairfield is well positioned in the marketplace as a crossroads, transportation network, with a unique distinction adjacent to Napa. Fairfield has infrastructure capabilities, abundant access to water, an award-winning wastewater treatment facility, and top educational institutions known for agriculture and food sciences. Fairfield is also fortunate to have a very robust and active industrial real estate brokerage community that drives deals.

However, feedback from surveys and interviews indicates Fairfield is not top of mind as a potential business location for key influencers, businesses, real estate brokers or site selectors outside the area. Other areas looking to attract similar businesses have more of a presence in the target markets than Fairfield. Several of those areas have worked to establish themselves as premier "industry specific" locations, such as Tracy and Stockton.

From a marketing standpoint, the goal would be to first package, promote and position Fairfield's unique advantages and location as to place 'North Bay's



Emerging Business and Industry Hub’ and second, promote the city’s forward thinking in building infrastructure to support industry specifically for the food and beverage.

Utilizing the Hubspot tools, the Economic Development Division will be able to support the strong, active broker network in Fairfield by pushing messages and featured properties to external and broader audiences. The goal is two-fold; one, create awareness and two, generate a pipeline of traded sector business leads that can be converted within the next 18-36 months. The existing industrial market with local brokers is very active with logistics-type industries and some manufacturing. This effort and Solano EDC’s effort would concentrate on more manufacturing and value-added companies and office users to continue to diversify the industry base in Fairfield. This marketing effort would also include creating stories that can be placed in trade publications and external channels.

### **THREE KEY MARKETING INITIATIVES TO MAKE THIS HAPPEN**

1. Market available buildings and sites
2. Create editorial or advertorial stories
3. Leverage the Fairfield Industrial Broker Community
4. Food and Beverage, Center of Excellence

### **AUDIENCES**

- Existing businesses
- Brokers / developers
- Site selectors
- Partners
- Trade associations
- Trade publications

## TARGET SECTORS

- Food and beverage (legacy and Innovative)
- Advanced manufacturing
- Health
- Distribution
- Emerging niche industries in technology

## Tactical Actions

### 3.1 Market available buildings and sites.

- Create videos and collateral that show Fairfield's unique location in the Bay Area by getting fly over footage and images. Use language that highlights Fairfield's location as a crossroads, its transportation corridors, and the existing seven industrial parks. Highlight Fairfield's logistics setting focusing on the highway system and business parks.
  - ▷ Video inspiration: [video 1](#), [video 2](#), [video 3](#)
  - ▷ Fairfield | Traded Sector - [script concept](#)
  - ▷ Fairfield | Leading the way - [script concept](#)
- Work closely with the industrial brokerage community to identify featured buildings to promote. The office market has been slower to respond, work with office brokers to collaborate on marketing efforts utilizing the tools for target marketing.
- To enhance the marketing packages, have the Marketing & Outreach Division shoot video at the sites and buildings giving a tour using a voice over. These videos can also be linked on StoryMap to be housed within a new business attraction website.
  - ▷ We recommend an independent website to market properties for the City of Fairfield, Heart of Fairfield and the Industrial Sector.
- Use StoryMap tool to tell Fairfield's traded sector story. The following are highlights of the StoryMap's capabilities.
  - ▷ Users can zoom into industrial parks where key businesses are identified. Key information on the parks will be listed.

- Users can zoom into available sites or buildings on the market. Those not listed would be highlighted unless approved by the property.
- Users can link to buildings and building information such as broker pdf and links to brokers.
- Labor and other metrics will be included that show why the location is efficient for businesses.
- Additional support materials that can be linked to StoryMap include: pdf of parks, available sites, new planned areas.
- Use HubSpot to create landing pages that market specific buildings that have a call to action directing users to StoryMap.

## **PARTNERS**


- Economic Development Division
- Marketing & Outreach Division
- Solano County EDC
- Brokers/Developers

## **OUTCOMES**

- Build stronger relationships with the industrial/office brokerage community to help market available buildings/properties and convert prospects to locations.
- Push updated property information to external audiences via an easy to navigate platform highlighting featured properties.
- Maintain consistent messaging on advantages of Fairfield location to build a larger audience base.
- Create viable leads that convert to active projects.

## HubSpot Landing Page Example

(all creative can also be viewed in the supporting Brand Guidelines Document)


City of  
Fairfield, CA


(707) 428-7400

FOR SALE:

5000 Wiseman Way

The Wiseman Company is developing the North Bay's finest Class A building on the best development parcel in Fairfield's burgeoning Green Valley. The building design reflects their timeless yet contemporary style and the high construction standards associated with their brand.

REQUEST MORE INFO



### Building Details

**Building size:** 50,000 square foot

**Lot size:** 2.75 acres

**Amenities:** Abundant parking, close freeway access, low carbon footprint, nearby shops and restaurants

**Cleaner, safer, healthier:** daily disinfecting, complimentary masks, increased building ventilation, self cleaning elevator buttons, touchless building entry, and hand sanitizer dispensers installed throughout the building

REQUEST MORE INFO

### Market Opportunities

\$150,880	405,000	40,000	31,673
Median Household Income	Laborforce draw within 10 miles	Daily out commuters	Population within a 5 miles

REQUEST MORE INFO

### Don't Miss This Business Opportunity

Contact us today to receive more information on this property, schedule a tour and more.

First name


Last name

Email\*






Phone number

Message

SUBMIT


City of  
Fairfield, CA

1000 Webster Street, Fairfield, CA 94533  
(707) 428-7400

### 3.2 Create editorial or advertorial stories, ads, and billboards.

- Editorials can be created by Marketing & Outreach Division and pitched to trade publications. The storyline should focus on Fairfield's growth as the emerging hub in the North Bay.
- Alternatively, editorials could be "advertorials" (paid ads written as a editorial)
- Ads as well as editorial/advertorial should be placed as ads in the San Francisco, East Bay and Silicon Valley Business Journals at least 3x per year. The following are topics to focus on:
  - ▷ Why Fairfield is becoming a hot industrial market
  - ▷ How water is a draw for industry
  - ▷ New buildings coming
  - ▷ Businesses located in Fairfield that serve the Napa and Sonoma industries
  - ▷ Logistically close to the Bay
  - ▷ Infrastructure (digital, water, wastewater)
  - ▷ Laborshed
  - ▷ Announcements
- Given Fairfield's location on I80 and Hwy 12, and high volume of traffic (both business and visitor) it is the perfect location for a billboard with a simple message. The city also has access to reader board/billboard for simple messages (which may be better utilized for Heart of Fairfield promotion).
- Create ads and billboards touting the availability of water in the region for industries that are dependent upon clean water and wastewater treatment (food and beverage).

## OUTCOMES

- Create awareness about opportunities in the traded sector for audiences outside of Fairfield.
- Build authority in the industry for Fairfield as a place to do business.
- Build the brand outside the area.



## Water Billboard & Water Print Examples

(all creative can also be viewed in the supporting Brand Guidelines Document)





### 3.3 Fairfield fFood and Beverage Center of Excellence.

- The Solano Economic Development Corporation is working on a Food and Beverage Center of Excellence as a positioning strategy for the county. This is a future project that is included in a request to the US Economic Development Administration. This could be leveraged by the city and add credibility to Fairfield as a location for food and beverage emerging companies and innovation.
- The planning of a Center of Excellence is a story in itself and could bring other partners to the table, such as UC Davis. Providing updates on progress continues to tell the story that the city is forward thinking for industry.
- This also aligns with leveraging the awareness campaign, *“When I am not doing this – I am doing this”* with Solano EDC to build Fairfield’s position.



# SUPPORTING DOCUMENTS

## Working Papers

1. Working Paper Perceptions
2. Working Paper Social Media Presence
3. Working Paper Put heART in the Heart of Fairfield

## Idea Book

4. Fairfield
  - a. Hubspot Landing Page Template
  - b. Hubspot Email Template
  - c. Word Doc Template
  - d. Video Scripts
  - e. Full Page Ad Example
5. Heart of Fairfield
  - a. Logo and Brand Colors
  - b. Signage Examples
  - c. Merchandise and Wearables Examples
  - d. Sculptures Examples
  - e. Landing Page for Available Building or Business
  - f. Social Media Posts for Available Building or Business
  - g. Landing Page for Available Building or Business
  - h. Social Media Posts for Restaurant Week
  - i. Promotional Banners
  - j. Email Template
  - k. The Downtown Pulse Email Template
  - l. Campaign Email Template
  - m. Campaign Banners
  - n. Video Example
  - o. Opportunities Fact Sheet Template
  - p. Branded PowerPoint Slide Deck
  - q. Stationary
  - r. Ice Breaker
  - s. Cookbook Concept
6. Traded Sector
  - a. Wiseman Way Landing Page
  - b. Economic Notes Email
  - c. Traded Sector Branded PowerPoint Slide Deck
  - d. Billboards
  - e. Traded Sector Marketing Campaign
  - f. Video Script Example
7. Best Practices
  - a. Social Media
  - b. Email Marketing
  - c. Website

**Video Scripts**

8. Work and Play Video Scripts (Who is Fairfield)
9. Transformation Video script (HOF)
10. Fairfield Video script (Traded Sector)
11. Fairfield Leading the Way Video script (Traded Sector)

**Miscellaneous**

12. Business Attraction Website
13. Heart of Fairfield Food and Arts district video concept
14. Heart Wall – how to market only
15. BeerBelly – how to market only
16. Broker and target business List
17. StoryMap

# Appendix

Marketing and Business Attraction Roadmap

## Idea Book

The Idea Book can also be viewed online [here](#).







City of  
**Fairfield, CA**

# Idea Book

CREATIVE NARRATIVE, TEMPLATES, AND BEST PRACTICES





# Jump to:



SECTION 1: City of Fairfield



SECTION 2: Heart of Fairfield



SECTION 3: Traded Sector



SECTION 4: Best Practices

The background of the entire page is a dark blue, semi-transparent aerial photograph of a city, likely Fairfield, showing streets, buildings, and green spaces. The text is overlaid on this background.

SECTION 1:

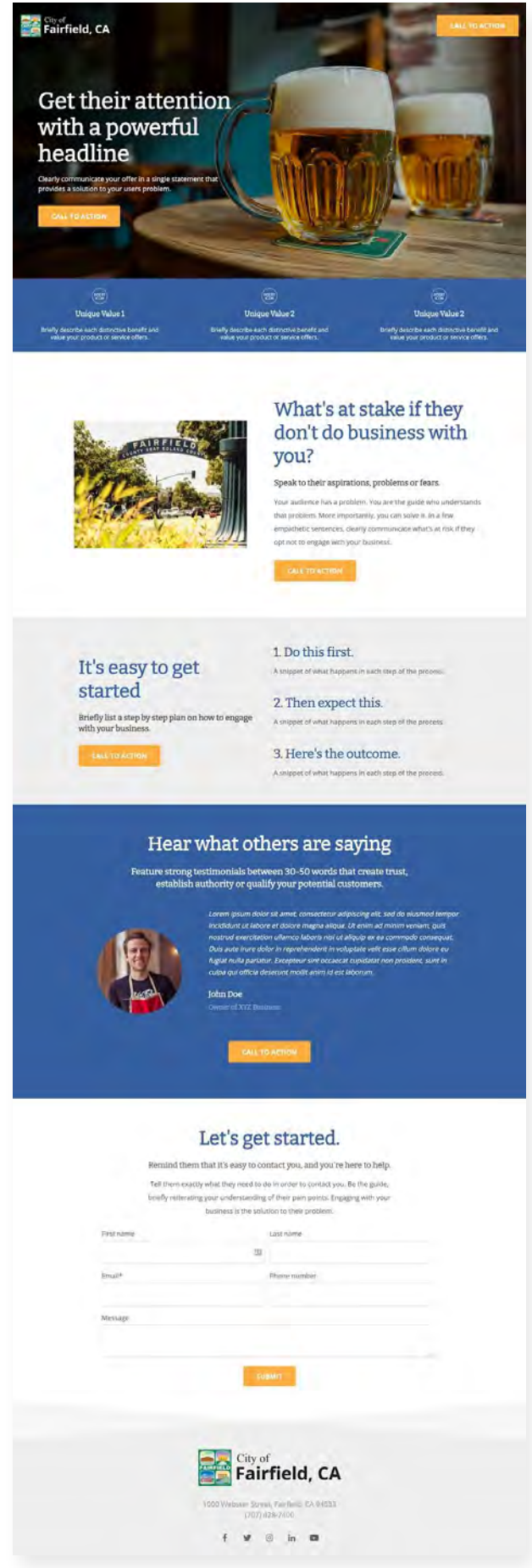
---

# City of Fairfield



# Hubspot Landing Page Template

This landing page template is designed with the City of Fairfield brand and is meant to be used to house any city specific content. Each section contains placeholder copy that outlines which type of information should go in each section in order to ensure maximum conversions and an elite user experience.



# Hubspot Email Template

This email template is designed with the City of Fairfield brand and is meant to be used to send any City of Fairfield emails. Each section contains placeholder copy that outlines which type of information should go in each section in order to ensure maximum conversions and an elite user experience.



# Word Doc Template

Use these word docs to send out any official City of Fairfield letters or documents. The templates have been created in both horizontal and vertical formats depending on your specific needs.





# Video Scripts

Below are example video scripts that correlate with the Solano EDC's video campaign that we suggest be adopted by the City of Fairfield.



## Video Script #1:

[Opening clip: Aerial drone shot of Travis Air Force base, cuts to guy working on plane]

"When I'm not working on planes at Travis Air Force Base..."

[Invisible cut: Closeup of grabbing a tool that transitions to him grabbing a beer, pans out to see him hanging out with friends at a brewery]

"...I'm grabbing a beer with the guys at Heretic Brewery."

[Cut to scene at a Farberware of a woman working]

"And when I'm not working at Farberware..."

[Invisible cut to woman walking up to Jelly Belly Factory with her husband and kids]

"...I'm taking my family out for an adventure at Jelly Belly Factory."

[Cut to water treatment facility]

"And when I'm not keeping the water clean for businesses around Fairfield"

[Invisible cut to someone paddle boarding on the river]

"I'm standup paddle boarding".

[Closing clip: drone shot of city with voice overlay]

"A place designed for families and fun, built for industry"

## Video Script #2:

[Opening clip: Aerial drone shot of Jelly Belly factory, cuts to guy working on the line, close up on the colorful jelly belly's running down a conveyor or sorting machine]

"When I'm not making delicious candy..."

[Invisible cut: Closeup of colorful tomatoes and vegetables at the farmers market]

"...I'm at the farmers market shopping for fresh fruits and vegetables for my family."

[Cut to scene nice restaurant cooking colorful vegetable in a saute pan, fire flares up, vegetables get flipped]

"And when I'm not working at Salvios.."

[Invisible cut to man behind a BBQ, fire flares up again]

"...I'm barbecuing in my backyard with family."

[Cut to man tending grape vines, close up on the grapes in his hand, pull back to show him smiling and the sun setting over the vineyard]

"When I'm not working making incredible wines"

[Invisible cut to a group of people biking on the road with grapevines in the background. Camera pans along as if it were shadowing the riders but keeping the vineyard in the background as the move along the road]

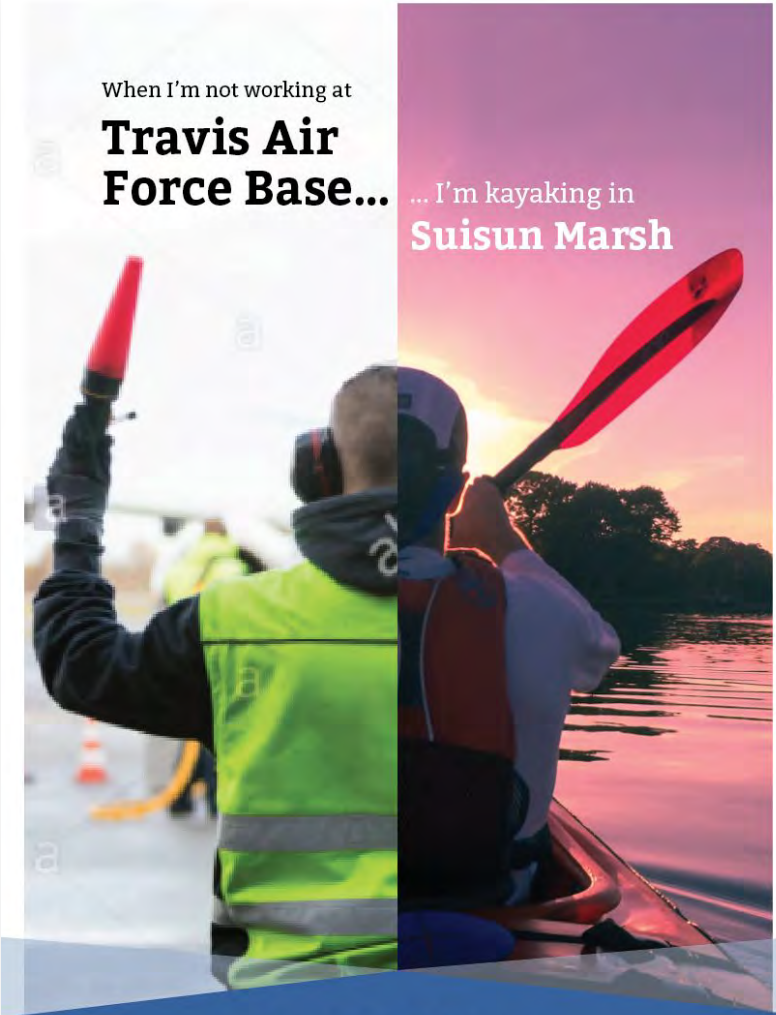
"I'm biking through the wine country in Suisun Valley with my friends".

[Closing clip: drone shot of city with voice overlay]

"A place designed for families and fun, built for industry"


## Full Page Ad Example

Example concept for a full page ad that correlates with the Solano EDC's video campaign that we suggest be adopted by the City of Fairfield. Note that it has Fairfield specific branding. Be sure to always include contact information, url, and call to action.



When I'm not working at  
**Travis Air  
Force Base...**

... I'm kayaking in  
**Suisun Marsh**

 **LocateFairfield.com**  
(800) XXX-XXXX 



An aerial photograph of Fairfield, Ohio, showing a mix of residential, commercial, and industrial areas. A semi-transparent green overlay covers the entire image. The text 'SECTION 2:' is centered in the upper half, with a horizontal line below it.

SECTION 2:

---

# Heart of Fairfield



## Logo

Logo and brand concept created for the Heart of Fairfield. With a logo and brand of its own separate from the City of Fairfield, the Heart of Fairfield will be distinguishable as the city's downtown area. The heart signifies the "heart" of Fairfield, while the cutlery and paint brush helps position Heart of Fairfield as a Food and Arts District. It's round shape helps carry over the look of the downtown arch without replicating it.

Designed with collateral application in mind, the simple line art and color palette of the logo makes replicating this mark in a variety of ways easy to execute. The absence of several colors, gradients or full color elements eliminates the headache of needing multiple versions of your logo and ensures the mark looks the same on every application.

### Logo



### Brand Colors

#0e3b41

#41babf

#d23327

#e1cd87

#e8e4d8

## Signage Examples

Example of the new Heart of Fairfield logo on a wall visible from the street in the Heart of Fairfield. Using wayfinding signs will help residents and visitors know when they are in fact in the downtown area.



Example of the new Heart of Fairfield logo placed on buildings in the Heart of Fairfield. Placing the logo on businesses will help residents and visitors know when they are in fact in the downtown area.



## Signage Examples Continued

Concepts for Heart of Fairfield signage. Placing signs throughout the downtown will create a sense of community and let residents and visitors know they are in the Heart of Fairfield. The signs could be made of metal and designed by students at Solano Community College.



## Merchandise and Wearables Examples

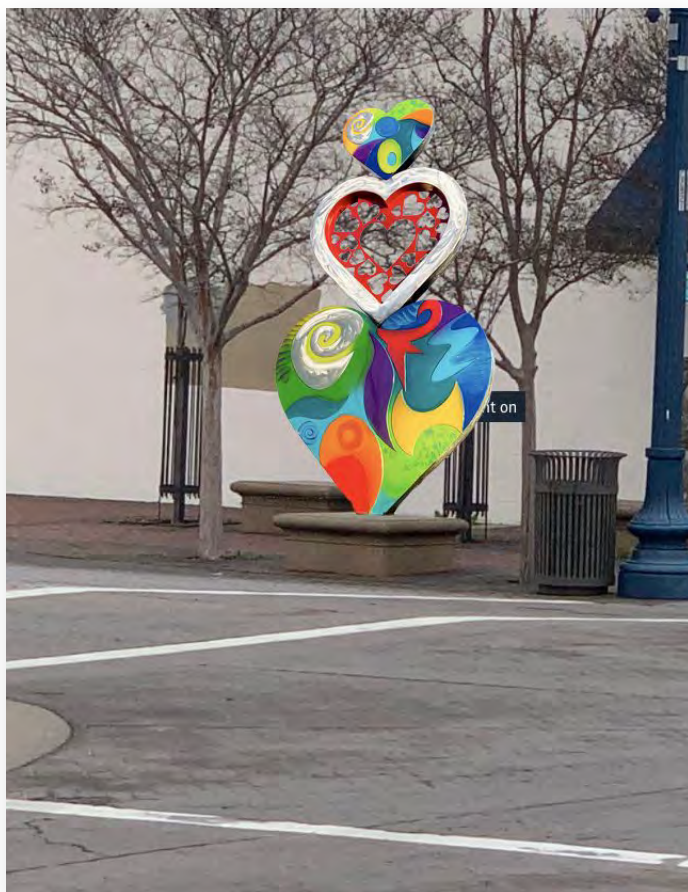
The Heart of Fairfield logo is optimal for several applications. Printing it on merchandise will help spread brand awareness and create brand ambassadors.





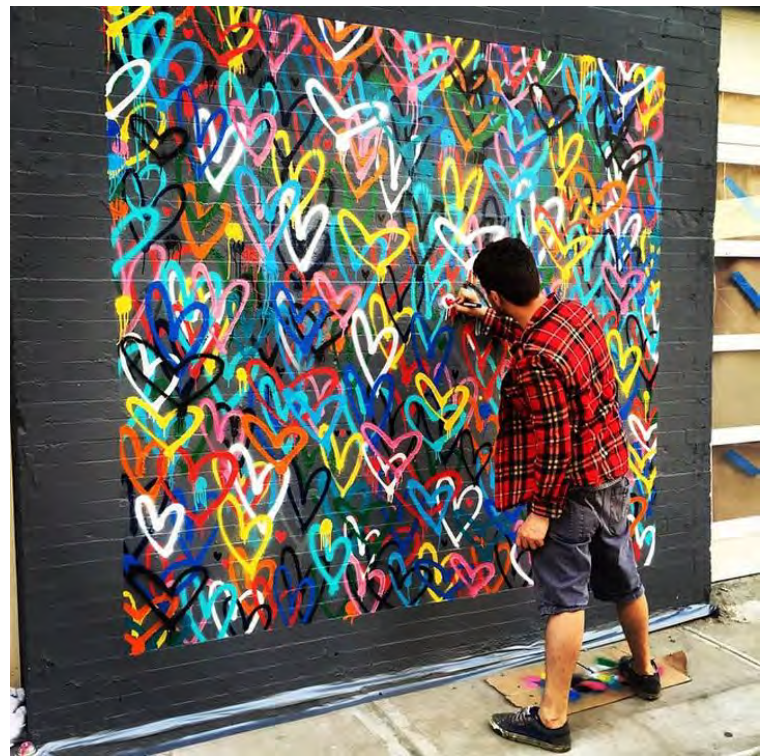
## Sculptures Examples

To further integrate the new brand, add or replace current art with art that relates to hearts, food, or art. It will act as a point of interest and improve the overall look and feel of downtown.



## Wall of HeART's

Visualize the Heart of Fairfield by having a heART wall throughout downtown.






## Beer Belly

Build an exhibit that highlights the reasons people are already visiting Fairfield. Leverage secondary visitation opportunities linked to Jelly Belly's and Anheuser-Busch by creating the BIGGEST bottle of beer in the world. Use the internationally known brand of Anheuser-Busch as the namesake. Then fill the glass or bottle with Jelly Belly's. This will create a location that people will want to visit, to take pictures.



# Landing Page for Available Building or Business

Landing page template that can be used to input businesses and or buildings for sale.


(707) 428-7039


FOR SALE:

## JOE'S BUFFET

After 39 years in business, the owners of Joe's Buffet are ready to retire. Joe's has been a Fairfield landmark since 1953 first known as the Fairfield Delicatessen.

REQUEST MORE INFO





### BUILDING DETAILS

**Location:**  
834 Texas St, Fairfield, CA 94533

**Size:**  
6,000 Sq Ft

**Amenities:**  
Alley access, off-street parking, list other building features here

REQUEST MORE INFO

### MARKET OPPORTUNITIES:

<b>172,000</b> Market area with a median household income \$90,804	<b>17,000</b> Residents living within a 1 mile radius	<b>11,000</b> Downtown workers (County Center)	<b>\$30 M</b> In unmet demand for restaurants
---	--	---	--


REQUEST MORE INFO

### DON'T MISS THIS BUSINESS OPPORTUNITY

Contact us today receive more information on this property, schedule a tour and more.

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	

SUBMIT



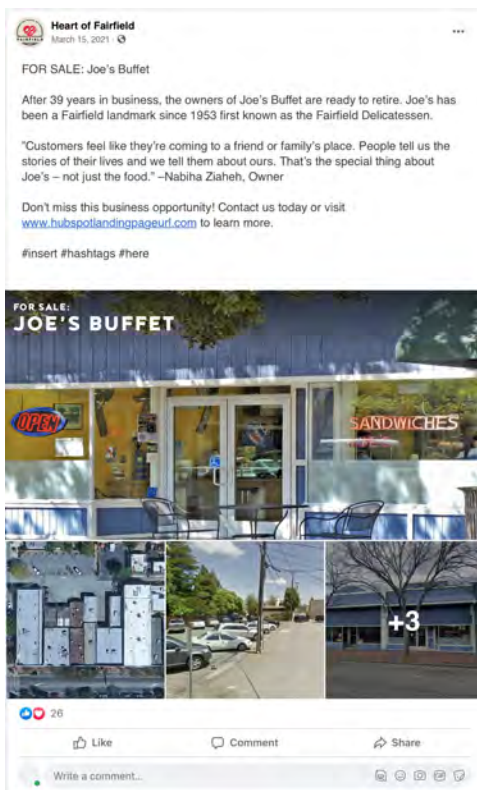
www.url.com | (555) 555-5555 | 123 First Street, City, State 55555

[f](#) [@](#) [t](#)

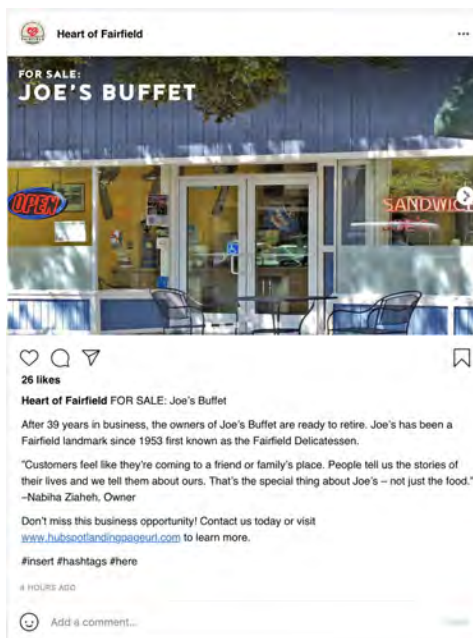
# Social Media Posts for Available Building or Business

Facebook, Instagram, and LinkedIn post examples that can be used to promote businesses and or buildings for sale. Social media posts should link back to the corresponding landing page where the user can learn more.

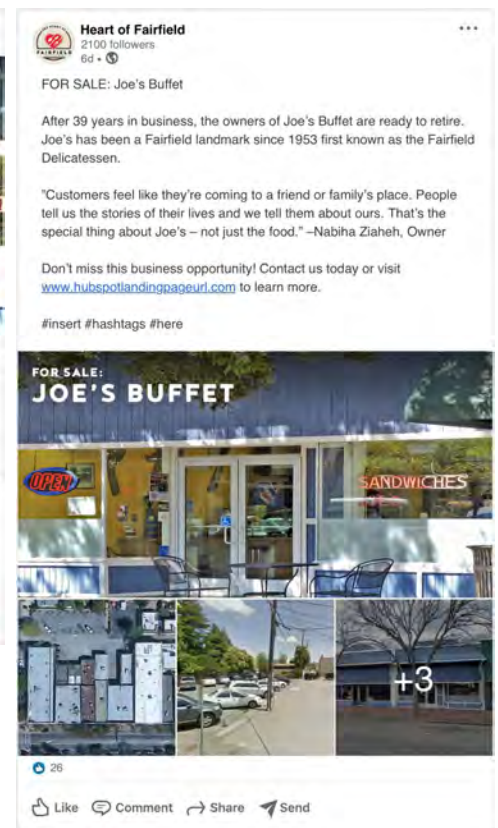
## Facebook



## Instagram



## LinkedIn

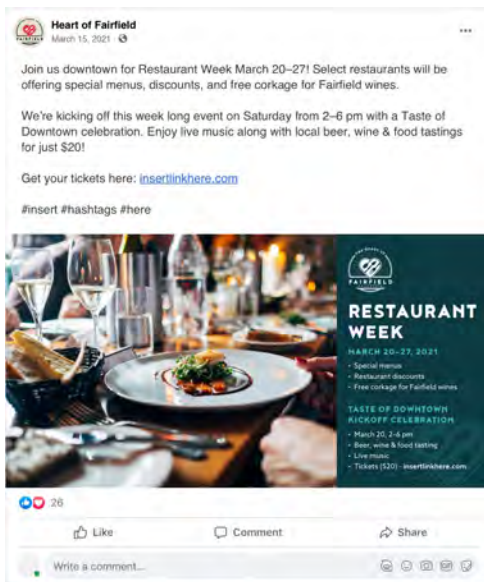




# Social Media Posts for Restaurant Week

Facebook, Instagram, and LinkedIn post examples that can be used to promote events taking place in the Heart of Fairfield. Social media posts should link to a landing page when users can purchase tickets or learn more.

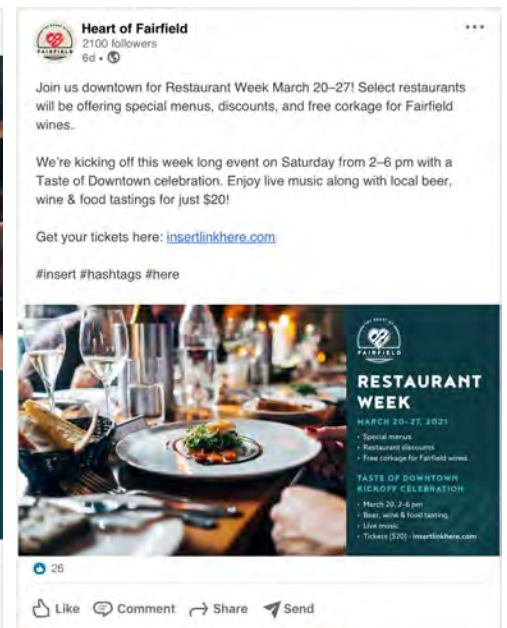
## Facebook



## Instagram



## LinkedIn



## Promotional Banners

Heart of Fairfield branded promotional banners highlighting an event taking place in order to build awareness and increase attendance.



# Email Template

This email template is designed with the Heart of Fairfield brand and is meant to be used to send any Heart of Fairfield emails. Each section contains placeholder copy that outlines which type of information should go in each section in order to ensure maximum conversions and an elite user experience.





# The Downtown Pulse Email Template

Newly branded Downtown Pulse newsletter template to align with the Heart of Fairfield look and feel.


[Access Our E-Services](#)



## The Downtown Pulse

January 2021

### Dear Downtown Community Partners,

The purpose of this newsletter is to help communicate with you, our downtown partners, the many exciting programs and initiatives that are underway or being planned by the City and City partners to help strengthen and revitalize Downtown.

We will send this newsletter out on a monthly basis to keep you informed, to provide key City contact information, and to start the dialogue on ways we can partner together to revitalize our Downtown. We want to hear from you and work with you to accomplish the common goal of a strong and vibrant Downtown!

The following are programs and activities that we wanted to highlight this month. Feel free to get in touch with any of the contacts listed below if you have any questions or want to learn more about programs and activities that interest or impact you.

### Don't Miss! Upcoming Business Watch Meeting

February 17, 6:00 - 8:00pm

[Join Zoom Meeting](#)

Procedural: 7:00-7:45



### Business Resource Spotlight

#### California Offers 2nd Round of COVID-19 Small Business Relief Grants

The State of California's Office of the Small Business Advocate (CalOSBA), announced a second round of Covid-19 Small Business Relief Grants, with the application period starting February 7, 2021.

CalOSBA works to ensure that California's small businesses and entrepreneurs have the information, tools and resources they need to plan, launch, manage and grow their businesses successfully and be resilient. For more information visit their website.

[Learn more](#)

### This Month's Happenings

Small businesses often struggle to find new customers and increase sales. We understand that many downtown businesses have been hit especially hard by COVID and new customers and sales are more important than ever.

Gift cards are an increasingly popular way for people to shop. However, it is too costly for independent small businesses to establish their own gift card program. Fairfield's Economic Development Program would like to solve that problem, by partnering with a company called Yiftee to produce a downtown Fairfield community e-gift card. Yiftee has been in business since 2012, and their gift cards are now used in over 8,000 US communities. To learn more about Yiftee and their program, visit their website at [www.Yiftee.com](#).

Yiftee has designed this program to be as simple as possible to participate. Here is a summary of how the program works:




There are two options for the program:


1. Sell cards to individual stores.
2. Sell a community card that can be used at all participating downtown stores.

The advantage of the community card is that the cards can be used at all participating businesses, which tends to encourage people to try new places.

Please help us by answering two questions in our survey, as your feedback is very important. We will get back to you with the results of the survey and with more detailed information about the program, as we move forward.

[Take Survey](#)

Deanna Balman, Economic Development | [dcbalman@cityof-fairfield.ca.gov](#)  
(707) 428-7549




### Fairfield PD Trespass Program

The Fairfield Police Department implemented the Trespass Authorization Program in an effort to assist business owners and property managers with issues related to loitering and trespassing during non-business hours, or when they're absent from the premises.

**Who can participate?**  
The program is open to any business, public building, or private commercial building that does not have staff present 24/7.

**What is Trespassing?**  
Trespassing is an activity where a person knowingly enters or remains unlawfully in or upon the premises or property of another.

[Learn more](#)



### Fairfield's Homeless Services Division

Fairfield's Homeless Services Division manages the City response to homelessness and is a valuable resource for businesses experiencing homelessness issues. The mission of the Homeless Services Division, titled, "The Way Home", is to permanently reduce homelessness and improve the quality of life in Fairfield.

**Homeless Intervention Team - HIT**  
Through the Fairfield Police Department, the HIT team connects members of the homeless population with resources that may help them transition from homelessness.







**Homeless Engagement and Response Team - (HEART)**  
Through Fairfield's Public Works Department, HEART is responsible for encampment site cleanups to remove bio-hazardous material and other encampment waste to protect the environment and provide safe use of public areas.


**How Can Downtown Businesses Partner with Homeless Services?**  
To report non-life-threatening homeless concerns, please submit a service request on the **My FairfieldCA App**. This app was designed to allow the community to directly report questions, complaints, and compliments directly to City Staff. Call the Police Non-Emergency number at 707-428-7300 for these concerns:

- Aggressively Asking for Money
- Appears Intoxicated/Under Influence of Drugs
- Blocking Sidewalk or Business Entrances
- Cursing, Yelling, and other Loud Noises
- Trespassing

[Learn more](#)

### City Staff Contacts

 <b>Anna Noel</b> <b>Planning</b> <a href="#">anoe@fairfield.ca.gov</a> (707) 428-7587 Want to know more about zoning and land? Anna can help with those questions and would love to discuss the Business Watch and Market programs.	 <b>Jorge Barrera</b> <b>Economic Development</b> <a href="#">jbarrera@fairfield.ca.gov</a> Jorge will share information on how to help you invest and participate in the revitalization of downtown.	 <b>Dwane Dalman</b> <b>Economic Development</b> <a href="#">ddalman@fairfield.ca.gov</a> Dwane will share information on how to help you invest and participate in the revitalization of downtown.
 <b>Dawn La Bar</b> <b>Homeless Services</b> <a href="#">dla@fairfield.ca.gov</a> Need information on homelessness? Dawn can address non-emergency issues, connect unsheltered residents to services, and talk about efforts to reduce homelessness.	 <b>Ryan Panganiban</b> <b>Public Works</b> (707) 428-2427 Contact the Public Works Corp. for issues with potholes, sidewalks, landscaping, street signals, graffiti, service interruptions, and broken streetlights.	 <b>Ilea Martin</b> <b>Police Department</b> <a href="#">imartin@fairfield.ca.gov</a> Looking for resources to help with your crime prevention efforts? Ilea is the person to ask for Business Trespass, Business Watch, and Business Security Assessments.



### Contact Us

1000 Webster Street  
Fairfield, California 94533  
(707) 428-7400

[f](#) [t](#) [i](#) [n](#) [m](#)

# Campaign Email Template

An example of the Heart of Fairfield email template being utilized for the ‘Local Heroes’ campaign.



Value Prop 1  
Value prop subtext

Value Prop 2  
Value prop subtext

Value Prop 3  
Value prop subtext

### SUCCESS YOU CAN TASTE

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

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### 2 COLUMN SECTION

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### LOREM IPSUM DOLOR SIT AMET

Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit, sed quia consequuntur magni dolores eos qui ratione voluptatem sequi nesciunt.

Call to Action





[www.urf.com](http://www.urf.com)  
1000 Webster Street, Fairfield, California 94533  
(707) 428-7400

## Campaign Banners

Heart of Fairfield branded banners correlating with the 'Local Heroes' campaign in order to build awareness.



## Video

Click the image below to watch an example Heart of Fairfield video featuring a local broker talking about vision of downtown Fairfield..





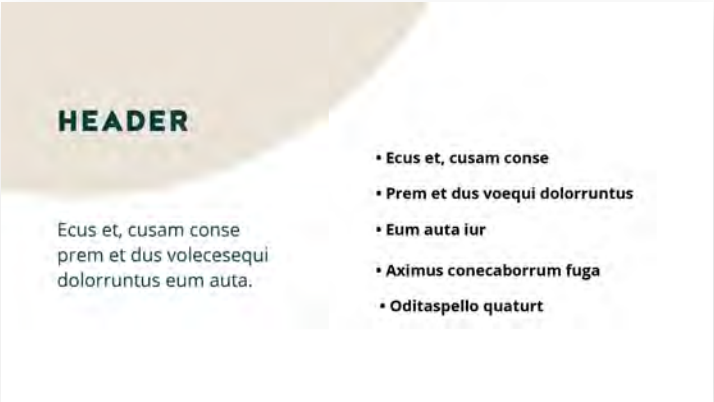
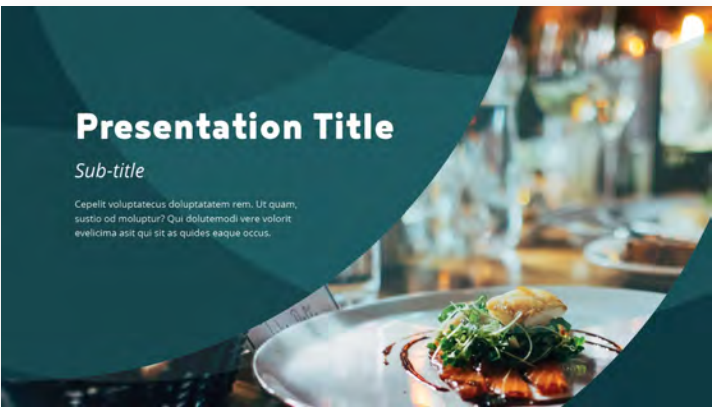
# Opportunities Fact Sheet Template

Heart of Fairfield branded fact sheet that can be sent digitally or printed. This fact sheet should be used to highlight business opportunities and building vacancies in the Heart of Fairfield.



# Branded Powerpoint Slide Deck

A Heart of Fairfield branded slide deck template meant to be used to highlight business and building opportunities in the Heart of Fairfield.





# Stationary

A Heart of Fairfield branded letterhead, envelope and business card.



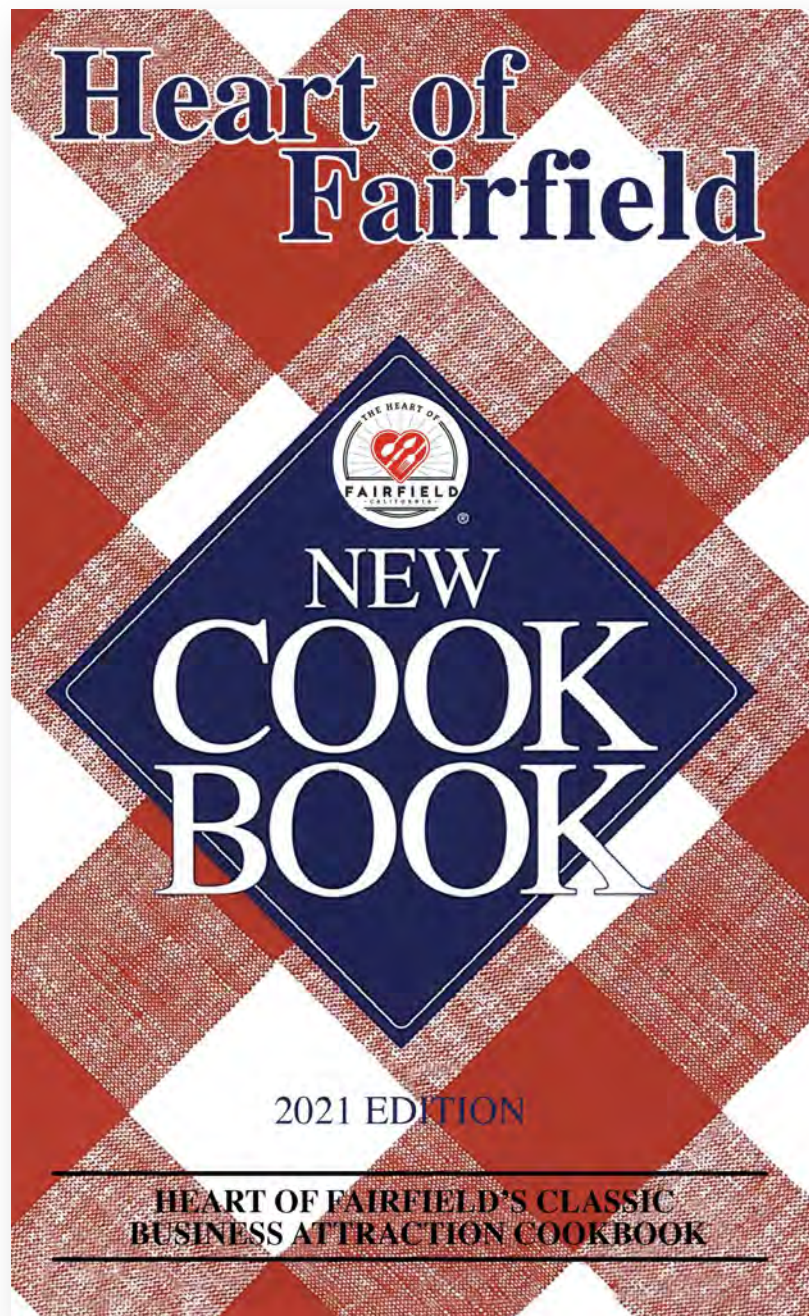
## Ice Breaker

When Economic Development goes to meet with businesses they can bring private label coffee that's made in Fairfield by a local coffee roaster.



## Cookbook Concept

Concept for a cookbook compiled of 'recipes for success'. The intent is to use the cookbook as a sales tool to send to prospective businesses.





# Cookbook Concept

Page 2 & 3

The perfect ingredients:

# A Dash of Expertise

HEART OF FAIRFIELD

The Perfect Ingredients



**Salvio's**  
*Success you can taste*



## Meet the Chef

Information on Salvio's Chef

Born in Naples, Italy and known in Los Angeles, California Chef Salvio De Furia has cooked and managed for high-end restaurants owned by celebrities and famous musicians. He has brought his authentic childhood recipes and Italian hospitality to downtown Fairfield, CA. with Salvio's Italian Deli.

The family-run neighborhood deli specializes in imported Italian cold cuts, cheese, antipasto, charcuterie boards, wine and espresso. Our sandwiches are served on handmade focaccia bread baked daily!



**FOOD & ARTS DISTRICT**

# Cookbook Concept

Page 4 & 5



HEART OF FAIRFIELD

Add A Pinch of This

### Strong Businesses Shape our City

From the moment we stepped inside, the **Jelly Belly Factory** was beyond my imagination. Larger-than-life jelly beans and a hot air balloon dangled from the high ceiling, their bright colors energizing the large space. A Jelly Belly-decorated motorcycle resided in the center of the room, and framed Jelly Belly art—jelly bean mosaics of Hollywood legends and celebrated leaders, like Ronald Reagan—hung on the walls. Reagan was a big fan of Jelly Belly jelly beans and even wrote to the company in 1973 as the Governor of California, “We can hardly start a meeting or make a decision without passing the jar of jelly beans.”



# Cookbook Concept

Page 5 & 6

A Dash of That:

## The Smell of Success

HEART OF FAIRFIELD

Add a Dash of That

### JOE'S BUFFET The Sweet Smell of Success

Nabiha Ziadeh and her husband Saeb have owned and operated iconic Fairfield restaurant Joe's Buffet since 1982.

The landmark eatery was officially born in 1953 as Fairfield Delicatessen and the original owner was Joe Lozano. Generations of Fairfielders grew up on their roast beef and other items.





The background of the entire page is an aerial photograph of a suburban or rural area, showing a mix of residential housing, roads, and green spaces. This image is overlaid with a semi-transparent orange filter. Centered in the upper half of the page is the text "SECTION 3:" in a white, sans-serif font. A thin white horizontal line is positioned directly below this text.

SECTION 3:


---


# Traded Sector



# Wiseman Way Landing Page

Landing page template built in Hubspot for an available property to drive traffic to.

(707) 428-7400




FOR SALE:

## 5000 Wiseman Way

The Wiseman Company is developing the North Bay's finest Class A building on the best development parcel in Fairfield's booming Green Valley. The building design reflects their timeless yet contemporary style and the high construction standards associated with their brand.

[REQUEST MORE INFO](#)



### Building Details

**Building size:** 50,000 square foot

**Lot size:** 2.75 acres

**Amenities:** Abundant parking, close freeway access, low carbon footprint, nearby shops and restaurants

**Cleaner, safer, healthier:** daily disinfecting, complimentary masks, increased building ventilation, self cleaning elevator buttons, touchless building entry, and hand sanitizer dispensers installed throughout the building

[REQUEST MORE INFO](#)

## Market Opportunities

<b>1-80</b> Direct Access	<b>405,000</b> Laborforce draw within 10 miles	<b>40,000</b> Daily out commuters	<b>\$84,557</b> Median Household Income
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[REQUEST MORE INFO](#)

### Don't Miss This Business Opportunity

Contact us today to receive more information on this property, schedule a tour and more.

First name


Last name

Email\*

Phone number

Message

SUBMIT

**City of  
Fairfield, CA**

1000 Webster Street, Fairfield, CA 94533  
(707) 428-7400

[f](#) [t](#) [i](#) [in](#) [v](#)

# Email Examples

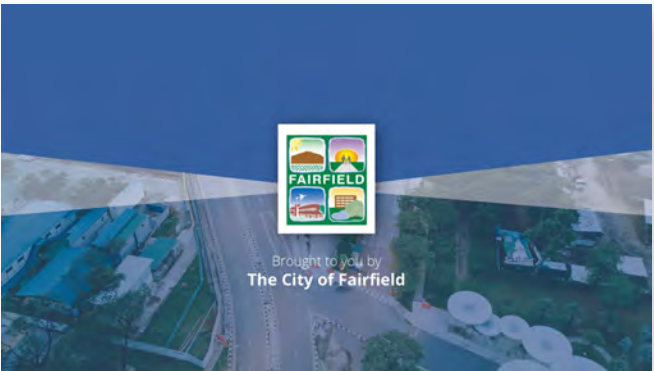
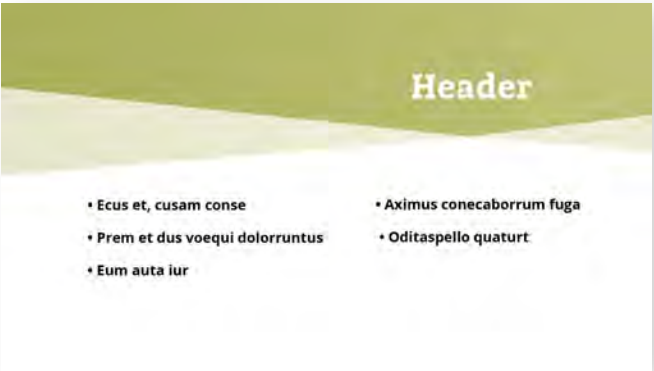
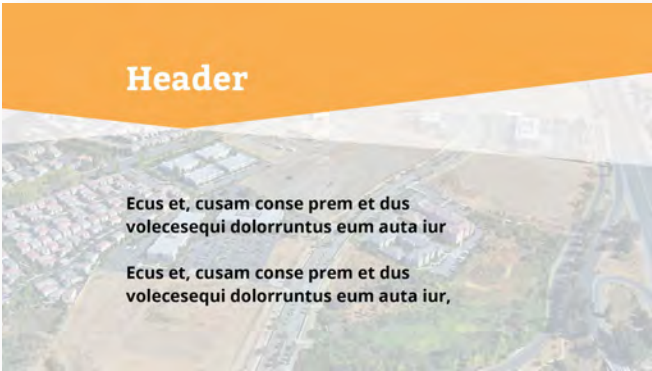
An example of repurposing the City of Fairfield Email Template in Hubspot for an Economic Notes or Emerging Business & Industry Hub email.





# Traded Sector Branded Powerpoint Slide Deck

A Fairfield branded slide deck template meant to be used to highlight business and building opportunities.



## Billboards

Billboard concepts highlighting Fairfield's business parks meant to draw business to relocate.





# Traded Sector Marketing Campaign

Email, billboard, ad, and swag meant to highlight the opportunities Fairfield has to offer industry.



## Video Script Example

Traded Sector video concept that highlights how Fairfield is becoming the Food and Beverage Hub for The North Bay. Video is meant to spread awareness and persuade industry and businesses to come to Fairfield. This video should be sent via email, posted on websites, shared on social media and could even be used as a digital ad.

[Read the script here.](#)



The background of the entire page is a dark, grayscale aerial photograph of a suburban or rural area. It shows a network of roads, residential lots with houses, and some larger open spaces or fields. The image is slightly blurred and has a high-contrast, almost topographic feel.

SECTION 4:

---

# Best Practices

# Social Media

Social media is a valuable resource, providing useful and interesting content to your core audience. This is a great channel to evoke interest and interaction around Fairfield, and all that there is to offer to the target audience. There is a compounding effect of brand recognition when content is shared on Facebook, Instagram, Twitter, or LinkedIn. To be seen as experts, you should be active on each of these platforms and produce quality content that is consistent with the brand voice. Use these platforms to showcase events, businesses opportunities, building vacancies, and industry content in the area; as well as identify with the audience on a personal level. The focus will be to create relationships with residents, visitors, businesses, brokers, developers and more. Once you create a personality for Fairfield and the Heart of Fairfield and thoughtfully engage with followers, it will create brand recognition and attract people to the area, with the end result being positive word of mouth and increased awareness.

- Plan out content monthly using HubSpot to ensure that content gets posted in a timely manner and not overlooked.
- Post at least 2-3 times a week in order to create a consistent presence.
- Use short descriptions and appealing visuals to draw in followers and boost engagement on posts.
- Re-tweet articles and posts from local businesses and industry leaders.
- Create polls and contests to draw followers to your page and increase engagement.
- Use hashtags in every post. (Instagram and Twitter only)
- List of potential hashtags to use:
  - **#visitfairfield #fairfield #california #northerncalifornia #norcal #bayarea #visitcalifornia #economicdevelopment #heartoffairfield #foodandbev #arts #industry #downtown #transformation #designedforfamilies #builtforindustry #bayarealife #upandcoming #foodies #events #restaurantweek #localheroes #community #travisairforcebase #travisafb #tafb #jellybelly #budweiser #familyfun #suisun #wineries #winetasting #revitalization**



# Email Marketing (1 of 4)

## 1. Don't purchase contact lists

Email campaigns depend on a healthy open rate, and if you're contacting people whose information you bought -- rather than earned from a previous interaction -- you'll quickly see your emails' performance drop.

## 2. Avoid using 'No-Reply' in the sender's email address

"No reply" in an email message prevents recipients from responding and even opting out of further emails, which CAN-SPAN protects their right to do at any time. Instead, have even your automated emails come from a first name (for example, jamie@mycompany.com). Your customers are much more likely to open emails if they know they were written by a human being.

## 3. Optimize the email's preview text

The preview text of your email could be a death sentence for the email's open rate, which averages 22 percent across industries, according to a report from GetResponse. In this case, you're basically telling recipients, "this email might not work."

By default, preview text pulls in the first several words of the email body and displays it next to the subject line before the person opens it. The problem is that custom email templates often stick conditional statements like "can't see images?" or "not displaying correctly?" along the top banner, allowing it to slip right into the preview when it goes out.

HubSpot users can fix this problem by customizing the preview text themselves in the backend of their email marketing newsletter.

## 4. Include an email signature

Even if your newsletter is technically being sent to your contacts on behalf of the company, rather than an individual, the email should include the signature of a specific person. People are naturally more inclined to read and listen to emails if they know it came from a human being, not just a collective marketing team. Use HubSpot's Email Signature Generator.



## Email Marketing (2 of 4)

### 5. Clean your mailing list regularly

Some of your email contacts might not opt-out of your email campaign, but still never open your emails. It's tempting to email as many people as possible to reach more prospects, but keeping your least-engaged recipients on your mailing list can kill your open rate. People who never open emails make your campaign look worse since you're not analyzing the campaign's quality against your most loyal recipients.

Analyze who hasn't engaged with your emails over a certain period of time, and remove them on a regular basis. This gives you a more accurate email open rate and keeps your email campaign clean of the people who are no longer interested in hearing from you.

### 6. Keep the main message and call-to-action above the fold

If your main call-to-action (CTA) falls below the fold, as many as 70% of recipients won't see it. Also, any CTA should be repeated at least three times throughout the email in various places and formats.

### 7. Personalize the email greeting

How often do you read emails that begin, "Dear Member"?

You might segment your email audiences by the type of customer they are (member, subscriber, user, etc.), but it shouldn't be the first thing recipients see in your company messages.

Personalizing the greeting of your emails with your contacts' first names grabs the attention of each reader right away. For HubSpot users, this is called a personalization token.

## Email Marketing (3 of 4)

### 8. A/B test different subject lines and calls to action

If you can't seem to increase your email's open and click-through rates, a couple of things might be wrong: You're not emailing the right people or the content of your email needs to be improved. To start, focus on the latter, and conduct an A/B test.

A/B tests, or "split tests," can be used to improve almost any of your digital marketing content. In an email, this test effectively "splits" your recipients into two groups: Group A receives the normal newsletter, while Group B receives the newsletter with a specific variation. This variation tests to see if your audience would be more or less likely to take an action if your newsletter was different.

HubSpot marketing users can conduct email A/B tests on anything from the subject line to the call-to-action (CTA) inside it. For example, you might change the color of your CTA from red to green to see if your email's click-through rate increases. If it does, the test indicates that you should change your emails' CTA color to green from now on.

### 9. Use incentives to increase open rates

When you include an incentive in your subject line, you can increase open rates by as much as 50%. Customer loyalty starts with casual industry insights -- only then can you talk business.

### 10. Write compelling (but concise) subject lines

A good subject line should contain between 30 and 50 characters (including spaces). Email accounts and mobile devices often cut off any subject lines that go beyond this length. Your email subject line should also create a sense of urgency, while giving readers some indication of what to expect once they open the email.

## Email Marketing (4 of 4)

### 11. Use auto-responders for opt-ins

Be prepared for your readers to forget they opted in. Set up an auto-responder that reminds people they opted in to your email database. The auto-responder should be sent out one day, five days, and 10 days after the person registers.

Each auto-responder email should also include additional content or bonus material to reward the reader for opting into the newsletter -- or your readers might not feel they have enough incentive to actually opt in.

### 12. Closely tie emails to landing pages

Your landing page should match the email in terms of headline, copy, and content. The look and feel of your landing page should also match the email -- consistency goes a long way toward a customer's trust in the content they're receiving.

Just make sure you're using tracking tools to see which emails and landing pages performed the best so you can keep sending what's working.

### 13. Conduct a five-second test

Send a copy of the email to a friend or business associate. Can they quickly tell what your call-to-action is? If so, you're golden. If not, keep working.

There are a lot of new tools at a marketer's disposal that are getting attention these days. But email marketing has stood the test of time regarding its influence on your users. This old, reliable, and faithful tool can really ensure you get the most out of your marketing initiatives.

# Website (1 of 2)

## Header

- Are you communicating what you offer?
- Is it clear how your product or service will make your customer's life better?
- Is it clear to your customer how to buy your product or service?
- People don't read websites, they scan them, so keep the text minimal.
- Photos in your header should display aspirational success of your character.

## Clear and Obvious Calls To Action (CTA)

### Direct CTA

CTA button should be in the top right corner of the site and in the center of the header.

### Transitional CTA

Your transitional CTA ( lead-generating PDF, video, free demo) should be accessible from the home page (pop-ups or banner ads work well).

## Value Proposition

- Three or four things your customer will get as a result of engaging with your brand
- Use icons/graphics and a bold title above the descriptions
- Communicate success - explain the value or success you will deliver to your customers

## The Plan

How does the product/service work? What does the customer need to do in order to engage or experience success? How do you lead your customers to the "promised land?"

Display a plan that will lift the fog for your customer ("3 Easy Steps" with descriptions of each step and a title)

# Website (2 of 2)

## The Cost

What is it going to cost the customer if they don't do business with you?

Explain what your customer is spending too much time or money on and how your product or service solves it.

## Price Choices

Package your products to make it easy to buy Include bite-sized breakdowns of your product or service.

## The Junk Drawer (footer)

- FAQ
- Employment opportunities
- Contact us
- Blog
- Social links





City of  
**Fairfield, CA**

**Prepared by:** MC2 Design Inc  
Design team member with Chabin Concepts Consulting Team  
for City of Fairfield Economic Development Roadmap 2021-2025





# Appendices

## Heart of Fairfield Supporting Documents

- A. Tactical Actions, Key Milestone, Budget Matrix
- B. Collateral Pitch Decks
  - 1. Heart of Fairfield
  - 2. Business & Industrial Park Inventory
- C. Heart of Fairfield Appendices
  - 1. Vacant Property Evaluation Forms (triage worksheet and priority property evaluation)
  - 2. Sandy, Oregon, Vacant Property Agreement Forms
  - 3. Main Street Entrepreneurial Links
  - 4. Mercado Case Study
  - 5. Beverage Incubator Resources
  - 6. List of Residential Developers
- D. Working Papers (19) *(delivered separately)*
- E. Target Mailing List *(delivered separately)*
- F. Two web-based Story Maps *(delivered separately to be linked to new Economic Development website)*
- G. Economic Recovery Dashboard *(delivered separately)*
- H. Sample Video *(delivered separately)*
- I. Internal Tactical Action Milestone & Budget Metric Working Paper *(delivered separately)*



# Appendix A

Heart of Fairfield Supporting Documents

Tactical Actions, Key  
Milestone, Budget Matrix





## TACTICAL ACTIONS & KEY MILESTONES [HOF]

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 1: Initiate place-making tactics to transform Heart of Fairfield into a unique destination.			
STRATEGY 1: Position Heart of Fairfield as Fairfield’s Food & Arts District.			
ACTION 1.1 City Implementation Team review.			
ACTION 1.2 Downtown Summit: <i>engage key stakeholders.</i>			
■ Hold Downtown Summit to share city vision of downtown becoming a Food & Arts District.	Q1 22	4,000	4,000
ACTION 1.3 Confirm Fairfield Food & Arts District.			
■ Adopt/confirm strategy to create a Food & Arts District in Heart of Fairfield.	Q4 21		
STRATEGY 2: Enliven and add vibrancy to downtown’s physical image.			
ACTION 1.4 Clean up, fix up the Heart of Fairfield.			
■ Clean up.	Q3 21	10,000	10,000
ACTION 1.5 Implement simple landscape and streetscape enhancements.			
■ Implement simple landscape enhancements.	Q4 21	25,000	50,000
ACTION 1.6 Put heART in the Heart of Fairfield.			
■ Operation plan for adding and managing art for downtown.	Q4 21		
■ Seed the mural fund.	Q1 22	100,000	100,000
■ Seed the art fund, <i>Fairfield Art Champions.</i>	Q1 22	150,000	150,000

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
<b>ACTION 1.6 (CONT)</b> ■ First mural.	Q3 21		
■ Engage schools in bench beautification, fund supplies for tiles. Launch with 10 to 20 of the 60 benches. Business may engage to help sponsor a bench.	Q1 22	30,000	60,000
■ Activate Alleys.	Q3 23	TBD	TBD
<b>ACTION 1.7</b> Integrate/expand public-private signage throughout the HOF.			
■ Complete Fairfield Gateways Design & Branding Study. ■ Implement new signage with the Food & Arts District identity.	Q4 21	TBD	TBD
<b>STRATEGY 3: Initiate a pilot Block by Block program.</b>			
<b>ACTION 1.8</b> Prepare and adopt HOF Design Guidelines.			
■ Prepare specific downtown guidelines for color palette, awnings, windows, blade signs.	Q4 21		
<b>ACTION 1.9</b> Expand REAP or establish additional loan programs to speed transformation. <sup>1</sup>			
■ Expand REAP cap to \$99,000 and readjust limits per activity.	Q4 21		
■ Create within REAP a Storefront Improvement Grant Program as part of the Pilot Block launch to accelerate change. Seed at \$500,000 with city taking lead through easement agreements to fund storefront improvement – façade painting, awnings and signs.	Q4 21	500,000	500,000
■ Seed a Shell & Tenant Improvement (TI) for the pilot block program. Flexible loan funds to assist businesses/ property owners on preparing spaces for new business mix.	Q4 21	500,000	500,000

1 Reference: Working Paper Tools to Incentivize Near Term Investment in the Heart of Fairfield..

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
<b>ACTION 1.9 (CONT)</b>			
<ul style="list-style-type: none"> <li>■ Include market, financial, and engineering feasibility studies funds in the Shell &amp; Tenant Improvement program.</li> </ul>	Q4 21		
<ul style="list-style-type: none"> <li>■ Have architect available to work with businesses.</li> </ul>	Q4 21	10,000	10,000
<ul style="list-style-type: none"> <li>■ Seed a non-CDBG Revolving Loan Fund for equipment and furniture (available to all businesses).</li> </ul>	Q1 22	500,000	500,000
<ul style="list-style-type: none"> <li>■ Contract with SBDC for business coaches for businesses accessing loan programs.</li> </ul>	Q3 22	15,000	15,000
<b>ACTION 1.10</b>			
Launch Pilot Block Program (800 Block).			
<ul style="list-style-type: none"> <li>■ Launch Pilot Block Program.</li> </ul>	Q2 22		
<b>ACTION 1.11</b>			
Implement strategic code enforcement.			
<b>ACTION 1.12</b>			
Implement marketing and promotions.			

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 2: Get downtown vacancies ready for quality tenants.			
STRATEGY 1: Organize a City Triage Team to assess, prioritize and turn-around downtown vacancies.			
ACTION 2.1 Triage vacancy assessment and priorities.			
■ Complete vacancy assessment on pilot block.	Q2 22		
ACTION 2.2 Improve top three properties.			
■ Use tools to prepare vacancies for market.	Q2 22		
STRATEGY 2: Adopt additional tools to incentivize near-term investment in the Heart of Fairfield.			
ACTION 2.3 Review additional tools and programs, identify those to be adopted for use to accelerate development and locations.			
■ Reduce impact fees.			
■ Reduce on-site parking requirements.			
■ Leverage CDBG/Home funds.			
■ Review feasibility of Enhanced Infrastructure Financing District (EFID).			
■ Other programs recommended in HOF Specific Plan.			



TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 3: Fill vacancies, diversify business mix, create economic vitality.			
STRATEGY 1: Engage with brokers and developers to promote business and development opportunities.			
ACTION 3.1 Form an informal downtown Fairfield development network.			
■ Informal local network formed.	Q3 22		
ACTION 3.2 Outreach to Bay Area and Sacramento brokers and developers.			
■ Begin outreach to external brokers and developers.	Q4 22	5,000	10,000
ACTION 3.3 Host a kick-off event, walking tour and project opportunities.			
■ Host kick-off event.	Q1 23		
ACTION 3.4 Quarterly outreach launch.	Q3 22		
ACTION 3.5 Provide key market and property information to broker network.			
■ Update and package material.	Q3 22	2,000	5,000

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
STRATEGY 2: Keep and grow critical business anchors.			
ACTION 3.6 Use new CRM program to track all touch points with existing businesses.			
■ Annual call record (CRM Report).			
■ Launch annual survey in March.			
ACTION 3.7 Initiate weekly business visits.			
ACTION 3.8 Schedule business-specific communications.			
■ Business specific communications 12x per year.			
ACTION 3.9 Schedule annual survey and four roundtables per year.	Q1 23	3,000	3,000
ACTION 3.10 Continue Restaurant Week and add restaurant, culinary, and arts boot camp.			
■ Activate HOF Marketing and Promotions Collaborative (see marketing recommendations) to develop and manage new promotions and event schedule.	Q1 22	TBD	TBD
STRATEGY 3: Attract new business.			
ACTION 3.11 Build a prospect pipeline.	Q4 22		
■ Populate CRM with targets.			
■ Refresh list quarterly.			
ACTION 3.12 Cultivate a third-party referral network.			
ACTION 3.13 Launch targeted business recruitment campaign.	Q2 22		
■ Finalize marketing materials for campaigns.		8,000	10,000

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
STRATEGY 4: Capitalize on entrepreneurship to maximize Heart of Fairfield’s creative place-making.			
ACTION 3.14 Develop entrepreneurial pipeline, leverage hero/entrepreneur stories (Marketing Roadmap).			
ACTION 3.15 Move target business concepts forward with partners, co-working spaces, incubators, et al.			
■ Initiate discussions with partner agencies on potential of creating unique entrepreneurial space, such as incubator, arts gallery, co-working spaces.	Q4 22		
■ Identify players and opportunities for entrepreneurial space development ■ Prepare feasibility analysis.	Q2 23	25,000	30,000

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 4: Move catalytic properties forward.			
STRATEGY 1: Pursue private development for two catalytic sites.			
GREAT JONES SITE			
ACTION 4.1 Prepare prospectus/marketing package (use information from financial feasibility working paper).	Q2 22	2,000	4,000
<ul style="list-style-type: none"><li>■ The Feasibility Analysis (Working Paper) provides an excellent case to present to a developer to show a project that pencils.</li><li>■ Within 90 days of decision to provide an incentive that is needed to pencil, the city should complete tactical actions and begin talking with developers by Q4 22.</li></ul>			
ACTION 4.2 Outreach to broker, developer (list provided).	Q4 22		
ACTION 4.3 Finalize incentive offering i.e., reduced impact fee, parking, et al.	Q3 22		
ACTION 4.4 Engage property owners.			
ACTION 4.5 Use the financial feasibility study on other properties to determine cost effectiveness.			
1047 TEXAS STREET			
ACTION 4.6 Create site plan and visual concept.		2,000	4,000
<ul style="list-style-type: none"><li>■ Present plan to owner and broker; collaboratively decide how to move forward.</li></ul>	Q1 22		
ACTION 4.7 Collaborate with listing broker.			
Total Estimated Budget Range		\$1,891,000	\$1,965,000

## TACTICAL ACTIONS & KEY MILESTONES [BUSINESS & INDUSTRIAL PARKS]

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 1: Begin to reposition Fairfield from “half-way between...” to the North Bay’s Emerging Business and Industry Hub.			
STRATEGY 1: Create a broader awareness of Fairfield’s market position and proximity to the San Francisco Bay Area, East Bay, and Napa as the “emerging” place to be locating your business.			
ACTION 1.1 Market a repositioning theme to North Bay’s Emerging Hub for Business and Industry.			
■ Adoption of new positioning theme.	Q1 22		
ACTION 1.2 Create awareness ad in East Bay Business Journal, push press releases and stories, sponsor multi-page insert, use billboards.			
■ Placements in East Bay Journal schedule, min 6x per year (quarter page).	Q2 22		
■ Multi-page insert in Business Journal annually starting Q1 23.	Q1 23		
ACTION 1.3 Initiate consistent messaging to external brokers and site selectors (list provided).			
■ Fully set up HubSpot and training of all tools.	Q4 21		
■ Launch and schedule of external messaging to brokers and site selectors, min 6x per year.	Q2 22		



TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 2: Build strong partner relationships with local industrial, commercial and office brokers.			
STRATEGY 1: Leverage asset by rebuilding a strong partnership with existing brokers - with limited staff capacity and recent turn-over connection and trust has lapsed.			
ACTION 2.1 Form a Broker’s Advisory Board.			
■ Form Broker’s Advisory Board.	Q3 21		
■ Roundtable 1 Review with Broker’s where city can add value in recruiting and landing businesses.	Q1 22		
■ Schedule annual Roundtables.			
■ Schedule monthly calls to update featured and available properties list.	Q3 21		
ACTION 2.2 Provide value-added services to brokers.			
■ Offer video tours of buildings.			
ACTION 2.3 Work closely with office market brokers to identify target businesses and launch joint marketing campaign(s).			
■ Collaborate on joint campaign for office users.	Q3 22		
ACTION 2.4 Implement consistent check-ins with brokers.			

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 3: Establish a consistent call program with existing traded sector businesses.			
STRATEGY 1: A staff person should dedicate at least 40 percent of their time calling on and facilitating existing business development in the traded sector.			
ACTION 3.1 Utilize new HubSpot CRM system for all traded sector and office businesses, launch newsletter, emails.			
■ Ensure all traded sector firms are inputted to HubSpot CRM.	Q4 21		
ACTION 3.2 Set an outreach schedule and stick to it, engage partners.			
■ Kick-off existing business program with Roundtable.	Q2 22		
ACTION 3.3 Address business challenges, i.e. workforce, establish \$250,000 Skills Development Fund.			
■ Establish a Skills Development Fund targeted to “upskilling” incumbent or new workers for critical skills in traded sector. Use as attraction incentive.	Q1 22	250,000	250,000
■ Begin collaborations with partners on business issues.			
ACTION 3.4 Work with Solano EDC and Solano Community College on a Center of Excellence.			
■ Start discussions on Center of Excellence.	Q1 23		

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED BUDGET RANGE	
GOAL 4: Build a pipeline of leads and prospects.			
STRATEGY 1: A more focused marketing and sales effort directed to specific decision-maker influencers, such as site selectors, corporate brokers, and directly to targeted businesses.			
ACTION 4.1 Utilize HubSpot CRM system to input new site selector and target businesses (70) list.			
ACTION 4.2 Finalize a new Economic Development website to host critical data and the new Fairfield Business & Industrial Parks Story Map highlighting all industrial and business parks.			
■ Finalize new business attraction website to house Story Map, inventories, data, HubSpot landing pages.	Q4 21		
ACTION 4.3 Maintain and update new brand deck highlighting Fairfield location, business parks and featured properties.			
ACTION 4.4 Initiate direct marketing and business calls to the 70+ target businesses identified.			
■ Schedule direct business marketing and sales calls – ongoing effort. Cost estimate is associated if Ice Breaker Packets used (recommended).		500	2,500
■ Move business leads to potential prospects.			
■ Refresh target leads.	Q1 23	3,000	4,000
ACTION 4.5 Leverage sales opportunities with existing partners; hold a FAM Tour for brokers and site selectors.			
■ Schedule FAM Tour.	Q3 23	20,000	35,000
Total Estimated Budget Range		273,500	291,500

## TACTICAL ACTIONS & KEY MILESTONES [MARKETING & BUSINESS ATTRACTION]

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED ANNUAL BUDGET RANGE	
GOAL 1: Increase New Positioning Identities			
STRATEGY 1: Manage Fairfield Marketing and Messaging as a Brand.			
ACTION 1.1 Create a unified business voice. <ul style="list-style-type: none"><li>■ Appoint City’s Marketing &amp; Outreach Division as brand manager. Budget represents estimated annual budget needed to increase capacity to fulfill marketing strategy.</li></ul>	Q3 21	300,000	350,000
ACTION 1.2 Expand and enhance the consistency and frequency of city messaging. <ul style="list-style-type: none"><li>■ Upgrade HubSpot to Marketing Hub Tool for efficiency (determine after review by MOD). Est \$1000/mo.</li></ul>	Q3 21	12,000	12,000
ACTION 1.3 Move to new digital platform (HubSpot Economic Development Accelerator) for ED Marketing. <ul style="list-style-type: none"><li>■ Template development.</li></ul>	Q3 21	4,000	5,000
ACTION 1.4 Build strong awareness with external business audiences, Fairfield as a “place”. <ul style="list-style-type: none"><li>■ Collaborate with Solano EDC to launch Fairfield centric video campaign.</li></ul>	Q1 22	20,000	25,000

TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED ANNUAL BUDGET RANGE	
GOAL 2: Create new identity for Heart of Fairfield			
STRATEGY 1: Position Heart of Fairfield as a Food & Arts District to attract new investment & business.			
ACTION 1.2 Adopt Heart of Fairfield Food & Arts District Brand. <ul style="list-style-type: none"><li>Finalize logo, brand guide, business system.</li></ul>	Q4 21	7,500	7,500
<ul style="list-style-type: none"><li>Swag collateral product ready.</li></ul>	TBD	3,500	3,500
<ul style="list-style-type: none"><li>Printing of swag.</li></ul>	TBD		
<ul style="list-style-type: none"><li>Design and print banners.</li></ul>	TBD	8,000	9,500
<ul style="list-style-type: none"><li>Shoot and edit video concepts (Est. \$6,000-\$7,000/mo.).</li></ul>	Q1 22	72,000	84,000
ACTION 2.2 Build a messaging storyline of an entrepreneurial city with a vision for transformation. <ul style="list-style-type: none"><li>Ongoing</li></ul>			
ACTION 2.3 Create a marketing and sales funnel by pushing out space opportunities to businesses. <ul style="list-style-type: none"><li>Ongoing</li></ul>			
ACTION 2.4 Form a <i>Marketing and Promotions Collaborative</i> for events and promotional activities in the Heart of Fairfield. <ul style="list-style-type: none"><li>Ongoing</li></ul>	Q3 21	-	-



TACTICAL ACTIONS & KEY MILESTONES	MILESTONE DATES	ESTIMATED ANNUAL BUDGET RANGE	
GOAL 3: Market place as a unique advantage			
STRATEGY 1: Position Fairfield as North Bay’s Emerging Business & Industry Hub			
ACTION 3.1 Market available buildings and sites, use video to help promote the message. ▪ Shoot & edit video concept – “leading the way.”	Q2 22	15,000	20,000
▪ Shoot drone footage & business parks.	Q3 22		
▪ Monthly content development, est. outsourced cost \$7,500-\$10,000 per mo.	Q1 22	84,000	120,000
▪ Manage digital tools and implementation, est. outsourced cost \$15,000 per mo.	Q1 22	180,000	180,000
▪ Create Business Attraction website.	Q1 22	30,000	40,000
ACTION 3.2 Create editorial or advertorial stories, ads and billboards.	Q3 22		
▪ Ad media placements	Q1 22	30,000	30,000
▪ Multi-page spread Business Journal	Q3 23	50,000	50,000
▪ Billboards, est. placement 6 mos.	Q3 23	12,000	24,000
▪ Est. outsourcing that may be needed to support Marketing and Outreach Division.		50,000	50,000
ACTION 3.3 Collaborate with Solano EDC on creating a Fairfield Food and Beverage Center of Excellence.	ETA Start Q4 22		
Subtotal Annual Estimated Budget Range		\$878,000	\$1,010,500
Blue budget represents the value/cost if City had to outsource to an agency vs. having MOD do in house.		\$378,500	\$437,500
Total Annual Estimated Budget Range		\$499,500	\$573,000



# Appendix B

Heart of Fairfield Supporting Documents

## B. Collateral Pitch Decks

1. Heart of Fairfield
2. Business & Industrial Park Inventory



# PRESENTATION TITLE

Presentation Subtitle



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Presenter Name

Company

Phone number

Website

Logo and brand concept created for the Heart of Fairfield. With a logo and brand of its own separate from the City of Fairfield, the Heart of Fairfield will be distinguishable as the city's downtown area. The heart signifies the "heart" of Fairfield, while the cutlery and paint brush helps position Heart of Fairfield as a Food and Arts District. It's round shape helps carry over the look of the downtown arch without replicating it.

Designed with collateral application in mind, the simple line art and color palette of the logo makes replicating this mark in a variety of ways easy to execute. The absence of several colors, gradients or full color elements eliminates the headache of needing multiple versions of your logo and ensures the mark looks the same on every application.



### BRAND COLORS

#0e3b41

#41babf

#d23327

#e1cd87

#e8e4d8



Example of the new Heart of Fairfield logo on a wall visible from the street in the Heart of Fairfield. Using wayfinding signs will help residents and visitors know when they are in fact in the downtown area.

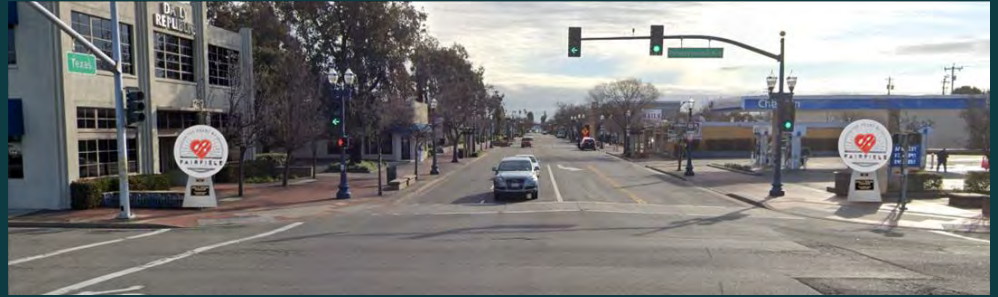


Example of the new Heart of Fairfield logo placed on buildings in the Heart of Fairfield. Placing the logo on businesses will help residents and visitors know when they are in fact in the downtown area.



Concepts for Heart of Fairfield signage. Placing signs throughout the downtown will create a sense of community and let residents and visitors know they are in the Heart of Fairfield. The signs could be made of metal and designed by students at Solano Community College.

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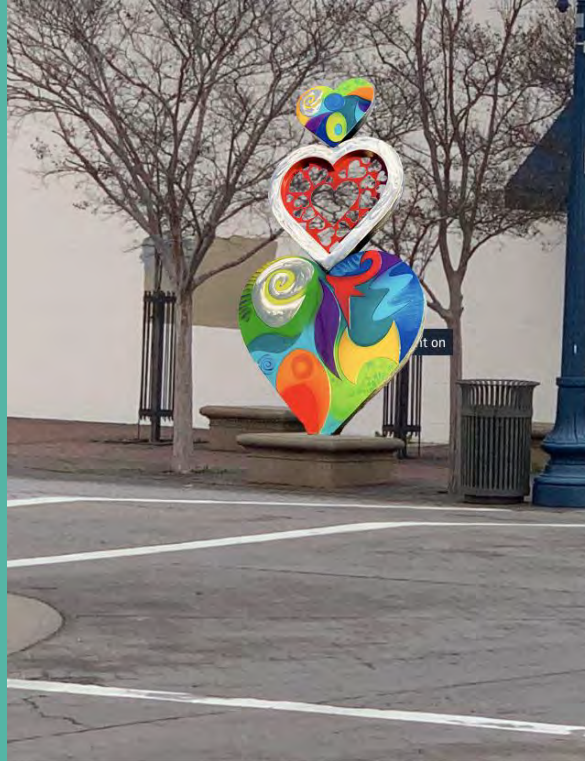
The Heart of Fairfield logo is optimal for several applications. Printing it on merchandise will help spread brand awareness and create brand ambassadors.





To further integrate the new brand, add or replace current art with art that relates to hearts, food, or art. It will act as a point of interest and improve the overall look and feel of downtown.

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Visualize the Heart of Fairfield by having a heART wall throughout downtown.



Engage Fairfield teachers and students to hand paint ceramic tiles which could be used to transform the approximately 60 benches located in the Texas Street core business district into art pieces.

The benches include four at each corner of the six blocks and several more disbursed along the interior of the blocks.



Existing concrete benches





Build an exhibit that highlights the reasons people are already visiting Fairfield. Leverage secondary visitation opportunities linked to Jelly Belly's and Anheuser-Busch by creating the BIGGEST bottle of beer in the world. Use the internationally known brand of Anheuser-Busch as the namesake. Then fill the glass or bottle with Jelly Belly's. This will create a location that people will want to visit, to take pictures.



Heart of Fairfield branded banners correlating with the 'Local Heroes' campaign in order to build awareness.

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When Economic Development goes to meet with businesses they can bring private label coffee that's made in Fairfield by a local coffee roaster.

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A Heart of Fairfield branded letterhead, envelope and business card.



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# Fairfield

## *North Bay's Emerging Business & Industry Hub*

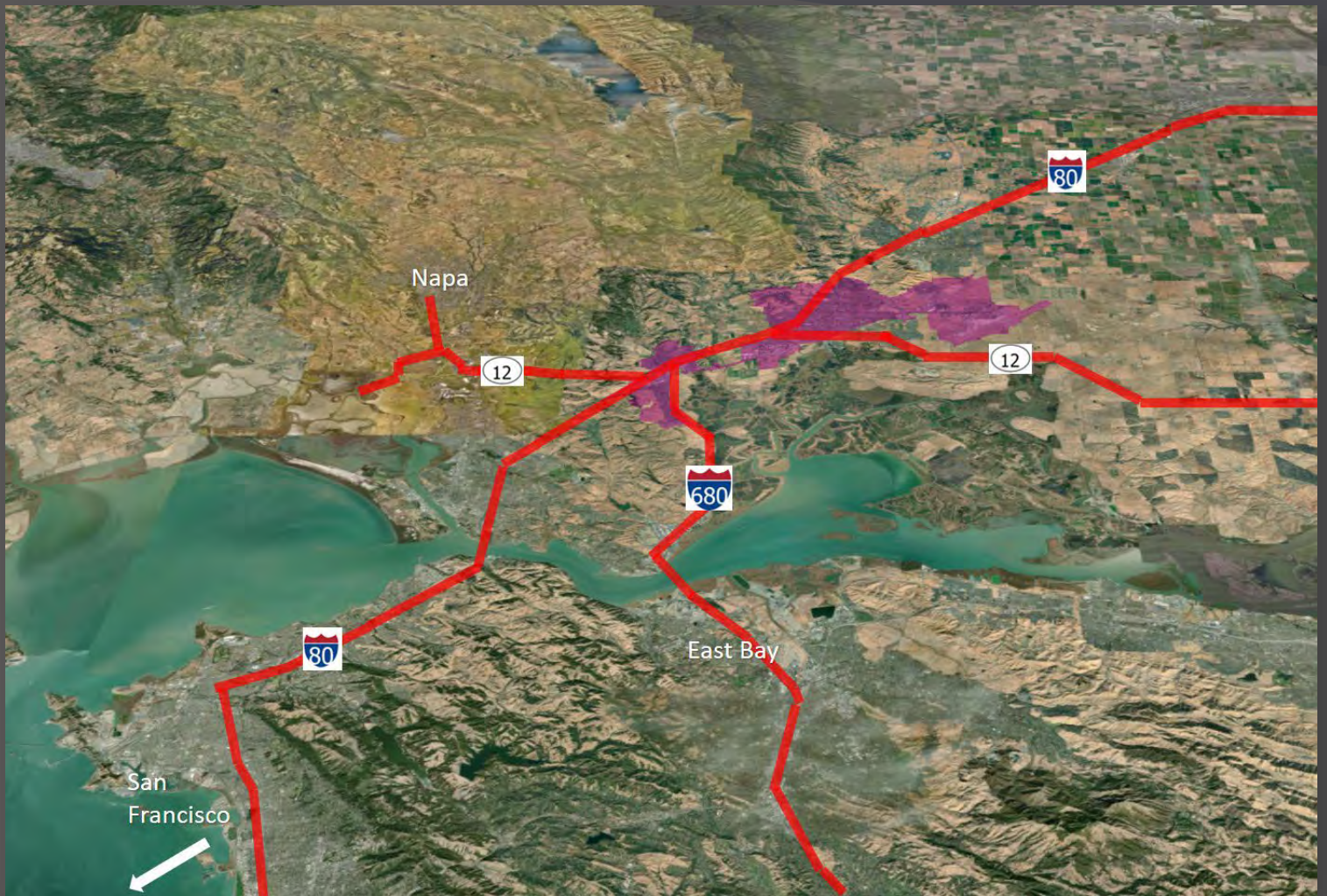
Business & Industrial Parks Featured Properties





# Fairfield... the Location Advantage

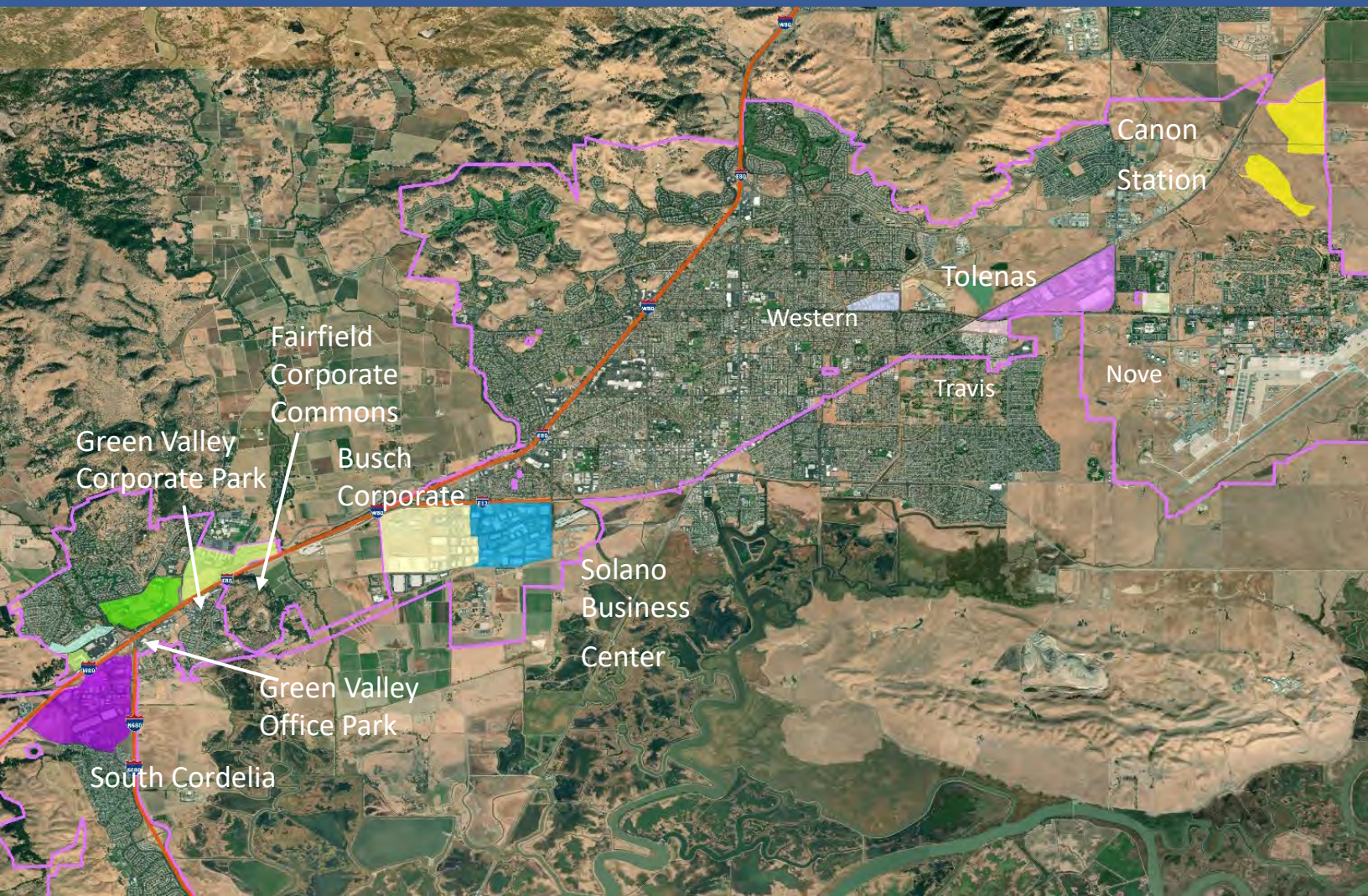
Fairfield is the crossroad of key distribution links— Highways 80, 12, 680 and 780 serving the North Bay and the East Bay.



This has helped fuel population growth in Fairfield and Solano County....



# The Industrial/Business Parks



Seven Industrial/Business Parks with critical highway access serve key industries and companies in Fairfield. Those areas include the following:

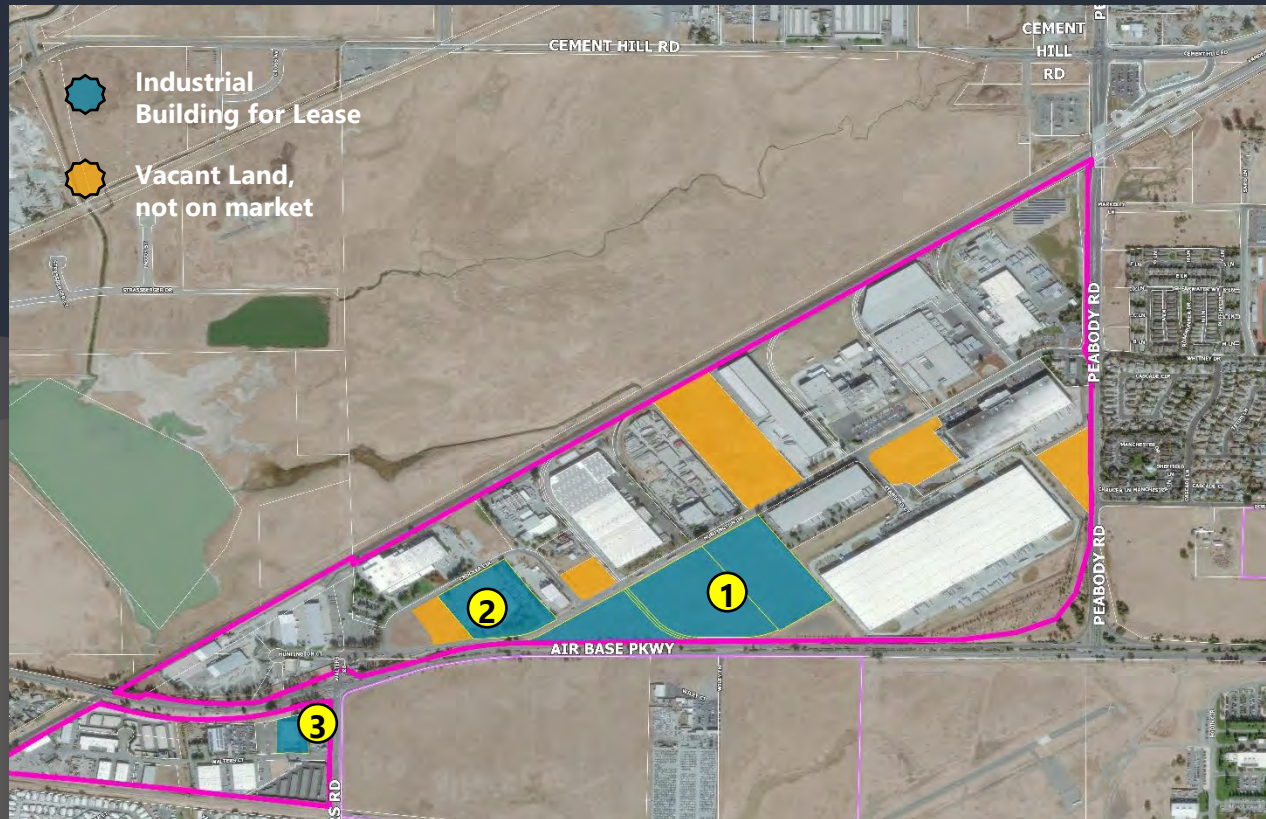
- Tolenas Industrial Park
- Solano Business Center
- Busch Corporate Center
- Fairfield Corporate Commons (Green Valley)
- Green Valley Corporate Park
- Green Valley Office Park & Technical Plaza
- South Cordelia Industrial Park

The City is undergoing a General Plan update that will identify new business and industrial lands. Canon Station is a future industrial expansion area encompassing 300+ acres. However, infrastructure extension is still needed in the area, so is not considered shovel-ready for this traded sector inventory.

Western, Travis and Nove are secondary parks not actively promoted by the City.



# Tolenas Industrial Park



Located at the northeast end of the City, Tolenas Industrial Park features several large manufacturers, warehousing, and packaging producers.

<b>Size:</b>	275 Acres
<b>Access:</b>	<ul style="list-style-type: none"> <li>• Air Base Parkway connects to I-80 3 miles to the west</li> <li>• Peabody Road connects to I-80 5 miles to the north</li> </ul>
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• Ardagh</li> <li>• Ball Metal Beverage Packaging</li> <li>• Clorox</li> <li>• Frank-Lin Distillers</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Rail line along north w/ several spur lines into park</li> <li>• Close proximity to Travis Air Force Base and Fairfield-Vacaville Train Station</li> <li>• Areas available for expansion</li> </ul>
<b>Available Properties:</b>	<p>① <b>Fairfield Commerce Center</b>– (3) buildings totaling 400k SF</p> <p>② <b>2100 Huntington Drive</b>– 65,000 SF for lease</p> <p>③ <b>2000 Walters Court</b>– 19,200 SF for lease</p>



# Tolenas Industrial Park Property Profile: Fairfield Commerce Center

FAIRFIELD  
COMMERCE CENTER



## Site Plan



## Specs

	Building 1	Building 2	Building 3
Building Footprint	69,521 sf	175,404 sf	251,616 sf
Clear Height	32'	40'	40'
Dock Doors	13	27	35
Grade Doors	1	2	2
Slab	6"	8"	8"
Column Spacing	52' x 50'	56' x 50'	56' x 50'
Power	1,200 amp 277/480 volt Expandable to 2,400 amps	2,000 amp 277/480 volt Expandable to 2,400 amps	3,000 amp 277/480 Expandable to 4,000 amps
Fire Safety	ESFR	ESFR	ESFR
Lighting	LED	LED	LED
Trailer Parking	TBD	35	46
Ventilation	Intake Louvers	Intake Louvers	Intake Louvers
Skylights	Single Dome @ 2%	Single Dome @ 2%	Single Dome @ 2%
Status	AVAILABLE	AVAILABLE	LEASED



The Fairfield Commerce Center is a new addition to Tolenas, with (3) fully entitled buildings ready for occupancy by 2<sup>nd</sup> Quarter 2021. Ball has already leased out Building 3, but Buildings 1 and 2 are available, at the following specs:

	Building 1	Building 2
<b>Building Footprint</b>	69,521 SF	175,404 SF
<b>Clear Height</b>	32'	40'
<b>Dock Doors</b>	13	27
<b>Grade Doors</b>	1	2
<b>Slab</b>	6"	8"
<b>Column Spacing</b>	52' x 50'	56' x 50'
<b>Power</b>	1,200 amp 277/480 volt Expandable to 2,400 amps	2,000 amp 277/480 volt Expandable to 2,400 amps
<b>Fire Safety</b>	ESFR	ESFR
<b>Lighting</b>	LED	LED
<b>Trailer Parking</b>	TBD	35
<b>Ventilation</b>	Intake Louvers	Intake Louvers
<b>Skylights</b>	Single Dome @2%	Single Dome @2%

**Website:** [Fairfield Commerce Center](https://www.fairfieldcommercecenter.com)

**Listing Broker:** Glen Dowling, JLL

(415) 299-6868

[glen.dowling@am.jll.com](mailto:glen.dowling@am.jll.com)





# Solano Business Park

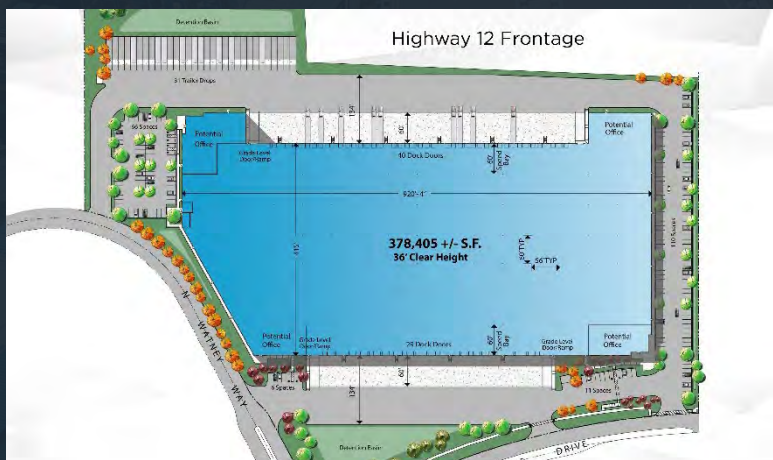


Solano Business Park is located in the center of Fairfield, just south of downtown. The park features attractive development with light industrial, warehouse and commercial service operators. Solano Business Park is a significant revenue generator for the City.

<b>Size:</b>	313 Acres
<b>Access:</b>	Immediate access to Highway 12 via Beck Ave and Chadbourne
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• Jelly Belly</li> <li>• Tricor Braun Winepak</li> <li>• Abco Laboratories</li> <li>• Food Bank of Contra Costa &amp; Solano County</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Excellent visibility from Highway 12</li> <li>• All infrastructure in place</li> <li>• Attractive and well-maintained grounds</li> </ul>
<b>Available Properties:</b>	<p>① <b>I-80 Logistics Center</b> – 378,000 SF building for lease</p> <p>② <b>2300 S. Watney Way</b> – 9,600 SF for lease</p> <p>③ <b>S. Watney Way</b> – 2.75 acres for sale</p> <p>④ <b>2333 Courage Drive</b> – (3) suites- 22,736 SF for lease</p> <p>⑤ <b>2339 Courage Drive</b> – 30,000 SF for lease</p> <p>⑥ <b>2450 S. Watney Way</b> – 47,000 SF for lease</p>



# Solano Business Park Property Profile: Interstate 80 Logistics Center



## Excellent location

Located directly between San Francisco and Sacramento, with easy access to highway 12 and I-80.

- |    |    |
|----|----|
| 1  | 2  |
| 3  | 4  |
| 5  | 6  |
| 7  | 8  |
| 9  | 10 |
| 11 | 12 |

Interstate 80 Logistics Center, located at 2200 Courage Drive within the Solano Business Park, is a 378,405 SF Class A distribution facility ready for tenants. The specs for the building are as follows:

I-80 Logistics Center	
Building Footprint	378,405 SF
Clear Height	36'
Dock Doors	69
Grade Doors	4
Column Spacing	56' x 60'
Power	4,000 amps
Fire Safety	ESFR
Lighting	LED
Trailer Parking	31 Stalls
Vehicle Parking	192 Stalls
Others	Cross-dock facility

Website: [Interstate 80 Logistics Center](http://Interstate80LogisticsCenter.com)

**Listing Broker:** Glen Dowling, JLL  
(415) 299-6868  
[glen.dowling@am.jll.com](mailto:glen.dowling@am.jll.com)





# Busch Corporate Center

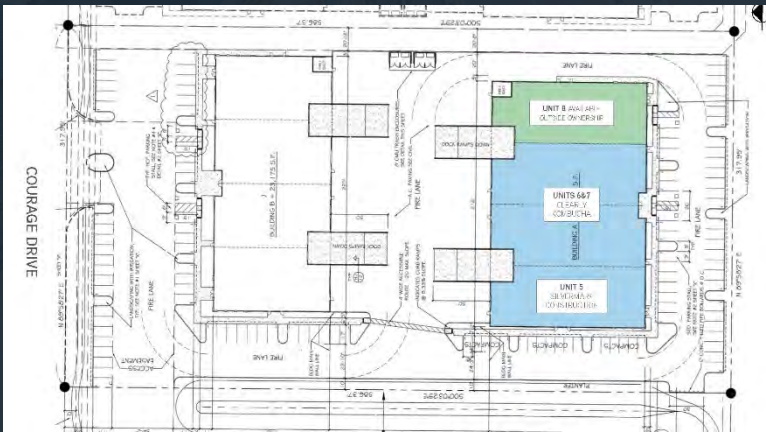
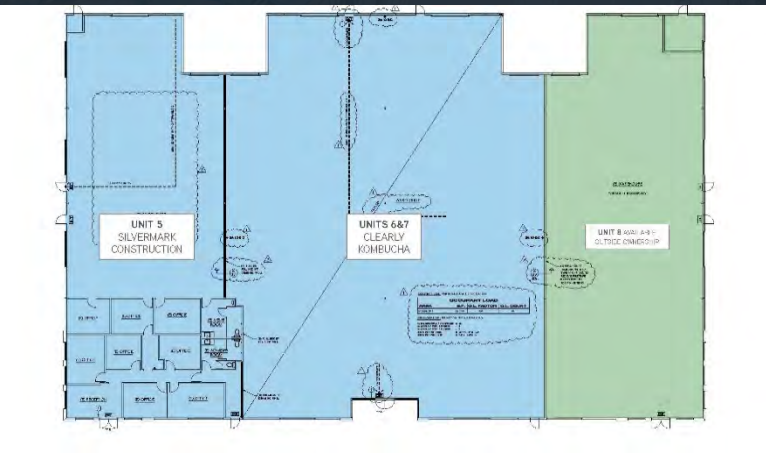


The Anheuser Busch Brewery draws a significant number of visitors to their Corporate Park. The park is home to facilities ranging from warehousing to light manufacturing to Class A office.

<b>Size:</b>	386 Acres
<b>Access:</b>	Immediate access to Highway 12 via Chadbourne Road
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• Anheuser Busch</li> <li>• Guittard Chocolate</li> <li>• Sonoma Harvest Olive Oil</li> <li>• Journey Coffee</li> <li>• Enoplastic</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Excellent visibility from Highway 12</li> <li>• All infrastructure in place</li> <li>• Strong agribusiness attractor</li> </ul>
<b>Available Properties:</b>	<p>① <b>510 Chadbourne Road</b>– 43,505 SF for lease</p> <p>② <b>2477 Courage Drive</b>– 5,875 SF for lease</p> <p>③ <b>2487 Courage Drive</b>– Units 5-8 for sale. 29,000 SF</p> <p>④ <b>2850 Cordelia Road</b>– 3,480 SF for lease</p>



# Busch Corporate Center Property Profile: 2487 Courage Drive



2487 Courage Drive is a light industrial space, with (3) units available for sale. A fourth unit, Unit 8, is also available for sale under separate ownership. Units 5 and 6-7 are both tenant occupied. The details for the tenant spaces are as follows:

2487 Courage Dr	
<b>Building Footprint</b>	22,298 SF
<b>Dock Doors</b>	3
<b>Grade Doors</b>	3
<b>Column Spacing</b>	54' x 32'
<b>Power</b>	Suite 5- 200 amps Suites 6/7- 800 amps
<b>Fire Safety</b>	ESFR
<b>Slab</b>	6" concrete with #4 rebar
<b>Roof</b>	4 ply built up 20 year
<b>Vehicle Parking</b>	2.1/1,000 SF
<b>Others</b>	Cross-dock facility

**Website:** [2487 Courage Drive](http://2487CourageDrive.com)

**Listing Broker:** Chris Petrini

(510) 507-8665

[chris@petrinicommercial.com](mailto:chris@petrinicommercial.com)





# Fairfield Corporate Commons



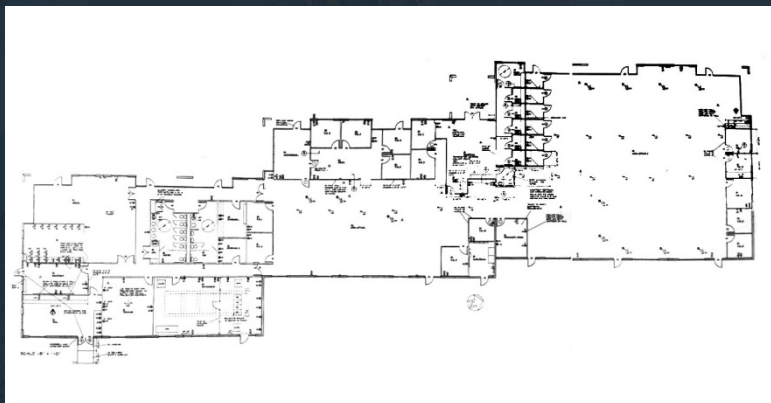
The Green Valley area is Fairfield's premier location for Class A office, R & D, biomedical, and technical support operations. As shown on the map, there are ample opportunities for expansion within the Fairfield Corporate Commons.

<b>Size:</b>	145 Acres
<b>Access:</b>	Access to Highway 12 via Lincoln Highway (Suisun Valley Rd)
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• State of California Department of Consumer Affairs</li> <li>• Solano Family &amp; Children's Services</li> <li>• Child Support Services</li> <li>• Caltrans</li> <li>• North Bay Aviation</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Excellent visibility from Interstate 80</li> <li>• All infrastructure in place</li> </ul>
<b>Available Properties:</b>	<p><b>① 435 Executive Court</b>– 19,680 SF for office lease</p> <p>More than 65 acres owned by Garaventa Properties, primarily on the south side of Business Center Drive.</p>



# Fairfield Corporate Commons Property Profile:

## 435 Executive Court



435 Executive Court is located within the Fairfield Corporate Commons. This almost 20,000 SF office space has multiple amenities in a prime office location. Some of those amenities include:

	435 Executive Ct
<b>Building Footprint</b>	19,680 SF
<b>Dimensions</b>	282' (w) x 64' (deep)
<b>Power</b>	1,200 amps @ 120/208 volts
<b>Fire Safety</b>	ESFR
<b>Vehicle Parking</b>	4.85/1,000 SF
<b>Others</b>	<ul style="list-style-type: none"> <li>• Large server/telecom room</li> <li>• Redundant fiber optic</li> <li>• Large break/lunch room</li> <li>• Glass-lined walls</li> <li>• Grade level door option</li> <li>• Multiple conference rooms</li> <li>• Large open area workstations</li> <li>• Large open office areas</li> <li>• Large mail room</li> <li>• Abundant private offices along perimeter</li> </ul>

**Website:** [435 Executive Court](http://435ExecutiveCourt.com)

**Listing Broker:** Brooks Pedder  
(925) 627-2480  
[brooks.pedder@cushwake.com](mailto:brooks.pedder@cushwake.com)





# Green Valley Corporate Park



The Green Valley area is Fairfield's premier location for Class A office, R & D, biomedical, and technical support operations. The ownership group is working with residential developers on the northern end of the park (north of #1), as well as a 100-unit hotel and distribution facility with I-80 visibility.

<b>Size:</b>	150 Acres
<b>Access:</b>	<ul style="list-style-type: none"> <li>• Access to Highway 80 and 680 south via Green Valley Rd</li> <li>• Access to Highway 12 via Lincoln Hwy</li> </ul>
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• North Bay Healthcare</li> <li>• Partnership Health Plan</li> <li>• Kiewit Construction</li> <li>• Staybridge &amp; Homewood Suites-- hotels</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Excellent visibility from Interstate 80</li> <li>• Quick access to Interstate 80</li> <li>• Multiple parcels/lots available for lease</li> </ul>
<b>Available Properties:</b>	<p><b>① Lot 13</b>– 197,567 SF for lease</p> <p><b>② Buildings B &amp; C at Lot 16</b> for lease</p> <ul style="list-style-type: none"> <li>• Building B: 113,670 SF</li> <li>• Building C: 103,870 SF</li> </ul>



# Green Valley Corporate Park Property Profile: Lot 13 at Business Center Drive



While currently undeveloped, the Green Valley Corporate Park team plans to build a 167,000 SF, 5-story Class 'A' office building. Office is available for sale, lease, or build-to-suit. The building is entitled and should be constructed in the next 6-8 months.

The build-out of Lot 13 will add to the Green Valley Corporate Park portfolio, which includes:

- Planned and Existing Class 'A' Offices
- Planned Medical Office & Retail
- Class 'A' Office Suites Available Immediately
- Executive-Style, Fully-Furnished, Plug n' Play Office Suites for lease
- A Planned residential development immediately adjacent to Lot 13.

**Website:** [Green Valley Corporate Park](http://GreenValleyCorporatePark.com)

**Listing Broker:** Glen Dowling, JLL  
(415) 299-6868  
[glen.dowling@am.jll.com](mailto:glen.dowling@am.jll.com)





# Green Valley Office Park & Technical Plaza



The Green Valley Office Park & Technical Plaza is Fairfield's premier location for Class A Office and Medical Space. Properties include 5000 Wiseman Way, Green Valley Executive Center, Green Valley West and the Green Valley Technical Plaza

<b>Size:</b>	40 Acres
<b>Access:</b>	Immediate access to Highway 12 via Green Valley Road
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• Solano EDC</li> <li>• Solano County Superintendent</li> <li>• Fairfield Cordelia Library</li> <li>• Sticky Rice Chinese Bistro &amp; Bar</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Excellent visibility from Interstate 80</li> <li>• Quick access to Interstate 80</li> </ul>
<b>Available Properties:</b>	<p><b>① Green Valley Executive Center</b>– 6,300 SF Class 'A' Office</p> <p><b>② 5000 Wiseman Way</b>– 52,000 SF Office/Medical for lease</p> <p><b>③ Green Valley West</b>– 17,000 SF Class 'A' Office/Clinic lease</p> <p><b>④ 5251 Business Center Dr</b>– 52,257 SF for lease</p> <p><b>⑤ 5253 Business Center Dr</b>– 63,799 SF for lease</p>



# Green Valley Office Park & Plaza Property Profile:

## 5000 Wiseman Way



**THE WISEMAN COMPANY**  
DEVELOPMENT INVESTMENT MANAGEMENT BROKERAGE



5000 Wiseman Way is a 52,000 SF, 3-story, state-of-the-art professional office building. Nestled between the Green Valley Crossing retail center, affluent residential neighborhoods, and the Green Valley Country Club, 5000 Wiseman is a premier work destination. Some of those amenities include:

5000 Wiseman Way	
<b>Building Footprint</b>	52,000 SF
<b>Ground Floor Uses</b>	Restaurants, service-oriented amenities
<b>Upper Floor Uses</b>	Professional Offices
<b>Building Features</b>	Solid steel frame construction
	State-of-the-art energy management system
	LED lighting
	Controlled, after-hours keyless access
	Modern, high-speed data
	Solar power for building & car charging station

**Website:** [5000 Wiseman Way](http://5000WisemanWay.com)

**Listing Broker:** Zen Hunter-Ishigawa  
(707) 427-1212 x014

[zhunter@wisemanco.com](mailto:zhunter@wisemanco.com)



**THE WISEMAN COMPANY**  
DEVELOPMENT INVESTMENT MANAGEMENT BROKERAGE



# South Cordelia Industrial Park

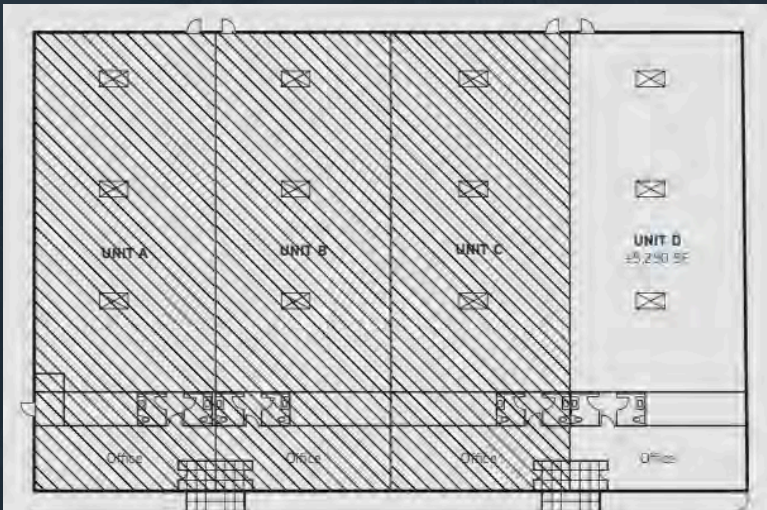


South Cordelia is a prominent industrial area located in southwest Fairfield. Bound by I-680 to the east and I-80 to the west, South Cordelia has highly visible properties across a broad array of industries.

<b>Size:</b>	390 Acres
<b>Access:</b>	<ul style="list-style-type: none"> <li>• Access to Highway 680 1 mile south via Lopes Road</li> <li>• Access to Highway 12/80 to north via Green Valley Road</li> </ul>
<b>Key Businesses:</b>	<ul style="list-style-type: none"> <li>• Primal Pet Foods</li> <li>• Owens Illinois</li> <li>• Fed Ex Ground</li> </ul>
<b>Park Features:</b>	<ul style="list-style-type: none"> <li>• Established business park with good visibility from I-80 and I-680</li> <li>• Quick access to I-680</li> </ul>
<b>Available Properties:</b>	<p>① 4850 Cordelia Road– 5,600 SF for lease</p> <p>② 4885 Fulton Drive– 5,250 SF for lease</p> <p>③ 473 Edison Court– 6,250 SF</p> <p>④ 5045 Fulton Drive– 3,480 SF for lease</p> <p>⑤ 499 Edison Court– 8,000 SF for lease</p> <p>⑥ Red Top Road– 6.15 acre City-owned parcel</p>



# South Cordelia Industrial Park Property Profile: 4885 Fulton Drive



4885 Fulton Drive is an attractive end cap unit in a concrete tilt up, multi-tenant building. Building includes a grade level door and smaller office space that can be improved to suit and amortized into the lease cost. The details for the tenant space is as follows:

4885 Fulton Drive	
<b>Tenant Space</b>	5,250 SF (including 1,250 SF Office)
<b>Clear Height</b>	Min 18'
<b>Grade Doors</b>	(1) 12' x 14'
<b>Power</b>	200 amps @120V (800 amps to building)
<b>Fire Safety</b>	ESFR

**Website:** [4885 Fulton Drive](https://www.petrinicommercial.com/4885-Fulton-Drive)

**Listing Broker:** Chris Petrini  
(510) 507-8665  
[chris@petrinicommercial.com](mailto:chris@petrinicommercial.com)







**Available spaces change frequently.  
Please call for your confidential inquiry  
and site package.**

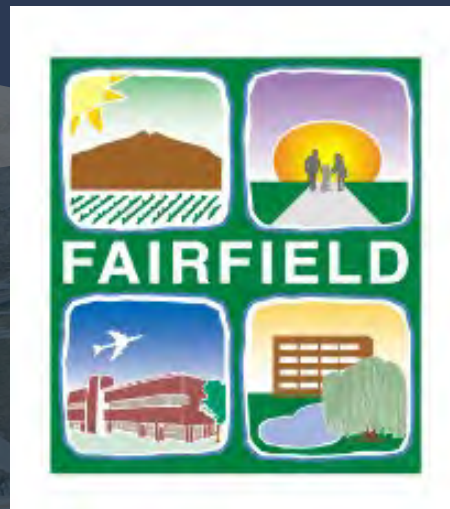
Contact Jorge Barrera

Senior Economic Development Project Manager

City of Fairfield (707) 428-7039

[jbarrera@fairfield.ca.gov](mailto:jbarrera@fairfield.ca.gov)





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# Appendix C.1

Heart of Fairfield Supporting Documents

## Vacant Property Evaluation Forms

(triage worksheet and  
priority property evaluation)





# Appendix C.1a- Vacant Property Triage Worksheet

So your downtown has a solid streetscape. You've got strong market opportunity, the great location, directional signage and the marketing package. Now, *where are you going to locate all those great business prospects?* The worksheet below is designed to help you think through what properties are *really ready* for business tenants and which need some minor or major work.

**Location of Property** \_\_\_\_\_

**Size of Space** \_\_\_\_\_

**Other Features** \_\_\_\_\_

Rate the following features of the property on a scale of 1 to 5, with 5 being Excellent and 1 being Poor.

Physical Condition	_____
Physical Appearance	_____
Location	_____
Accessibility (pedestrian)	_____
Availability of Parking	_____
Visibility	_____
Relationship with & influence by neighbor businesses	_____
Owner attitude and involvement	_____
<b>TOTAL SCORE (40 possible points)</b>	_____

## Draw Your Conclusions:

- Which vacant properties are most marketable?
- Are there inappropriate uses?
- Are there properties needing extensive remodeling or that should be subdivided for tenants?
- Are there properties that should be condemned?
- What are your top properties for leasing?
- What is the plan for working with the property owner to get properties ready to show?

Source: Marketek, Inc.



**Appendix C.1b: City of Fairfield, CA**  
**Priority Downtown Properties – Development Readiness – Action Plan**

<b>Overall Property Rating</b>	<b>Red – On hold until further notice</b> <b>Yellow – Proceed with due diligence</b> <b>Green – Active marketing, moving forward</b>
--------------------------------	--

PROPERTY PROFILE	
<b>Address</b>	
<b>Location</b>	<b>Description: i.e. stand-alone, part of neighborhood cluster, lifestyle etc. on highway, interstate, major commuter road, near intersection, near interstate ramp,</b>
<b>Zoning</b>	
<b>Neighboring Uses</b>	
<b>Ownership</b>	
<b>Owner Attitude/Vision</b>	
<b>Price / Lease Rate</b>	
<b>Acreage / Lot Size</b>	
PROPERTY CONDITIONS & ACTIVITY	
<b>Infrastructure</b>	
<b>Environmental</b>	
<b>Accessibility</b>	
<b>Parking</b>	
<b>Overall Development Readiness</b>	

MARKET POTENTIAL: Highest & Best Use	
Residential	
Retail	
Other	
Development Vision/Potential	
Target Market	
OPPORTUNITIES & CONSTRAINTS SUMMARY	
FINANCIAL ANALYSIS	
Pro forma	
Public funds	
Private funds	
Incentives	
Financing gap	
Other	
DEVELOPMENT STRATEGY	
Redevelopment approach	City-led; Public-Private; Market-driven
City lead & role	
Supporting depts & roles	
Budget by year	
2021 -	Detailed action plan by quarter— to address physical/site issues, \$, developer attraction, marketing, internal-external roles & responsibilities
2022	
2023	



# Appendix C.2

Heart of Fairfield Supporting Documents

## Sandy, Oregon Vacant Property Agreement Forms



## **Appendix C.2**

### **Sample Vacant Property Window Display Project**

### **Participation agreement and project information**

The Sandy, Oregon Main Street Economic Restructuring Committee is working to help property owners in downtown Sandy market their vacancies. Our goal is to fill vacancies while improving the physical appearance of downtown Sandy.

#### **What's the plan?**

There are several components of this project.

1. Signage- Recently we included your property on our new Available Property Inventory which is up on the Sandy Main Street website. We have developed signs to help promote that inventory. These signs will be displayed in your windows by a committee volunteer.
2. Clean up- We want your space to look its best for potential tenants. Volunteers from the committee will wash your windows and sweep or vacuum the interior space visible through the storefront window.
3. Displays- Vacant storefronts give outsiders the impression that nothing is going on in a town. Instead of an empty space, we want to make your storefront appealing to potential tenants by sparking their interest with an attractive window display. Displays of art, merchandise from local businesses, and our local theatre will be used to create visual interest in your space!

#### **What do we need from you?**

1. Electricity- In order for the displays to be visible and attractive into the evening hours we would like to illuminate them. All we ask is that you provide the electricity to do so.
2. Removal of expired signage- In our effort to clean up your storefront for potential tenants, we would like to remove the signs from previous businesses that have occupied your space. In fact, signs are required by City code to be removed within 4 months after a business closes.
3. Agree to the terms and sign below
4. Provide us with access to your space

#### **What will we provide:**

- The sign
- The cleaning
- The display
- Lighting as needed

#### *Disclaimer:*

*Sandy Main Street is a downtown revitalization program focused on making downtown Sandy a great place to be. The efforts of Sandy Main Street are made possible by volunteers from the community at large, the City of Sandy, and the Sandy Area Chamber of Commerce. Sandy Main Street volunteers and the previously mentioned entities are not responsible for any loss, theft or damages to personal property.*

Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Contact number and email \_\_\_\_\_

**Vacant Property Window Display Project**  
**Participation agreement and project information**

The Sandy Main Street Economic Restructuring Committee is working to help property owners in downtown Sandy market their vacancies. Our goal is to fill vacancies while improving the physical appearance of downtown Sandy. So how is your business involved in filling downtown vacancies? This is an opportunity for some free advertising for your business or organization!

**What's the plan?**

There are several components of this project.

1. Displays- Vacant storefronts give outsiders the impression that nothing is going on in a town. Instead of an empty space, we want to make vacant downtown storefronts appealing to potential tenants and visual appealing to the public. Displays of art, merchandise from local businesses, and our local theatre will be used to accomplish this goal.

**What do we need from you?**

2. Sign this agreement.
3. Display merchandise from your business in vacant storefronts. Volunteers from the committee will assist you in coordinating the display.

**Disclaimer:**

*Sandy Main Street is a downtown revitalization effort focused on making downtown Sandy a great place to be. The efforts of Sandy Main Street are made possible by volunteers from the community at large, the City of Sandy, and the Sandy Area Chamber of Commerce. Sandy Main Street volunteers and the previously mentioned entities are not responsible for any loss, theft or damages to personal property.*

Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Contact number and email \_\_\_\_\_

# Appendix C.3

Heart of Fairfield Supporting Documents

## Main Street Entrepreneurial Links





# Appendix C.3: Main Street Entrepreneurial Links

## **Mainstreet.org: Jump off the Business Recruitment Train**

<https://www.mainstreet.org/blogs/national-main-street-center/2021/01/14/jump-off-the-business-recruitment-train-the-real-r>

## **Ignite: A place for entrepreneurs**

<https://www.ignitemybusiness.org/en/about>

### **Ignite Partners:**

#### **Coos Bay (requires login)**

<https://coosbayreef.com/>

#### **Corvallis Foundry**

<https://www.corvallisfoundry.com/en/about>

#### **Estacada Powerhouse**

<https://estacadapowerhouse.com/en>

#### **Launch Pad Baker**

<https://launchpadbaker.spaces.nexodus.com/en/about>

#### **Spark Collaborative Studios**

<https://sparkcollaborativestudios.com/en/about>



# Appendix C.4

Heart of Fairfield Supporting Documents

## Mercado Case Study





## The Portland Mercado



In 2015, the Portland Mercado opened as the first Latino public market serving as an economic anchor of the Foster-Lents neighborhood while promoting opportunities for entrepreneurs. The Mercado includes 9 food carts and 6 indoor business representing the diverse flavors of Latin America and serving over 600 customers a day (weekends). The Mercado also houses a non-profit commercial kitchen (available 24/7) that serves dozens of entrepreneurs at all stages of business.

**As part of the planning and feasibility work**, staff and key stakeholders evaluated locations, clarified the project vision, and laid out product/service scenarios. To define the potential of a market without precedent in Portland, Marketek conducted case studies of public markets throughout the U.S. while grounding examples in statistical analysis of local target markets. Specific programming recommendations resulted from extensive community outreach and research. for the Mercado such as being Portland's premier Latino dining destination and marketing campaigns. The market study enabled Hacienda CDC to succeed *with a million dollar plus fund development campaign* and to construct and open the Mercado in 2015. Affordable retail space allows businesses to launch and grow with \$2.5MM plus recorded in sales in its first year alone. The Mercado is a premier hub for diverse cultures to gather for weekly events and programs.

The Portland Mercado clearly has a one-of-kind position in the market as a nonprofit incubator encouraging Latino economic development and entrepreneur capacity building. With this in mind, the Hacienda CDC/Mercado organization anticipates it will always subsidize tenants' success up to a point. Many facility costs are not included in the rent structure from staff time and cart maintenance to hard costs like HVAC repairs and landscaping/parking lot. The majority of vendors have and continue to participate in a micro-enterprise educational program which has resulted in a track record of high entrepreneurial success. As a true incubator, start-up costs are considerably minimized for cart vendors. Hard-costs that are not direct charges include:

- Pre-licensed space and all utility hook-ups
- Freezer and refrigerator
- 10-foot hood
- Cart maintenance
- Basic marketing services: website, social media
- Physical placemaking through signage, landscaping, color palette, design features and customer parking lot
- Destination development through community events and programming
- Ongoing technical assistance and coaching at varying levels depending on stage of incubation and individual business owner needs
- Access to organized workshops and technical training



# Appendix C.5

Heart of Fairfield Supporting Documents

## Beverage Incubator Resources



# Appendix C.5: Beverage Incubator Resources

## **Brewery Incubators Build Success**

<https://www.kinnek.com/article/brewery-incubators-build-success/#/>

## **Brewery Incubators on the Rise**

<https://ced.sog.unc.edu/brewery-incubators-on-the-rise/>

## **Chicago's First Brewing Incubator**

<https://www.porchdrinking.com/articles/2019/03/15/whats-in-store-for-pilot-project-chicagos-first-brewing-incubator/>

## **Inside the World's First Brewery Incubator**

<https://glacier-design.com/inside-the-worlds-first-brewery-incubator/>

## **Mike's Original Brewery Incubator**

<https://barleyto barrel.com/>

## **Millpond Brewing and Incubator**

<https://www.millpondbrewing.com/>

## **Three new breweries are making beer at downtown Fresno incubator**

<https://www.fresnobee.com/living/food-drink/bethany-clough/article235648802.html>





# Appendix C.6

Heart of Fairfield Supporting Documents

## List of Residential Developers



Multi-Family Rental Apartment Developers in Solano, Marin, Napa, Sonoma, Contra Costa, and Yolo Counties

Developer Name	Year Built	Property Address	Property Name	City	Number Of Units	Affordable Type	Building Status	Submarket Name	State	Zip	Avg Unit SF	Avg Asking/SF	Avg Asking/Unit	For Sale Price	\$Price/Unit	Vacancy %	Number Of Stories	PropertyID
AMG & Associates, LLC	2021	21-23 Nevin Ave	The Terraces At Nevin	Richmond	289	Rent Restricted	Under Construction	Belding Woods	CA	94801							6	9744355
Healthy Buildings	2021	2614 1st St		Napa	48	Affordable Units	Under Construction	Westwood	CA	94558-5680	956						3	11575834
Guardian Capital	2020	1200 Allison Dr	Strada 1200	Vacaville	245		Existing	Vacaville	CA	95687	819	2.92	2,394			13.5	3	11027079
Advanced Building Solutions, Inc.	2019	15 American Canyon Rd	Village at Vintage Ranch	American Canyon	159		Existing	American Canyon	CA	94503	1443	2.10	3,029			37.7		10259007
	2019	706 Aston Ave	The Crossings at Aston	Santa Rosa	26	Rent Restricted	Existing	Aston Avenue	CA	95404						3.9		10915311
	2018	820 B St	Meridian Place	Davis	11		Existing	Central Davis	CA	95616						9.1	3	11359146
Ledcor Properties	2020	2525 Bayfront Blvd	The Exchange at Bayfront	Hercules	172		Existing	The Waterfront	CA	94547	952	3.19	3,039			25.0	3	8885896
Basin Street Properties	2019	785 Baywood Dr	Marina Crossing Apartments	Petaluma	90		Existing	Greater Petaluma	CA	94954-5366	825	2.78	2,290			56.7	3	10875082
Reliant Group Management	2019	1113 Baywood Dr	Altura Apartments	Petaluma	150	Affordable Units	Existing	East Petaluma	CA	94954-4318	897	2.80	2,508			4.7	3	10151845
	2019	1055-1057 Benton St		Santa Rosa	6	Affordable Units	Existing	Junior College	CA	95404-3838								10922887
	2019	17115 Bollinger Canyon Rd	Deer Creek Apartments	San Ramon	264	Rent Restricted	Existing	Outer Danville/San Ramon	CA	94582	872	2.52	2,201			10.6	4	10922603
	2020	965 Bridge St	The Block	West Sacramento	52		Existing	The Bridge District	CA	95691-3351	726	2.89	2,097			44.2		11424015
Burbank Housing Development Corporation	2018	1990 - 2030 Burbank Ave	Crossroads Apartments	Santa Rosa	79	Rent Restricted	Existing	Southwest Santa Rosa	CA	95407	1047					3.8	3	10534572
Align Real Estate	2021	1380 N California Blvd		Walnut Creek	112		Under Construction	Downtown Walnut Creek	CA	94596							6	9842181
MW Investment Group	2020	541 Carlson Ave	Adega	Rohnert Park	135		Existing	Rohnert Park	CA	94928	1000	2.49	2,487			20.0	3	10163571
Corporation for Better Housing	2019	51 Carol Ln	Oak Family Apartments Phase II	Oakley	75	Rent Restricted	Existing	Pittsburg/Antioch	CA	94561-4434	885					2.7	3	10717235
Fulcrum Capital Corporation	2018	980 Central St	980 Central	West Sacramento	55		Existing	The Bridge District	CA	95691	677	2.69	1,823			10.9	3	10221852
	2021	3223 Clayton Rd		Concord	2		Under Construction	Concord/Pleasant Hill	CA	94519	1475						2	11429312
	2020	3225 Clayton Rd		Concord	2		Existing	Concord/Pleasant Hill	CA	94519							2	11341429
The Pacific Companies	2020	535 Coombsville Rd	Napa Courtyards Apatments	Napa	20	Rent Restricted	Existing	Terrace-Shurtleff	CA	94558-3903	1003					15.0		10902071
American National Investments	2021	301 D St		West Sacramento	40		Under Construction	Broderick	CA	95605							4	10893367
Crow Holdings	2021	373 Diablo Rd	Alexan Downtown Danville	Danville	144	Affordable Units	Existing	Outer Danville/San Ramon	CA	94526-3430	921	4.19	3,863			47.9	3	10357001
	2018	2415 Donald Ave		Martinez	2		Existing	Outer Richmond/Martinez	CA	94553							1	10735397
MBK Rental Living	2021	500 Douglas St	The Strand Apartments	West Sacramento	408		Under Construction	Broderick	CA	95605	885	2.41	2,135				3	11293370
	2019	2170 Farmers Central Rd	Mutual Housing at Spring Lake - Phase II	Woodland	38	Rent Restricted	Existing	Outlying Yolo County	CA	95776-5468	906						3	10767963
Overaa Construction	2021	2834 Franz Kafka Ave	The Residences at Taylor Mountain	Santa Rosa			Under Construction	Outer Santa Rosa	CA	95404								10916216
	2020	1500 Fred Jackson Way	Heritage Point	Richmond	42	Rent Restricted	Existing	Outer Richmond/Martinez	CA	94801	850					14.3	4	10941629
	2019	1260-1268 Gray Hawk Ln		Suisun City	3		Existing	East	CA	94585-3788							2	11268765
The Pacific Companies	2019	1201 Grove St	Healdsburg Family Apartments	Healdsburg	25	Rent Restricted	Existing	Northeast Sonoma County	CA	95448	1006						2	10166636
Seaview Investors	2018	1260 Grove St	Citrine Apartments	Healdsburg	37	Affordable Units	Existing	Northeast Sonoma County	CA	95448-4745	856	2.54	2,178			5.4	3	10286814
	2018	1815 Guerneville Rd		Santa Rosa	13		Existing	Outer Santa Rosa	CA	95403-4113	1507						2	10253468
Ledcor Properties	2021	2200 John Muir Pky	The Village - The Grand at Bayfront	Hercules	232	Rent Restricted	Under Construction	The Waterfront	CA	94547	832						3	10861838
	2020	1020 Kawana Springs Rd	38 North	Santa Rosa	120		Existing	Outer Santa Rosa	CA	95404-9792	939	2.65	2,487			20.8	2	11055165
Pacific West Communities, Inc.	2021	6024 Kerry Rd	Redwoods at University District	Rohnert Park	218	Rent Restricted	Under Construction	Rohnert Park	CA	94928	931	1.83	1,707				3	11333441
BHV Centerstreet Props LLC	2019	1800 Lacassie Ave	Vaya	Walnut Creek	178		Existing	Downtown Walnut Creek	CA	94596-1000	819	3.75	3,074			37.6	4	9279805
	2019	1315 Lia Ln	Farmstead at Lia Lane	Santa Rosa	20		Existing	Outer Santa Rosa	CA	95404-8094	1105	2.24	2,479			40.0	2	11243940
DCI Construction	2020	1716 N Main St	1716 Lofts	Walnut Creek	42		Existing	Downtown Walnut Creek	CA	94596-4105	757	4.50	3,341			19.1	5	10609598
	2019	1999 Mount Olive Dr		Santa Rosa			Existing	Outer Santa Rosa	CA	95404-5354							2	10169098
Satellite Affordable Housing Associates	2019	1 Natalie Ln	Valley View Senior Housing	American Canyon	70	Rent Restricted	Existing	American Canyon	CA	94503-1713	750						1	10262363
	2020	4450 Old Redwood Pky	Sonoma Ranch Apartment Homes	Santa Rosa	96	Affordable Units	Existing	Larkfield-Wikiup	CA	95403	994	2.72	2,700			32.3	2	11278824
	2021	475 Palmilla Pl		Santa Rosa	3	Rent Restricted	Under Construction	Southwest Santa Rosa	CA	95407-5855	588						2	11405697
Fulcrum Capital Corporation	2020	998 Riverfront St	The Foundry	West Sacramento	69		Existing	The Bridge District	CA	95691-2897	584	3.00	1,754			2.9		11171835
Resources for Community Development	2018	1738 Riviera Ave	Riviera Family Apartments	Walnut Creek	88	Rent Restricted	Existing	Downtown Walnut Creek	CA	94596-3530	772						5	10662058
Community Development Partners	2019	582 Rocky Hill Rd	Rocky Hill Veterans Housing	Vacaville	39	Rent Restricted	Existing	Vacaville	CA	95688-2207	962							10713000
	2020	10963 San Pablo Ave	Cerrito Vista	El Cerrito	50		Existing	Richmond Annex	CA	94530	870	2.71	2,360			76.0	5	11219193
	2020	465 E Santa Fe Ave		Pittsburg	3		Existing	Bay Point	CA	94565	1265	2.43	3,074	1250000			2	11418597
Oakmont Senior Living	2019	1791 Sebastopol Rd	Sendero Townhomes	Santa Rosa	197		Existing	Southwest Santa Rosa	CA	95407	1282	2.27	2,913			27.4		10217001
	2021	104 Shaver St	Fully Entitled Apartment Development	San Rafael	7		Proposed	Downtown San Rafael	CA	94901-2733							2	11472612
	2021	171 Siesta Way	Siesta Senior Apartments	Sonoma	92	Affordable Units	Under Construction	Sonoma	CA	95476-4445	602						1	4526183
Oppidan	2020	4055 Solano Ave	The Watermark at Napa Valley	Napa	81		Existing	Linda Vista	CA	94558-2231	1041	5.00	5,203			55.6	3	11178037
MidPen Housing Corporation	2019	17310 Sonoma Hwy	Celestina Garden Apartments	Fetters Hot Springs	40	Rent Restricted	Existing	Sonoma	CA	95416	600					7.5		9713521
Satellite Affordable Housing Associates	2021	2951 Soscol Ave	Manzanita Family Apartments	Napa	51	Rent Restricted	Under Construction	Beard	CA	94558	903						3	10932455
	2018	1201 Stoneman Ave	Stoneman Apartments	Pittsburg	230	Rent Restricted	Existing	Pittsburg/Antioch	CA	94565-5457	959	6.95	6,667			3.9	3	10615930
AvalonBay Communities, Inc.	2020	7000 Sunne Ln	Avalon Walnut Creek Phase II	Walnut Creek	200		Existing	Outer Walnut Creek	CA	94597-3613	647	3.54	3,436			21.5	6	11094428
Satellite Affordable Housing Associates	2018	3701 Tabora Dr	Tabora Gardens	Antioch	85	Rent Restricted	Existing	Pittsburg/Antioch	CA	94509	900							10733838
Oakmont Senior Living	2018	4627 Thomas Lake Harris Dr	Canyon Oaks	Santa Rosa	96		Existing	Outer Santa Rosa	CA	95403	1071	2.58	2,765			9.4	3	10138746
	2020	1860 Trinity Ave	St. Paul's Commons	Walnut Creek	45	Rent Restricted	Existing	Downtown Walnut Creek	CA	94596						15.6	4	10687791
Fairfield Residential	2019	791 Vista Tulocay Ln	The Braydon	Napa	282		Existing	Soscol	CA	94559	1034	2.64	2,730			37.6	3	9389567
Eden Housing, Inc.	2018	4855 Wall Ave	Mireflores Senior Apartments	Richmond	80	Rent Subsidized	Existing	Park Plaza	CA	94804	500					3.8	2	10304834
	2021	3600 Willow Pass Rd	Bay Point Family Apartments	Bay Point	193	Affordable Units	Under Construction	Bay Point	CA	94565-3174	924						3	11311337
Grupe Holding Company	2020	10 Worrell Rd	Almond Knolls	Antioch	58		Existing	Pittsburg/Antioch	CA	94509-4916	783	2.55	1,998				3	11156534
Northern California Presbyterian Homes & Services	2020	2800 Ygnacio Valley Rd	Viamonte at Walnut Creek	Walnut Creek	174		Existing	South Concord	CA	94598-3592	1070					21.8	4	9959525
Phoenix Development Inc.	2021	206-214 W 3rd St	Dutton Flats	Santa Rosa	41	Rent Restricted	Under Construction	Outer Santa Rosa	CA	95401							5	11312040
	2020	2990 5th St	Creekside Davis Apartments	Davis	90	Rent Restrcted	Existing	Outer Davis	CA	95618	666	1.27	843			4.4		11395011
Hugh Futrell Corporation	2021	620 7th St	Art House	Santa Rosa	21		Under Construction	Outer Santa Rosa	CA	95404	836							10310860
	2021	431-507 A St	Caritas Homes phase 1	Santa Rosa	64	Rent Subsidized	Under Construction	St Rose	CA	95401								12047476
The Pacific Companies	2021	7716-7760 Bodega Ave	Woodmark Apartments	Sebastopol	48	Rent Restrcted	Under Construction	Northwest Sonoma County	CA	95472-3502	1118						3	12047014
BRIDGE Housing Corporation	2021	3700 Fir Ridge Dr	Fir Ridge Workforce Housing	Santa Rosa	36	Affordable Units	Under Construction	Outer Santa Rosa	CA	95403								10216986
Eden Housing Management, Inc.	2021	164 Healdsburg Ave	Mill District Lot 7	Healdsburg	41	Rent Restricted	Under Construction	Northeast Sonoma County	CA	95448-4018	767						3	12049630
	2018	1225 McCoy Creek Way		Suisun City	10		Existing	East	CA	94585							1	10723414
City of Santa Rosa	2021	3575 Mendocino Ave		Santa Rosa	94	Rent Restricted	Under Construction	Outer Santa Rosa	CA	95403-2215	816							12044330
	2021	490 Mill St	Edge	West Sacramento	40		Under Construction	The Bridge District	CA	95691-3354			1,698				4	11812629
	2021	S Napa Junction Rd	Lemos Pointe at Watson Ranch	American Canyon	136	Affordable Units	Under Construction	American Canyon	CA	94503								12045511
CONCORE Development Group, Inc	2021	2542 Old Stony Point Rd	Stony Oaks Apartments	Santa Rosa	142	Rent Restricted	Under Construction	Southwest Santa Rosa	CA	95407	734							12048735
	2021	1796 San Miguel Dr	Coral Homes Duplexes	Walnut Creek	4		Under Construction	Lower Lakewood	CA	94596-4821							2	10936887
	2020	1700 Santa Monica St	Fair Haven Commons	Fairfield	72	Rent Restricted	Existing	Fairfield	CA	94533						11.1		12049128
	2021	1885 Sebastopol Rd		Santa Rosa	77		Under Construction	Southwest Santa Rosa	CA	95407-6818	800							12049509
Resources for Community Development	2020	2626 Sir Francis Drake Blvd	Victory Village	Fairfax	54	Rent Restricted	Existing	Oak Manor	CA	94930-1323	685	0.95	648				3	11405843

Source: KMA, CoStar





# PREPARED BY PROJECT CONSULTING TEAM

## Project Team Assembled for City of Fairfield



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