

# Webinar

## ULI San Francisco: Vacaville TAP Report Webinar

Date: December 06, 2024

00:00:00 --> 00:00:01: We'll go ahead and get started.

00:00:01 --> 00:00:06: We'll start with some housekeeping first, which is to say

00:00:06 --> 00:00:09: that this presentation is being recorded.

00:00:10 --> 00:00:13: So if you have your camera on, you know, note

00:00:13 --> 00:00:18: that there might be a living record of your reactions

00:00:18 --> 00:00:20: to the information here.

00:00:20 --> 00:00:23: But we're so pleased that you're here as we go

00:00:23 --> 00:00:24: along.

00:00:24 --> 00:00:27: If you have questions for the panel that you'd like

00:00:27 --> 00:00:32: us to answer after the presentation, please put them in

00:00:32 --> 00:00:34: the Q&A box versus the chat.

00:00:34 --> 00:00:37: So there's AQ and a function that allows us to

00:00:37 --> 00:00:40: make sure that we have addressed all of the questions

00:00:40 --> 00:00:44: and also allows participants to upvote questions that they're particularly

00:00:44 --> 00:00:47: interested in to make sure that if we're limited on

00:00:47 --> 00:00:50: time, we we hear the the ones that people are

00:00:50 --> 00:00:51: most interested in first.

00:00:53 --> 00:00:56: But with that housekeeping out of the way, let me

00:00:56 --> 00:00:59: do a more formal welcome and say how pleased we

00:00:59 --> 00:01:02: are from you and I that you've chosen to learn

00:01:02 --> 00:01:06: more about downtown Vacaville and the top process that we

00:01:06 --> 00:01:08: did just a few months ago.

00:01:09 --> 00:01:13: So on behalf of Ryan calling myself who are Co

00:01:13 --> 00:01:17: chairs of this panel, we are excited to tell you

00:01:17 --> 00:01:19: what happened.

00:01:20 --> 00:01:22: I also just want to do a quick shout out

00:01:22 --> 00:01:23: to the people behind the people.

00:01:24 --> 00:01:26: There's a lot of work in making this happen.

00:01:26 --> 00:01:29: And in particular, Joy Wu and Lola Motley from ULI  
 00:01:29 --> 00:01:33: and in addition to some incredible volunteers like Kara Gross  
 00:01:33 --> 00:01:36: and Frank Fuller really helped this panel come together and  
 00:01:36 --> 00:01:39: and recruited the people you see here on the screen  
 00:01:39 --> 00:01:41: and who will be talking today.  
 00:01:42 --> 00:01:46: This group has expertise and all the things that you  
 00:01:46 --> 00:01:51: would want to have at the Ready for Downtown Revitalization  
 00:01:51 --> 00:01:51: effort.  
 00:01:51 --> 00:01:57: We had planners and housing developers and designers and  
 economic  
 00:01:57 --> 00:02:01: development gurus and, you know, people who knew a lot  
 00:02:01 --> 00:02:05: about business improvement districts across the state.  
 00:02:06 --> 00:02:10: It was really a dream team of people who had  
 00:02:10 --> 00:02:14: a lot to contribute to what what downtown Vacaville was  
 00:02:14 --> 00:02:16: wanting to address.  
 00:02:16 --> 00:02:19: And at the heart of this effort was really a  
 00:02:19 --> 00:02:22: question about how to address a large number of  
 unreinforced  
 00:02:22 --> 00:02:25: masonry buildings in beautiful downtown Vacaville.  
 00:02:26 --> 00:02:29: But at the heart of it, what we found is  
 00:02:29 --> 00:02:32: the the core of this effort was really thinking about  
 00:02:32 --> 00:02:36: downtown revitalization in a post COVID era and how to  
 00:02:36 --> 00:02:39: increase what we call investment worthiness of the  
 downtown.  
 00:02:39 --> 00:02:44: How to provide that confidence and reassurance to building  
 owners  
 00:02:44 --> 00:02:49: that their investment would be worthwhile and that it was  
 00:02:49 --> 00:02:53: part of a larger movement and momentum for making this  
 00:02:53 --> 00:02:57: downtown be ready to enter this this next decade.  
 00:02:57 --> 00:03:01: So with that being said, we're going to kind of  
 00:03:01 --> 00:03:04: go ahead and move to the next slide.  
 00:03:05 --> 00:03:09: I also wanted to say that another shout out here  
 00:03:09 --> 00:03:13: is to the city of Vacaville itself to some key  
 00:03:13 --> 00:03:18: staff members like Aaron, who you'll hear from later and  
 00:03:18 --> 00:03:24: payment heads up planning, but also political champions like  
 Mayor  
 00:03:24 --> 00:03:27: Carly, who's going to speak later today.  
 00:03:29 --> 00:03:31: I I think that if you get to the point  
 00:03:31 --> 00:03:35: where you have are hosting a top, you're already winning  
 00:03:35 --> 00:03:39: because there is the political momentum and desire to bring  
 00:03:40 --> 00:03:44: coalesce the community around a set of solutions where  
 there's  
 00:03:44 --> 00:03:45: larger buy in.  
 00:03:45 --> 00:03:47: And that is the magic of this ULI top process.

00:03:47 --> 00:03:50: So you're going to hear about the things on this  
00:03:50 --> 00:03:53: agenda that are listed, but what you're also going to  
00:03:53 --> 00:03:57: hopefully get out of this presentation is the idea that  
00:03:57 --> 00:04:00: the the the will to kind of make yourself vulnerable  
00:04:00 --> 00:04:03: and hear about what some of those strengths and  
weaknesses  
00:04:03 --> 00:04:06: are and what potential next steps might be.  
00:04:06 --> 00:04:09: That is really the the most important part of this  
00:04:09 --> 00:04:10: whole process.  
00:04:10 --> 00:04:14: So Next up we're going to we're going to talk  
00:04:14 --> 00:04:16: about some of that SWOT analysis.  
00:04:16 --> 00:04:19: If we could go back to the agenda for just  
00:04:19 --> 00:04:21: a quick second, we're going to talk in detail about  
00:04:22 --> 00:04:24: the historic buildings in the approach there.  
00:04:25 --> 00:04:27: We're going to talk about housing and whether or not  
00:04:27 --> 00:04:30: that was the silver bullet that was needed to make  
00:04:30 --> 00:04:31: this downtown succeed.  
00:04:31 --> 00:04:32: That's a teaser.  
00:04:32 --> 00:04:34: You're going to find out the answer to that question.  
00:04:35 --> 00:04:39: You are going to hear about Main St.  
00:04:39 --> 00:04:43: placemaking approach that I think is extremely applicable not  
just  
00:04:43 --> 00:04:47: to Vacaville but other downtowns that is extremely thoughtful  
and  
00:04:47 --> 00:04:48: well done.  
00:04:48 --> 00:04:52: And then there's a marketing and vibrancy plan that is  
00:04:52 --> 00:04:55: also I think has brought a pluck ability especially to  
00:04:55 --> 00:04:56: today's market.  
00:04:57 --> 00:04:59: We'll be going over recommendations and next steps.  
00:05:00 --> 00:05:02: You are going to hear from the mayor about how  
00:05:03 --> 00:05:06: they are taking some of these recommendations to the next  
00:05:06 --> 00:05:09: level and the political climate and how that may be  
00:05:09 --> 00:05:11: shifted as a result of this work.  
00:05:11 --> 00:05:14: And then we intend to have a lot of time  
00:05:14 --> 00:05:16: robust Q&A at the end.  
00:05:16 --> 00:05:20: So with that, let's move to the next slide and  
00:05:20 --> 00:05:22: I'm going to pass it off to Mariana.  
00:05:23 --> 00:05:23: Thank you Kelly.  
00:05:24 --> 00:05:27: My name is Mariana Ricker and in addition to being  
00:05:27 --> 00:05:29: a panelist for the City of Vacaville, I also Co  
00:05:30 --> 00:05:34: chair the Technical Assistance for Communities committee  
that puts these  
00:05:34 --> 00:05:34: on.

00:05:34 --> 00:05:37: So just to start ever so briefly for those that  
00:05:37 --> 00:05:41: might not be as familiar with ULI as an organization  
00:05:41 --> 00:05:45: or the TAP program itself, Urban Land Institute is an  
00:05:45 --> 00:05:51: interdisciplinary group of professionals from across the real  
estate industry.

00:05:51 --> 00:05:53: And you know, the really the goals of ULI are  
00:05:53 --> 00:05:57: to provide leadership on challenging issues within, within real  
estate.

00:05:58 --> 00:06:00: And I think, you know, the TAPS are kind of  
00:06:00 --> 00:06:02: an epitome of what of what ULI is all about.  
00:06:02 --> 00:06:06: If you go to the next slide, technical assistance panels  
00:06:06 --> 00:06:09: can really focus on any number of issues.  
00:06:10 --> 00:06:14: Typically a city or another government agency well as  
nonprofits  
00:06:14 --> 00:06:17: and not for profits reach out to ULI when they  
00:06:17 --> 00:06:20: have a specific challenge that they can't quite get past.  
00:06:21 --> 00:06:23: It could be about downtown revitalization.  
00:06:23 --> 00:06:26: It could be about a specific site that's stalled in  
00:06:26 --> 00:06:27: the development process.  
00:06:27 --> 00:06:28: It could be about policy.  
00:06:29 --> 00:06:31: All of these and more are examples of some of  
00:06:31 --> 00:06:35: the taps that utilize San Francisco has has done over  
00:06:35 --> 00:06:37: the years in the Bay Area and beyond.  
00:06:37 --> 00:06:39: And a lot of that can be found on the  
00:06:39 --> 00:06:43: website for for past reports, other taps, other webinar  
recordings.

00:06:43 --> 00:06:47: But it's a really, really powerful program that brings together  
00:06:47 --> 00:06:51: a set of professionals that are specifically chosen based on  
00:06:51 --> 00:06:54: their expertise to tackle whatever the issue at hand may  
00:06:54 --> 00:06:54: be.  
00:06:54 --> 00:06:59: We'll have designers, developers, folks from other cities who  
might  
00:06:59 --> 00:07:02: be able to lend their direct experience finance side.  
00:07:03 --> 00:07:06: So you know, really kind of a holistic approach to  
00:07:06 --> 00:07:08: tackling whatever the challenge might be.  
00:07:09 --> 00:07:12: Typically tabs for two days and begin with really a  
00:07:12 --> 00:07:16: deep dive into whatever we're asked to focus on through  
00:07:16 --> 00:07:21: stakeholder interviews, which are are hugely informative for  
how recommendations  
00:07:21 --> 00:07:25: are formed, site tours, city briefings, as well as briefing  
00:07:25 --> 00:07:29: booklet that again takes a lot of work sometimes on  
00:07:29 --> 00:07:31: the back end for city staff to prepare.  
00:07:31 --> 00:07:34: So we appreciate all of that for the panelists to

00:07:34 --> 00:07:36: really come in prepared and by the end of the  
00:07:36 --> 00:07:38: two days, this is the kind of the outcome.  
00:07:39 --> 00:07:42: This presentation was was shared to council for the City  
00:07:42 --> 00:07:43: of Vacaville.  
00:07:43 --> 00:07:46: And this really is a culmination of the recommendations that  
00:07:46 --> 00:07:48: are developed within those two days.  
00:07:48 --> 00:07:50: We'll also end on on the report, which is now  
00:07:50 --> 00:07:52: public as well for this particular tap.  
00:07:52 --> 00:07:56: And that that is the other deliverable that follows by  
00:07:56 --> 00:07:57: a couple of months.  
00:07:57 --> 00:07:58: But that's the program.  
00:07:58 --> 00:08:00: And with that, I'll pass it back to you, Erin,  
00:08:01 --> 00:08:04: to talk about the specific Vacaville questions that we were  
00:08:04 --> 00:08:05: brought in to study.  
00:08:08 --> 00:08:09: Thank you very much, Mariana.  
00:08:10 --> 00:08:11: So this little bit about Vacaville.  
00:08:11 --> 00:08:16: Vacaville is located on Interstate 80 right between San  
00:08:16 --> 00:08:17: Francisco  
00:08:17 --> 00:08:20: and Sacramento Due.  
00:08:17 --> 00:08:20: We have a population of 102,000.  
00:08:20 --> 00:08:23: Due to our location, we have some wonderful existing assets  
00:08:23 --> 00:08:25: that we are known for and I just want to  
00:08:25 --> 00:08:27: talk about that briefly, then we'll go downtown.  
00:08:28 --> 00:08:31: We have very strong retail along the Interstate.  
00:08:31 --> 00:08:34: We're known for the nut tree and other sentimental and  
00:08:34 --> 00:08:35: current assets.  
00:08:36 --> 00:08:39: We have a very strong biotechnology industry with the  
00:08:39 --> 00:08:41: world's  
00:08:39 --> 00:08:41: largest cell production facility.  
00:08:41 --> 00:08:43: The world's here in Vacaville.  
00:08:43 --> 00:08:46: So there's a lot of things that Vacaville is known  
00:08:46 --> 00:08:46: for.  
00:08:47 --> 00:08:49: Vacaville is also known for its affordable housing.  
00:08:49 --> 00:08:51: We have very reasonably priced single family homes in a  
00:08:51 --> 00:08:52: very safe community.  
00:08:53 --> 00:08:56: What Vacaville is known for to its residents, but less  
00:08:56 --> 00:08:58: known for regionally is our downtown.  
00:08:58 --> 00:09:02: And when we brought ULI to come to downtown Vacaville,  
00:09:03 --> 00:09:08: initially it was all about these pesky unreinforced masonry  
00:09:08 --> 00:09:09: buildings  
00:09:08 --> 00:09:09: working with ULI.  
00:09:09 --> 00:09:12: As you'll see, as the presentation continues, it really became  
00:09:12 --> 00:09:13: a lot more.

00:09:14 --> 00:09:14: I'll stop there.

00:09:19 --> 00:09:20: Oh, am I covering these two?

00:09:22 --> 00:09:24: OK, so I'm going to, I don't want to read

00:09:24 --> 00:09:26: every word of this, but we did pose a series

00:09:26 --> 00:09:29: of questions to the ULI after working with downtown property

00:09:30 --> 00:09:32: owners and some tenants were trying to go into some

00:09:32 --> 00:09:35: of these unreinforced masonry buildings.

00:09:35 --> 00:09:38: The questions were essentially, how can we help existing

00:09:38 --> 00:09:42: property owners to upgrade their existing buildings and what can we

00:09:42 --> 00:09:43: do to help catalyze that?

00:09:43 --> 00:09:45: And what other partners do we need in that effort?

00:09:46 --> 00:09:49: Fundamentally, it's expensive to retrofit buildings.

00:09:49 --> 00:09:51: And so our interest was figuring out what are the

00:09:51 --> 00:09:54: most most effective ways and what role could the city

00:09:54 --> 00:09:58: play in convening or funding or otherwise helping catalyze to

00:09:58 --> 00:10:02: get those buildings strengthened so that ultimately these

00:10:02 --> 00:10:04: buildings can be brought into more vibrant and productive use.

00:10:05 --> 00:10:08: And then we have, we also like most downtowns have

00:10:08 --> 00:10:11: some other older buildings that are not URMS, but we'd

00:10:11 --> 00:10:14: like them to turn into very active retail, dining and

00:10:14 --> 00:10:15: other uses.

00:10:15 --> 00:10:17: And so how can that, how can that happen and

00:10:17 --> 00:10:19: what role can the city play in that and what

00:10:19 --> 00:10:20: role can our community play in that?

00:10:23 --> 00:10:26: OK, I'll ick it U from here and talk about

00:10:26 --> 00:10:29: kind of two staples of a technical advisory panel, which

00:10:29 --> 00:10:32: is a tour and stakeholder interviews.

00:10:32 --> 00:10:36: But starting with the tour, it's really hard to make

00:10:36 --> 00:10:43: recommendations without really understanding and learning

00:10:43 --> 00:10:44: about a city in 3 dimensions.

00:10:45 --> 00:10:47: And you can't do this exercise remotely.

00:10:48 --> 00:10:51: So the panel spent a lot of time literally walking

00:10:51 --> 00:10:56: around, talking to business owners, deep conversations with

00:10:56 --> 00:10:59: the city, really getting a feel for how the city operates.

00:10:59 --> 00:11:03: And downtown Vacaville really delivered a gorgeous day.

00:11:03 --> 00:11:05: As you can see from these photos.

00:11:05 --> 00:11:08: We had just a lot of fun and kind of

00:11:08 --> 00:11:12: just being in the downtown and thinking about some of

00:11:12 --> 00:11:17: these, thinking about some of these problems and challenges

as

00:11:17 --> 00:11:19: as we were in the physical space.

00:11:19 --> 00:11:22: And we can move on to the next slide, which

00:11:23 --> 00:11:25: is a list of everyone we we talked to.

00:11:26 --> 00:11:29: And these names are not here because you might recognize

00:11:29 --> 00:11:32: them, but more to kind of get a sense of

00:11:32 --> 00:11:35: how how broad of a swath of the community that

00:11:35 --> 00:11:37: we covered these were.

00:11:37 --> 00:11:41: Some of them were long time residents, others were

00:11:41 --> 00:11:47: business

00:11:47 --> 00:11:51: owners, property owners, historic preservation advocates,

00:11:52 --> 00:11:55: you know, BID members,

00:11:55 --> 00:11:59: people with, you know, particular expertise, staff members.

00:12:00 --> 00:12:03: It, it really is a cross section of a downtown

00:12:03 --> 00:12:06: stakeholder community and really these are the people who

00:12:07 --> 00:12:10: made

00:12:11 --> 00:12:16: the downtown come to life and all of its complexity

00:12:17 --> 00:12:21: and also really help to inform what I think is

00:12:21 --> 00:12:24: sort of the cornerstone of the analysis, which is really

00:12:25 --> 00:12:31: the traditional SWAT or strengths, weaknesses, opportunities

00:12:31 --> 00:12:36: and threats.

00:12:36 --> 00:12:42: If we can move to the next couple of slides,

00:12:42 --> 00:12:46: we can go past that one as well.

00:12:46 --> 00:12:51: We were really hoping to engage with the stakeholders for

00:12:51 --> 00:12:55: the downtown about how to kind of get to that

00:12:56 --> 00:12:59: next layer down on that investment worthy question.

00:12:59 --> 00:13:03: If in fact, the the the downtown building owners who

00:13:03 --> 00:13:08: are faced with some pretty large structural improvements to

00:13:08 --> 00:13:08: seismically

00:13:09 --> 00:13:13: retrofit their buildings, how, you know, how could we work

00:13:13 --> 00:13:16: with the town to come up with a plan that

00:13:16 --> 00:13:20: would ultimately increase the value of of those buildings and

00:13:20 --> 00:13:21: those businesses to the point where that investment would

00:13:22 --> 00:13:25: make

00:13:25 --> 00:13:29: sense?

00:13:29 --> 00:13:32: And you know, based on those questions that it's sort

00:13:32 --> 00:13:36: of the kind of where we were starting from is

articulated in this next set of slides, starting with the

00:13:20 --> 00:13:21: strengths.

00:13:22 --> 00:13:25: And I love this picture because it illustrates sort of

00:13:25 --> 00:13:29: the, I don't know that the main and main intersection

00:13:29 --> 00:13:32: here when it one of the main and main intersections,

00:13:32 --> 00:13:36: there's, I mean, what a beautiful surprise to come into

00:13:36 --> 00:13:40: downtown Vacaville and find just such a lovely walkable St.  
00:13:40 --> 00:13:43: that is vibrant, has a town square.  
00:13:44 --> 00:13:47: It's full of stakeholders that believe in its future and  
00:13:47 --> 00:13:51: want our, you know, individual small business owners who  
are  
00:13:51 --> 00:13:53: already making investments.  
00:13:54 --> 00:13:57: You know, what we found here, but I think would  
00:13:57 --> 00:14:00: make anybody pleased as a, as a starting place on  
00:14:01 --> 00:14:03: which to, to kind of even build further on.  
00:14:03 --> 00:14:06: So we, we found a lot of, of strengths here  
00:14:06 --> 00:14:10: and too many that we couldn't even list them all  
00:14:10 --> 00:14:11: on this page.  
00:14:11 --> 00:14:13: But I think the the picture is worth 1000 words  
00:14:13 --> 00:14:13: there.  
00:14:15 --> 00:14:19: However, weaknesses, I think the, the, the top weakness is  
00:14:19 --> 00:14:22: the one that maybe we're almost familiar with.  
00:14:22 --> 00:14:24: We all know the nut tree, but not not a  
00:14:24 --> 00:14:26: lot of us knew the downtown.  
00:14:26 --> 00:14:30: And so downtown is feels a little bit disconnected from  
00:14:30 --> 00:14:33: what we know of as you know, what we know  
00:14:33 --> 00:14:36: Vacaville as a from a, as a passenger zipping, zipping  
00:14:37 --> 00:14:40: across Interstate 80, like a lot of downtowns, you know,  
00:14:41 --> 00:14:44: Vacaville is, is actually, you know, fairly, you know, in  
00:14:45 --> 00:14:48: a class with many other downtowns and that there's a  
00:14:48 --> 00:14:52: lot of small struggling tenants who have who are may  
00:14:52 --> 00:14:55: not represent that kind of what you would see that  
00:14:55 --> 00:14:59: mall mix where there's a little bit of everything and  
00:14:59 --> 00:15:01: meeting every particular audience.  
00:15:01 --> 00:15:04: It it tends to be a little bit more of  
00:15:04 --> 00:15:07: a random assortment, not always clustered in the way that  
00:15:07 --> 00:15:09: you would want it to be, although it is authentic,  
00:15:09 --> 00:15:12: which is, which is one of its strengths.  
00:15:13 --> 00:15:16: You know, there are a lot of common complaints that  
00:15:16 --> 00:15:18: you hear in downtowns all over perception of a lack  
00:15:18 --> 00:15:21: of parking, although we think it may be just out  
00:15:21 --> 00:15:22: of perception.  
00:15:23 --> 00:15:25: And and you know, at the end of the day,  
00:15:25 --> 00:15:29: like lacking the the significant draws, those reasons that you  
00:15:29 --> 00:15:31: would go to downtown back of all on a day  
00:15:31 --> 00:15:32: in day out basis.  
00:15:32 --> 00:15:34: Or might it might be a place that you come  
00:15:34 --> 00:15:35: for an event or something else.



00:15:35 --> 00:15:38: But whether or not you're actually coming there with regularity

00:15:38 --> 00:15:41: in a way that would support those businesses over time

00:15:41 --> 00:15:42: is really the challenge.

00:15:42 --> 00:15:47: Moving on to the opportunities, Erin hinted at this, but

00:15:47 --> 00:15:52: Vacaville is a growing community and the surrounding demographics are

00:15:52 --> 00:15:53: improving.

00:15:53 --> 00:15:56: I think thanks in part to some of the employment

00:15:56 --> 00:15:59: opportunities that the city has been able to offer.

00:16:00 --> 00:16:04: There is this authenticity element, a unique shopping experience that

00:16:04 --> 00:16:06: you can't find at the Net Tree.

00:16:08 --> 00:16:12: The the opportunities for outside activation are tremendous.

00:16:12 --> 00:16:15: This this downtown is anchored by a beautiful park that

00:16:15 --> 00:16:17: already hosts some pretty fabulous events.

00:16:18 --> 00:16:22: And the city is, you know, already making some investments

00:16:22 --> 00:16:26: in terms of infrastructure and also trying to figure out

00:16:26 --> 00:16:30: kind of ways to incentivize some of these small business

00:16:30 --> 00:16:34: and owner lures for, you know, making further investments

00:16:35 --> 00:16:38: And

00:16:35 --> 00:16:38: then of course, wayfinding an access we'll hear about in

00:16:39 --> 00:16:41: a moment, but lots of opportunity.

00:16:41 --> 00:16:46: And then lastly, I think tops always benefit from having

00:16:46 --> 00:16:50: a sense of urgency, and that really comes from the

00:16:50 --> 00:16:51: threats.

00:16:51 --> 00:16:54: And there isn't the luxury of being able to hope

00:16:54 --> 00:16:55: this happens over time.

00:16:56 --> 00:17:00: There are threats looming, not the least of which is

00:17:00 --> 00:17:04: the economic trends that are making, you know, retail development

00:17:05 --> 00:17:09: more difficult and downtown, you know, renovations more expensive.

00:17:10 --> 00:17:12: And it can be overwhelming.

00:17:12 --> 00:17:15: We've definitely found there was a feeling of being stuck

00:17:16 --> 00:17:19: from the city, from owners across the board of, geez,

00:17:19 --> 00:17:22: how do we get to this next level?

00:17:22 --> 00:17:26: And so much of this is about creating momentum and

00:17:26 --> 00:17:30: actually inspiring a little bit of a sense of competition

00:17:30 --> 00:17:33: with other nearby areas like, you know, you, you know,

00:17:33 --> 00:17:36: downtown's going to need to compete.

00:17:36 --> 00:17:38: And so you you have to kind of arm yourself

00:17:39 --> 00:17:39: and get ready.

00:17:40 --> 00:17:42: And I think a lot of the recommendations in this  
00:17:42 --> 00:17:45: plan sort of will will provide the answers to some  
00:17:45 --> 00:17:47: of these looming hardships.  
00:17:48 --> 00:17:52: And with that, I think we'll kind of wrap up  
00:17:52 --> 00:17:55: this piece and move into housing.  
00:17:55 --> 00:17:58: And I will pass off to my colleague Don Kopobras.  
00:18:00 --> 00:18:01: Thank you, Kelly.  
00:18:02 --> 00:18:04: So one of the key questions posed to us was,  
00:18:04 --> 00:18:06: do you need housing to revitalize downtown?  
00:18:06 --> 00:18:09: And of course, the answer is yes, Rooftops, Dr.  
00:18:09 --> 00:18:12: retail, we all know that, you know, and Vacaville has  
00:18:12 --> 00:18:15: rooftop rooftops and it has a great blueprint for housing  
00:18:15 --> 00:18:16: production.  
00:18:17 --> 00:18:20: It's a relatively large city, as Aaron mentioned, just over  
00:18:20 --> 00:18:22: 100,000 residents and growing.  
00:18:23 --> 00:18:25: It has one of the most unique housing elements that  
00:18:25 --> 00:18:26: I've read this cycle.  
00:18:27 --> 00:18:29: And in it, the city plans for over 2500 new  
00:18:29 --> 00:18:31: homes over the next eight years.  
00:18:32 --> 00:18:35: And an example of this unique situation as one of  
00:18:35 --> 00:18:39: its identified needs, the Vacaville housing element has a  
strategy  
00:18:39 --> 00:18:41: to attract high income earners.  
00:18:42 --> 00:18:45: Super unique downtown has a great mix, 40% of the  
00:18:45 --> 00:18:50: downtown households already fall into the low income  
category, but  
00:18:50 --> 00:18:53: it has a good mix of price ranges and building  
00:18:54 --> 00:18:57: forms, you know, featured from bungalows to Victorians.  
00:18:58 --> 00:19:01: And so it's got some really great bones.  
00:19:01 --> 00:19:02: Next slide please.  
00:19:04 --> 00:19:07: Having said that, we do have some observations and  
recommendations.  
00:19:07 --> 00:19:10: It is easier to deliver housing outside of the downtown.  
00:19:11 --> 00:19:14: The type of construction which is typically single family  
detached  
00:19:14 --> 00:19:17: lower density is easier to implement, which I'll talk about  
00:19:17 --> 00:19:18: in a second.  
00:19:18 --> 00:19:21: And the scale, just economies of scale outside of downtown's  
00:19:21 --> 00:19:25: easier higher density residential vertical mix use is really hard  
00:19:25 --> 00:19:28: to deliver, not just in Vacaville, but throughout the state,  
00:19:28 --> 00:19:30: really throughout the country.  
00:19:31 --> 00:19:34: And that's why you have some of the builders in  
00:19:34 --> 00:19:38: this last housing cycle using reverse builders remedy to down

00:19:38 --> 00:19:41: zone sites from higher density down to lower density.  
00:19:43 --> 00:19:46: It wasn't in our scope in this tap to do  
00:19:46 --> 00:19:48: a detailed financial pro forma.  
00:19:48 --> 00:19:50: But in the next slide I have some numbers to  
00:19:50 --> 00:19:51: illustrate this.  
00:19:53 --> 00:19:56: And so on the top here, vertical mixed-use, which we  
00:19:56 --> 00:19:59: would consider kind of the five and seven stories and  
00:20:00 --> 00:20:03: above building type, you know the cost to construct these.  
00:20:05 --> 00:20:08: In, in just high level terms is about \$645 per  
00:20:08 --> 00:20:09: square foot.  
00:20:09 --> 00:20:12: And in Vacaville using some of the metrics that we  
00:20:12 --> 00:20:16: saw, the estimated value per square foot is \$390.00.  
00:20:16 --> 00:20:18: So you see there's a negative gap there, which will  
00:20:18 --> 00:20:22: not obviously incentivize investors or developers to move  
forward with  
00:20:22 --> 00:20:23: that style of development.  
00:20:24 --> 00:20:27: On the other hand, townhomes like Park 700 Park, which  
00:20:27 --> 00:20:30: is a project that's about to kick off in downtown,  
00:20:30 --> 00:20:33: the cost to construct those on a per square foot  
00:20:33 --> 00:20:35: basis is about \$320 per square foot.  
00:20:35 --> 00:20:38: And in Vacaville, we think we can reach a value  
00:20:38 --> 00:20:39: of about \$400.00 per square foot.  
00:20:39 --> 00:20:42: So obviously there's some profit there.  
00:20:42 --> 00:20:46: And so our recommendation would be to potentially decrease  
the  
00:20:46 --> 00:20:49: minimum density required on large sites like CVS in order  
00:20:49 --> 00:20:53: to attract residential development that can still fit, I think  
00:20:53 --> 00:20:55: the urban form of the downtown.  
00:20:55 --> 00:20:57: And like I said, 700 Park is a great example  
00:20:58 --> 00:20:59: of this type of density.  
00:21:06 --> 00:21:09: My take, and I think I'm on to this one.  
00:21:09 --> 00:21:14: So one of the key other key elements is on  
00:21:14 --> 00:21:16: this the historic downtown.  
00:21:17 --> 00:21:20: And so one of the things that we learned is  
00:21:20 --> 00:21:23: that downtown Vacaville has already been considered to be  
an  
00:21:23 --> 00:21:27: official historic district, and that's been since the early 1970s  
00:21:27 --> 00:21:31: with about 30 buildings that have been identified as historic  
00:21:31 --> 00:21:32: resources.  
00:21:32 --> 00:21:35: And this is really critical as the historic, this historic  
00:21:35 --> 00:21:39: status provides access to funding and code relief  
opportunities.  
00:21:40 --> 00:21:44: A subset of these 30 buildings, and just over about

00:21:44 --> 00:21:50: 12 of these buildings are unreinforced masonry buildings or URM.

00:21:51 --> 00:21:53: And as we heard over and over, there was deep

00:21:53 --> 00:21:57: concern from these URM building owners that a new ordinance

00:21:57 --> 00:22:00: that was adopted last year to improve life safety in

00:22:00 --> 00:22:04: seismically active regions with poor soils that may not respond

00:22:04 --> 00:22:05: well to earthquakes.

00:22:06 --> 00:22:09: And this ordinance has requirements of practically every jurisdiction

00:22:09 --> 00:22:10: in California has.

00:22:10 --> 00:22:14: It's not something unique that has been imposed to Vacaville,

00:22:14 --> 00:22:17: but none the less property owners are rightly worried about

00:22:17 --> 00:22:20: how much these life safety improvements might cost.

00:22:21 --> 00:22:22: Next slide.

00:22:23 --> 00:22:27: And so big recommendation I get give credit to Ruth

00:22:27 --> 00:22:32: Todd, our colleague on the tap who's a historic architect

00:22:32 --> 00:22:33: and planner.

00:22:33 --> 00:22:37: She suggests that the historic status of the downtown buildings

00:22:37 --> 00:22:41: be leveraged and incentivized and that URM code upgrades should

00:22:41 --> 00:22:44: be prioritized as a as a first wave of strategic

00:22:44 --> 00:22:46: investment in the downtown.

00:22:46 --> 00:22:48: And there's a few tools that have been identified.

00:22:49 --> 00:22:52: One is to enter in a cost sharing arrangement to

00:22:52 --> 00:22:57: arrange Tier 1 structural assessment of all URM properties and

00:22:57 --> 00:23:00: prioritize which one pose the highest risk from a life

00:23:00 --> 00:23:01: safety perspective.

00:23:02 --> 00:23:05: Second potential tool is to for the city to adopt

00:23:06 --> 00:23:09: A Mills Act program which allows property tax relief to

00:23:09 --> 00:23:13: those historic building owners who do who agreed and reinvest

00:23:13 --> 00:23:14: in their buildings.

00:23:15 --> 00:23:19: Third, historic buildings can also use a different section of

00:23:19 --> 00:23:23: building code that can provide code relief, especially for requirements

00:23:23 --> 00:23:27: that are triggered by change of use, which was a

00:23:27 --> 00:23:30: big challenge that we heard about in Vacaville as part

00:23:30 --> 00:23:31: of this.

00:23:31 --> 00:23:33: This can be a confusing process, so we do recommend

00:23:33 --> 00:23:35: that someone at the city become an ambassador to shepherd

00:23:36 --> 00:23:38: some of these projects through the planning and building approval  
00:23:38 --> 00:23:39: process.  
00:23:39 --> 00:23:44: And then finally, lastly, some of the historic buildings downtown  
00:23:44 --> 00:23:49: could qualify for federal and state historic rehabilitation tax credits,  
00:23:49 --> 00:23:52: which allow for a tax credit, not a deduction, but  
00:23:52 --> 00:23:55: an actual tax credit towards what is owed equal to  
00:23:55 --> 00:23:59: 20% of the cost of the rehabilitation process and or  
00:23:59 --> 00:24:00: project.  
00:24:00 --> 00:24:01: And that includes both hard and soft costs.  
00:24:02 --> 00:24:06: We really are excited about the potential leverage the historic  
00:24:06 --> 00:24:10: preservation as a significant economic tool for for downtown  
00:24:10 --> 00:24:10: Vacaville.  
00:24:10 --> 00:24:10: Great.  
00:24:14 --> 00:24:15: I'll take it from here, Don.  
00:24:16 --> 00:24:19: So my name is Ryan Call.  
00:24:19 --> 00:24:22: I work with the urban field studio background in in  
00:24:22 --> 00:24:26: commercial retail planning, architecture and placemaking.  
00:24:26 --> 00:24:30: So after touring the downtown, which is just completely lovely  
00:24:30 --> 00:24:34: and one of the kind, our big message or observation  
00:24:34 --> 00:24:37: was let's focus on a core area of the downtown.  
00:24:38 --> 00:24:41: The downtown's quite large and you know, taking it all  
00:24:41 --> 00:24:44: of it to the next level would be quite difficult,  
00:24:44 --> 00:24:47: but there was actually a beautiful 1000 foot long stretch  
00:24:47 --> 00:24:50: that we could really enhance and improve I think in  
00:24:50 --> 00:24:51: a focused way.  
00:24:51 --> 00:24:56: And that really is where their core, you know, entertainment  
00:24:56 --> 00:24:58: retail kind of assets are.  
00:24:59 --> 00:25:02: We wanted to also encourage the city to take these  
00:25:02 --> 00:25:05: public realm and areas to the next level.  
00:25:06 --> 00:25:09: You know, how do, how do centers attract and expand  
00:25:09 --> 00:25:13: a customer's leisure time in the district so that they  
00:25:13 --> 00:25:17: are willing to spend more time, more money, make more  
00:25:17 --> 00:25:21: frequent trips to the downtown, and then also stop leakage  
00:25:21 --> 00:25:25: to other nearby historic downtowns or shopping centers that  
00:25:25 --> 00:25:28: are  
00:25:25 --> 00:25:28: attracting some of the the time and money from the  
00:25:28 --> 00:25:31: local population and regional population.  
00:25:32 --> 00:25:36: Lastly, they have existing tenants that have really taken a  
00:25:36 --> 00:25:40: lot of risk time, blood, sweat, tears, all that stuff  
00:25:40 --> 00:25:42: to get their businesses up and going.

00:25:42 --> 00:25:45: Let's invest near them so that they benefit and then

00:25:45 --> 00:25:49: also getting some of these vacant spaces to flip and

00:25:49 --> 00:25:52: and help support and strengthen the synergy among the the

00:25:52 --> 00:25:53: district.

00:25:53 --> 00:25:54: Next slide.

00:25:57 --> 00:26:02: So yeah, that has a beautiful thing.

00:26:02 --> 00:26:06: And what's really interesting is actually what's beyond the the

00:26:06 --> 00:26:06: retail St.

00:26:06 --> 00:26:11: itself to the West are these fabulous Norman Rockwell, you

00:26:11 --> 00:26:16: know, Victorian, well, actually many areas, but beautiful

00:26:16 --> 00:26:17: homes, beautiful

00:26:17 --> 00:26:21: homes.

00:26:17 --> 00:26:21: And then there's offices, there's schools, there's higher

00:26:21 --> 00:26:24: education there.

00:26:21 --> 00:26:24: There's a lot going on right there near the downtown

00:26:24 --> 00:26:24: core.

00:26:24 --> 00:26:27: And there's also Andrews Park, which was mentioned before,

00:26:27 --> 00:26:30: which

00:26:27 --> 00:26:30: has this ability to host very large scale regional festivals

00:26:30 --> 00:26:33: and events that can draw folks into the downtown.

00:26:33 --> 00:26:37: And really what we're looking at, the recommendations we're

00:26:37 --> 00:26:39: looking

00:26:37 --> 00:26:39: at doing are focusing on how do we get more

00:26:39 --> 00:26:41: people to use this historic core and how do we

00:26:41 --> 00:26:45: link and strengthen the connections to this incredible

00:26:46 --> 00:26:52: surrounding context.

00:26:46 --> 00:26:52: Next slide, So the let's see, not seen the next

00:26:52 --> 00:26:59: slide yet, maybe have a slow Internet connection.

00:27:01 --> 00:27:02: OK, there we go.

00:27:04 --> 00:27:07: So the next slide, let's look at the focused downtown

00:27:07 --> 00:27:09: area, which is about 1000 feet in length.

00:27:10 --> 00:27:13: On the West End, there's an historic Carnegie library that

00:27:13 --> 00:27:16: has been turned into a wine bar, has a wonderful

00:27:16 --> 00:27:18: set back that can be used for outdoor dining and

00:27:19 --> 00:27:19: patios.

00:27:19 --> 00:27:22: Across the street is an existing historic post office.

00:27:22 --> 00:27:26: Again, another opportunity to have a one-of-a-kind F&B

00:27:26 --> 00:27:29: experience.

00:27:26 --> 00:27:29: These are anchors on the West End at the center

00:27:29 --> 00:27:31: of the at the center of the street.

00:27:31 --> 00:27:34: We've got a town square that's existing.

00:27:34 --> 00:27:37: And then in the city specific plan, they identified an

00:27:37 --> 00:27:39: opportunity to close a section of Merchant St.

00:27:40 --> 00:27:41: and create an outdoor paseo.

00:27:42 --> 00:27:45: So how do we take these two opportunities for placemaking,

00:27:45 --> 00:27:48: you know, creating a really a gathering spot for the

00:27:48 --> 00:27:51: city and how do we take to this to the

00:27:51 --> 00:27:51: next level?

00:27:51 --> 00:27:52: And that's what we'll have.

00:27:52 --> 00:27:55: Mariana with SWA speak to that next and then on

00:27:55 --> 00:27:58: the East End you'll see the, the, the Andrews Park

00:27:58 --> 00:28:01: is right there anchoring the the East End of the

00:28:01 --> 00:28:01: street.

00:28:01 --> 00:28:04: How do we look at Andrews Park in a way

00:28:04 --> 00:28:08: that makes it a more frequent destination and attraction to

00:28:08 --> 00:28:12: help attract more folks and activity into this historic core?

00:28:14 --> 00:28:17: Mariana, do you want to take the next slide?

00:28:18 --> 00:28:18: Thanks, Ryan.

00:28:18 --> 00:28:21: So yes, putting my landscape architect hat back on and

00:28:21 --> 00:28:24: as we're sort of talking more about the public realm

00:28:24 --> 00:28:28: and streetscapes, you know, you'll hear this recurring theme

00:28:28 --> 00:28:31: from

00:28:28 --> 00:28:31: all of us that we were really impressive with what

00:28:31 --> 00:28:33: downtown Vacaville has to offer today.

00:28:33 --> 00:28:36: And you know, really feel like this isn't a situation

00:28:36 --> 00:28:38: where you need to start from scratch, but really just

00:28:38 --> 00:28:40: about enhancing what's there.

00:28:40 --> 00:28:42: There's, you know, the beautiful historic facades.

00:28:42 --> 00:28:45: It's a really comfortable right of way.

00:28:45 --> 00:28:47: There's mature trees already.

00:28:47 --> 00:28:50: So all of the kind of core ingredients of of

00:28:50 --> 00:28:52: a great retail streetscaper there.

00:28:52 --> 00:28:55: And we just want to recommend, you know, a handful

00:28:55 --> 00:28:58: of sort of strategic investments that can really kind of

00:28:58 --> 00:29:00: take that to the next level as as Ryan said,

00:29:00 --> 00:29:03: one of those, you know, in an outdoor retail environment,

00:29:03 --> 00:29:07: particularly someplace like Vacaville that can get quite hot in

00:29:07 --> 00:29:09: the summer, thermal comfort is really important.

00:29:10 --> 00:29:12: And so, you know, there are these beautiful mature St.

00:29:12 --> 00:29:15: trees today, but they're spaced pretty far apart.

00:29:15 --> 00:29:19: So we'd recommend considering taking a few parking stalls

00:29:19 --> 00:29:21: to

00:29:19 --> 00:29:21: add additional bulb outs in between the trees.

00:29:22 --> 00:29:25: This would add additional shade to the street and also

00:29:25 --> 00:29:27: sort of starts to set the downtown up for a

00:29:27 --> 00:29:30: tree succession plan as some of those mature trees do

00:29:30 --> 00:29:33: reach maturity and and you know, end of life.

00:29:33 --> 00:29:36: Another strategy is increased wayfinding.

00:29:36 --> 00:29:38: We'll talk about this a little bit when we get

00:29:38 --> 00:29:42: to the marketing and vibrancy, but having wayfinding that directs

00:29:42 --> 00:29:45: people towards parking, hearing that wayfinding with public art and

00:29:45 --> 00:29:49: also really importantly enhanced lighting so that people feel that

00:29:49 --> 00:29:52: they can safely navigate from Main Street to some of

00:29:52 --> 00:29:54: the parking lots that are just set back.

00:29:55 --> 00:29:59: Really trying to prioritize pedestrian comfort and pedestrian sense of

00:29:59 --> 00:30:03: safety along the entire length bit and then concentrating some

00:30:03 --> 00:30:06: of the site furnishings and you know, maybe higher, higher

00:30:06 --> 00:30:09: level improvements into two key areas.

00:30:09 --> 00:30:12: Go to the next one of these is this idea

00:30:12 --> 00:30:14: of the Paseo, which is a closure of the end

00:30:15 --> 00:30:18: of Merchant Street, right where it comes into Maine.

00:30:19 --> 00:30:22: This was in or this is in the downtown Vacaville

00:30:22 --> 00:30:23: specific plan.

00:30:23 --> 00:30:26: And this was something that I mean, you know, as

00:30:26 --> 00:30:28: Ryan and I were kind of thinking about that, you

00:30:28 --> 00:30:31: know, 1000 foot length and how you can kind of

00:30:31 --> 00:30:34: create a diversity of different public realm experiences within this

00:30:34 --> 00:30:35: condensed core area.

00:30:36 --> 00:30:38: We thought this was a really exciting potential.

00:30:38 --> 00:30:41: It's right where there's the historic triangle building, which is

00:30:42 --> 00:30:45: a really sort of beautiful architectural centerpiece to the downtown.

00:30:45 --> 00:30:48: You know, hopefully in time has a good ground floor

00:30:48 --> 00:30:50: activating use there.

00:30:50 --> 00:30:53: And right across from that, there's there's already some food

00:30:53 --> 00:30:56: and beverage uses like the Heritage House Cafe that have

00:30:56 --> 00:30:57: a lot of people there.

00:30:57 --> 00:30:59: It's filling out on the sidewalk.

00:30:59 --> 00:31:01: So how can we just kind of close this, you

00:31:02 --> 00:31:04: know, dead end, really piece of St.

00:31:04 --> 00:31:07: and create a really unique sort of dining district for

00:31:08 --> 00:31:08: the downtown.

00:31:08 --> 00:31:12: It has that intimate scale with the historic buildings and



00:31:12 --> 00:31:15: it could could form this really vibrant gateway to Main  
00:31:15 --> 00:31:17: Street as people approach from the South next.  
00:31:19 --> 00:31:22: And then it also has this really great relationship to  
00:31:22 --> 00:31:23: the existing town square.  
00:31:23 --> 00:31:25: So this was another one of kind of our core  
00:31:25 --> 00:31:29: recommendations about enhancing what you have and  
focusing on Main  
00:31:29 --> 00:31:32: Street is there's already a really nicely scaled town square  
00:31:32 --> 00:31:33: right there.  
00:31:33 --> 00:31:35: So, you know, it's maybe a little bit dated and  
00:31:36 --> 00:31:38: there could be some improvements further down the road to  
00:31:38 --> 00:31:42: modernize it or add some additional infrastructure for, you  
know,  
00:31:42 --> 00:31:42: formal events.  
00:31:43 --> 00:31:46: But in the interim, our recommendation is really to just  
00:31:46 --> 00:31:49: try to activate it through pop ups and sort of  
00:31:49 --> 00:31:50: flexible uses.  
00:31:50 --> 00:31:53: There's a lot of established uses and and restaurants around  
00:31:53 --> 00:31:54: it right now.  
00:31:54 --> 00:31:57: So things that we would think about for pop ups  
00:31:57 --> 00:31:59: are sort of different types of offerings.  
00:31:59 --> 00:32:02: You know, we heard from a youth group representatives that  
00:32:02 --> 00:32:05: there's not that much to do if you're a teenager  
00:32:05 --> 00:32:06: in downtown Vacaville.  
00:32:06 --> 00:32:09: So how could these, you know, pop ups, little kiosks  
00:32:09 --> 00:32:12: offer sort of new things that draw a different variety  
00:32:12 --> 00:32:15: of residents in a different variety of of users to  
00:32:15 --> 00:32:17: this downtown core.  
00:32:17 --> 00:32:20: And with that, I will pass it off to talk  
00:32:20 --> 00:32:23: more about drawing people downtown.  
00:32:24 --> 00:32:25: Thank you, Mariana.  
00:32:25 --> 00:32:28: I'm Tracy Flanagan and I'm a partner with Community Strong  
00:32:28 --> 00:32:29: Strategies.  
00:32:29 --> 00:32:33: We're an economic development and community  
engagement firm that works  
00:32:33 --> 00:32:38: with property improvement, just property and business  
improvement districts and  
00:32:38 --> 00:32:40: P bids across the Pacific Northwest.  
00:32:40 --> 00:32:41: Next slide, please.  
00:32:42 --> 00:32:46: As has been mentioned several times, I think of our  
00:32:46 --> 00:32:49: panelists, I don't believe any of us had been to  
00:32:49 --> 00:32:53: downtown Vacaville prior to coming to the tap.  
00:32:53 --> 00:32:57: And typically when our firm comes into situations like this

00:32:57 --> 00:33:01: where we're brought in to help revitalize and identify ways  
00:33:01 --> 00:33:05: that can really uplift a community, you don't have nearly  
00:33:05 --> 00:33:07: the assets that downtown Vacaville has.  
00:33:08 --> 00:33:12: The opportunities to drive engagement and to make it an  
00:33:12 --> 00:33:16: epicenter for Vacaville is tremendous.  
00:33:16 --> 00:33:18: Having said that, a couple things.  
00:33:18 --> 00:33:22: As we talked about, it is literally right off of  
00:33:22 --> 00:33:23: Interstate 80.  
00:33:23 --> 00:33:27: So really enhancing and increasing the wayfinding signs so  
that  
00:33:27 --> 00:33:31: folks could make their way to experience downtown Vacaville  
was  
00:33:32 --> 00:33:33: a critically important part.  
00:33:34 --> 00:33:38: But then also creating a sense of vibrancy and  
00:33:38 --> 00:33:44: being able to bring people together around a various various  
00:33:44 --> 00:33:49: ways to activate property, you know, using art as a  
00:33:49 --> 00:33:54: catalyst and using art in various, in various formats.  
00:33:54 --> 00:33:58: I mean, we absolutely fell in love with, you know,  
00:33:58 --> 00:34:00: the Angel that is on that's on loan.  
00:34:00 --> 00:34:03: What a great opportunity and what a great, you know,  
00:34:03 --> 00:34:06: job that was done by your bid to be able  
00:34:06 --> 00:34:08: to procure that and bring that down.  
00:34:08 --> 00:34:10: So I'm very excited about that.  
00:34:11 --> 00:34:15: But looking at ways that we could create activities and  
00:34:15 --> 00:34:20: events that would continue to highlight and draw people  
downtown.  
00:34:21 --> 00:34:22: Next slide.  
00:34:23 --> 00:34:26: Having said that, all of that cost time and money.  
00:34:26 --> 00:34:28: And as we know right now the bid is a  
00:34:28 --> 00:34:32: fairly small bid comparatively to the opportunities that are in  
00:34:32 --> 00:34:34: front of Vacaville.  
00:34:34 --> 00:34:38: I think that you're currently, you have one person who  
00:34:38 --> 00:34:41: is on staff for the BID and to be able  
00:34:41 --> 00:34:45: to bring events to life, to do the art activations,  
00:34:45 --> 00:34:48: to be able to create that sense of community and  
00:34:49 --> 00:34:53: partnership amongst your property owners and to really  
make it  
00:34:53 --> 00:34:57: a place where people want to to thrive and come.  
00:34:57 --> 00:35:01: There's got to be increased support and resources available  
to  
00:35:01 --> 00:35:02: the BID to be able to do that.  
00:35:03 --> 00:35:06: We felt that there was a significant need for both,  
00:35:06 --> 00:35:10: you know, additional public sector funding as well as looking

00:35:10 --> 00:35:14: at different vehicles that could attract private sector funding to

00:35:14 --> 00:35:15: support the activities.

00:35:16 --> 00:35:19: Another opportunity was currently visit Vacaville.

00:35:19 --> 00:35:23: The chamber, the BID and the city have a strong

00:35:23 --> 00:35:28: working relationship, but there certainly was an opportunity for stronger

00:35:28 --> 00:35:33: coordination and collaboration as it related to being able to

00:35:33 --> 00:35:38: draw in additional activities and not necessarily duplicating efforts.

00:35:38 --> 00:35:42: And then lastly, you know, really it's about telling the

00:35:42 --> 00:35:42: story.

00:35:42 --> 00:35:45: And the story to be told is so beautiful and

00:35:45 --> 00:35:46: is so exciting.

00:35:46 --> 00:35:50: And it's just being able to create those campaigns and

00:35:50 --> 00:35:53: having the resources to be able to deploy them to

00:35:53 --> 00:35:56: attract the people to downtown Vacaville as we, as we

00:35:56 --> 00:35:58: move forward and want to see this grow.

00:35:59 --> 00:36:02: So I will turn it over to my colleague Danielle

00:36:02 --> 00:36:04: O'Leary for the recommendations.

00:36:04 --> 00:36:05: Thank you, Tracy.

00:36:07 --> 00:36:08: Next slide, please.

00:36:09 --> 00:36:09: All right.

00:36:09 --> 00:36:13: So now that we've heard the great insight and analysis

00:36:13 --> 00:36:17: from all of our talented panelists, it's time to kind

00:36:17 --> 00:36:20: of go into and review the next steps which are

00:36:20 --> 00:36:24: really designed to address concerns and challenges and capitalize on

00:36:25 --> 00:36:27: the opportunities that are available.

00:36:28 --> 00:36:30: So in the short term launch in the next year,

00:36:30 --> 00:36:33: some of the goals that we teased out for the

00:36:33 --> 00:36:37: group was to 1st in the historic realm, which really

00:36:37 --> 00:36:40: seems to be the the key to unlocking so much

00:36:40 --> 00:36:44: of this value from the physical building standpoint to really

00:36:44 --> 00:36:48: get the investment and I would say energy infusion needed.

00:36:48 --> 00:36:51: So the first piece is to designate a development facilitator

00:36:51 --> 00:36:51: at the city.

00:36:52 --> 00:36:55: This work can be complicated, cumbersome and confusing.

00:36:55 --> 00:36:57: So we really wanted to put a strong recommendation to

00:36:58 --> 00:37:01: have that ombudsman there to help guide people through the

00:37:01 --> 00:37:04: process and to help them understand what resources and

00:37:04 --> 00:37:05: tools

00:37:04 --> 00:37:05: might be available.

00:37:06 --> 00:37:08: The next in the historic realm was to talk about  
00:37:08 --> 00:37:11: some of the building code benefits that could be available  
00:37:11 --> 00:37:12: to them.  
00:37:12 --> 00:37:15: As my colleague Kelly mentioned, it is very expensive to  
00:37:15 --> 00:37:18: update and retrofit buildings and so much of that is  
00:37:18 --> 00:37:20: triggered during a change of use.  
00:37:20 --> 00:37:24: And when we're looking at activating our downtown, changes  
of  
00:37:24 --> 00:37:25: use come up.  
00:37:25 --> 00:37:26: So this is really key.  
00:37:26 --> 00:37:29: So we we hope that the city could look at  
00:37:29 --> 00:37:33: and explore current historic building code benefits along with  
a  
00:37:33 --> 00:37:36: facilitator to help support and guide placemaking.  
00:37:36 --> 00:37:40: And creating that fun and energy in a downtown is  
00:37:40 --> 00:37:40: so key.  
00:37:40 --> 00:37:44: And while long and professional like reoccurring events can  
be  
00:37:45 --> 00:37:47: expensive, pop ups are relatively easy.  
00:37:47 --> 00:37:51: And we really viewed the recreation team within the city  
00:37:51 --> 00:37:54: to be a perfect partner and helping make that happen  
00:37:54 --> 00:37:58: and creating some of that fun energy in the downtown  
00:37:58 --> 00:38:01: to draw people not just to shop, but to stay  
00:38:01 --> 00:38:04: and have a good time and linger and enjoy community  
00:38:04 --> 00:38:08: under marketing and vibrancy, local artisan awareness and  
fam tours.  
00:38:08 --> 00:38:13: Really bringing in travel writers, influencers to kind of raise  
00:38:13 --> 00:38:15: awareness of what an amazing gem this is.  
00:38:16 --> 00:38:18: Think Bay Area back roads or Rd.  
00:38:18 --> 00:38:18: trips.  
00:38:18 --> 00:38:21: How do we get people to come in and experience  
00:38:21 --> 00:38:24: downtown for even just a day or a weekend?  
00:38:24 --> 00:38:25: There's plenty to do.  
00:38:25 --> 00:38:27: And so we really think that would be a key  
00:38:27 --> 00:38:31: focus and something hopefully ideally the BID could help  
coordinate  
00:38:31 --> 00:38:33: in conjunction with the existing business owners.  
00:38:34 --> 00:38:37: The other area in marketing and vibrancy as Tracy did  
00:38:37 --> 00:38:41: mention is increased funding for the Business Improvement  
District, which  
00:38:41 --> 00:38:44: is always I think a a really important mechanism for  
00:38:44 --> 00:38:47: downtown business owners who are not inside a professional  
shopping  
00:38:48 --> 00:38:51: center or mall, They don't have coordinated marketing at

their

00:38:51 --> 00:38:52: at the ready.

00:38:52 --> 00:38:55: And so working with the BID to help create that

00:38:55 --> 00:38:58: space and create that content and material is something that

00:38:58 --> 00:38:59: we recommend.

00:39:00 --> 00:39:03: And then on housing, you know, as Don stated, so,

00:39:03 --> 00:39:07: so well put retail and and the households they match,

00:39:07 --> 00:39:11: right, like the households bring the retail And so really

00:39:11 --> 00:39:15: pump up the impressive project at 700 Park, the

00:39:16 --> 00:39:19: groundbreaking

00:39:19 --> 00:39:25: and that this is a catalyst for bringing more rooftops

00:39:25 --> 00:39:26: to downtown, more customers, more transactions, which

00:39:26 --> 00:39:29: brings healthier small

00:39:29 --> 00:39:32: businesses.

00:39:32 --> 00:39:35: OK, next slide and then mid to long term.

00:39:35 --> 00:39:39: So part of this is really how do we keep

00:39:39 --> 00:39:41: the momentum, how do we keep building upon these this

00:39:41 --> 00:39:44: analysis and and helping the city visualize and grab what

00:39:44 --> 00:39:49: they want to see have happen.

00:39:49 --> 00:39:51: And we think in the historic realm, the URM upgrades

00:39:51 --> 00:39:55: and the economic development based approach to towards

00:39:55 --> 00:39:57: historic preservation

00:39:57 --> 00:40:00: is the perfect, is the perfect.

00:40:00 --> 00:40:04: I would say marriage because the beauty of those URM

00:40:04 --> 00:40:09: buildings are unparalleled.

00:40:09 --> 00:40:11: There is nothing else like it and the economic based

00:40:11 --> 00:40:15: focus around preserving that and and drawing capital to it

00:40:15 --> 00:40:19: to to re envision these is essential placemaking,

00:40:19 --> 00:40:21: strengthening the

00:40:21 --> 00:40:24: dining district with the merchant St.

00:40:24 --> 00:40:27: paseo and updating the town square create that third place

00:40:27 --> 00:40:31: to linger.

00:40:31 --> 00:40:35: It's not just about shopping, it's about staying and enjoying

00:40:35 --> 00:40:37: and spending time with community.

00:40:37 --> 00:40:40: Placemaking a boutique hotel on Davis St.

00:40:40 --> 00:40:43: What better way to have an influx of visitors who

00:40:43 --> 00:40:47: can just easily walk through the new paseo, the town

00:40:47 --> 00:40:50: square, and get to spend time, shop, eat, dine, all

00:40:50 --> 00:40:55: that great stuff Marketing and vibrancy.

00:40:55 --> 00:41:00: We really felt like a.

00:41:00 --> 00:41:05: Wayfinding might be helpful to help guide visitors through the

00:41:05 --> 00:41:10: little nooks and crannies and Coors the various park areas.

00:41:10 --> 00:41:15: If the Paseo becomes a a possibility, helping people and

00:40:50 --> 00:40:53: guiding them to where you want to go is really  
00:40:53 --> 00:40:56: important and not assuming people know how to get there.  
00:40:57 --> 00:41:01: Marketing and vibrancy, again under the reconsideration of AP bid.

00:41:01 --> 00:41:04: So maybe in ways to bring more capital towards a  
00:41:04 --> 00:41:09: Business Improvement District, maybe shifting it from a Business Improvement  
00:41:09 --> 00:41:13: District assessment at the business level and looking it at  
00:41:13 --> 00:41:16: the property owner level to bring more cash infusion for  
00:41:16 --> 00:41:19: programming and having a set of goals that everyone can  
00:41:20 --> 00:41:21: agreed upon, can agree upon.  
00:41:21 --> 00:41:25: So they support the taxation and then housing market robust  
00:41:25 --> 00:41:31: incentive packages for developers that seek opportunities to assemble larger  
00:41:31 --> 00:41:33: sites as they can see or as I'm sorry, as  
00:41:33 --> 00:41:38: vibrancy increases in the downtown with redevelopment gone, assembly site  
00:41:39 --> 00:41:40: assembling sites are harder.  
00:41:40 --> 00:41:44: And so how can the city work with developers to  
00:41:44 --> 00:41:47: maybe assemble a site where a a larger development could  
00:41:47 --> 00:41:51: occur that could bring those needed 700 park type projects  
00:41:51 --> 00:41:52: to the downtown?  
00:41:53 --> 00:41:54: Next slide, please.  
00:41:55 --> 00:41:58: And with that, I'm going to turn it over to  
00:41:58 --> 00:42:01: honorable Mayor Carly, who was just a fantastic host to  
00:42:01 --> 00:42:01: us.  
00:42:02 --> 00:42:05: His love for this city is unparallel and I'm excited  
00:42:05 --> 00:42:07: to turn the mic over to him.  
00:42:07 --> 00:42:09: Thank you for hosting us.  
00:42:10 --> 00:42:11: Yeah, Thank you very much.  
00:42:11 --> 00:42:14: This really was a wonderful experience.  
00:42:15 --> 00:42:18: You can just imagine from a city government perspective when  
00:42:18 --> 00:42:21: you know that you've got this gem of a downtown.  
00:42:21 --> 00:42:23: I've lived here, I've worked for the city for years.  
00:42:23 --> 00:42:27: But the overall experience that I had knowing that Uli  
00:42:27 --> 00:42:32: was coming to Vacaville, I was thrilled because I've often  
00:42:32 --> 00:42:36: said we have such a charm downtown, but we feel  
00:42:36 --> 00:42:36: stuck.  
00:42:36 --> 00:42:39: We feel like, you know, how do we look at  
00:42:39 --> 00:42:42: a downtown specific plan, which we had, But then you  
00:42:42 --> 00:42:43: have to operationalize it.  
00:42:44 --> 00:42:48: And sometimes you just need the expertise and a team

00:42:48 --> 00:42:48: from ULI.

00:42:48 --> 00:42:52: This, this TAP program coming together for me and for

00:42:52 --> 00:42:54: our staff was an exceptional experience.

00:42:54 --> 00:42:58: So if you're ever considering the value of what you

00:42:58 --> 00:43:02: know, what ULI can do, coming into a community to

00:43:02 --> 00:43:05: solve what seems to be a problem that is lingering,

00:43:05 --> 00:43:08: this really to me was the answer.

00:43:09 --> 00:43:13: My take away also gets even deeper than that because

00:43:13 --> 00:43:15: I made sure that I invested my time and, and

00:43:16 --> 00:43:18: from the moment that the team showed up to the

00:43:18 --> 00:43:21: greetings and then the interviews to me was a a

00:43:21 --> 00:43:23: fantastic experience.

00:43:23 --> 00:43:26: I was interviewed, but I saw that so quickly within

00:43:26 --> 00:43:27: a 2 day.

00:43:28 --> 00:43:31: The deep dive, usually when you when you're working with

00:43:31 --> 00:43:33: some type of a problem in the community.

00:43:33 --> 00:43:37: This was a very different experience within two days, whether

00:43:37 --> 00:43:39: it was the daytime or the evenings.

00:43:39 --> 00:43:42: I remember taking the the the team out on a

00:43:42 --> 00:43:45: tour after a dinner and just walking to downtown and

00:43:45 --> 00:43:46: telling the story.

00:43:47 --> 00:43:50: And so often that's what I think would would really

00:43:50 --> 00:43:54: help any community thinking about using a TAP program is

00:43:54 --> 00:43:57: to make sure that the team understands the true value

00:43:57 --> 00:43:59: of the experience.

00:43:59 --> 00:44:02: I've often said for Vacaville, it's our living room.

00:44:02 --> 00:44:04: It's not just a place, it's a feeling.

00:44:04 --> 00:44:09: And you can imagine old downtown's, especially because of

00:44:09 --> 00:44:13: the

00:44:09 --> 00:44:13: unreinforced masonry buildings where I learned early on as

00:44:13 --> 00:44:16: an

00:44:13 --> 00:44:16: elected official, they needed to be rehabilitated.

00:44:16 --> 00:44:18: And how do you get that?

00:44:18 --> 00:44:19: You know, how do you invest in that?

00:44:19 --> 00:44:23: And so the most exciting take away for me also

00:44:23 --> 00:44:27: was it just didn't just culminate into someday there'll be

00:44:27 --> 00:44:27: a report.

00:44:29 --> 00:44:32: The very second day at the end of the day

00:44:32 --> 00:44:36: was a special City Council meeting where the team took

00:44:36 --> 00:44:40: an hour of the council's time and actually spoke in

00:44:40 --> 00:44:43: the moment, in real time, what the observations were.

00:44:43 --> 00:44:45: So it wasn't, OK, someday I'm going to read a

00:44:45 --> 00:44:46: report.

00:44:46 --> 00:44:47: It was a report will come.

00:44:48 --> 00:44:50: But we're here and we're excited to tell you our

00:44:50 --> 00:44:53: initial observations based upon interviews.

00:44:53 --> 00:44:57: And to me, that's one of the greatest takeaways that

00:44:57 --> 00:45:01: any community involving a TAP program through ULI would experience.

00:45:02 --> 00:45:06: And finally, the overall experience also is when the final

00:45:06 --> 00:45:10: report did come, it was very much in line with

00:45:10 --> 00:45:14: what I had heard when the presentation was made, my

00:45:14 --> 00:45:18: experience with the team, but a a useful action plan

00:45:18 --> 00:45:22: with phase targeted items for the near term, which you

00:45:22 --> 00:45:26: just heard in the in the previous few slides.

00:45:26 --> 00:45:28: And so it gives us a road map the way

00:45:28 --> 00:45:31: city governments work to say, how do you align that

00:45:31 --> 00:45:33: with your strategic goal plan?

00:45:33 --> 00:45:36: And then to start putting action to them and funding

00:45:36 --> 00:45:38: to them, whether it's to the bid.

00:45:39 --> 00:45:41: So the 700 park, for example, we, we know that

00:45:41 --> 00:45:43: that's an exciting opportunity.

00:45:43 --> 00:45:48: And you just heard, especially in California, the, the, the

00:45:48 --> 00:45:52: loss of redevelopment spurred us to realize that we're going

00:45:52 --> 00:45:56: to have to help some of those developers and, and

00:45:56 --> 00:45:56: we did.

00:45:56 --> 00:46:00: And so we operationalized a funding source so for

00:46:00 --> 00:46:04: infrastructure

00:46:04 --> 00:46:07: so similar to like a community facility district, but for

00:46:07 --> 00:46:10: the infrastructure to pay for that.

00:46:10 --> 00:46:13: And so I really can't thank the team enough that

00:46:13 --> 00:46:19: came together and it was such an enjoyable experience.

00:46:14 --> 00:46:19: What we're already doing because of the work that was

00:46:19 --> 00:46:24: formed over the summer was \$150,000 grant program for

00:46:24 --> 00:46:28: downtown

00:46:24 --> 00:46:28: businesses to improve a facade or to help them try

00:46:28 --> 00:46:32: and overcome whatever it is that will make them more

00:46:32 --> 00:46:34: effective as as a business.

00:46:35 --> 00:46:39: This also comes with lighting and the storefronts just so

00:46:39 --> 00:46:40: it creates a destination.

00:46:41 --> 00:46:44: I also would say I only thought that this initially

00:46:44 --> 00:46:48: was going to be about unreinforced masonry buildings

00:46:48 --> 00:46:51: because that

00:46:48 --> 00:46:51: seemed to be the, the, the sticking point to all

00:46:51 --> 00:46:51: this.

00:46:52 --> 00:46:57: But the reality is the team that came together brought



00:46:57 --> 00:47:00: all their expertise to give us a road map to  
00:47:00 --> 00:47:05: how to get people downtown of the wayfinding or the,  
00:47:05 --> 00:47:06: the idea of the Paseo.  
00:47:06 --> 00:47:10: Yes, it's in a specific plan, but to visualize it  
00:47:10 --> 00:47:12: and dream with us to say you can really do  
00:47:12 --> 00:47:13: this.  
00:47:13 --> 00:47:16: And so I've already begun to have these conversations with  
00:47:16 --> 00:47:19: the community and business owners to change and shape the  
00:47:19 --> 00:47:21: future of downtown Vacaville.  
00:47:21 --> 00:47:23: And obviously we just went through an earthquake.  
00:47:24 --> 00:47:26: I there was my pool, even though I didn't necessarily  
00:47:26 --> 00:47:29: feel it, it reminds us of how important it is  
00:47:29 --> 00:47:31: to make sure that our buildings are safe.  
00:47:31 --> 00:47:34: And so being able to look at the short, the  
00:47:34 --> 00:47:37: mid and the long term plan is this.  
00:47:37 --> 00:47:39: These are action items that we can actually take from  
00:47:39 --> 00:47:41: a policy perspective.  
00:47:41 --> 00:47:43: And so just this last week, I know that I  
00:47:43 --> 00:47:46: had shown the team pictures of merriment on Main.  
00:47:46 --> 00:47:50: We can bring 15 to 20,000 people to downtown and  
00:47:50 --> 00:47:50: we do.  
00:47:51 --> 00:47:54: And even this last week there was roughly 1718 thousand  
00:47:54 --> 00:47:54: people.  
00:47:54 --> 00:47:58: Some people travelled from, you know, hours away because  
00:47:58 --> 00:47:59: they've  
00:47:58 --> 00:47:59: heard about this place.  
00:47:59 --> 00:48:02: We truly do have this as a destination.  
00:48:02 --> 00:48:06: And it's a highly competitive world today because in in  
00:48:06 --> 00:48:09: ancient days, we'll say 100 years ago in our terms  
00:48:09 --> 00:48:13: of ancient you, you drove through downtown Vacaville  
00:48:13 --> 00:48:15: because that  
00:48:13 --> 00:48:15: was how you got through town.  
00:48:16 --> 00:48:18: And with the advent of our, you know, the commercialized  
00:48:19 --> 00:48:19: Hwy.  
00:48:19 --> 00:48:22: systems, I have come to realize that it isn't just  
00:48:22 --> 00:48:26: about how to fix the buildings, it's how to create  
00:48:26 --> 00:48:29: and invest in your gym of your downtown.  
00:48:29 --> 00:48:33: It's it's not competing with commercial business, it's  
00:48:33 --> 00:48:35: complementing a  
00:48:33 --> 00:48:35: community in another business area.  
00:48:36 --> 00:48:39: And so ultimately, I am thrilled to have that have  
00:48:39 --> 00:48:43: partnered with the Urban Land Institute and the team that

00:48:43 --> 00:48:47: was assembled to come to Vacaville and highly recommend anyone

00:48:47 --> 00:48:52: considering this and even beyond this presentation, the presentation that

00:48:52 --> 00:48:55: you all gave to the City Council that night is

00:48:55 --> 00:48:58: recorded and can also be viewed by anyone who wants

00:48:59 --> 00:49:03: to see how quickly the team came together, interviewed people,

00:49:03 --> 00:49:07: formulated some preliminary findings and presented it within two days.

00:49:07 --> 00:49:08: That's unheard of.

00:49:09 --> 00:49:11: And so my compliments to all of you and I

00:49:11 --> 00:49:13: know that you've been very helpful to our team as

00:49:13 --> 00:49:13: well.

00:49:16 --> 00:49:17: Thank you, Mayor Crawley.

00:49:18 --> 00:49:22: What a great way to kind of bring us home.

00:49:22 --> 00:49:24: And not only can you watch the tape, but you

00:49:24 --> 00:49:25: can also read the report.

00:49:26 --> 00:49:29: And so we have the report link there on the

00:49:29 --> 00:49:32: screen and you can QR read it with your phone

00:49:32 --> 00:49:34: and get to it right away.

00:49:36 --> 00:49:38: And I'm sure we'll send it out after the fact

00:49:38 --> 00:49:38: as well.

00:49:38 --> 00:49:42: So one of the questions that we have actually, I

00:49:43 --> 00:49:48: think Mayor, if you wouldn't mind addressing this because I

00:49:48 --> 00:49:52: think it you're it kind of can kind of riff

00:49:52 --> 00:49:56: off of what you kind of were just talking about.

00:49:56 --> 00:49:58: But you know, part of your job as a mayor

00:49:58 --> 00:50:01: and with your fellow council members is figuring out how

00:50:01 --> 00:50:04: to balance a lot of these different policy objectives.

00:50:04 --> 00:50:07: And you have this major sales tax generator called the

00:50:07 --> 00:50:10: nut tree on 880 that obviously is something that is

00:50:10 --> 00:50:12: worthy of a lot of attention and support.

00:50:12 --> 00:50:15: And then you also have this downtown with a completely

00:50:15 --> 00:50:18: different set of needs, which you described as your

00:50:18 --> 00:50:19: living room.

00:50:19 --> 00:50:23: How do you as a policy maker balance these two

00:50:23 --> 00:50:28: kind of disparate assets and and how you approach, you

00:50:28 --> 00:50:31: know, the the work on those two items?

00:50:32 --> 00:50:33: Yeah.

00:50:33 --> 00:50:34: Thank you for the question.

00:50:34 --> 00:50:37: There's no doubt that it's a different experience because

we're

00:50:37 --> 00:50:41: right on the IED corridor between San Francisco and Sacramento.

00:50:41 --> 00:50:43: So there's just this natural feeling that we all know

00:50:43 --> 00:50:47: when we're traveling on a freeway, you're, you're getting off

00:50:47 --> 00:50:50: the freeway, you're, you're getting gas, you're getting food and

00:50:50 --> 00:50:52: you're meeting those basic traveler needs.

00:50:52 --> 00:50:56: Or with the the Premium Outlets, it is a destination,

00:50:56 --> 00:50:59: but we recognize this as a city.

00:50:59 --> 00:51:01: There's multiple areas to invest in.

00:51:01 --> 00:51:05: And so from a policy perspective, we we understand the

00:51:05 --> 00:51:11: value of that downtown experience, that lived experience, especially for

00:51:11 --> 00:51:14: those who are local or regional to be able to

00:51:14 --> 00:51:17: understand how incredible that is.

00:51:17 --> 00:51:19: The key is, is to recognize and it was the

00:51:19 --> 00:51:22: first thing that I heard from, from the team was

00:51:22 --> 00:51:25: how do you get people downtown because they have no

00:51:25 --> 00:51:28: problems getting off the freeway and downtown is so close

00:51:28 --> 00:51:29: to it.

00:51:29 --> 00:51:31: And it really caused me to think about that.

00:51:31 --> 00:51:34: And so it, from a policy perspective, we over the

00:51:34 --> 00:51:38: course of several years, ever since we created a specific

00:51:38 --> 00:51:43: plan, we began to invest annually into infrastructure, underground utilities

00:51:43 --> 00:51:47: upgrades because of the aging utilities that are under, you

00:51:47 --> 00:51:51: know, under the surface, everything looks great, but it's old.

00:51:51 --> 00:51:54: And so we've, we've spent millions of dollars over the

00:51:54 --> 00:51:57: last several years and you're looking for that return of

00:51:57 --> 00:51:57: investment.

00:51:58 --> 00:52:02: And the, the economic impact we recognize is that the

00:52:02 --> 00:52:06: complementary piece of downtown can, it can mirror what we

00:52:06 --> 00:52:10: see along the commercial sides of our city because of

00:52:10 --> 00:52:14: its space that you, when you bring thousands of people,

00:52:14 --> 00:52:18: whether it's a Saturday farmers market, there's a lot of

00:52:18 --> 00:52:20: other cities that have it.

00:52:20 --> 00:52:23: We just have to make sure we promote it because

00:52:23 --> 00:52:24: then that draws business.

00:52:24 --> 00:52:28: We've increased, especially when you want to make it walkable,

00:52:28 --> 00:52:32: the the street bollards where we can create events in

00:52:32 --> 00:52:34: small pockets around downtown.

00:52:34 --> 00:52:37: That doesn't have to be that you shut the entire  
00:52:37 --> 00:52:40: city downtown off, but you create these unique experiences  
that  
00:52:40 --> 00:52:43: you just want people to say, well, what's going on  
00:52:43 --> 00:52:45: in downtown backing on?  
00:52:45 --> 00:52:47: We know that they're going to shop in the commercial  
00:52:48 --> 00:52:50: districts, but what we really want is that live, that  
00:52:50 --> 00:52:52: live walking experience.  
00:52:52 --> 00:52:56: So that's why from a policy perspective, we're we're so  
00:52:56 --> 00:53:00: focused on making sure that our downtown will compete  
against  
00:53:00 --> 00:53:04: others because most cities who are in our situation don't  
00:53:04 --> 00:53:05: have what we have.  
00:53:05 --> 00:53:07: It's a it's a long downtown St.  
00:53:07 --> 00:53:10: without a Town Center or a park to complement it.  
00:53:11 --> 00:53:13: So when we know that that that is a gym  
00:53:13 --> 00:53:16: that we have, from a policy perspective, it's worth the  
00:53:16 --> 00:53:19: the investment and that's what we're doing.  
00:53:19 --> 00:53:21: And so that to me is the balance.  
00:53:22 --> 00:53:22: Obviously there.  
00:53:23 --> 00:53:25: You can't do it all at once and you certainly  
00:53:25 --> 00:53:28: can't just say we're only going to help the downtown  
00:53:28 --> 00:53:30: businesses when we have all these other businesses.  
00:53:32 --> 00:53:35: But if the destination is in these corridor pockets, it  
00:53:35 --> 00:53:37: causes people to want to come and they'll go to  
00:53:37 --> 00:53:41: another district and then they'll come over to this district  
00:53:41 --> 00:53:41: or they'll stay.  
00:53:42 --> 00:53:44: That's what you want to shop, dine and stay.  
00:53:45 --> 00:53:47: And so that really is the value from a policy  
00:53:47 --> 00:53:49: perspective and a funding perspective.  
00:53:50 --> 00:53:52: And quite honestly, if you have people who just want  
00:53:52 --> 00:53:55: to enjoy an evening or Saturday morning or stop and  
00:53:55 --> 00:53:59: just conduct some business because they want that  
experience, then  
00:53:59 --> 00:54:02: that is the that's the reason why you invest in  
00:54:02 --> 00:54:04: it, because a lot of people just get in their  
00:54:04 --> 00:54:07: car, drive in the parking lot, go into a business  
00:54:07 --> 00:54:08: and leave.  
00:54:08 --> 00:54:11: And we want that to be not only an experience  
00:54:11 --> 00:54:13: for our residents, but also for those who want to  
00:54:13 --> 00:54:15: come here as a destination.  
00:54:20 --> 00:54:21: I can't hear.  
00:54:25 --> 00:54:25: You.

00:54:25 --> 00:54:26: I can't hear you.

00:54:26 --> 00:54:27: May be on mute.

00:54:29 --> 00:54:32: That's what you're trying to tell me the yeah, not,

00:54:32 --> 00:54:35: not so disparate after all, but very interconnected.

00:54:35 --> 00:54:37: So that's a great point to make.

00:54:38 --> 00:54:40: Feel free to get a couple more questions in here.

00:54:40 --> 00:54:44: We'll we have 5 more minutes to address some of

00:54:44 --> 00:54:48: these, but wanted to go to one from Emily Bureau

00:54:48 --> 00:54:52: from AE com about kind of housing costs and economies

00:54:53 --> 00:54:53: of scale.

00:54:53 --> 00:54:55: Don, do you want to address that?

00:54:55 --> 00:54:56: Sure.

00:54:56 --> 00:54:57: Thank you, Emily.

00:54:57 --> 00:55:00: It's a it's a good question and one we kind

00:55:00 --> 00:55:01: of work with all the time.

00:55:02 --> 00:55:06: And I Don Kapoor's with Harmony Park development, we're a

00:55:06 --> 00:55:11: developer and we work on townhome, mid rise, high rise

00:55:11 --> 00:55:12: level residential.

00:55:12 --> 00:55:16: And the short answer to your question is the additional

00:55:16 --> 00:55:21: cost of higher density, whether introducing steel or concrete,

00:55:21 --> 00:55:24: until

00:55:24 --> 00:55:27: you get to a real high level of density, there's

00:55:28 --> 00:55:32: just not enough revenue to absorb those costs.

00:55:28 --> 00:55:32: And so townhomes are built entirely out of wood, they're

00:55:32 --> 00:55:32: self parked.

00:55:32 --> 00:55:36: When you go to a mid rise, you're introducing concrete

00:55:36 --> 00:55:36: podiums.

00:55:37 --> 00:55:40: And, and I hate to say it, it's mostly about

00:55:40 --> 00:55:43: parking costs and providing places for cars.

00:55:43 --> 00:55:47: And until we have true robust mass transit and can

00:55:47 --> 00:55:51: truly eliminate these parking needs, not just from a city

00:55:51 --> 00:55:55: perspective, but also we need to market these apartments or,

00:55:55 --> 00:55:58: or condos, people want a place to put cars.

00:55:58 --> 00:56:00: It's going to be really tough to, to kind of

00:56:00 --> 00:56:02: really reduce those costs.

00:56:02 --> 00:56:05: So it's really, I used to give you one more

00:56:05 --> 00:56:08: example between A7 story building and above.

00:56:08 --> 00:56:11: I don't get to an economically feasible project until I

00:56:11 --> 00:56:12: get to 20 stories and above.

00:56:13 --> 00:56:16: So there's a no man's land between say 7 floors

00:56:16 --> 00:56:20: and 20 floors in terms of efficiencies of scale.

00:56:20 --> 00:56:23: And so that's why we just can't absorb those costs

00:56:23 --> 00:56:26: until we get to true, true, true high density.  
00:56:28 --> 00:56:31: Thanks, Steven Donaldson.  
00:56:32 --> 00:56:39: Great question about Winters and and downtown Vacaville lessons learned.

00:56:39 --> 00:56:43: A number of us actually visited Winters on our way  
00:56:43 --> 00:56:47: into town, so I'm going to I'm going to ask  
00:56:47 --> 00:56:50: Ryan to provide a response on this one.  
00:56:51 --> 00:56:52: Yeah.  
00:56:52 --> 00:56:56: So I think, I think this question is great because  
00:56:56 --> 00:56:59: it's also our observation.  
00:56:59 --> 00:57:03: If Winters is enjoying people's business that are coming from  
00:57:03 --> 00:57:07: Vacaville, then there's a great opportunity to capture the activity  
00:57:07 --> 00:57:08: in downtown Vacaville.  
00:57:08 --> 00:57:12: Their buildings are just as pretty, the street is just  
00:57:12 --> 00:57:12: as nice.  
00:57:12 --> 00:57:15: But we need to enhance the the downtown environment to  
00:57:15 --> 00:57:18: really be a first choice rather than a second choice  
00:57:18 --> 00:57:22: to places like Winters and that increased competition from other  
00:57:22 --> 00:57:25: cities who are trying to do the same thing only  
00:57:25 --> 00:57:25: continue.  
00:57:25 --> 00:57:28: So it's time for for Vacaville to really tackle that  
00:57:28 --> 00:57:29: the the way we can do that.  
00:57:30 --> 00:57:33: One of our recommendations was the hospitality experience right now  
00:57:33 --> 00:57:36: in the downtown in terms of hotels is missing a  
00:57:36 --> 00:57:37: boutique hotel experience.  
00:57:38 --> 00:57:41: Are there, you know, land opportunities in the downtown where  
00:57:41 --> 00:57:44: there can be some kind of public private partnership to  
00:57:44 --> 00:57:47: help get the parking that a hotel would need and  
00:57:47 --> 00:57:49: the land a hotel would need to get that into  
00:57:49 --> 00:57:52: the downtown so that folks can have that really great  
00:57:52 --> 00:57:55: weekend where they can experience a beautiful hotel, great restaurants  
00:57:55 --> 00:57:58: and all of that, that destination that could come with  
00:57:58 --> 00:57:59: downtown Vacaville.  
00:58:00 --> 00:58:03: But we did feel that it was not a huge  
00:58:03 --> 00:58:07: threshold to really take the downtown public realm up a  
00:58:07 --> 00:58:07: notch.  
00:58:08 --> 00:58:10: All of the right elements are there and it's really  
00:58:10 --> 00:58:13: just incrementally going in when you have the money to

00:58:13 --> 00:58:16: invest is, you know, make the sidewalks, improve the sidewalks,  
00:58:17 --> 00:58:20: improve the trees, all the things Mariano was talking about.  
00:58:20 --> 00:58:23: And we really felt like that Paseo concept at Merchant  
00:58:23 --> 00:58:26: was a small move, but could really add another really  
00:58:26 --> 00:58:29: rich experience to the downtown that could be different than  
00:58:29 --> 00:58:32: the town square, but it's right across the street.  
00:58:32 --> 00:58:35: And it's part of that ensemble of, of dynamic public  
00:58:35 --> 00:58:39: space experiences that help, you know, enliven the  
downtown.  
00:58:39 --> 00:58:42: So, you know, I think we tried to target small  
00:58:42 --> 00:58:44: moves that would have big impacts.  
00:58:45 --> 00:58:47: And I think that's kind of the big strategy for  
00:58:47 --> 00:58:48: downtown Vaca, though.  
00:58:50 --> 00:58:51: Thank you, Ryan.  
00:58:51 --> 00:58:54: We are at time and so I want to respect  
00:58:54 --> 00:58:57: everyone's time by ending on time.  
00:58:57 --> 00:59:00: John, you asked a very good question on URMS.  
00:59:00 --> 00:59:04: We will maybe get back to you directly with some  
00:59:04 --> 00:59:05: numbers.  
00:59:06 --> 00:59:08: But with that, I just wanted to again say thank  
00:59:08 --> 00:59:10: you to everyone for joining us today.  
00:59:11 --> 00:59:13: We are very excited about the work that happened here  
00:59:13 --> 00:59:15: in Vacaville with the top.  
00:59:15 --> 00:59:18: We hope you will consider one in the future and  
00:59:18 --> 00:59:22: please reach out, download the report and look forward to  
00:59:22 --> 00:59:26: seeing you at the next ULI gathering, wherever that may  
00:59:26 --> 00:59:26: be.

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