

Final Report
Redevelopment Plan for Blighted Commercial Areas

Awardee: Sunset City Corporation

Author: Zions Bank Public Finance

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Final Report - Redevelopment Plan for Blighted Commercial Areas

Zions Bank Public Finance

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Abstract

The Redevelopment Plan for Blighted Commercial Areas is a plan for redevelopment in Sunset City. An analysis of the retail market area, as well as a sales gap or “leakage” analysis, outline the existing conditions within the City. These analyses identify retail types that should be targeted for future development. These retail types include general merchandise (including big box and dollar stores), food services and drinking places (restaurants), as well as the potential for a second grocery store. The plan also identifies four key sites in Sunset that should be considered for redevelopment, as well as redevelopment scenarios for these sites. The potential for redevelopment agencies are discussed for the key sites, with Site 1 having the best opportunity for an RDA, due to the possibility of a new interchange being created there. An RDA could also extend along Main Street, in order to encourage redevelopment at Sites 2 and 4. Goals and prioritization of those goals, along with an implementation plan, provide direction for the City to pursue the redevelopment of these areas.

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Executive Summary

Sunset City is a small community located in Davis County, Utah. With a population of 5,137,¹ Sunset City prides itself on its quiet, small-town feel. As population and employment continue to increase in Davis and Weber counties, Sunset has the opportunity to capitalize on this growth, although it has little vacant land, through the redevelopment of specific areas in the City.

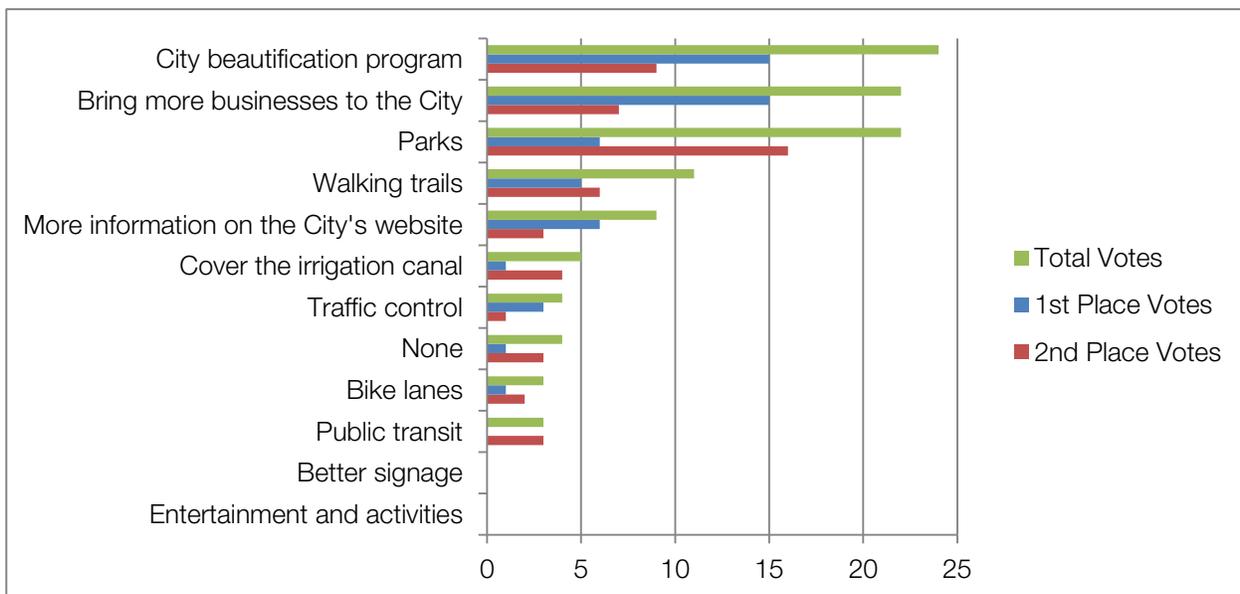
Community Survey

A survey was created and placed on the City website to gain additional feedback from residents regarding the economic plan and the current state of Sunset City. Key issues addressed in the survey were what things could be done to improve the City, how well certain services are made available in the City, the importance of encouraging certain services to be made available in the City, what residents like most about Sunset, and which neighboring cities are attracting business from Sunset City. As of September 5, 2014, 67 survey responses had been recorded.²

Important Improvements

When asked what would be the two most important things that should be done to improve the City, respondents indicated that beautifying the City was the most important thing to be done. Following beautification, residents indicated a desire for more businesses to be brought to the City and more or improved parks as equally important. Because of the lack of vacant land in the City, finding a balance between bringing more business and maintaining parks is a key policy decision that needs to be addressed by the City.

Figure A: Survey Responses, “Most Important Improvements to the City”



Available Services

Respondents were also asked to rank how well certain services are available within the City and how important it is for those services to be available. Respondents indicated the three most

¹ 2013 US Census estimate

² The survey sample is not statistically significant; however, the findings do provide some insight into the public's sentiments regarding economic development in Sunset City

important services that need to be available are grocery, restaurants, and entertainment, while also indicating that of the three, only grocery is well served in the City.

Favorite Thing about Sunset

Most respondents like Sunset for its small-town feel and quiet neighborhoods. During a public meeting with City officials, residents, and business owners, it was made clear that maintaining these characteristics is very important to the City and its residents. The balance between encouraging new businesses and maintaining the community feel and atmosphere is another key policy decision that needs to be addressed by the City.

Shopping Trends

Lastly, respondents indicated that nearly 41 percent of their non-grocery purchases occur in Clinton, with only about 7 percent happening in Sunset City.

Sales Gap (“Leakage”)

Not only are businesses desired by residents, but the sales tax generated is an essential source of revenue for communities. A sales gap analysis shows the estimated amount of retail purchases made by residents of Sunset City³ and the percentage of those purchases being made within City boundaries (as reflected by the “Capture Rate”). Where the capture rate is less than 100 percent, this indicates that residents are leaving the City to make purchases elsewhere. Where the capture rate is greater than 100 percent, such as for “Motor Vehicle,” this indicates that consumers from outside of the City are making purchases within City boundaries.

Table A: Sales Gap (Leakage) by Retail Category

Area	Per Capita Leakage	Total Leakage	Capture Rate
General Merchandise	-\$2,021	-\$10,530,521	2.28%
Food Services and Drinking Places	-\$1,143	-\$5,955,383	10.82%
Building Materials & Garden	-\$776	-\$4,042,103	0.19%
Clothing	-\$558	-\$2,905,249	0.71%
Accommodation	-\$406	-\$2,116,703	10.92%
Furniture & Home Furnishings	-\$267	-\$1,393,702	0.13%
Gasoline Stations	-\$179	-\$930,690	45.77%
Health & Personal Care	-\$151	-\$785,248	2.46%
Electronics & Appliance	-\$141	-\$736,304	50.47%
Amusement, Gambling, and Recreation Industries	-\$136	-\$706,416	0.00%
Non-Store Retail	-\$117	-\$611,892	35.27%
Sporting Goods, Hobby & Music	-\$97	-\$507,338	71.47%
Personal and Laundry Services	-\$69	-\$360,475	36.50%
Miscellaneous Store Retailers	-\$58	-\$303,110	89.21%
Performing Arts, Spectator Sports, and Related Industries	-\$39	-\$204,456	0.03%
Repair and Maintenance	-\$9	-\$48,455	97.37%
Museums, Historical Sites, and Similar Institutions	-\$6	-\$33,371	33.12%

³ Estimated consumer purchases are based on average annual consumer purchases in the State of Utah.

Area	Per Capita Leakage	Total Leakage	Capture Rate
Motor Vehicle	\$1,669	\$8,699,628	194.36%
Food & Beverage	\$1,856	\$9,673,969	240.21%
<i>Total</i>	<i>-\$2,648</i>	<i>-\$13,797,822</i>	<i>75.89%</i>

Source: Utah State Tax Commission, ZBPF

As the analysis demonstrates, Sunset City has a low overall capture rate of nearly 76 percent,⁴ and loses nearly \$14 million in sales annually to surrounding communities. This is consistent with survey respondents stating that only 7 percent of non-grocery purchases are made in Sunset. This is a significant problem, as it means a loss of roughly \$68,989 in local option sales tax revenues for the City each year.⁵ One of the major purposes of this Study is to explore ways of recapturing some of this lost sales tax revenue for the City.

Key Site Analysis

Four key sites were evaluated for their commercial potential and the opportunity to improve blighted properties. These sites are as follows and were selected because of their location, access, the number of traffic counts, visibility, and because the sites currently have commercial development. The location of these sites is shown in Figure B. Full-page versions of all maps in this report are in Appendix M.

Table B: Key Sites

Site Number	Site Area
1	1800 North Main Street
2	2575 North Main Street (Sunset Square)
3	1300 North 250 West (City Center)
4	800 North Main Street

Site 1: 1800 North Main Street

- Traffic counts in the City are highest in this area, with 13,260 to 14,160 on 1800 North and between 21,930 and 24,510 on Main Street
- 7 parcels on the corner of Main Street and 1800 North are currently for sale (1.96 acres).⁶ Maverik Inc., a local gas station/convenience store company, has 1.73 of the acres under contract, with the due diligence set to expire on December 14, 2014. Once the due diligence expires, and pending City approvals, Maverik plans to build a gas station/convenience store on this corner.⁷
- The average improvement value per acre for parcels around 1800 North Main Street is \$338,667. Improvement values per acre range from \$0 to \$1.2 million. Residential parcels tend to have higher improvement values per acre than non-residential parcels. Parcels with lower improvement values include Central Park and other parcels that are either vacant or underdeveloped. Parcels with low improvement values are the most likely sites for redevelopment.

⁴ The capture rate is higher than it would otherwise be, primarily as a result of the high sales generated by Sierra RV and Smith's Food and Drug.

⁵ Calculated by multiplying \$13,797,822 by one-half of one percent, representing the local option point of sale portion of sales tax revenues.

⁶ 1.73 is Residential on Commercial, .23 is Commercial.

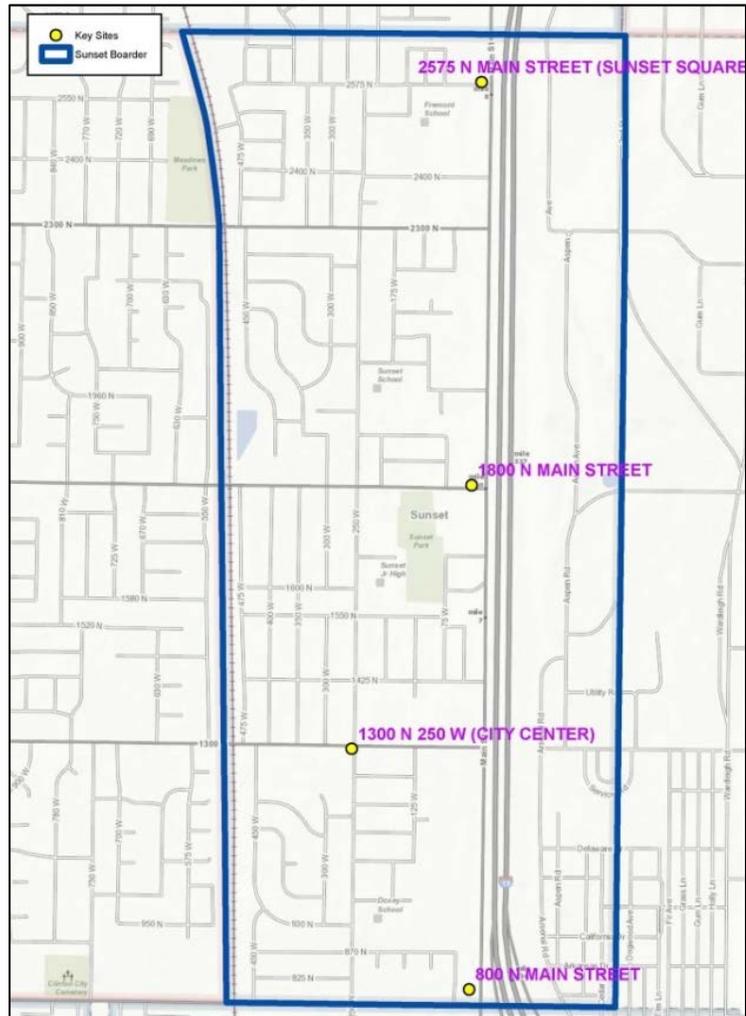
⁷ Maverik currently does not own the Saigon Market on the corner. This would likely remain.

- o Nearly 26 acres of commercially-zoned land; approximately 5 acres of land do not have a current use that is either residential or public.⁸

Site 2: 2575 North Main Street (Sunset Square and Smith's)

- o Traffic counts in this area are 24,510 on Main Street, with approximately 5,080 on 2400 North
- o 3.3 acres of vacant land
- o Higher average improvement value per acre of \$419,998, which is due to current commercial development, including Smith's and Sunset Square. Improvement values per acre range from \$0 to \$1.1 million. The vacant land north of Sunset Square has the lowest improvement value for the site, indicating this as the most likely location for redevelopment for Site 2
- o All of the property in Site 2 is zoned commercial, with only 6 parcels that currently have a residential use

Figure B: Key Sites



Site 3: 1300 North 250 West (City Center)

- o Traffic counts are lower in this area, with approximately 2,309 on 1300 North and between 10,997 and 9,381 on Main Street⁹
- o Site 3 lacks visibility from I-15 or a major thoroughfare
- o Nearly 5 acres of vacant land
- o Average improvement value per acre is \$318,133. Improvement values per acre range from \$0 to \$539,822. The higher improvement values in the area are residential properties, while the lower values are on the vacant City land and the Winegar property.
- o The owner of the vacant lot west of the Winegar building has expressed interest in selling the land
- o If an interchange is built at 1800 North, 1300 North may experience increased traffic during the construction of the interchange, as persons who traditionally use 1800 North may use other thoroughfares, including 1300 North, to avoid construction. If this occurs, traffic levels may decrease at the completion of the interchange project

⁸ Along Main Street from 1600 North to 2000 North

⁹ Source: UDOT, Signal Study for SR-126 (Main Street) & 1300 North in Sunset report

Site 4: 800 North Main Street

- o 27,055 AADT’s on Main Street south of 800 North, 21,930 north of 800 North, and only 1,840 on 800 North
- o 0.3 miles from the 650 North interchange in Clearfield, with visibility from I-15
- o 1.1 non-contiguous acres of vacant land (if you include covering portions of the canal)
- o Average improvement value per acre is \$369,886, with values ranging from \$0 to \$1.4 million, with the lower values being along the canal and at the South Park

Comparing the four sites based on location, access, traffic counts, visibility, and available space, Site 1 was determined to have the greatest potential for redevelopment. While it lacks vacant land, the prospect of a new I-15 interchange at 1800 North and Main Street further increases the potential of this area. Real estate brokers claim that with the new interchange, 1800 North Main Street would have the potential to be a key commercial point for the area; however, much of the potential relies on the amount of space that could become available for development.

Space Requirements

Brokers indicated several retailers that could be interested in locating at the new interchange. These businesses include Smith’s Marketplace, Wal-Mart, Wal-Mart Neighborhood Market, Costco, Sam’s Club, and others. However, major retailers require a significant amount of space.

Table C: Average Required Space by Retailer

Retailer	Average Acres
Wal-Mart	17
Costco	15
Smith’s Marketplace	15
Sam’s Club	13
Target	13
Grocery	6
Big Box Apparel	5

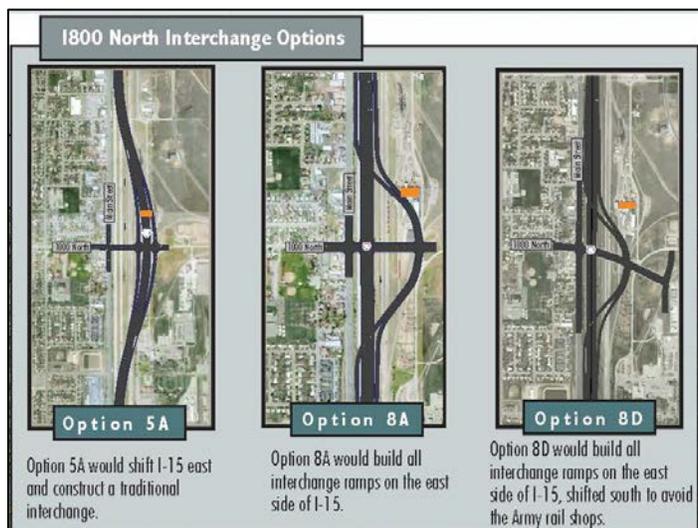
Source: ZBPF

In order to accommodate a retailer of this size at 1800 North, space would need to become available. There are two scenarios for this: eastward alignment of I-15 with the new interchange, or purchasing property and redeveloping 1800 North Main Street.

1800 North Main Street Interchange

The proposed interchange at 1800 North Main Street has several alignment scenarios. The most ideal scenario (Option 5A) for Sunset City would shift I-15 east, creating two 20-acre parcels that could be developed. The most likely scenario (according to engineers involved with the

Figure C: 1800 North Interchange Options

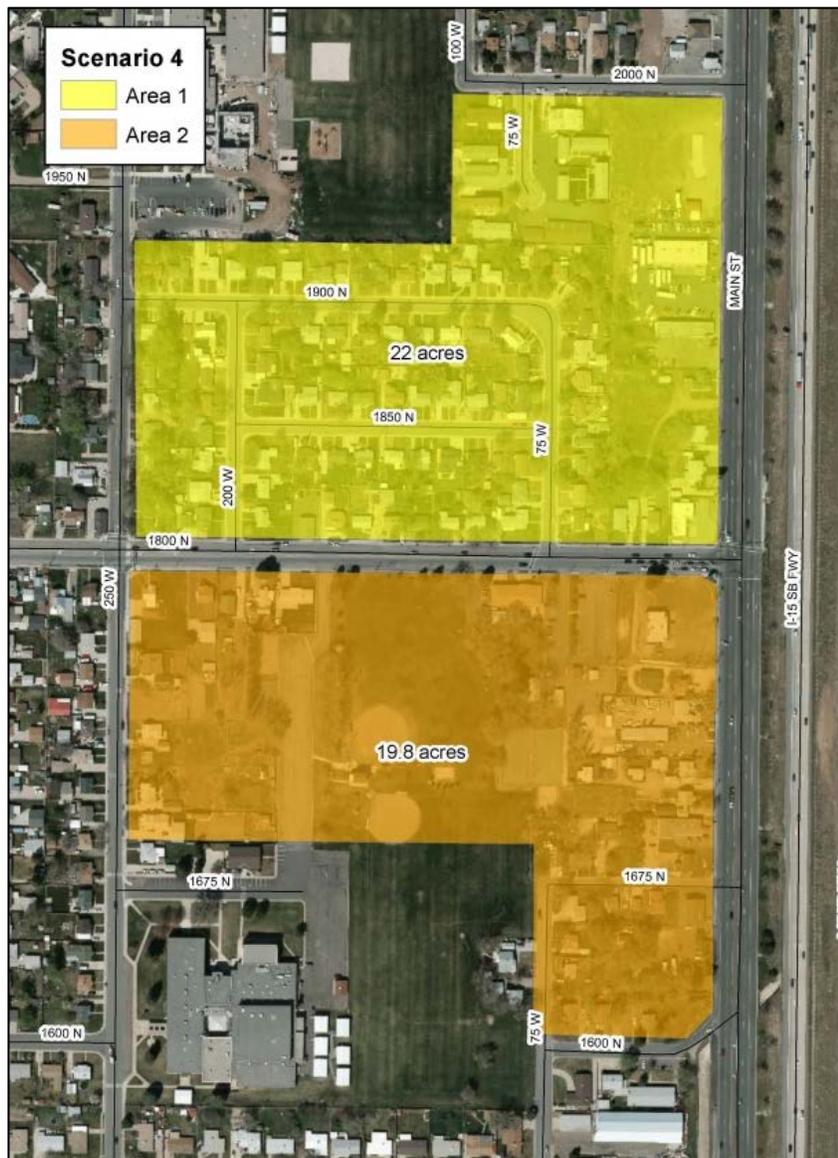


project - Option 8D), however, would leave I-15 in place and build the interchange on the east side of I-15. While both scenarios increase access to Sunset, only 5A creates developable commercial space in Sunset. It is extremely important for Sunset City to work with State officials to pursue Option 5A.

Purchase and Redevelop 1800 North Main Street

If Option 5A is not implemented, properties along 1800 North Main Street would need to be purchased and redeveloped in order to have sufficient space for a large development. While all of the properties along 1800 North and most along Main Street are zoned commercial, numerous properties would need to be acquired in order to have sufficient space. Figure D visualizes one scenario, and Table D lists the amount of space typically required for a large retailer.¹⁰ Additional scenarios are listed in Appendix I.

Figure D: 1800 North Redevelopment Scenario 4



¹⁰ Area 1 would encompass 98 parcels (91 residential, 36 of which are residential on commercial). Area 2 would encompass 37 parcels (21 residential, 16 of which are residential on commercial).

Table D: Average Space per Big Box

Big Box Store	Number of Acres
Wal-Mart - Riverdale	22
Wal-Mart - Syracuse	19
Wal-Mart - Clinton	16
Costco - Ogden	16
Sam's Club - Riverdale	14
Target - Riverdale	10
Shopko - South Ogden	3
Average	14

Other Redevelopment Scenarios

Main Street

To create a sense of arrival to Sunset City, an RDA could be created along Main Street at either the north or southern boundary of the City (Key Sites 2 and 4). Based on the amount of vacant space available, the current use and zoning of properties, and traffic counts, Site 2 is the better option for an RDA. While Site 4 has the advantage of proximity to an interchange, the lack of vacant land and the predominantly residential area would make it difficult to have enough space to do an RDA.

Table E: Potential RDA Site Comparison

Category	Site 2 (North)	Site 4 (South)
Traffic Counts – Main Street	24,510	21,930-27,055
Traffic Counts – Adjacent Street	5,080	1,840
Vacant Land (acres)	3.3	1.1
Zoning	Commercial	Residential
Proximity to Interchange	0.8 miles	0.2 miles
Taxable Sales	\$19,130,319	\$264,589

Proposed boundaries for an RDA at Site 2 are indicated in Figures 34 and 35, with Figure 34 showing the improvement value per acre and Figure 35 listing the land use for the area.

Although improvement values are not as low in this area compared to other sites in the City, improvement values are especially low north of Sunset Square, suggesting the potential for development to occur in that area. The creation of an RDA could attract new business to the area to serve as an anchor. While Smith's Food and Drug is the anchor for the north side of Sunset City, the lack of a direct connection between Smith's and Sunset Square minimizes the anchoring effect of Smith's. The 3.3 acres of vacant land could be sufficient space to bring in an anchor, including a pharmacy or dollar store.¹¹

Potential improvements that could be made if TIF (Tax Increment Financing) funds were available through an RDA could include:

- *Creating a uniform cohesion between Smith's Food & Drug and Sunset Square:*
Connecting both a physical and visual connection between Sunset Square and Smith's

¹¹ Buying power for new business in the City is discussed later in the report

- could increase patronage to Sunset Square and bring in additional tenants. This cohesion could be achieved through improved sidewalks and planter boxes on 2400 North
- *Clearing of trees along east side of Main Street:* Currently some trees decrease the visibility of Sunset Square from I-15. Clearing these trees and replacing them with shorter trees would not only beautify the area but also increase visibility.
 - *Beautification of Main Street:* Main Street, particularly the area between I-15 and Main Street, lacks vegetation and accumulates trash and other debris. In addition to shorter trees, additional vegetation would improve the look of the area and make it more desirable for tenants and patrons. Other beautification improvements could also be made to the west side of Main Street, including planter boxes, vegetation, and new sidewalks
 - *Other improvements:* façade improvements to Sunset Square, repave and stripe parking lots, replace or renew the Sunset Square and Smith's monument signs

1300 North 250 West (Winegars) – City Center

The community survey asked residents on a scale from 1 to 5 (1: not important, 5: very important) how important it is to have a city center. The average response was a 3.6, indicated that most respondents believe it is important to have a city center. The survey also asked respondents to identify a location that best describes the City's current city or town center. Most respondents indicated either Central Park or 1800 North, for a combined 28 responses, and no town center also a popular response with 12 responses. However, 1300 North and the City Offices combined for a total of 13 responses.

As mentioned previously, Site 3 lacks sufficient traffic counts and visibility to warrant a redevelopment. However, there is potential for 1300 North and 250 West to become a new city center for Sunset. The City anticipates that with the possible redevelopment and expansion of 1800 North due to the interchange, the fire station on Main Street would need to be rebuilt at a new location. The City owns nearly 2.4

Figure E: Sunset City Center Scenario



acres north of the City Hall on 1300 North 250 West. This site could be a good location for the new fire station. The addition of the fire station to this area would help create the image of a city center, due to the centralization of most of the City offices.¹²

In addition to building the fire station north of the City Hall, a new park could be built on the Winegar property. The addition of a park here could provide an additional 8.1 acres of green space to the community, and could replace green space that could be potentially developed at other sites in the City, including Central Park on 1800 North near Main Street and the South Park, located on 975 North 200 West.¹³ Furthermore, redevelopment at other locations in Sunset could provide opportunities for businesses currently at the Winegars property to relocate and remain in Sunset.

Key Issues

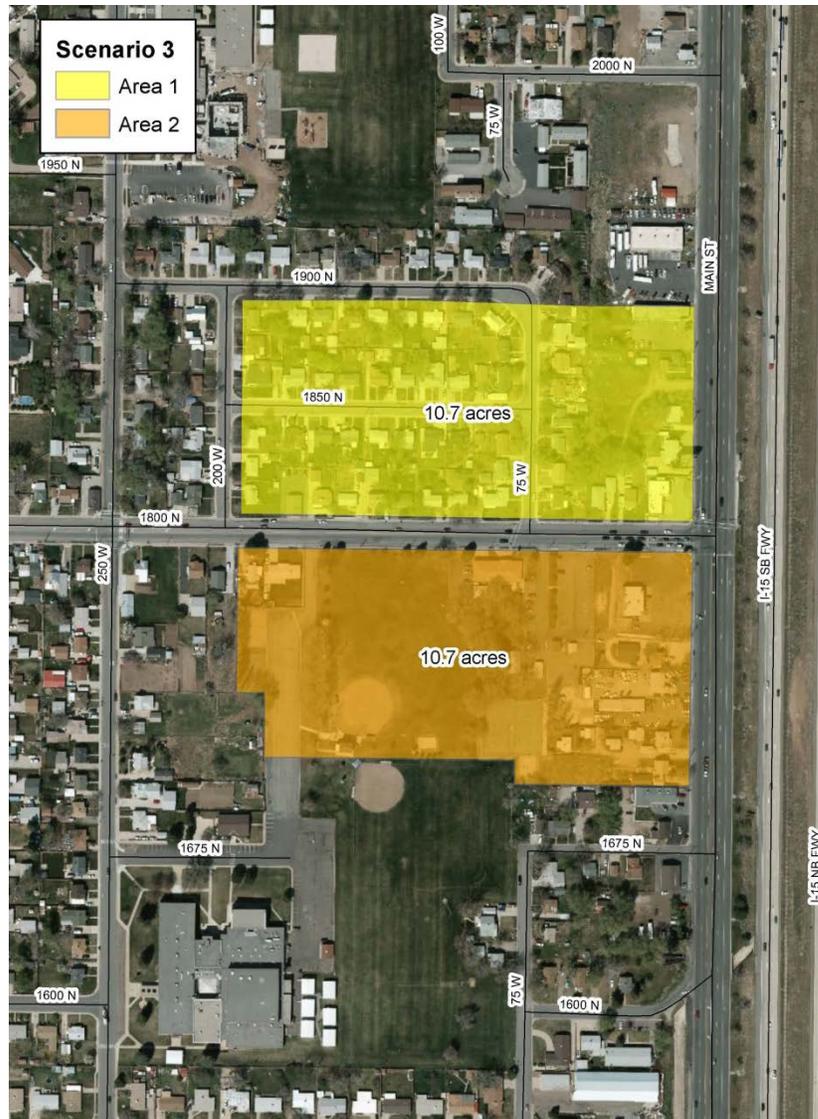
The development of 1800 North Main Street brings to light two major issues that must be resolved, including a balance between maintaining the small-town feel and bringing in more businesses, and maintaining parks and bringing in more businesses. Any number of scenarios can be imagined regarding the amount of space used to redevelop this area, including scenarios that bring in retailers that require less space; however, each scenario will have varying results, both in the degree of economic impact for the City and level of maintaining or improving parks and the small-town feel. Figure F demonstrates two scenarios for development along 1800 North Main Street. Other scenarios are included in Appendix I.

These scenarios, like many others, require policy decisions that must ultimately be made by the City.

¹² The Public Works and Parks & Recreation department, located at 432 West 1800 North, would be the only City department not located at the 1300 North 250 West site

¹³ Sierra RV has expressed interest in purchasing approximately 5 acres of the South Park in order to expand its business

Figure F: 1800 North Redevelopment Scenario 3



Summary of Opportunities

As described throughout the report, there are several redevelopment opportunities at multiple locations in Sunset City. These opportunities include:

1. *1800 North Interchange:* The creation of an interchange at 1800 North could facilitate large-scale retail or office development. Developers indicated that big box retail would do well at this site, while office development could be complementary to the aerospace cluster at Falcon Hill. However, with 1.2 million square feet of office space planned for Falcon Hill, and historical absorption of 60,000 square feet per year in Davis County, it will take an estimated 20-25 years for absorption and development of the Falcon Hill site alone. It is anticipated that the rate of office absorption in Davis County will increase in the future, given the extremely competitive sites provided at Falcon Hill and the new interchange in Sunset.
2. *Falcon Hill:* The development of Falcon Hill could facilitate creation of a lower-rent alternative to Falcon Hill along Main Street, complementary to Falcon Hill (for supplies, etc.), extending north from 650 North in Clearfield. Falcon Hill could also provide for additional retail opportunities (e.g., food service and shopping) along Main Street to support an increase in employees in the area.
3. *Recapture of lost sales tax leakage, particularly in general merchandise.* The City could work with Smith's to expand to a Smith's Marketplace at the 1800 interchange, or attract a dollar store or other retailer to the Sunset Square development. Opportunity exists to bring more neighborhood-scale services to the City, particularly to the northern node of the City, given the existing infrastructure there.
4. *Beautiful Parks:* Beautiful parks exist in the City which make it an attractive place to live and do business. An exchange of properties could also provide key development land at critical sites in the City.

Goals and Action Items

Various goals with accompanying action items have been identified to give direction for the City as it moves forward in redeveloping areas in the City. The primary goals for the City are to attract new businesses to the City, thus increasing both the sales and property tax bases. The goals listed in Table F are goals to achieve attracting new businesses and increasing the sales and property tax bases.

Table F: Goals and Action Items

Goal and Action Items
Redevelop 1800 North
Lobby for eastward alignment for I-15 interchange <ul style="list-style-type: none"> • Contact Project Managers from Horrocks Engineering and UDOT to discuss Option 5A • Contact State Legislators to discuss the impact the interchange could have on Sunset and the possibility of the eastward alignment
Meet with Davis County Economic Development <ul style="list-style-type: none"> • Assess new businesses looking to locate in Davis County and potential property in Sunset that might be a match • Assess feasibility of potential redevelopment areas

Goal and Action Items

Contact developers from the Developer Database (provided in Appendix K of this report)

- Determine level of developer interest in redeveloping properties near the new interchange and level of incentives required

Contact the Larry H. Miller Group to discuss possibility of a theater

Redevelop Main Street

Concentrate initial efforts at creating retail nodes at north and south ends of Main Street, with development at 1800 North to follow construction of the interchange

- See goal “Redevelop North Node (Sunset Square and Smith’s Area)”
- See goal “Redevelop South Node (800 North Main Street)”

Contact high sales tax businesses for the City

- Determine if they have intentions to expand
- Discuss what it would take for them to expand

Contact home occupations.

- Determine if they have intentions to expand
- Determine what it would take for them to expand and to move to a commercial site in Sunset

Redevelop North Node (Sunset Square and Smith’s Area)

Work with owner to beautify the area

- Create an attractive entrance to the City
- Recruit businesses that fill leakage gaps in the City: dollar store, general merchandise, gift & hobby, personal services
- Recruit businesses that are compatible with the existing Smith’s that brings in high traffic volume: Little Caesar’s, Domino’s, Chinese fast food, banks, personal services, auto parts
- Consider creation of a tax increment area for funding resources to improve the physical environment and recruit businesses

Redevelop South Node (800 North Main Street)

Build on retail development located to the south at the 650 North interchange in Clearfield

- Consider the option to cover the canal, thus providing some space development

Redevelop City Center

Contact property owner adjacent to Winegars (west side)

- Determine his intentions with the property

Consider acquiring or exchanging the Winegars property for a City park that could replace park acreage near the new 1800 North interchange

Capitalize on Falcon Hill Development

Pursue complementary office development at a lower cost per square foot

As businesses locate in Falcon Hill, contact them regarding suppliers and complementary needs

Beautify City

Hire land-use firm to redesign areas for beautification (specifically north and south entrances to Sunset along Main Street)

- Review design guidelines provided by ZBPF
- Pursue grant funding to fund beautification efforts
 - Contact LaNiece Davenport with the Wasatch Front Regional Council to pursue a Community Development Block Grant (CDBG)

Assist Business in the City

Individual visits by Mayor and Council Members to businesses

- Provide information regarding anticipated growth and opportunities to expand

Goal and Action Items

- Follow Business Expansion and Retention (BEAR) format found in Appendix L
-

The body of the report follows the order and requirements of the EDA grant that was obtained by Sunset City for this study.

Strategic Redevelopment Plan

Community Participation

- A. **Community Participation:** Facilitate public meetings and focus groups, particularly including key stakeholders, such as property owners, residents, real estate developers, and other interested groups and individuals, in order to formulate key recommendations on redevelopment options and ensure community support for plan adoption.

Kick-off Meeting

A kick-off meeting was held with the Steering Committee on June 24, 2014. The Steering Committee was selected by Mayor Macfarlane, and consists of various City officials and business owners. The purpose of the meeting was to give an introduction to the project and gain further understanding of the current economic environment in Sunset. A brief overview of the current economic environment of Sunset City was provided, including population growth projections, demographics, traffic counts, a brief market share and sales leakage analysis, and information regarding the Falcon Hill development. The PowerPoint presentation is included in Appendix B.

Members of the Steering Committee who attended the kick-off meeting include:

- Beverly Macfarlane - Mayor
- Scott Stevenson - Planning Commissioner
- Norm Noyes - Public Works Director
- Thomas Gulbrandsen - Boardwalk Property Management (Property management for Commonwealth Square/Sunset Square)
- Dee Winegar, Jordan Winegar, and Dustin Badger -Sunset LC (Property management for the Winegar property)
- Kevin Snow (City Councilman)

Ricky Carlson, member of the Steering Committee and a former City Council Member, was unable to attend. Also in attendance were Susie Becker, Cecily Buell, and Scott Aylett from Zions Bank Public Finance (ZBPF).

Discussion was held using a series of questions as a foundation. Questions included:

- What is Sunset's identity?
- Do the residents buy into the identity?
- What are the strengths and weaknesses of Sunset?
- Why do people come to Sunset?
- Why would a business want to come to Sunset?
- What can the City do to help businesses?
- What businesses are needed in Sunset?

Complete notes from the meeting and City tour are in Appendix A.

Public Follow-up Meeting

A follow-up meeting with the Steering Committee and the public was held on September 23, 2014. Invitations were extended to the Steering Committee as well as the public through several mediums, including the following:

- (1) a notice of the meeting was placed in the water bill, which is mailed to each household and business
- (2) a notice of the public meeting was placed on the homepage of the City's website
- (3) a notice of the public meeting was placed on the City's Facebook page
- (4) a notice of the meeting was placed on the electronic marquee in front of the City offices
- (5) Linda Youngdell, the City Treasurer and the Office Manager mailed fliers to each home occupation in the City. A copy of this flier is included as Appendix C
- (6) ZBPF hand-delivered the same flier to businesses in the City. Linda Youngdell also called several specific community members, including former mayors and council members, business owners, as well as members of the Davis County Economic Development department

The following individuals attended the follow-up meeting:

- Max C Hill – Resident
- Ricky Carlson –Steering Committee Member, Former Councilmember
- Diane Brubaker – Resident
- Ryan Furniss – Councilmember
- Linda Youngdell – City Treasurer and Office Manager
- Norm Noyes – Public Works Director
- Thomas Gulbrandsen – Boardwalk Property Management (Property management for Commonwealth/Sunset Square)
- Trystal Peay – Councilmember
- Richard Thomas – Resident
- Wanema Butcher – Resident
- Scott Stevenson – Planning Commissioner
- Jeanette Braithwaite – Resident & Business Owner (Braithwaite Fine Art)
- Wesley Braithwaite – Resident & Business Owner (Braithwaite Fine Art)
- Doug Lindolm – Resident
- Chad Bangerter – Business Owner & Former Mayor (Chad Bangerter Auto Restoration)
- Bambi Gibson – Resident
- Shirl Rawson – Resident & Business Owner (Rawson Tool Design)
- Bonnie Loomis – Resident
- Jared Jensen – Business Owner – Sierra RV
- Beverly Macfarlane – Mayor

Also in attendance were Susie Becker and Scott Aylett from Zions Bank Public Finance (ZBPF). Representatives from the Davis County Economic Development department were invited but were unable to attend.

ZBPF presented findings from the study, including a review of the community survey results, existing conditions, analysis of three sites in the City, a site analysis of competitive sites in the area, a discussion regarding RDA's, and a discussion on goals and strategies. Slides from the presentation are included in Appendix D.

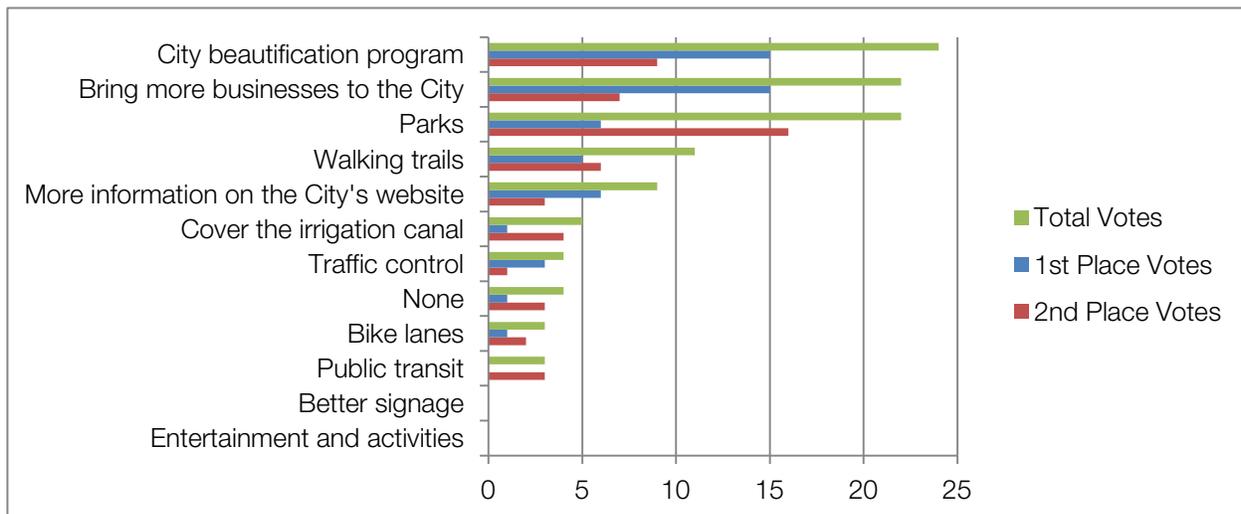
Additional feedback was collected during the meeting. A primary point that was discussed extensively during the meeting was finding a balance between encouraging business growth, maintaining and preserving green space and parks, and maintaining and preserving the small-town feel. This will be discussed throughout the report.

Community Survey

An online survey was created and placed on the City website (<http://www.sunset-ut.com/>) to gain additional feedback from residents regarding the economic plan and the current state of Sunset City. The survey was made available on July 16, 2014, and responses were solicited through three mediums: (1) a notice of the survey was placed in the water bill, which is mailed to each household and business, (2) a link to the survey was placed on the homepage of the City’s website, and (3) a link to the survey was placed on the City’s Facebook page. ZBPF worked with Linda Youngdell, the City Treasurer and the Office Manager, to post the survey on the website and Facebook, as well to include it with the water bill. A list of the survey questions and results is included in Appendix E. As of September 5, 2014, 67 survey responses had been recorded.¹⁴

Key issues addressed in the survey were what things could be done to improve the City, to what extent certain services are available in the City, the importance of encouraging certain services to be made available in the City, which neighboring cities are attracting business from Sunset City, and which areas should be redeveloped.

Figure 1: Survey Responses, “Most Important Improvements to the City”



When asked what would be the two most important things that should be done to improve the City, respondents indicated that beautifying the City was the most important thing to be done. Residents also recognize the need for additional business, stating this as the second most important improvement.

Data Gathering

- B. Data Gathering:** Gather background information that includes demographics, economic data, geography, workforce development and use, transportation access, resources, environment, and other pertinent information including the documentation of the blighted areas within the region.

¹⁴ The survey sample is not statistically significant; however, the findings do provide some insight into the public’s sentiments regarding economic development in Sunset City

Demographics

Projected Population Growth

Sunset City has a very small population, with minimal growth expected in the future. Total population is expected to increase by 295 by 2020,¹⁵ with an average of 11 persons per year through 2060. Projected population growth within a certain distance of the City will be discussed later.

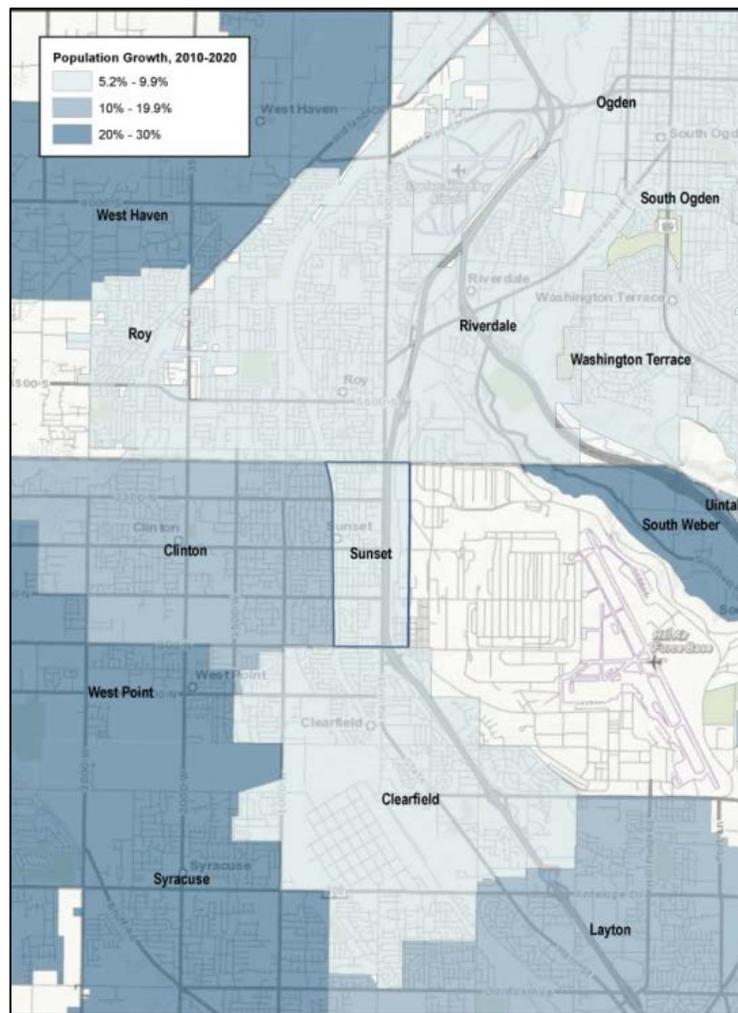
Table 1: Sunset Population Projections

	US Census		Projections			
	2010	2020	2030	2040	2050	2060
Population	5,122	5,417	5,485	5,509	5,599	5,678
Growth per Decade	NA	295	68	25	90	79
Annual Growth	NA	30	7	3	9	8

Source: Governor’s Office of Management and Budget, 2012 Baseline Projections

Figure 2: Population Growth, 2010-2020

The population in Sunset is projected to grow by 5.8 percent from 2010 to 2020.¹⁶ This is one of the lowest growth rates in the area, second only to Clearfield. Other neighboring communities, including West Point, Clinton, and Syracuse, have growth rates ranging from 18.5 to 27.9 percent over the 10-year period, or an average of between 265 and 535 persons per year. With access to I-15, Sunset can be an economic center for future development in these other communities. Figure 2 shows the projected population growth within the region. Full-page versions of all maps in this report are in Appendix M.



¹⁵ Or 280 persons between 2013 and 2020, based on 2013 US Census Estimate of 5,137

¹⁶ Source: Governor’s Office of Management & Budget

Table 2: Projected Population Growth for Neighboring Communities

	US Census	Projections ¹⁷		Average Annual Growth	
	2010	2020	2030	2010-2020	2020-2030
Geography	2010	2020	2030	2010-2020	2020-2030
Clearfield	30,112	31,684	32,502	157	82
Clinton	20,426	24,205	26,008	378	180
Hooper	7,218	8,967	13,989	175	502
Layton	67,311	79,594	84,894	1,228	530
Roy	36,884	39,979	41,890	309	191
Sunset	5,122	5,417	5,485	29	7
Syracuse	24,331	29,678	34,975	535	530
West Haven	10,272	13,121	21,731	285	861
West Point	9,511	12,162	16,326	265	416

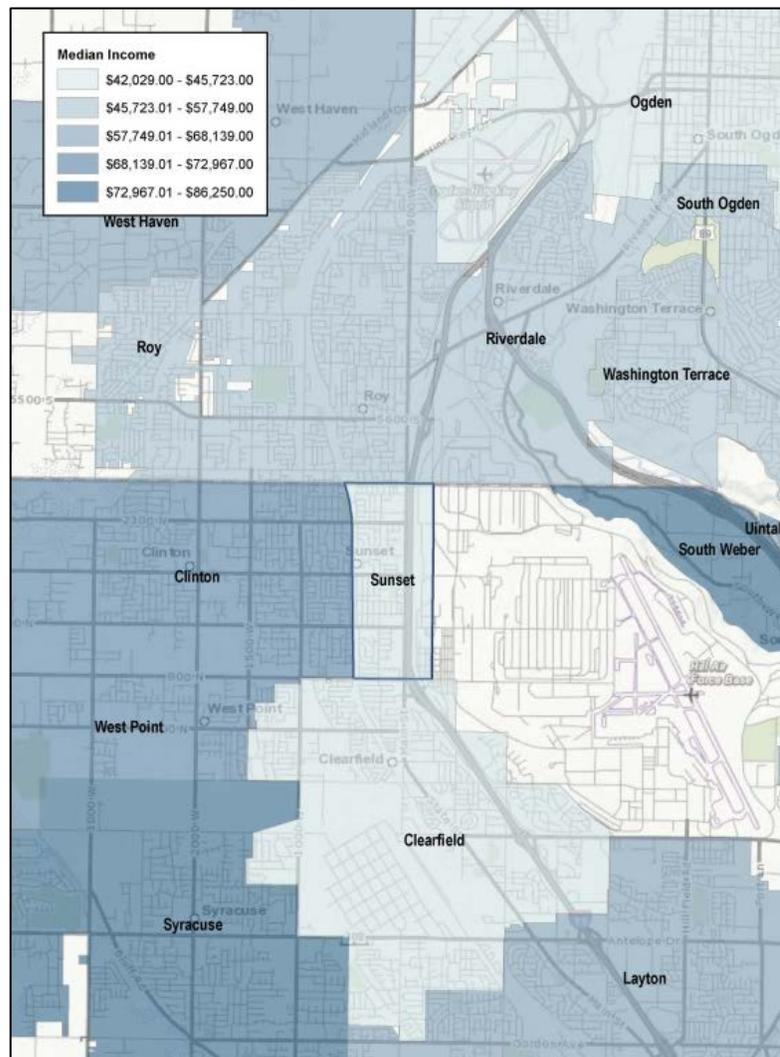
Median Age

Sunset’s median age is 29.7 years, which is near the average of 29.4 for cities in the area.¹⁸ Although this is average for the area, several cities, including Riverdale, South Ogden, Uintah, and Washington Terrace, have a median age over 30 years. However, all of the cities are significantly below the national average of 36.8 years. This may mean opportunities for family-oriented entertainment and retail development.

Median Income

The median household income in Sunset is \$45,278, which is below the \$60,678 average for cities in the area.¹⁹ Cities in the area with comparable median household incomes include Clearfield (\$45,723) and Ogden (\$42,029). While this may mean less discretionary buying power, the City may also qualify for Community Development Block Grants (CDBG). CDBG funding is discussed later in the report.

Figure 3: Median Income



¹⁷ Source: Governor’s Office of Management and Budget, 2012 Baseline Projections

¹⁸ Source American Community Survey, 2008-2012

¹⁹ Source: American Community Survey, 2008-2012

Appendix N includes additional information regarding funding options.

Economic Data

Businesses

Sunset City has over 80 businesses, 48 of which are home occupations. By redeveloping areas in Sunset, home occupations have the potential to expand and move to commercial locations in the City.

Historical Retail Sales

Historically Sunset has had fewer total taxable sales, primarily due to the City's small size and having fewer businesses.²⁰

Table 3: Total Taxable Sales by City

City	2009	2010	2011	2012	2013
Clearfield	\$174,905,060	\$198,717,620	\$211,272,871	\$204,136,009	\$206,516,188
Farmington	\$107,524,235	\$118,534,250	\$160,063,322	\$196,298,262	\$238,418,623
Kaysville	\$170,452,214	\$179,426,850	\$181,316,886	\$195,696,885	\$212,371,407
Layton	\$1,069,193,371	\$1,131,895,968	\$1,166,882,247	\$1,233,537,229	\$1,282,942,430
Ogden	\$1,088,493,897	\$1,219,335,249	\$1,292,300,711	\$1,371,148,283	\$1,429,443,153
Riverdale	\$611,558,283	\$616,079,898	\$630,887,357	\$674,205,134	\$710,215,898
Roy	\$207,567,892	\$228,048,557	\$234,560,291	\$243,420,874	\$258,828,740
South Ogden	\$249,347,160	\$240,995,531	\$253,982,537	\$277,286,604	\$305,244,061
Sunset	\$42,217,526	\$39,437,668	\$41,593,667	\$46,396,279	\$50,580,008

Source: Utah State Tax Commission

Though Sunset's total taxable sales are less than that of other cities, which is to be expected due to the difference in size, Sunset's percent change from the previous year is consistently higher than the average of the major cities. This indicates that, though small, business growth is occurring in Sunset City.

Table 4: Total Taxable Sales, Percent Growth over Previous Year

City	2010	2011	2012	2013
Clearfield	14%	6%	-3%	1%
Farmington	10%	35%	23%	21%
Kaysville	5%	1%	8%	9%
Layton	6%	3%	6%	4%
Ogden	12%	6%	6%	4%
Riverdale	1%	2%	7%	5%
Roy	10%	3%	4%	6%
South Ogden	-3%	5%	9%	10%
Sunset	-7%	5%	12%	9%

²⁰ Data is only available for major cities, therefore these numbers do not include the growth that has occurred in Clinton and other small cities

City	2010	2011	2012	2013
Average	7%	5%	6%	6%

Source: Utah State Tax Commission

More information regarding Sunset’s economy will be discussed later as a part of the Sales Gap (“Leakage”) analysis.

Geography

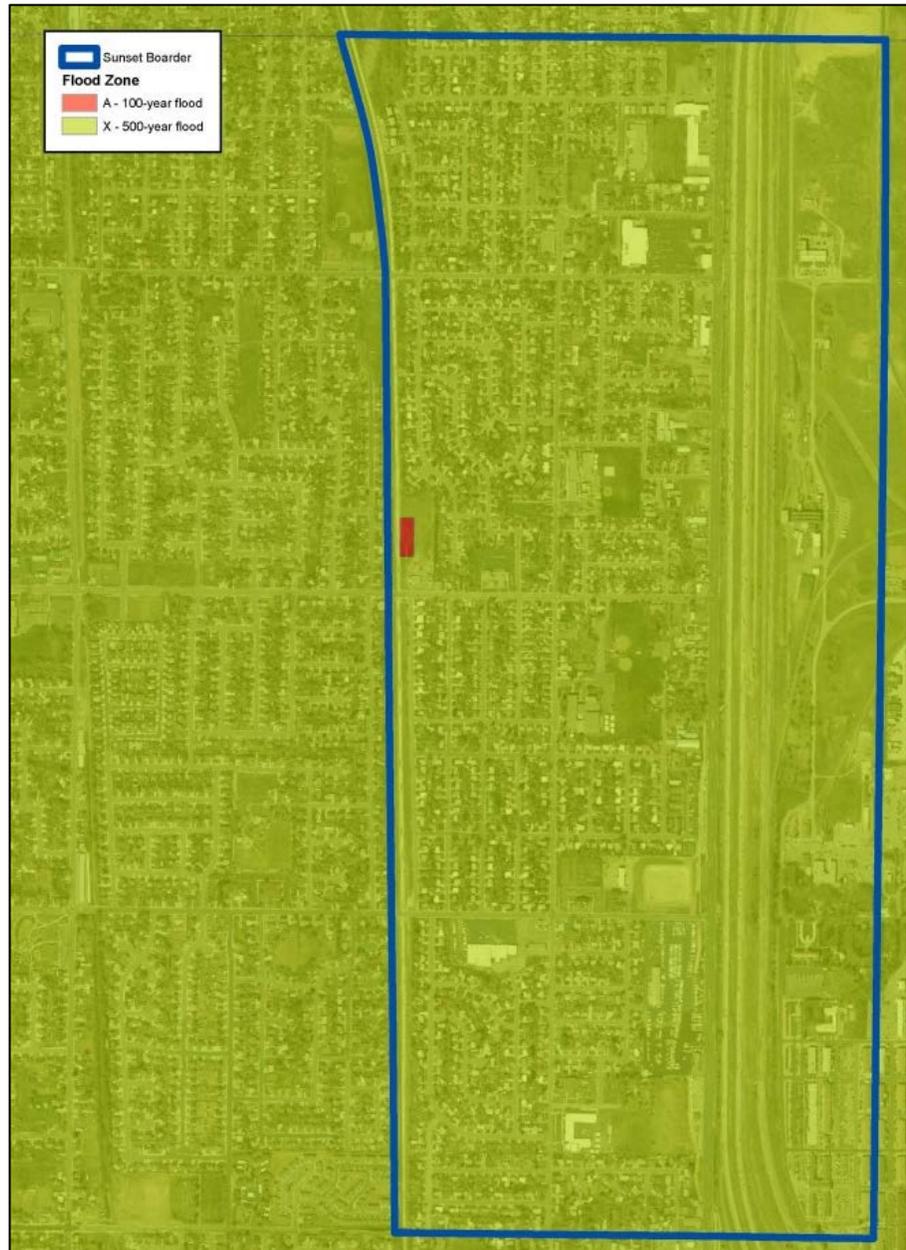
A review of the geography of Sunset City indicates that it poses no obstacles to economic development.

Flood Plain

Sunset is positioned well relative to flood hazard. According to the Utah Automated Geographic Reference Center (AGRC), the vast majority of Sunset would only be subject to a 0.2 percent-annual-chance (or 500-year) flood. A small portion of the City, located on the public works property, would be inundated by a 1-percent annual chance (or 100-year) flood.

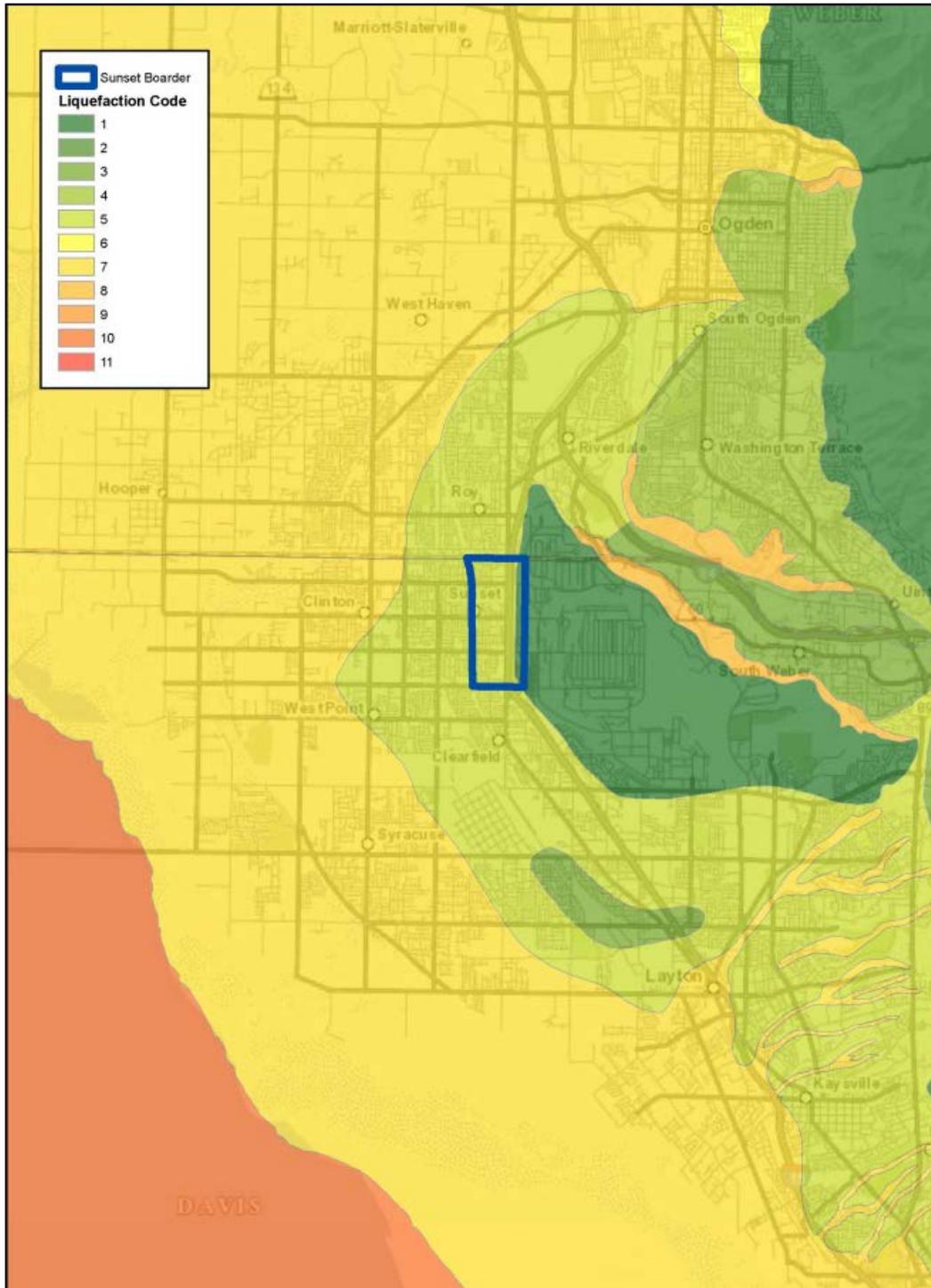
Liquefaction

Figure 4: Flood Zone



Sunset City has a moderate chance of liquefaction in the event of an earthquake.²¹ On a scale from 1 to 11, with 11 being high probability and 1 being low probability, Sunset is ranked 5, or moderate chance of liquefaction.

Figure 5: Liquefaction



²¹ Utah Geological Survey

Workforce Development and Use

Similar to population, employment within the City is relatively low, with a total employment of 1,375 in 2012, which is almost back to where it was in 2007.²² Sunset makes up 1.02 percent of the total employment for the area,²³ or 0.1 percent of all employment in the State. Average employment for cities in the area in 2012 was 10,368, almost 8 times more than that of Sunset City.²⁴

Table 5: Sunset Total Employment by Year²⁵

	2007	2008	2009	2010	2011	2012
Total Employment	1,397	1,016	1,054	1,027	994	1,375

Sunset is slightly below average for the number of jobs per capita. Based on 2012 Census population estimates and 2012 employment data²⁶, Sunset's jobs per capita was .27, while the average for neighboring cities was .33. This indicates that though the total population for Sunset is low, relative to total population it is close to the average for neighboring cities.

Table 6: 2012 Jobs per Capita

	Total Employment	Total Population	Jobs per Capita
Riverdale	6,176	8560	0.72
Ogden	56,650	83793	0.68
Clearfield	18,528	30376	0.61
Washington Terrace	3,474	9147	0.38
Layton	25,366	68677	0.37
South Ogden	6,164	16738	0.37
Kaysville	9,098	28283	0.32
West Haven	3,556	11069	0.32
Sunset	1,375	5136	0.27
Syracuse	3,909	25118	0.16
Roy	5,652	37604	0.15
Clinton	2,703	20805	0.13
West Point	706	9819	0.07
Hooper	530	7722	0.07
Average			0.33

The average monthly wage in 2012 for employees in Sunset was \$3,328. This is above average for the neighboring cities (\$2,906) and slightly below the State average (\$3,387).²⁷

²² Source: Utah Department of Workforce Services, Annual Report of Labor Market Information, 2012

²³ Including Clearfield, Clinton, Hooper, Layton, Ogden, Riverdale, Roy, South Ogden, Sunset, Syracuse, Washington Terrace, West Haven, and West Point

²⁴ 2013 data has not yet been released by the Utah Department of Workforce Services

²⁵ Data pre-2007 is combined with Syracuse City; therefore, it was omitted

²⁶ Source: Utah Department of Workforce Services, Annual Report of Labor Market Information, 2012

²⁷ Source: Utah Department of Workforce Services, Annual Report of Labor Market Information, 2012

Table 7: 2012 Average Monthly Wage

City	Average Wage
Clearfield	\$3,995
Clinton	\$2,252
Hooper	\$2,553
Kaysville	\$3,193
Layton	\$2,889
Ogden	\$3,225
Riverdale	\$2,241
Roy	\$2,086
South Ogden	\$2,786
Sunset	\$3,328
Syracuse	\$3,023
Washington Terrace	\$3,109
West Haven	\$3,088
West Point	\$3,202
Average Wage	\$2,926

The two primary employment fields within the City are Government (42 percent of total between 2007 and 2012)²⁸ and Trade, Transportation, and Utilities (24 percent of the total between 2007 and 2012). Table 8 lists the major employers in the City and the estimated number of employees per employer. The largest employer is Smith's Food and Drug, followed by the various Davis County schools in Sunset and other government agencies. The second largest private employers are Harmony Home Health Services and Macaulay Brown, Inc.

Table 8: Employers by Number of Employees

Name	Employees	Type	Sector
Smith's Food and Drug	100-249	Private	Retail Trade
Clinton Elementary	50-99	Local	Education Services
Day/Night Reporting Center	50-99	State	Public Administration
Doxey Elementary	50-99	Local	Education Services
Fremont Elementary	50-99	Local	Education Services
Harmony Home Health Services	50-99	Private	Health Care and Social Assistance
Macaulay Brown, Inc	50-99	Private	Transportation and Warehousing
Sunset Elementary	50-99	Local	Education Services
Sunset Jr High	50-99	Local	Education Services
Ally's Pizza, Inc	20-49	Private	Accommodation and Food Services
Chaparros Tamales, Inc	20-49	Private	Manufacturing
Money 4 You	20-49	Private	Finance and Insurance
Northern Utah Animal Emergency Care	20-49	Private	Professional Scientific & Technical

²⁸ This is a result of having five public schools within the City

construction at 1800 North would temporarily redistribute traffic, possibly resulting in increased traffic counts on 2300 North and 1300 North.

I-15

I-15 is the main north-south connection for the State of Utah and is the primary thoroughfare for travel between Salt Lake City and Ogden. I-15 goes directly through Sunset City, with portions of the City on the east and west sides of the freeway. According to UDOT traffic counts, approximately 103,545 ADT’s occur along the stretch of I-15 adjacent to Sunset City.³¹ Access to and visibility from I-15 is a significant asset to economic development to Sunset City. Because of Sunset’s location adjacent to the freeway, many persons traveling to and from communities west of Sunset (e.g., Clinton, West Point, and Hooper) may need to go through Sunset. Economic development in Sunset should seek to capitalize on this traffic, as well as traffic along I-15.

Other neighboring communities, including West Point, Clinton, and Syracuse, are projected to growth by 18.5 to 27.9 percent between 2010 and 2020, or an average of between 265 and 535 persons per year. With access to I-15, Sunset can be an economic center for future development in these other communities.

Table 9: Projected Population Growth for Neighboring Communities

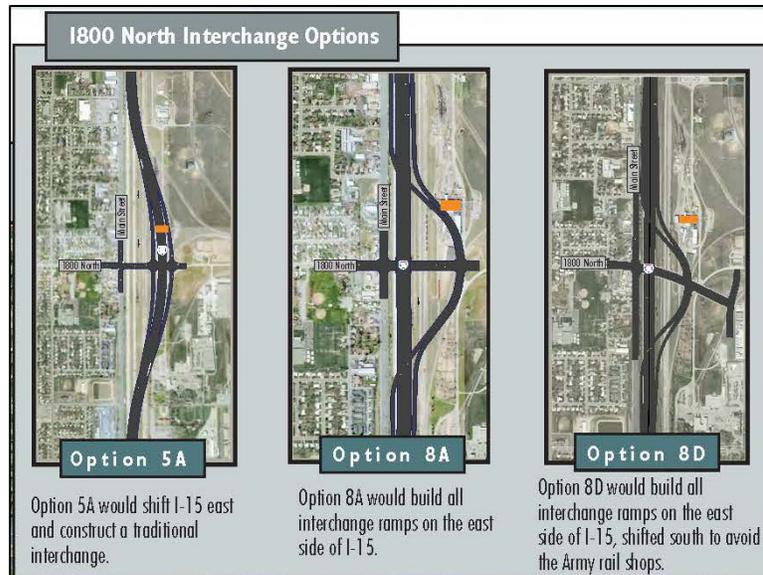
	US Census	Projections ³²		Average Annual Growth Rate	
	2010	2020	2030	2010-2020	2020-2030
Clinton	20,426	24,205	26,008	378	180
Hooper	7,218	8,967	13,989	175	502
Sunset	5,122	5,417	5,485	29	7
Syracuse	24,331	29,678	34,975	535	530
West Point	9,511	12,162	16,326	265	416

Legacy Highway is a secondary north-south connection that runs from northern Salt Lake County to Farmington, nearly 14 miles south of Sunset. While no specific plans are set to extend the highway north, any extension north would be likely run west of Sunset, which may affect traffic counts along I-15 and through Sunset.

New I-15 Interchange

A study is being conducted by UDOT and Horrocks Engineers regarding the possibility of adding an interchange to I-15 at 1800 North in Sunset. According to

Figure 7: 1800 North Interchange Options



³¹ Utah Department of Transportation (UDOT)

³² Source: Governor’s Office of Management and Budget, 2012 Baseline Projections

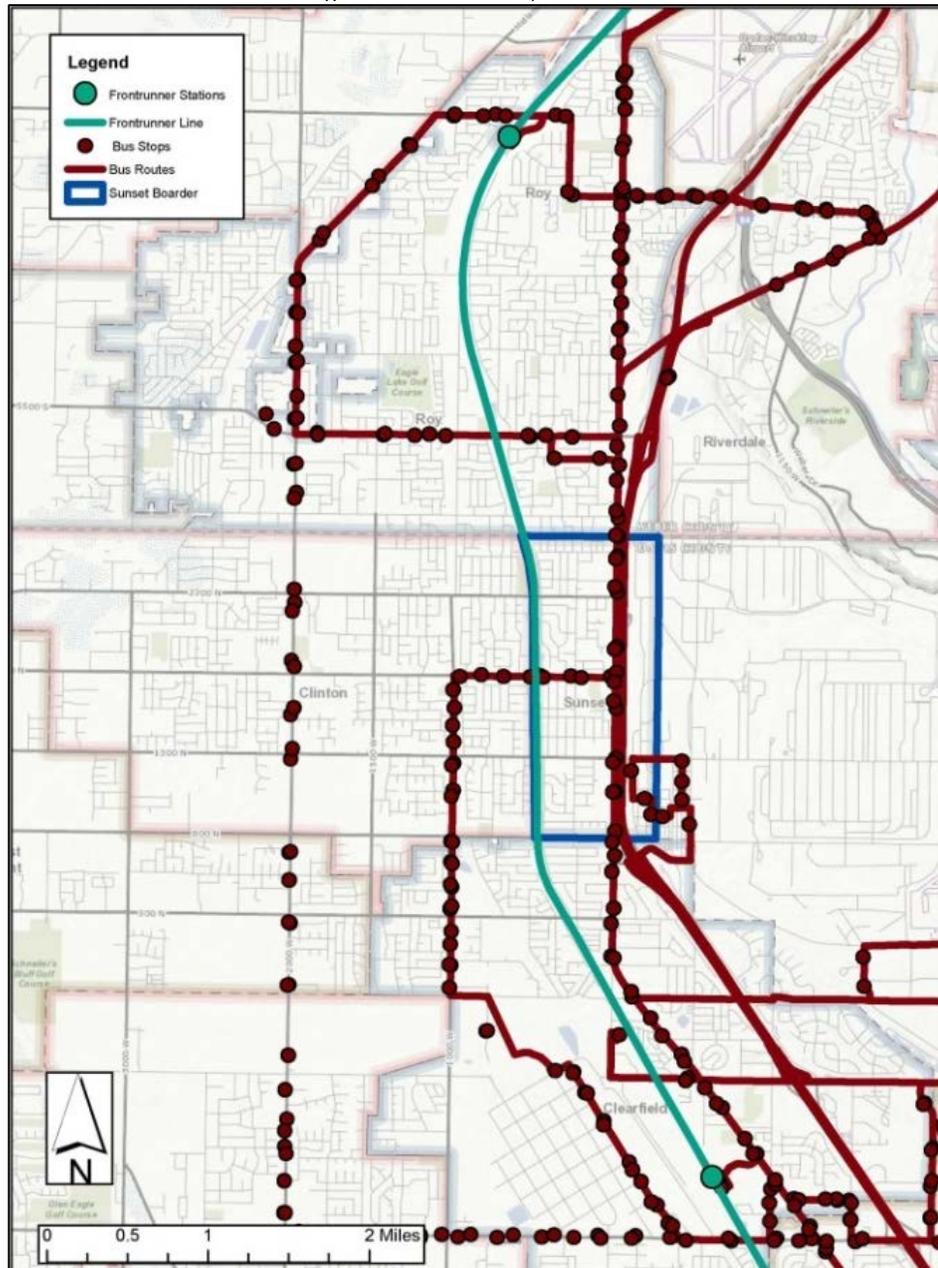
Horrocks Engineers, traffic counts are anticipated to increase on 1800 North and Main Street from 15,000 (2009) to 34,000 (2040). Currently, Sunset is located between two interchanges (5600 South in Roy and 700 South in Clearfield). The addition of an interchange in Sunset would be a great opportunity for redevelopment in Sunset, particularly along Main Street and 1800 North, as the interchange will serve not only Sunset, but also communities located west of Sunset. New development at the 1800 North Interchange could also attract shoppers from Clearfield and Roy. Included in the study being conducted by UDOT and Horrocks Engineers are various alignment scenarios for I-15, the interchange, and 1800 North.³³ The most likely scenario (according to the engineers - Option

8D) would put the interchange east of I-15, and would shift the interchange south so as to avoid a military railroad yard. Another scenario (Option 5A) which would create approximately 40 acres of developable land along Main Street will be discussed in detail later in this report.

Public Transportation

The Utah Transit Authority (UTA) operates four bus routes through Sunset City. Frontrunner, the commuter rail, runs east of Sunset, with a stop to the north in Roy and one to the south in Clearfield. If a Frontrunner stop was built in Sunset, it would help facilitate redevelopment in the City, especially if it were built near the railroad tracks on 1300 North, which are just 0.1 mile from the Winegar property.

Figure 8: Public Transportation



³³ All information mentioned in this report regarding the 1800 North interchange is draft information. Horrocks Engineers will hold a public meeting in the next few months to discuss their findings and recommendations.

Resources

Sunset City does not have any mineral deposits within the City.

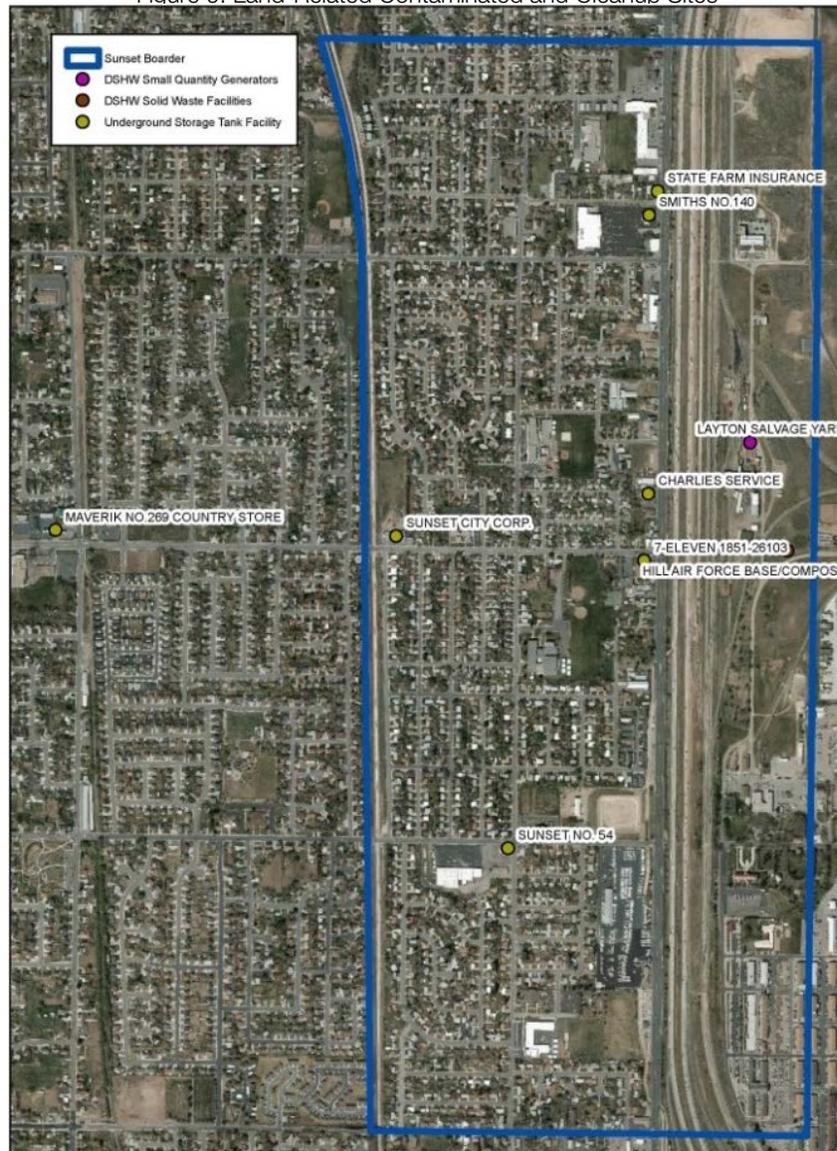
Environment

Land-Related Contaminated and Cleanup Sites

Sunset has eight land-related contaminated and cleanup sites, falling under three categories: Small Quantity Generators, Solid Waste Facilities, and Underground Storage Tank Facilities.

- The Small Quantity Generator is located at the Army rail shops east of I-15. Small quantity generators generate 100 kilograms to 1,000 kilograms of hazardous waste per month.
- Solid waste facilities include open and closed Solid Waste Landfills. The Hill Air Force Base facility is a compost facility.
- There are six underground storage tank facilities. Most of those are clearly gas stations, with one automotive repair shop.

Figure 9: Land-Related Contaminated and Cleanup Sites



Habitat Areas

Sunset is located in a habitat area for the Ring-necked Pheasant.³⁴ The Utah Division of Wildlife Resources classifies habitat areas as either crucial (habitat on which the local population of a wildlife species depends for survival because there are no alternative ranges or habitats available) or substantial (habitat that is used by a wildlife species but is not crucial for population survival). The habitat area for Sunset City is classified as substantial; therefore the area is not crucial for the survival of the Ring-necked Pheasant.

Other Pertinent Information, Including the Documentation of Blighted Areas within the Region

Blighted areas, as defined by Utah State Code, must meet specific requirements.³⁵ Therefore, blight in this report is used generally in referring to underdeveloped properties. Underdeveloped is determined by low improvement values, current use, and general appearance of the property. Before the meeting held on June 24, 2014, Mayor Macfarlane and Norm Noyes (Public Works Director) took ZBPF on a tour of Sunset City, specifically to identify blighted areas within the City. These blighted areas include:

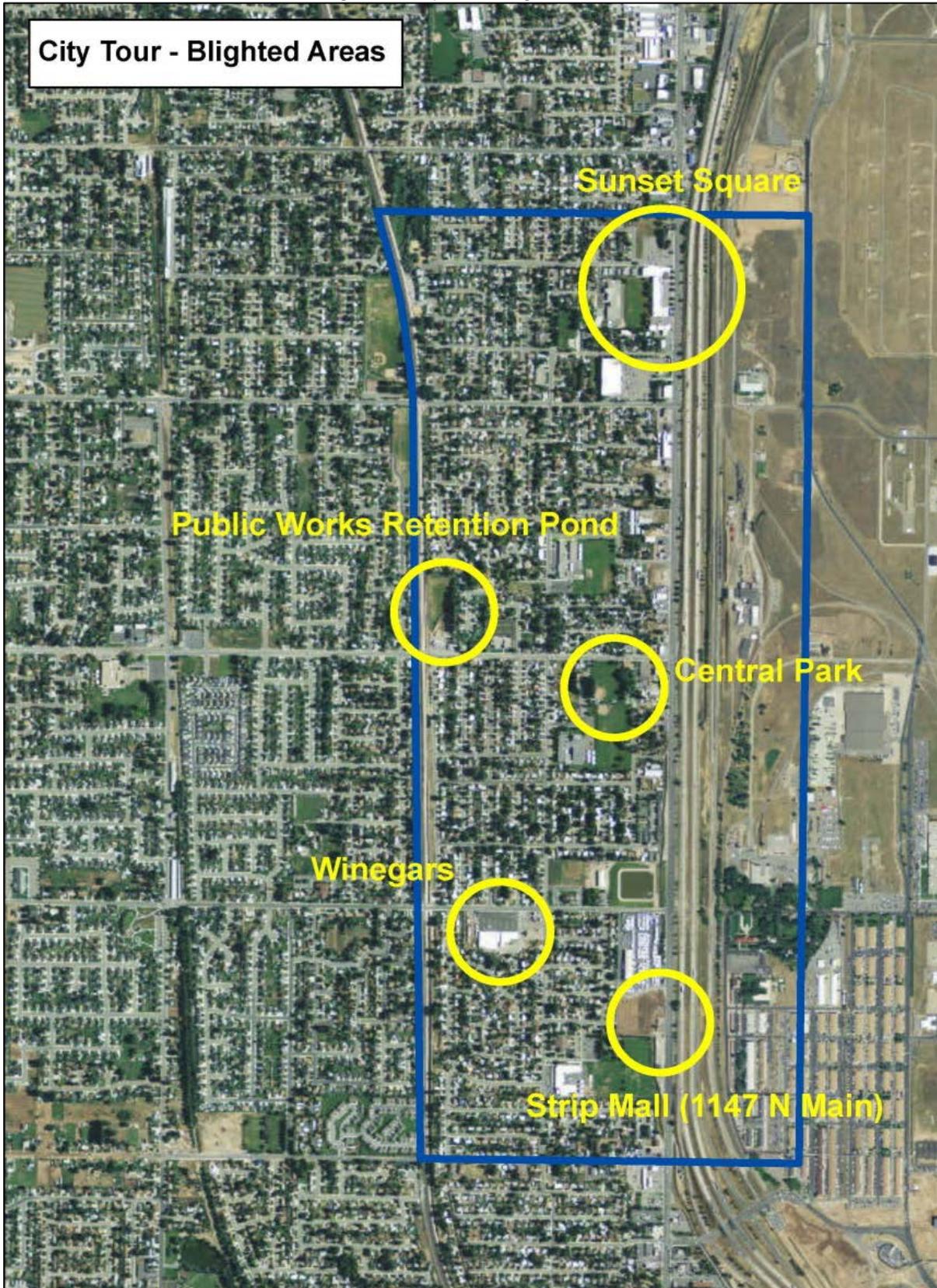
- Winegar Property (250 West 1250 North)
 - Semi-vacant and has potential for redevelopment. 1300 North, which fronts the property, will be temporarily (for 3-4 years) busier due to diverted traffic during the construction of the proposed new interchange at 1800 North
- Neighboring vacant lot (directly west of the Winegar property)
 - This lot is owned by a cousin of the Winegars. He may be interested in selling the property. He has been notified to clean up the property
- Strip Mall (1147 North Main Street)
 - This strip is mostly vacant and is an eyesore.
- Central Park (85 West 1800 North)
 - Portions of the park are in disrepair. The City would like to repair the tennis courts. Redevelopment could occur here, especially considering the possibility of a new interchange here. The interchange would take out the 7-Eleven and some of the park. The Pump House must remain. The City recognizes that the fire station will likely move if the interchange is constructed here
- Public Works Retention Pond (432 West 1800 North)
 - The retention pond must stay, but the City would like to do something creative with the property
- Commonwealth Square/Sunset Square (2575 North Main Street)
 - Managed by Boardwalk Property Management (represented on the Steering Committee). The development is semi-vacant.
- Main Street
 - Several sections along Main Street are blighted or underdeveloped. These areas include several vacant homes, as well as some vacant land. Specific locations include:
 - 1147 North Main Street (Top Hat Diner strip mall)
 - 1600 and 1647 North Main Street
 - 1837, 1851 and 1871 North Main Street
 - 2000 North Main Street
 - 2011 North Main Street
 - 2043, 2059, 2087, and 2013 North Main Street

³⁴ Utah Division of Wildlife Resources

³⁵ Utah Code, Title 17C-2-303: Conditions on Board Determination of Blight

- 2173 North Main Street

Figure 10: City Tour – Blighted Areas

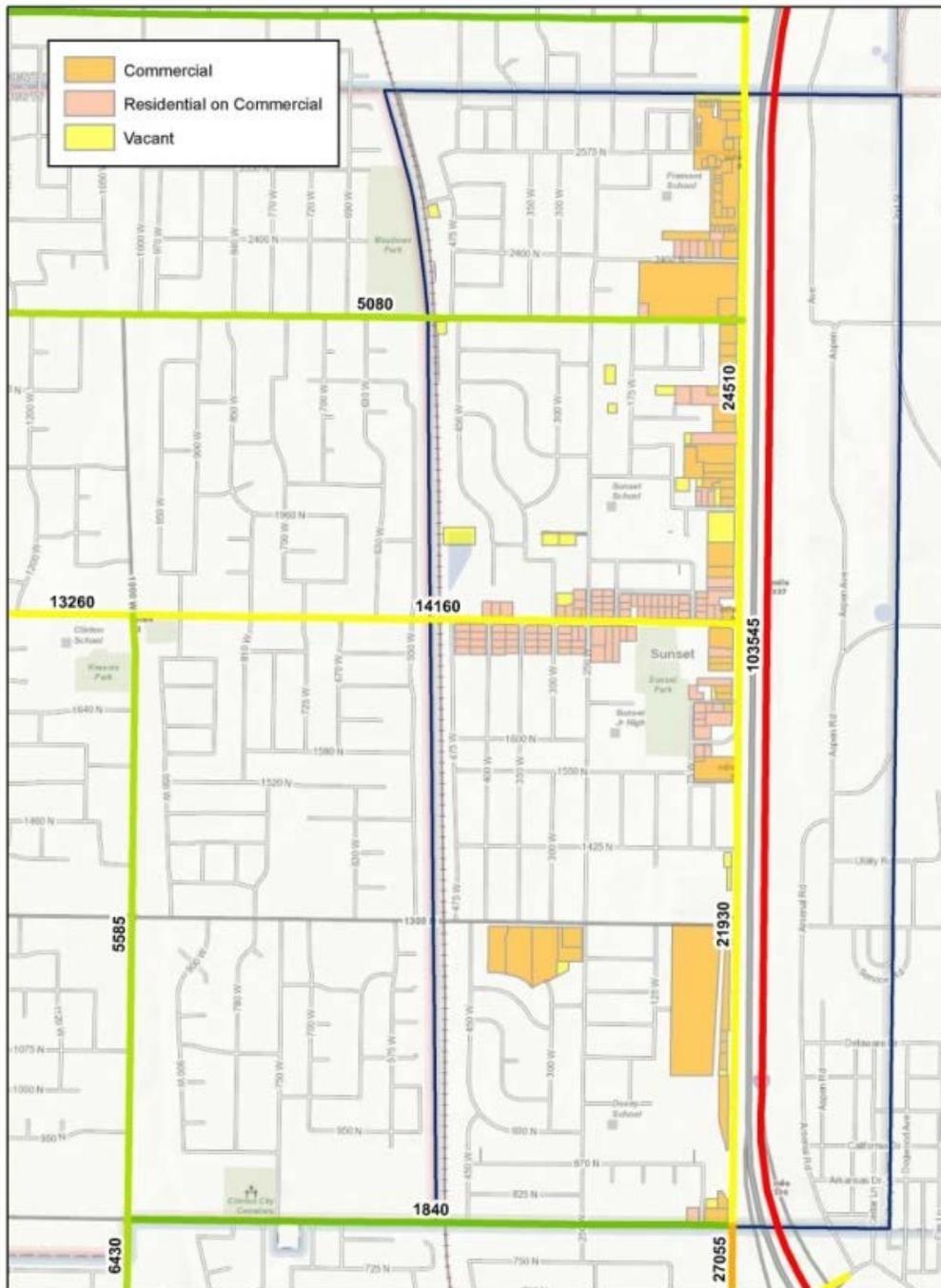


Vacant Land Availability

Sunset City has very little undeveloped land. Vacant land within the City is not concentrated; rather it is scattered in various small patches. Furthermore, there is no significant amount of vacant land near current commercial development. This is an obstacle for the City in facilitating future economic development.

Lastly, because of its location, there is no land that could be annexed by the City. Therefore, the best option for future development in the City is through the redevelopment of underdeveloped or blighted areas.

Figure 11: Vacant Land



Analysis of Local Economy

C. Analysis of Local Economy:

(i) **Analyze economic development problems and opportunities.**

During the meeting on June 24, 2014, Steering Committee members were asked questions relative to economic development problems and opportunities. Responses from the Steering Committee included the following:

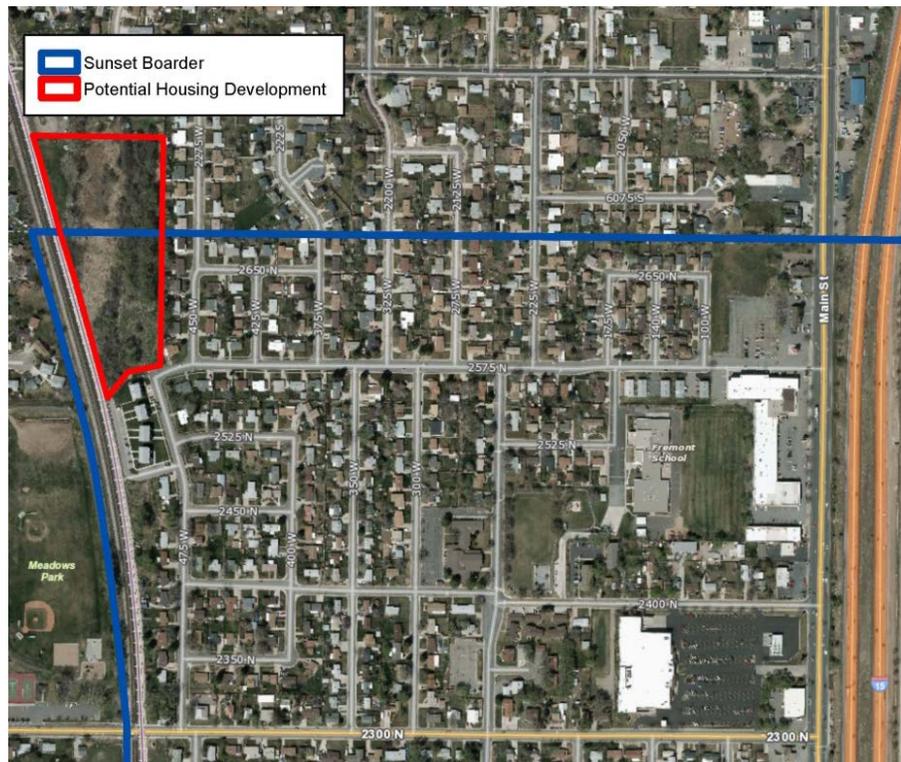
Problems

- Canal that runs along Main Street makes development difficult
- Old infrastructure (water and sewer lines)
- Lack of business clusters throughout the City
- Being a small town makes it difficult to compete with the larger cities in the area and limits what the City can do
- No immediate freeway access
- Little vacant land and little population growth

Opportunities

- The new Falcon Ridge development, which is being developed in and outside of Sunset and near Hill Air Force Base, will bring business to the area, and an estimated 15,000 jobs with rents ranging from \$19-23 per square foot for office space. Sunset could potentially house related businesses at a far lower cost
- Potential for development if new interchange is created at 1800 North
- City Officials would consider using TIF (Tax Increment Financing) to encourage development. Appendix N includes additional information regarding funding options.
- Significant population growth projected to the west of Sunset; travel patterns to I-15 are through Sunset
- A new townhouse development in Sunset will bring 77 three-bedroom units.

Figure 12: Potential Housing Development



Sales Gap (“Leakage”) Analysis

A sales gap analysis shows the estimated amount of retail purchases being made by residents of Sunset City³⁶ and the percentage of those purchases being made within City boundaries (as reflected by the “Capture Rate”). Where the capture rate is less than 100 percent, this indicates that residents are leaving the City to make purchases elsewhere. Where the capture rate is greater than 100 percent, such as for “Motor Vehicle,” this indicates that consumers from outside of the City are making purchases within City boundaries. A full breakdown of the Sales Gap Analysis is in Appendix F.

Table 10: Sales Gap (Leakage) by Retail Category

Area	Per Capita Leakage	Total Leakage	Capture Rate
General Merchandise	-\$2,021	-\$10,530,521	2.28%
Food Services and Drinking Places	-\$1,143	-\$5,955,383	10.82%
Building Materials & Garden	-\$776	-\$4,042,103	0.19%
Clothing	-\$558	-\$2,905,249	0.71%
Accommodation	-\$406	-\$2,116,703	10.92%
Furniture & Home Furnishings	-\$267	-\$1,393,702	0.13%
Gasoline Stations	-\$179	-\$930,690	45.77%
Health & Personal Care	-\$151	-\$785,248	2.46%
Electronics & Appliance	-\$141	-\$736,304	50.47%
Amusement, Gambling, and Recreation Industries	-\$136	-\$706,416	0.00%
Non-Store Retail	-\$117	-\$611,892	35.27%
Sporting Goods, Hobby & Music	-\$97	-\$507,338	71.47%
Personal and Laundry Services	-\$69	-\$360,475	36.50%
Miscellaneous Store Retailers	-\$58	-\$303,110	89.21%
Performing Arts, Spectator Sports, and Related Industries	-\$39	-\$204,456	0.03%
Repair and Maintenance	-\$9	-\$48,455	97.37%
Museums, Historical Sites, and Similar Institutions	-\$6	-\$33,371	33.12%
Motor Vehicle	\$1,669	\$8,699,628	194.36%
Food & Beverage	\$1,856	\$9,673,969	240.21%

Source: Utah State Tax Commission, ZBPF

The analysis indicates that Sunset City has a low overall capture rate of nearly 76 percent, and loses nearly \$14 million in sales annually to surrounding communities. This is a significant problem, as it means a loss of roughly \$68,989 in local option sales tax revenues for the City each year.³⁷

One of the major purposes of this Study is to explore ways of recapturing some of this lost sales tax revenue for the City. Were it not for the high capture rate in grocery store sales, the leakage would be significantly higher, and the overall capture rate much lower.

When determining which types of business to target, it is important to refer to the sales leakage data to determine which types of businesses are either not available in the City or types that are in

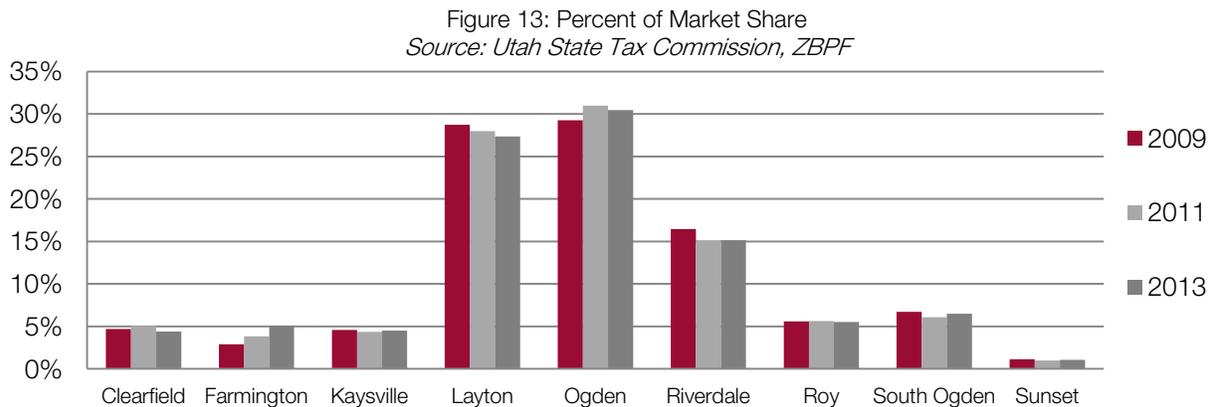
³⁶ Estimated consumer purchases are based on average annual consumer purchases in the State of Utah.

³⁷ Calculated by multiplying \$13,797,822 by one-half of one percent, representing the local option point of sale portion of sales tax revenues.

the City but are not capturing the business of persons in the City. While the capture rate percentage is helpful in determining businesses to target, it is important to also consider the total amount of leakage, as represented by the numbers of dollars leaked into other communities. For example, Clothing has a lower capture rate than General Merchandise (0.71 percent compared to 2.28 percent) but the total amount of leakage is greater for General Merchandise (\$10.5 million) than it is for Clothing (\$2.9 million). **Based on the Sales Gap (Leakage) Analysis, the major retail types to target include general merchandise (including big box and dollar stores) and food services and drinking places (restaurants). Due to the high sales capture rate for grocery stores, there may also be potential for a second grocery store. Smaller scale miscellaneous retail and personal service businesses should also be targeted for Main Street.**

Market Share Analysis

In addition to the Sales Gap Analysis, the market share analysis breaks down the retail market share, or where purchases are being made for a particular area.³⁸ Since 2009 the percent of market share for Sunset has remained around 1 percent. The greatest increase in market share occurred in Farmington, as a result of the new Station Park development, 13.4 miles south in Farmington.³⁹



Absorption Rates

Absorption is the rate at which available space is leased during a period of time. High absorption rates are an indication of commercial growth. An analysis of past absorption rates demonstrates the potential for new development in the area.

Absorption rates for shopping centers are segmented based on shopping center classification. Table 11 lists the various shopping center classifications and their characteristics.

Table 11: Shopping Center Classifications (Source: International Council of Shopping Centers (ICSC))

Shopping Center Type	# of Anchors	Anchor Types	# of Tenants	Trade Area Size
Regional Center	2+	Department stores, mass merchant, discount store, apparel store	40-80	5-15 miles
Community Center	2+	Discount store, supermarket, drug or large specialty store	15-40	3-6 miles

³⁸ Source: Utah State Tax Commission

³⁹ Data is only available for major Utah cities as defined by the Utah State Tax Commission. Therefore, smaller cities like Clinton, that are major competitors of Sunset, are not included in the market share analysis.

Shopping Center Type	# of Anchors	Anchor Types	# of Tenants	Trade Area Size
Neighborhood Center	1+	Supermarket	5-20	3 miles
Strip/Anchorless Center	0	Convenience store	NA	<1 mile

Table 12 shows the total new square footage, the amount absorbed between 2004 and 2013, and the amount absorbed between 2010 and 2013 for shopping centers in Davis County.

Table 12: Shopping Center Absorption, Davis County (Source: Commerce Real Estate)

Shopping Center Type	Sq Ft Increase, 2004-2013	Avg. Absorption per Year, 2004-2013	Avg. Absorption per Year, 2010-2013	Percent of Shopping Centers
Regional Center	1,596,366	177,374	250,000	29%
Community Center	1,464,526	162,725	35,621	46%
Neighborhood Center	4,107	456	(21,667)	13%
Anchorless Center	25,356	2,817	(21,785)	12%
Total	3,090,356	343,373	242,170	

Although the majority of shopping centers in the County are Community Centers, absorption rates indicate growth for regional centers. Due most likely to the development of Station Park in Farmington (13.4 miles south of Sunset), regional centers have absorbed an average of 250,000 square feet per year between 2010 and 2013. The minimal absorption for neighborhood and anchorless centers over 10 years suggests that the shopping center type with the best ability to lease space would be a regional shopping center, not community, neighborhood, or anchorless centers.

(ii) Identify strengths and weaknesses in the regional makeup of human and economic assets, and

During the meeting on June 24, 2014, Steering Committee members were asked questions relative to strengths and weaknesses in the regional makeup of human and economic assets. Their responses, as well as other strengths and weaknesses include:

Strengths

- Traffic counts (primarily along Main Street)
- Exposure to I-15
- Large population in the surrounding area which could help attract businesses and employment, including growing populations to the west and the population and employment from the Hill Air Force Base, located east of Sunset

Weaknesses

- Old infrastructure
- Lack of shovel-ready developable land

Buying Power

An additional weakness that Sunset faces is the lack of buying power within the City. To determine the ability to meet the needs of consumers, we determine the buying power for an area. In Table 13, we have the median sales per square foot for various retail types, including food service

(restaurants), drugstore/pharmacy, books, and sporting goods.⁴⁰ When we divide the amount of sales leakage for Sunset by the Median Sales per Store, we have an estimate of the buying power of Sunset, or the number of additional stores that could be supported in Sunset based on the total amount of sales for the category. While Sunset could potentially support an additional 12 restaurants, Sunset does not have sufficient buying power on its own to support other forms of retail. Therefore, in order to support other forms of retail in Sunset, Sunset cannot rely on its own population or workforce, but must pull from the surrounding area. Further, restaurants tend to congregate in clusters. Unless Sunset can attract an anchor, such as a large megaplex theater, it will be difficult for it to attract chain restaurants.

Table 13: Sunset Buying Power – Leakage Based

	Median Square Footage	Median Sales per Square Foot	Median Sales per Store	2013 Leakage	Number of Possible Stores
Food Service	1,912	\$254	\$486,134	\$5,955,383	12.25
Drugstore/pharmacy	12,544	\$429	\$5,387,272	\$111,464	0.02
Books	2,786	\$246	\$685,356	\$245,490	0.36
Sporting Goods	5,520	\$220	\$1,214,400	\$288,878	0.24

Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008; ZBPF

Because Sunset does not have enough buying power on its own, the City must pull from the buying power of neighboring areas. Furthermore, growth in the neighboring areas will increase the total buying power. Table 14 shows the potential number of stores based on the buying power of these areas.⁴¹

Table 14: Projected Buying Power from Neighboring Communities – Based on 2013-2020 Estimated Population Growth

	Clinton	Sunset	West Point
Food Services			
Buying Power	\$4,204,798	\$358,837	\$2,852,753
Number of Stores	9	1	6
Pharmacy			
Buying Power	\$70,476	\$6,014	\$47,814
Number of Stores	1	0	0
Books			
Buying Power	\$155,224	\$13,247	\$105,312
Number of Stores	1	0	0
Sporting Goods			
Buying Power	\$749,413	\$63,955	\$508,441
Number of Stores	3	0	2

Based on this analysis, an approximate 16 food service, 1 pharmacy, 1 bookstore, and 5 sporting goods stores could be supported by Clinton, Sunset, and West Point through 2020. Sunset's location near I-15 makes it a potential target to attract these and other businesses.

⁴⁰ Median sales per store is taken by multiplying the median square footage and the medians sales per square foot

⁴¹ The buying power was determined by multiplying the total projected population growth from 2013-2020 and the average purchases per capita by category for the State, as calculated in the Sales Leakage Analysis. The potential number of stores was determined by dividing the buying power by the sales per store, as determined by the Urban Land Institute and show in Table 13.

(iii) Determine problems and opportunities posed by external and internal forces affecting the regional economy.

Problems

Proximity to Retail Clusters

As outlined previously, sales leakage, or Sunset residents making purchases outside of Sunset, has a negative impact on the City, as it ultimately decreases the amount of sales tax revenue for the City. The survey described in the Public Involvement section asked respondents to break down the percentage of their non-grocery purchases per city in the area. The results indicate that, on average, 93.2 percent of non-grocery purchases occur outside of Sunset, with the majority taking place in Clinton.

Table 15: Average Percent of Non-Grocery Purchases

City	Percent of Total
Clinton	40.7%
Layton	16.7%
Riverdale	14.5%
Sunset	6.8%
Roy	5.1%
Clearfield	4.6%
Ogden	3.0%
Syracuse	1.9%
South Ogden	0.7%
West Point	0.2%
Hooper	0.1%
West Haven	0.1%

Source: Sunset Community Survey, ZBPF

The retail cluster in Clinton is located on 1800 North directly 2 miles west of Sunset. It encompasses nearly 100 acres of retail development, including Wal-Mart, Lowe's, Kohl's, Macey's Grocery Store, Dollar Tree, AutoZone, McDonald's, and Panda Express, with the majority of the development occurring within the last few years. This development occurred in Clinton due to growing populations on the west side of Davis County and Clinton because Clinton had vacant land for development.

Opportunities

Population and Employment Growth

As mentioned previously, population and employment are projected to increase in the region, with much of growth taking place west of Sunset. Sunset's location next to I-15 provides a great opportunity to capitalize on growth to the west, as many individuals travel through Sunset in order to reach the western communities, including Clinton, Hooper, and West Point.

Table 16: Population and Employment Projections within 3 Miles of Sunset, 2015-2030

Distance	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
3 miles	82,165	83,245	86,021	58,630	63,369	68,994

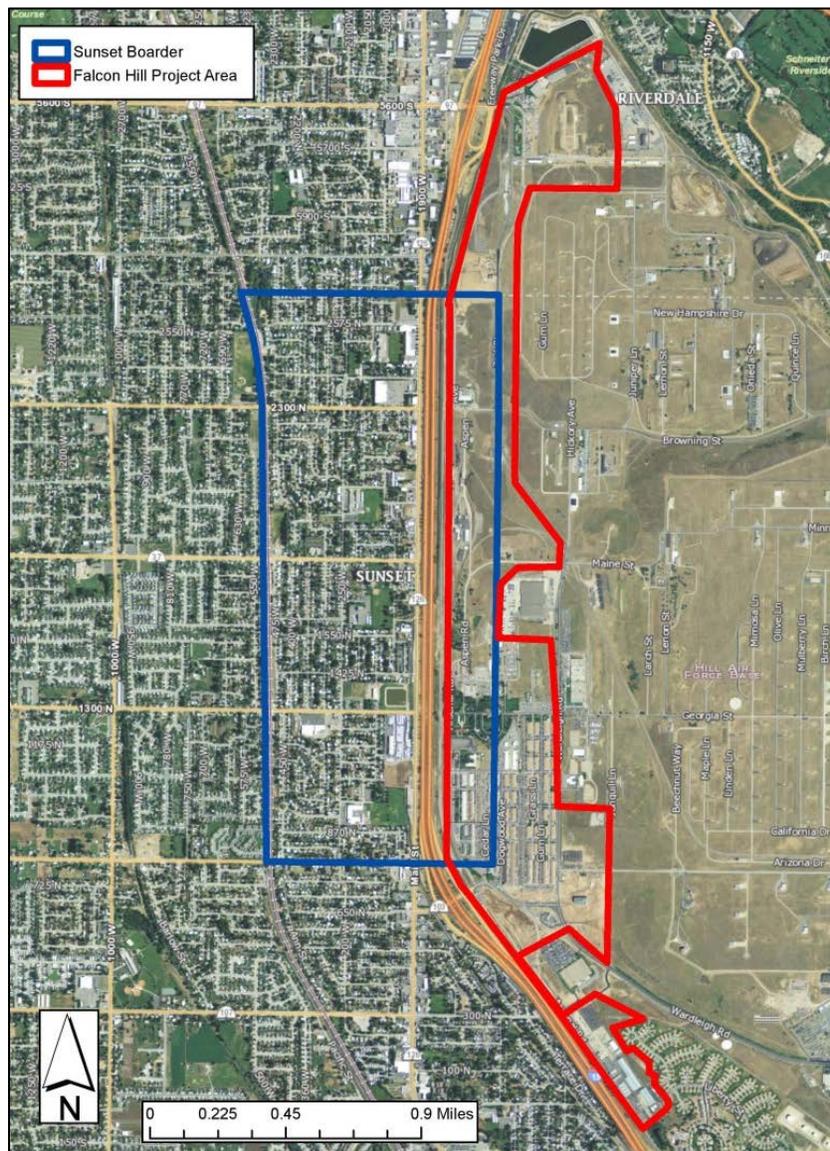
Source: Wasatch Front Regional Council TAZ Projections, ZBPF

Falcon Hill Development

In addition to growth west of Sunset, a new development is taking place east of Sunset which will also increase the population and employment in the area. Falcon Hill, a 550-acre private development on leased military land at Hill Field Air Force Base is currently under construction.

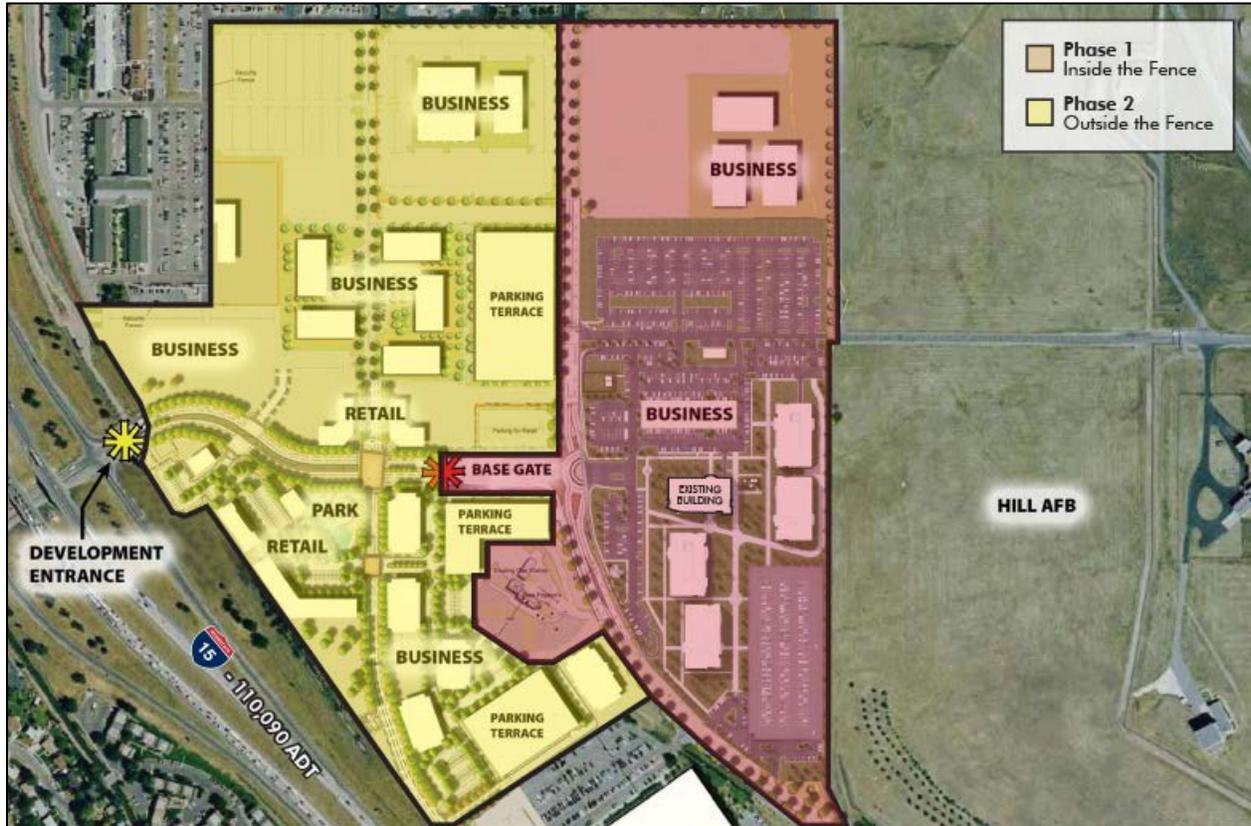
Though the entire Falcon Hill development will stretch from the 650 North interchange in Clearfield to the 5600 South interchange in Roy, the development will happen in several phases over 20-25 years. The initial phases of development will occur on the most northern and southern portions of the site.

Figure 14: Falcon Hill Project Area



Phase 1 of this new development will include over 1,245,000 square feet of office space, 45,000 square feet of retail space, and a hotel and conference center. Building One, a 150,000 square foot Class-A tower, was completed in March 2012 and is 100 percent leased. Building Two is now under construction.

Figure 15: Falcon Hill Phases 1 and 2



Phases 1 and 2 are located near the south gate to Hill Air Force Base, which is located east of the 650 North interchange in Clearfield. The Falcon Hill development could be beneficial to Sunset City, as employees and patrons from Falcon Hill may seek shopping and dining options in nearby communities, including Sunset. Furthermore, portions of the Falcon Hill are located in Sunset City boundaries. Sales and property taxes generated from those developments will directly benefit Sunset City.

Average office space absorption in Davis County has been 60,000 square feet per year. Even if absorption were to increase to 100,000 square feet per year, and if Falcon Hill could capture 50 percent of new growth, it would take 24 years to absorb 1.2 million square feet of office space.

Table 17: Average Office Absorption, Davis County

Office Type	Increase 2004-2013	Avg. Absorption per year, 2004-2013	Average Absorption, 2010-2013
Class A	408,742	45,416	126,778
Class B	(50,890)	(5,654)	(64,291)
Class C	184,580	20,509	(42,491)
Overall	542,432	60,270	19,995

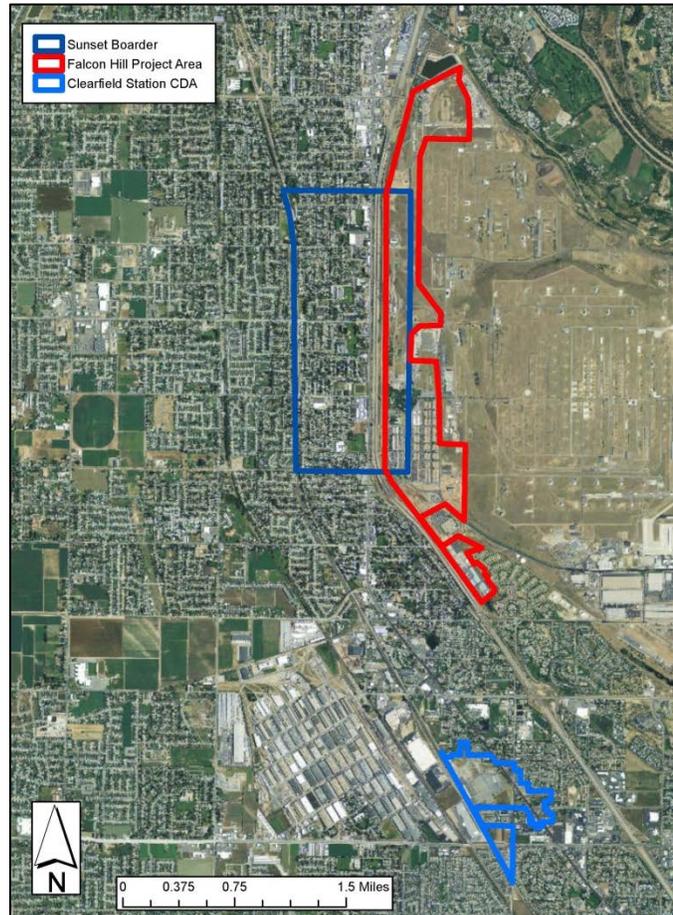
Clearfield Station CDA

A proposed CDA in Clearfield, approximately 2.25 miles south of Falcon Hill, would encompass 126 acres and would feature a transit-oriented development with residential, office, retail and flex space uses. New development in Sunset would be more likely to attract traffic from Falcon Hill than would Clearfield Station, primarily due to Sunset's proximity to Falcon Hill. While this development could potentially draw traffic from Falcon Hill, any new development in Sunset would be much closer to Falcon Hill than would new development at Clearfield Station.

1800 North Interchange

Furthermore, a study is being conducted by UDOT and Horrocks Engineers regarding the possibility of adding an interchange to I-15 at 1800 North in Sunset. According to Horrocks Engineers, the engineering firm conducting the study, traffic counts are anticipated to increase on 1800 North and Main Street from 15,000 (2009) to 34,000 (2040). Currently, Sunset is located between two interchanges (5600 South in Roy and 700 South in Clearfield). The addition of an interchange in Sunset would be a great opportunity for redevelopment in Sunset, particularly along Main Street and 1800 North. Interviews with real estate developers and commercial brokers support this belief, with brokers indicating that with the new interchange, 1800 North could be a new regional retail hub for the area.

Figure 16: Clearfield Station CDA



Grant Funding

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs.⁴² For an eligible activity, no less than 70 percent of CDBG funds must be used for activities that benefit low- and moderate-income persons. Furthermore, each activity must meet one of the following national objectives for the program:

- Benefit low- and moderate-income persons
- Prevention or elimination of slums or blight
- Address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available

⁴² U.S. Department of Housing and Urban Development

The Wasatch Front Regional Council (WFRC) administers the CDBG program for Davis County. In 2014, WFRC received \$1,096,109 dollars to appropriate to projects.⁴³ WFRC lists the following as some eligible activities:

- Planning assistance
- Assistance to non-profit entities for community development activities
- Assistance to private entities to carry out economic development activities
- Removal of barriers that restrict the accessibility of the elderly or handicapped
- Property acquisition for public purposes
- Construction or reconstruction of streets, water, and sewer facilities
- Promotion of neighborhood centers
- Creation or rehabilitation of recreation facilities
- Installation or modification of public works infrastructure
- Demolition of buildings and improvements
- Rehabilitation of public and private buildings
- Job creation and job skills training
- Housing lot acquisition for multiple-family housing construction

There is potential for funds to be received for economic development projects in Sunset, including infrastructure and beautification projects. Sunset should work with WFRC to pursue this opportunity. Appendix N includes additional information regarding funding options.

Inventory of Local Economic Development Tools

D. Inventory of Local Economic Development Tools:

(i) Consider and inventory existing plans and planning processes in the region. The analysis may incorporate relevant material from other government supported plans.

WFEDD CEDS 2013-2018

The Wasatch Front Economic Development District (WFEDD) is comprised of Davis, Morgan, Salt Lake, Tooele, and Weber counties. WFEDD created a Comprehensive Economic Development Strategy (CEDS), as required by the United States Department of Commerce, Economic Development Administration (EDA) in order for cities and counties to apply for federal economic development funding. The CEDS also provides a structure for economic developers to maximize and leverage regional assets when planning and setting economic development goals. WFEDD states that, “the creation of the Comprehensive Economic Development Strategy (CEDS) will help the communities within the Wasatch Front Economic Development District (WFEDD) in fulfilling their missions by creating coordinated regional economic development plans, promoting long-term economic competitiveness, and attracting federal monies to implement local plans.

The CEDS includes a series of prioritized goals and objectives. They include:

1. Attract businesses that offer higher wages
2. Retain and expand existing Utah businesses
3. Build on and improve the region’s growth centers
4. Encourage entrepreneurship and innovation

⁴³ Wasatch Front Regional Council

5. Increase economic development capacity
6. Maintain and improve our high quality of life

The CEDS also includes a list of entities eligible for EDA funding and the projects they wish to complete between 2013 and 2018. The project listing also includes other funding sources, including RDA's, TIF's, grants, City and private sources. According to the CEDS, Sunset has not submitted any projects to be completed through 2013 to 2018. One goal for Sunset is to identify sources for funding through the EDA and other grants in order to compete for assistance in the completion of redevelopment projects in the City.

CEDS notes that firms within certain industries typically cluster together to reduce operating costs and benefit from shared inputs. CED's identifies several cluster types in Utah, including:

- Aerospace and Aviation
- Defense and Homeland Security
- Energy and Natural Resources
- Financial Services
- Life Sciences
- Software Development and Information Technology
- Outdoor Products and Recreation

Clusters that the State of Utah would like to pursue include:

- Bio-technology
- Distribution
- Manufacturing
- Tourism
- Film Industry

A copy of the CEDS 2013-2018 has been provided to the City in addition to this report.

Davis County Economic Development Strategy

The Davis County Community & Economic Development department has five goals in its Economic Development Strategy. They include:

1. Business Expansion and Retention (BEAR)
2. Business Attraction and Recruitment
3. Develop Industrial and Business Sites
4. Increase Economic Development Capability
5. Quality of Life

A copy of the Davis County Economic Development Strategy has been provided to the City in addition to this report.

Wasatch Choice for 2040

Wasatch Choice 2040 is a vision for how growth should unfold in the Wasatch Front region (Weber, Davis, Salt Lake, and Utah Counties). Led by the WFRC and Mountainland Association of Governments (MAG), The Wasatch Choice for 2040 vision "considers how growth, transportation and open space can be shaped for the next few decades to have outstanding positive impacts on the lives of residents in the Greater Wasatch Area."⁴⁴ The vision has several goals or principles:

⁴⁴ Source: Wasatch Choice for 2040

- Provide public infrastructure that is efficient and adequately maintained
- Provide regional mobility through a variety of interconnected transportation choices
- Integrate local land-use with regional transportation systems
- Provide housing for people in all life stages and incomes
- Ensure public health and safety
- Enhance the regional economy
- Promote regional collaboration
- Strengthen sense of community
- Protect and enhance the environment

(ii) It should also demonstrate consistency with applicable state and local strategies, identify past, present and projected economic development in the region, and identify and analyze economic clusters in the region.

WFEDD CEDS 2013-2018

The Sunset Economic Redevelopment Plan addresses several of the CEDS goals:

- *Retain and expand Utah businesses:* One of the economic redevelopment goals for Sunset is to assist businesses already in Sunset. To meet this goal, it is recommended that Sunset City officials (e.g., Mayor and City Council Members) make individual visits to each business in the City. The purpose of these meetings is to inform the businesses of the anticipated growth in Sunset and the surrounding area, sales leakage opportunities and to discuss prospects to expand in Sunset.
- *Increase economic development capacity:* The intent of the economic redevelopment plan is to increase sales and property tax revenue for Sunset City. This will provide additional revenue to support City services. This plan also identifies potential properties for redevelopment that could provide an increased property tax base for the City.
- *Maintain and improve our high quality of life:* Much of the economic redevelopment plan focuses on development near transportation hubs and along public transit corridors in Sunset. Furthermore, the redevelopment of these areas seeks to improve the quality of life for residents by encouraging business services in Sunset that are not currently available or have limited availability, including shopping and dining. Recommendations have been made that are designed to respect and maintain the high standard of parks currently available in the City while, at the same time, capitalizing on the potential for larger-scale development near the new 1800 North Interchange.

Sunset is located directly east of Hill Air Force Base, with a portion of the base being within City limits. Development opportunities in Sunset could include pursuing business types within the aviation and aerospace cluster, or building on the cluster development taking place at Falcon Hill. Falcon Hill, a 550-acre private development on leased military land at Hill Field Air Force Base, is currently under construction. Phase 1 of this new development will include over 1,245,000 square feet of office space, 45,000 square feet of retail space, and a hotel and conference center. Phase 1 is located near the north and south gates to Hill Air Force Base, which are located east of the interchanges at 5600 South in Roy and 650 North in Clearfield. The Falcon Hill development could be beneficial to Sunset City, as employees and patrons from Falcon Hill may seek shopping and dining options in nearby communities, including Sunset.

Davis County Economic Development Strategy

The Sunset Economic Redevelopment Plan addresses some of these goals:

- *Business expansion and retention (BEAR):* One of the economic redevelopment goals for Sunset is to assist businesses already in Sunset. To meet this goal, it is recommended that Sunset City Officials (e.g., Mayor and City Council Members) make individual visits to each business in the City. The purpose of these meetings is to inform the businesses of the anticipated growth in Sunset and the surrounding area and to discuss opportunities to expand in Sunset.
- *Business attraction and recruitment:* The Economic Redevelopment Plan determines target industries so that Sunset can focus its marketing efforts to attract specific business types to the City. These targeted retail types include, but are not limited to: general merchandise, dollar stores, entertainment, movie theaters, eating places, personal services and gift & hobby stores.
- *Develop industrial and business sites:* The City will facilitate growth by exploring all available funding options, including the creation of redevelopment (i.e., tax increment) areas and the use of CDBG funds. Appendix N includes additional information regarding funding options.
- *Increase economic development capability:* Economic development capability will be increased through redevelopment and infill of properties, and City assistance (through tax increment areas) with aggregation of properties for commercial development near the new 1800 North Interchange.
- *Quality of life:* The redevelopment of areas in Sunset seeks to improve the quality of life for residents by encouraging business services in Sunset that are not currently available or have limited availability, including shopping and dining. It also seeks to maintain existing parks standards, while potentially relocating some park land in order to capitalize on the 1800 North Interchange.

Wasatch Choice for 2040

The Sunset Economic Redevelopment Plan addresses some of the Wasatch Choice goals and objectives:

- *Enhance the regional economy:* The primary purpose of the plan is to enhance the economy of Sunset. As a part of the Wasatch Choice for 2040 goal to enhance the regional economy, transportation and land use decisions are being made to improve the quality of life for Sunset residents as well as retain and recruit businesses and labor.
- *Strengthen sense of community:* A key piece of the plan is to preserve residential areas, as well as other environmental, cultural, and other historical assets. Furthermore, the prospect of creating a new city center, either through a new park on 1300 North 250 West or through new commercial development on 1800 North Main Street, will help strengthen the sense of community.

(iii) Show recommended phasing and the estimated equity requirements for each phase of development.

Table 18: Recommended Phasing

Priority	Task	Investment/Cost
Phase 1: 1 to 3 years		
1	Recapture lost general merchandise sales tax through expansion of Smith's or attracting another large store	Creation of a CDA to beautify northern end of Sunset to incentivize development Hire a planner to design streetscape Cost: \$6,000, to be repaid through Tax Increment

Priority	Task	Investment/Cost
2	Expand and retain existing business through interviews with the 32 existing business owners	Cost: Time of staff and elected officials
3	Work with UDOT and legislators for favorable alignment of I-15 1800 North interchange	Cost: Time of elected officials
4	Develop parks plan and policy in regards to economic development. This may include working with the Winegars to exchange property	Could involve hiring a parks consultant for overall City plan Cost: \$20,000, time of staff and elected officials Funding Source: CDBG funds
5	Contact local developers regarding interest in 1800 North interchange area	Cost: Time of staff
6	Contact Davis School district regarding possibility of school closures in Sunset	Cost: Time of staff
7	Provide better signage for and awareness of existing businesses	Include list of businesses on City website Cost: Tax increment or CDBG funds
Phase 2: 3 to 6 years		
8	Create CDA for 1800 North interchange	Cost: \$6,000-\$8,000
9	Contact high-priority tenants for interchange (e.g., Larry Miller Group-Megaplex, Costco, etc.)	Cost: Time of staff and elected officials
10	Contact new businesses locating at Falcon Hill to assess suppliers, complementary businesses that may locate in proximity but in a lower rent area	Cost: Time of staff and elected officials

Blighted Areas

E. Blighted Areas:

(i) Determine those areas that are suffering from blight and disinvestment.

Blighted areas, as defined by Utah State Code, must meet specific requirements.⁴⁵ Therefore, blight in this report is used generally in referring to underdeveloped properties. Underdeveloped is determined by low improvement values, current use, and general appearance of the property.

Before the meeting held on June 24, 2014, Mayor Macfarlane and Norm Noyes (Public Works Director) took ZBPF on a tour of Sunset City, specifically to identify blighted areas within the City.

These blighted areas include:

- Winegar Property (250 West 1250 North)
 - Semi-vacant property with rundown appearance. 1300 North, which fronts the property, will be temporarily (for 3-4 years) busier due to diverted traffic during the construction of the proposed new interchange at 1800 North.
 - Neighboring vacant lot (directly west of the Winegar property)
 - This lot is owned by a cousin of the Winegars. He has been notified to clean up the property.
- Strip Mall (1147 North Main Street)

⁴⁵ Utah Code, Title 17C-2-303: Conditions on Board Determination of Blight

- This strip is mostly vacant and is an eyesore.
- Central Park (85 West 1800 North)
 - Portions of the park are in disrepair. The City would like to repair the tennis courts. Redevelopment could occur here, especially considering the possibility of a new interchange here. The interchange would take out the 7-Eleven and some of the park. The Pump House must remain. The City recognizes that the fire station will likely move if the interchange is constructed here.
- Public Works Retention Pond (432 West 1800 North)
 - The retention pond must stay, but the City would like to do something creative with the property
- Commonwealth Square/Sunset Square (2575 North Main Street)
 - Managed by Boardwalk Property Management (represented on the Steering Committee). The development is semi-vacant.

Figure 17: City Tour – Blighted Areas



- Main Street
 - Several sections along Main Street are blighted or underdeveloped. These areas include several vacant homes, as well as some vacant land. Specific locations include:
 - 1147 North Main Street (Top Hat Diner strip mall)
 - 1600 and 1647 North Main Street
 - 1837, 1851 and 1871 North Main Street (Maverik Inc. intends to build a gas station/convenience store on these parcels)
 - 2000 North Main Street
 - 2011 North Main Street
 - 2043, 2059, 2087, and 2013 North Main Street
 - 2173 North Main Street

The redevelopment of Main Street would be best if concentrated in nodes for example a north node (Sunset Square), a central node (1800 North) and a south node (800 North). The development of blighted areas in between the nodes would then take place once developments at the nodes occur.

Figure 18: 2087 North Main Street



Figure 19: 2000 North Main Street



Figure 20: 2011 North Main Street



Figure 21: 1851 North Main Street



Of the sites that were visited, four key sites were selected for analysis. These sites are as follows and were selected because of their location, access, the number of traffic counts, visibility, and because the sites currently have commercial development.

Figure 22: Key Sites

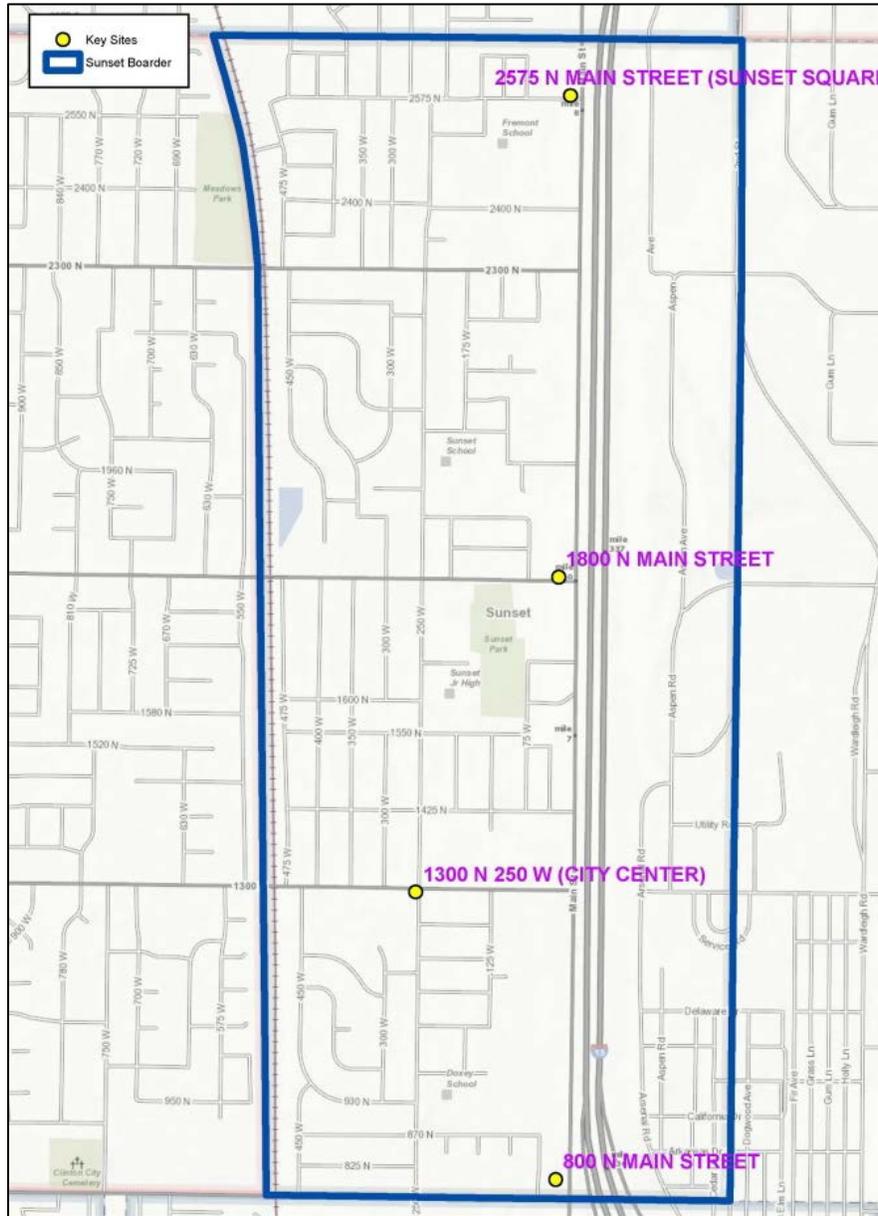


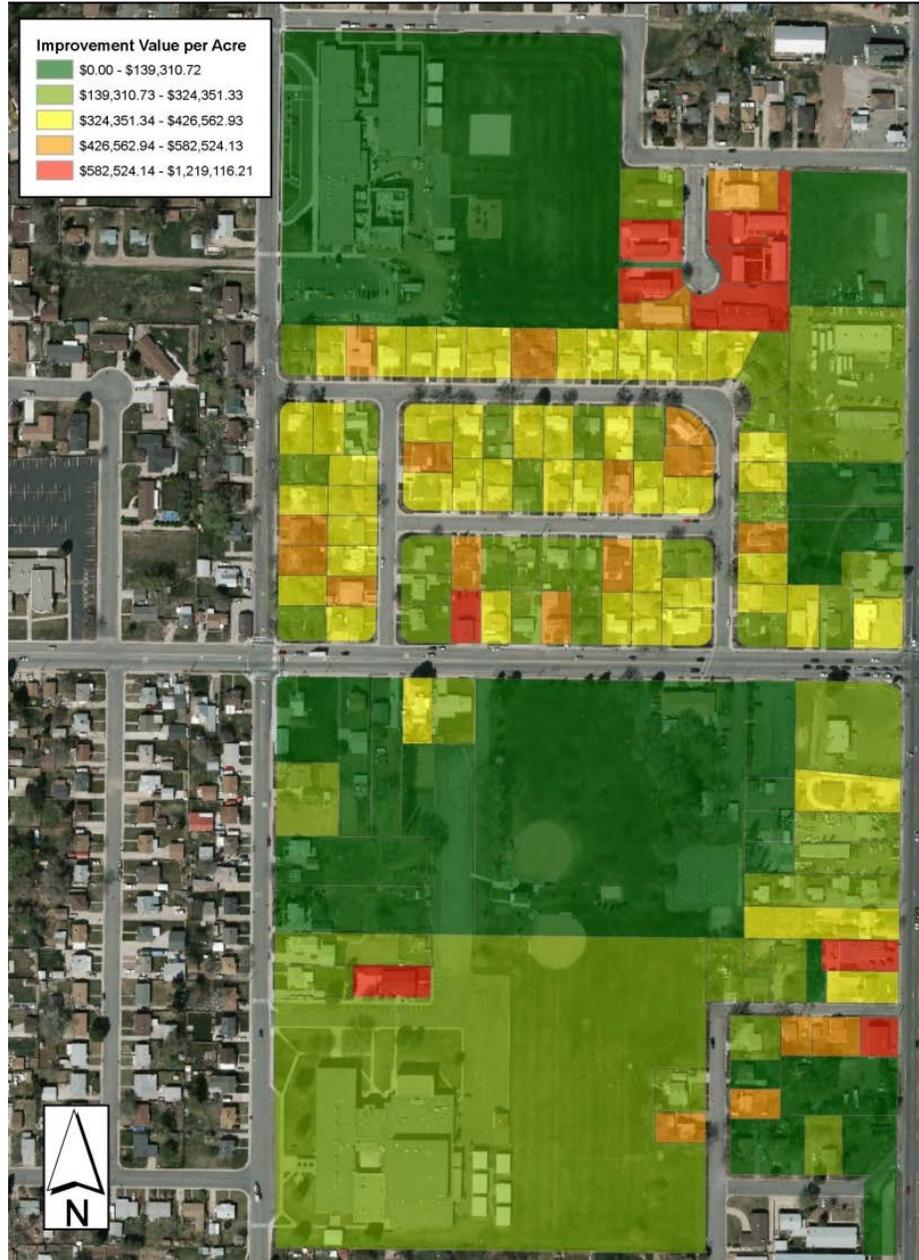
Table 19: Key Sites

Site Number	Site Area
1	1800 North Main Street
2	2575 North Main Street (Sunset Square)
3	1300 North 250 West (Winegars)
4	800 North Main Street

Site 1: 1800 North Main Street

- Traffic counts in the City are highest in this area, with 13,260 to 14,160 AADTs (Average Annual Daily Trips) on 1800 North and between 21,930 and 24,510 on Main Street
- 7 parcels on the corner of Main Street and 1800 North are currently for sale (1.96 acres).⁴⁶ Maverik Inc., a local gas station/convenience store company, has 1.73 of the acres under contract, with the due diligence set to expire on December 14, 2014. Once the due diligence expires, and pending City approvals, Maverik plans to build a gas station/convenience store on this corner.⁴⁷
- The average improvement value per acre for parcels around 1800 North Main Street is \$338,667.

Figure 23: Improvement Value per Acre



Improvement values per acre range from \$0 to \$1.2 million. As shown in Figure 23, residential parcels tend to have higher improvement values per acre than non-residential parcels. Parcels with lower improvement values (dark green) include Central Park, Sunset Elementary School, and other parcels that are either vacant or underdeveloped (see Figure 25). Sunset Junior High Also has a lower improvement value. Parcels with low improvement values are the most likely sites for redevelopment.

⁴⁶ 1.73 is Residential on Commercial, .23 is Commercial.

⁴⁷ Maverik currently does not own the Saigon Market on the corner. This would likely remain.

- o Nearly 26 acres of commercially-zoned land, while only approximately 5 acres of which currently has a commercial use.⁴⁸ (Figure 24)

Although there is very little vacant land in this area, there is a significant amount of underdeveloped land.⁴⁹ (Figure 25)

Figure 24: Residential and Commercial Land

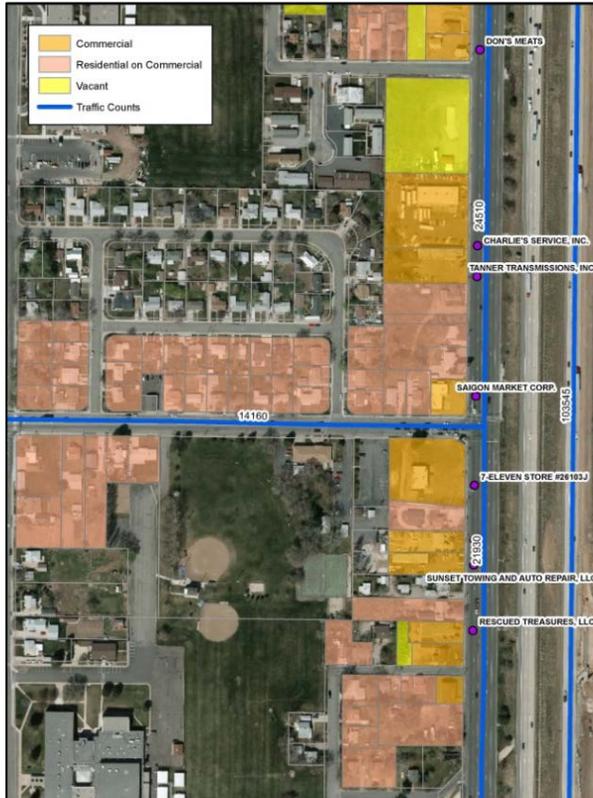


Figure 25: Vacant or Underdeveloped Land



This site also has excellent potential with the prospect of a new interchange being built on I-15. UDOT is conducting an Environmental Impact Study (EIS), which will identify the need for improvements to 1800 North, including a new interchange, a railroad overpass at 500 West, and widening 1800 North between I-15 and 2000 West. While the proposed interchange is still in the early stages of planning, an interchange at 1800 North and I-15 would be a catalyst for economic development for Sunset City. An interchange would increase access and visibility from I-15. Timing for the interchange is uncertain. Although the environmental study will be completed by mid-2015, the earliest construction could begin would be in 2017. However, currently no funds are allocated for the project; therefore, it is unlikely that construction will begin in 2017, but that the project will occur within the next 5-10 years.

⁴⁸ Along Main Street from 1600 North to 2000 North

⁴⁹ Underdeveloped is determined by low improvement values, current use, and general appearance of the property.

The proposed interchange at 1800 North Main Street has several alignment scenarios. The most ideal scenario (Option 5A) for Sunset City would shift I-15 east, creating two 20-acre parcels that could be developed. The most likely scenario (according to engineers involved with the project - Option 8D), however, would leave I-15 in place and build the interchange on the east side of I-15. While both scenarios increase access to Sunset, only 5A creates developable commercial space in Sunset. It is extremely important for Sunset City to work with State officials to pursue Option 5A.

Figure 26: Developable Land Created by I-15 Option 5A



Site 2: 2575 North Main Street (Sunset Square and Smith's)

- o Traffic counts in this area are 24,510 on Main Street, with approximately 5,080 on 2400 North
- o 3.3 acres of vacant land
- o Higher average improvement value per acre of \$419,998, which is due to current commercial development, including Smith's and Sunset Square. Improvement values per acre range from \$0 to \$1.1 million. The vacant land north of Sunset Square has the lowest improvement value for the site, indicating this as the most likely location for redevelopment for Site 2 (Figure 27)
- o All of the property in Site 2 is zoned commercial, with only 6 parcels that currently have a residential use

Figure 27: Improvement Value per Acre



Figure 28: Residential and Commercial Land

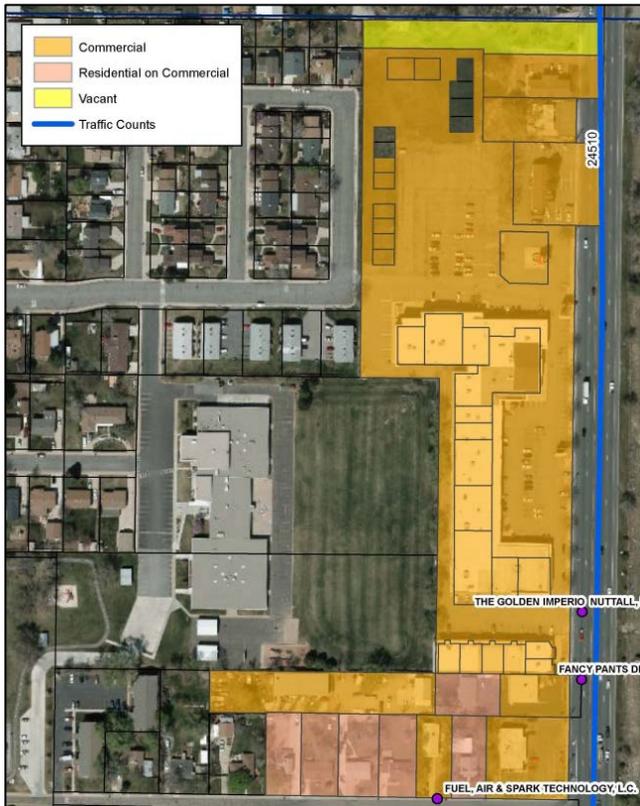
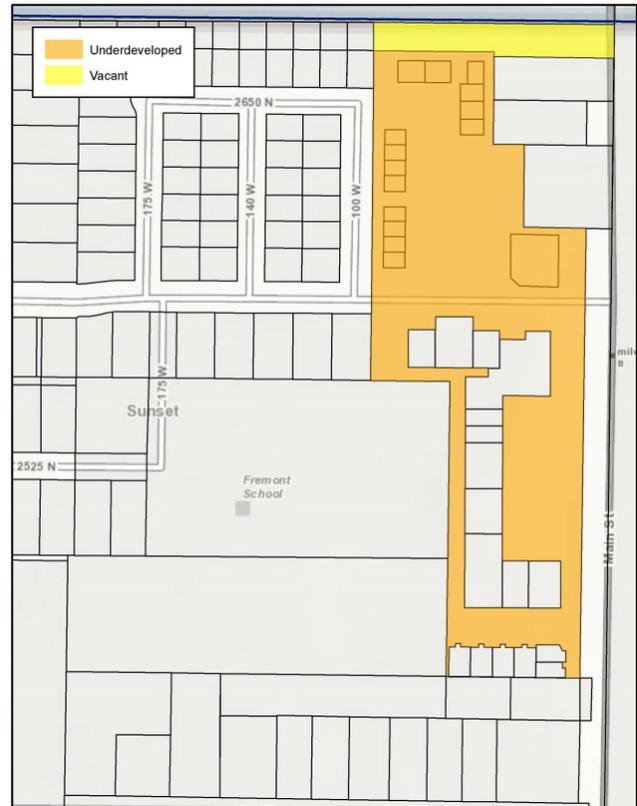


Figure 29: Vacant or Underdeveloped Land



Site 3: 1300 North 250 West (City Center)

- Traffic counts are lower in this area, with approximately 2,309 on 1300 North and between 10,997 and 9,381 on Main Street⁵⁰
- Site 3 lacks visibility from I-15 or a major thoroughfare
- Nearly 5 acres of vacant land
- Average improvement value per acre is \$318,133. Improvement values per acre range from \$0 to \$539,822. The higher improvement values in the area are residential properties, while the lower values are on the vacant City land and the Winegar property.
- The owner of the vacant lot west of the Winegar building has expressed interest in selling the land
- If an interchange is built at 1800 North, 1300 North may experience increased traffic during the construction of the interchange, as persons who traditionally use 1800 North may use other thoroughfares, including 1300 North, to avoid construction. If this occurs, traffic levels may decrease at the completion of the interchange project.

⁵⁰ Source: UDOT, Signal Study for SR-126 (Main Street) & 1300 North in Sunset report

Figure 30: Improvement Value per Acre



Figure 31: Residential and Commercial Land

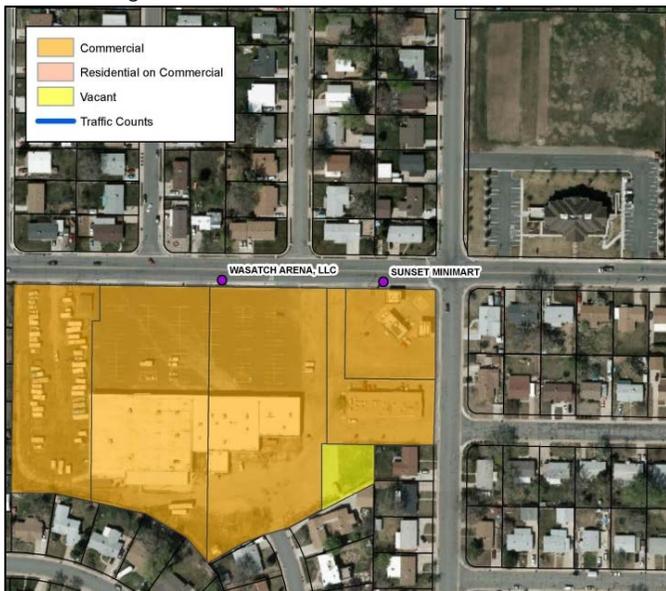


Figure 32: Vacant or Underdeveloped Land



Site 4: 800 North Main Street

- 27,055 AADT's on Main Street south of 800 North, 21,930 north of 800 North, and only 1,840 on 800 North
- .3 miles from the 650 North interchange in Clearfield, with visibility from I-15
- No vacant land available
- Average improvement value per acre is \$369,886, with values ranging from \$0 to \$1.4 million, with the lower values being along the canal and at the South Park

Figure 33: Improvement Value per Acre



(ii) Create a plan to stabilize or redevelop these areas, including suggested realignment or adjustment to RDA boundaries.

RDA Site Selection

Currently there are no RDA's in Sunset City. To facilitate economic development in the City, an RDA could be developed. To create a sense of arrival to Sunset City, an RDA could be created along Main Street at either the northern or southern boundary of the City (Key Sites 2 and 4).

Table 20: Potential RDA Site Comparison

Category	Site 2 (North)	Site 4 (South)
Traffic Counts – Main Street	24,510	21,930-27,055
Traffic Counts – Adjacent Street	5,080	1,840
Vacant Land	2.5	1.1
Zoning	Commercial	Residential
Proximity to Interchange	0.8 miles	0.2 miles
Taxable Sales	\$19,130,319	\$264,589

Site 2: 2575 North Main Street (Sunset Square and Smith's)

- o Traffic counts in this area are 24,510 on Main Street, with approximately 5,080 on 2400 North
- o 3.3 acres of vacant land
- o Area is zoned commercial, with 6 parcels zoned commercial with occupied by residential
- o 0.8 miles from the 5600 South interchange, which has a retail cluster including a grocery store, several restaurants, and other retail
- o Over \$19 million in taxable sales for the area

Figure 34: Improvement Value per Acre

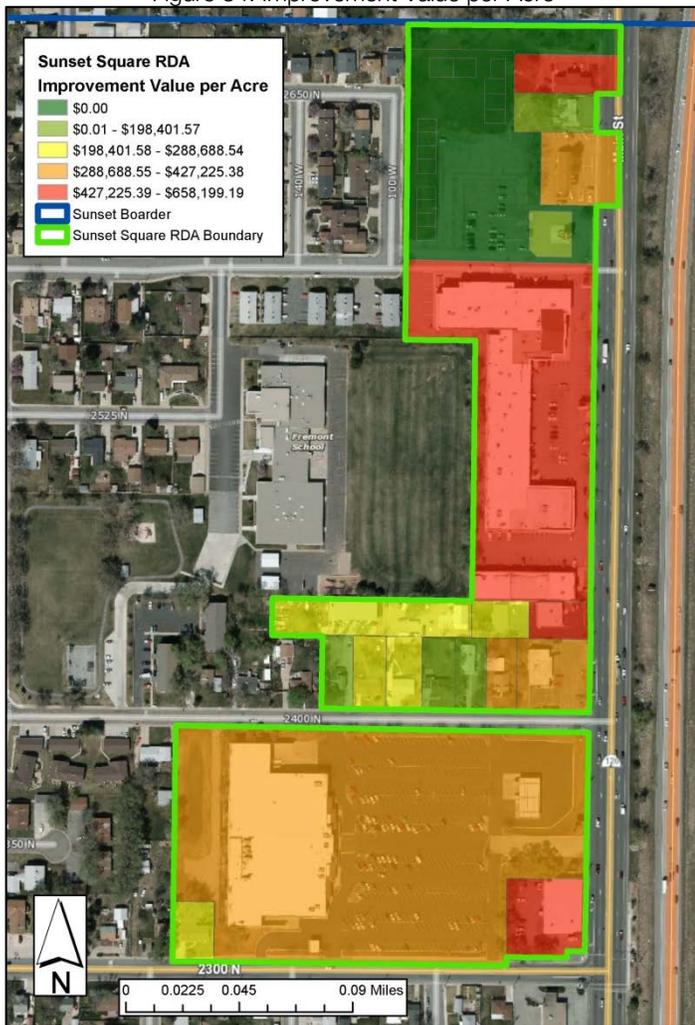


Figure 35: Residential and Commercial Land



Site 4: 800 North Main Street

- o Traffic counts for this area are 21,930 on Main Street north of 800 North and 27,055 south of 800 North, with 1,840 on 800 North
- o 1.1 non-contiguous acres of vacant land (if you include covering portions of the canal)
- o Area is predominantly zoned residential, with four commercial properties, of which one's current use is residential
- o 0.2 miles from the 600 North interchange, which has some commercial development (four fast food restaurants, two gas stations, a hotel, and several auto repair and maintenance shops)

Based on the amount of vacant space available, the current use and zoning of properties, and traffic counts, Site 2 is the better option for an RDA, with more potential to generate tax increment. While Site 4 has the advantage of proximity to an interchange, the lack of vacant land and the predominantly residential area would make it difficult to have enough space to do an RDA.

Potential RDA Site: Site 2 (Sunset Square)

Proposed boundaries for an RDA at Site 2 are indicated in Figures 34 and 35, with Figure 34 showing the improvement value per acre and Figure 35 listing the land use for the area.

Although improvement values are not as low in this area compared to other sites in the City, improvement values are especially low north of Sunset Square, suggesting the potential for development to occur in that area. The creation of an RDA could attract new business to the area to serve as an anchor. While Smith's Food and Drug is the anchor for the north side of Sunset City, the lack of a direct connection between Smith's and Sunset Square minimizes the anchoring effect of Smith's. The 3.3 acres of vacant land could be sufficient space to bring in an anchor, including a pharmacy or dollar store.⁵¹

Currently the vacant parcels are owned by different entities, including Sunset City and Sunset Square, as well as three other entities. Thomas Gulbrandsen, Boardwalk Management and property manager for Sunset Square stated that the Mayor sent letters to the various



⁵¹ Buying power for new business in the City is discussed later in the report

property owners inquiring if they would be willing to sell their portions of the property. Thomas claims that one of the owners indicated interest in selling, while the other two did not respond.

Potential Improvements to the Area

Thomas Gulbrandsen of Boardwalk Management and the property manager of Sunset Square indicated several improvements that could be made if TIF funds were available through an RDA. These improvements include:

- *Creating a uniform cohesion between Smith's Food & Drug and Sunset Square:* Connecting both a physical and visual connection between Sunset Square and Smith's could increase patronage to Sunset Square and bring in additional tenants. This cohesion could be achieved through improved sidewalks and planter boxes on 2400 North
- *Clearing of trees along east side of Main Street:* Currently some trees decrease the visibility of Sunset Square from I-15. Clearing these trees and replacing them with shorter trees would not only beautify the area but also increase visibility.
- *Beautification of Main Street:* Main Street, particularly the area between I-15 and Main Street, lacks vegetation and accumulates trash and other debris. In addition to shorter trees, additional vegetation would improve the look of the area and make it more desirable for tenants and patrons. Other beautification improvements could also be made to the west side of Main Street, including planter boxes, vegetation, and new sidewalks
- *Other improvements:* façade improvements to Sunset Square, repave and stripe parking lots, replace or renew the Sunset Square and Smith's monument signs

Site 3: 1300 North 250 West (Winegars) – City Center

The community survey asked residents on a scale from 1 to 5 (1: not important, 5: very important) how important it is to have a city center. The average response was a 3.6, indicated that most respondents believe it is important to have a city center. The survey also asked respondents to identify a location that best describes the City's current city or town center. Most respondents indicated either Central Park or 1800 North, for a combined 28 responses; no town center was also a popular response with 12 responses. However, 1300 North and the City Offices combined for a total of 13 responses.

Table 21: Survey Response, City Center

Q6: Which of the following locations best describes the "heart" of Sunset -- the "town center"?	
Option	# of Responses
Central Park	16
1800 North	12
No town center	12
City Offices	11
Smith's	8
Main Street	3
1300 North	2
South Park	1
North Park	1
2300 North	1

As mentioned previously, Site 3 lacks sufficient traffic counts and visibility to warrant redevelopment. However, there is potential for 1300 North and 250 West to become a new city center for Sunset.

The City anticipates that with the possible redevelopment and expansion of 1800 North due to the interchange, the fire station on Main Street would need to be rebuilt at a new location. The City owns nearly 2.4 acres north of the City Hall on 1300 North 250 West. This site could be a good location for the new fire station. The addition of the fire station to this area would help create the image of a city center, due to the centralization of most of the City offices.⁵²

In addition to building the fire station north of the City Hall, a new park could be built on the Winegar property. The addition of a park here could provide an additional 8.1 acres of green space to the community, and could replace green space that could be potentially developed at other sites in the City, including Central Park on 1800 North near Main Street and the South Park, located on 975 North 200 West.⁵³ Furthermore, redevelopment at other locations in Sunset could provide opportunities for businesses currently at the Winegars property to relocate and remain in Sunset.

Figure 36: Sunset City Center Scenario



⁵² The Public Works and Parks & Recreation department, located at 432 West 1800 North, would be the only City department not located at the 1300 North 250 West site

⁵³ Sierra RV has expressed interest in purchasing approximately 5 acres of the South Park in order to expand its business

Redevelopment Capability

F. Redevelopment Capability:

(i) Evaluate latent resources in redevelopment areas to determine economic development readiness.

Public Schools

There are four public schools within Sunset city limits. Based on the 2013 US Census estimate of 5,137, there are 1,284 residents per school. In comparison, there are 60 schools in Davis County. With a County population of 322,094, this averages 5,368 residents per school. Clearly Sunset bears a disproportionate burden of tax exempt properties, while providing municipal services. In the event that redevelopment areas are created, the Davis School District should consider the large number of schools in Sunset.

Table 22: Residents per School

	2013 Population ⁵⁴	Number of Schools	Residents per School
Sunset City	5,137	4	1,284
Davis County	322,094	60	5,368

Population and Employment Growth

Similar to population, employment within the City is relatively low, with a total employment of 1,375 in 2012, which is almost back to where it was in 2007.⁵⁵ Sunset makes up 1.02 percent of the total employment for the area,⁵⁶ or 0.1 percent of all employment in the State. Average employment for cities in the area in 2012 was 10,368, almost 8 times more than that of Sunset City.⁵⁷

Table 23: Sunset Total Employment by Year⁵⁸

	2007	2008	2009	2010	2011	2012
Total Employment	1,397	1,016	1,054	1,027	994	1,375

As mentioned previously, though Sunset has a both a low population and total employment, population and employment are projected to grow in the future. While growth within the City is a resource indicative of redevelopment readiness, growth within the surrounding area is a greater indicator of the potential for redevelopment. Population and employment are projected to increase in the region, with much of growth taking place west of Sunset. Sunset's location next to I-15 provides a great opportunity to capitalize on growth to the west, as many individuals travel through Sunset in order to reach the western communities, including Clinton, Hooper, and West Point.

Table 24: Population and Employment Projections within 3 Miles of Sunset, 2015-2030

Distance	2015	2020	2030	2015	2020	2030
	Population	Population	Population	Employment	Employment	Employment
3 miles	82,165	83,245	86,021	58,630	63,369	68,994

⁵⁴ 2013 US Census estimates

⁵⁵ Source: Utah Department of Workforce Services, Annual Report of Labor Market Information, 2012

⁵⁶ Including Clearfield, Clinton, Hooper, Layton, Ogden, Riverdale, Roy, South Ogden, Sunset, Syracuse, Washington Terrace, West Haven, and West Point

⁵⁷ 2013 data has not yet been released by the Utah Department of Workforce Services

⁵⁸ Data pre-2007 is combined with Syracuse City; therefore, it was omitted

Source: Wasatch Front Regional Council TAZ Projections, ZBPF

Falcon Hill Development

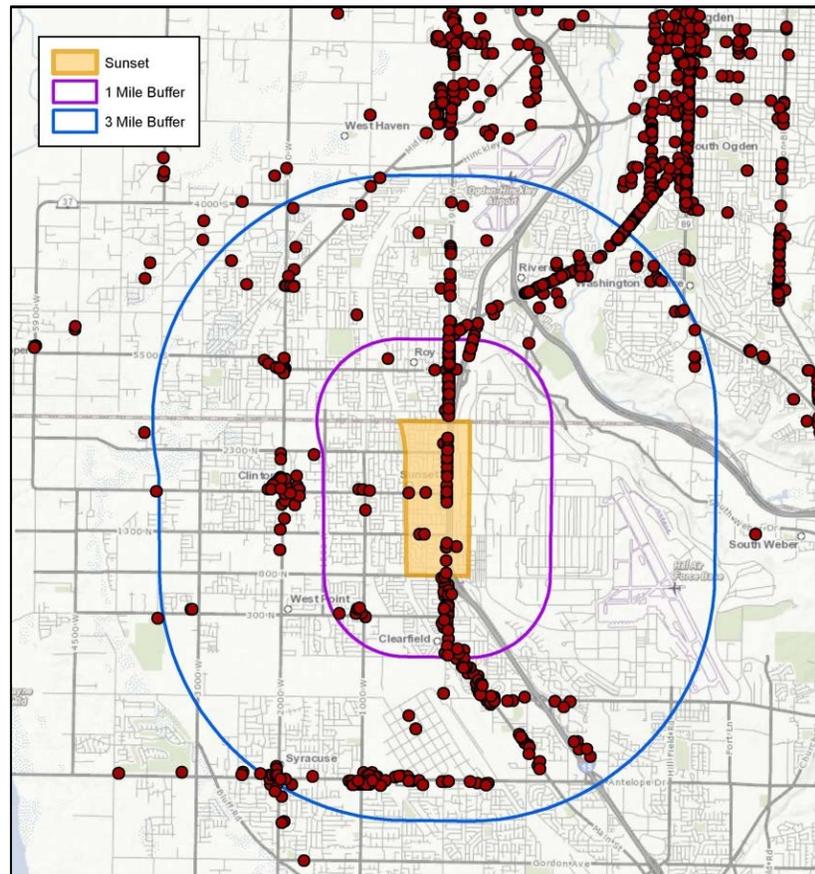
In addition to growth west of Sunset, a new development is taking place east of Sunset which will also increase the population and employment in the area. Falcon Hill, a 550-acre private development on leased military land at Hill Field Air Force Base is currently under construction. This development indicates the readiness for development in the area, and could be a catalyst for redevelopment in Sunset.

(ii) Identify regional capacity and determine site acreage and redevelopment requirements for accommodating basic sector economy businesses

Regional Capacity

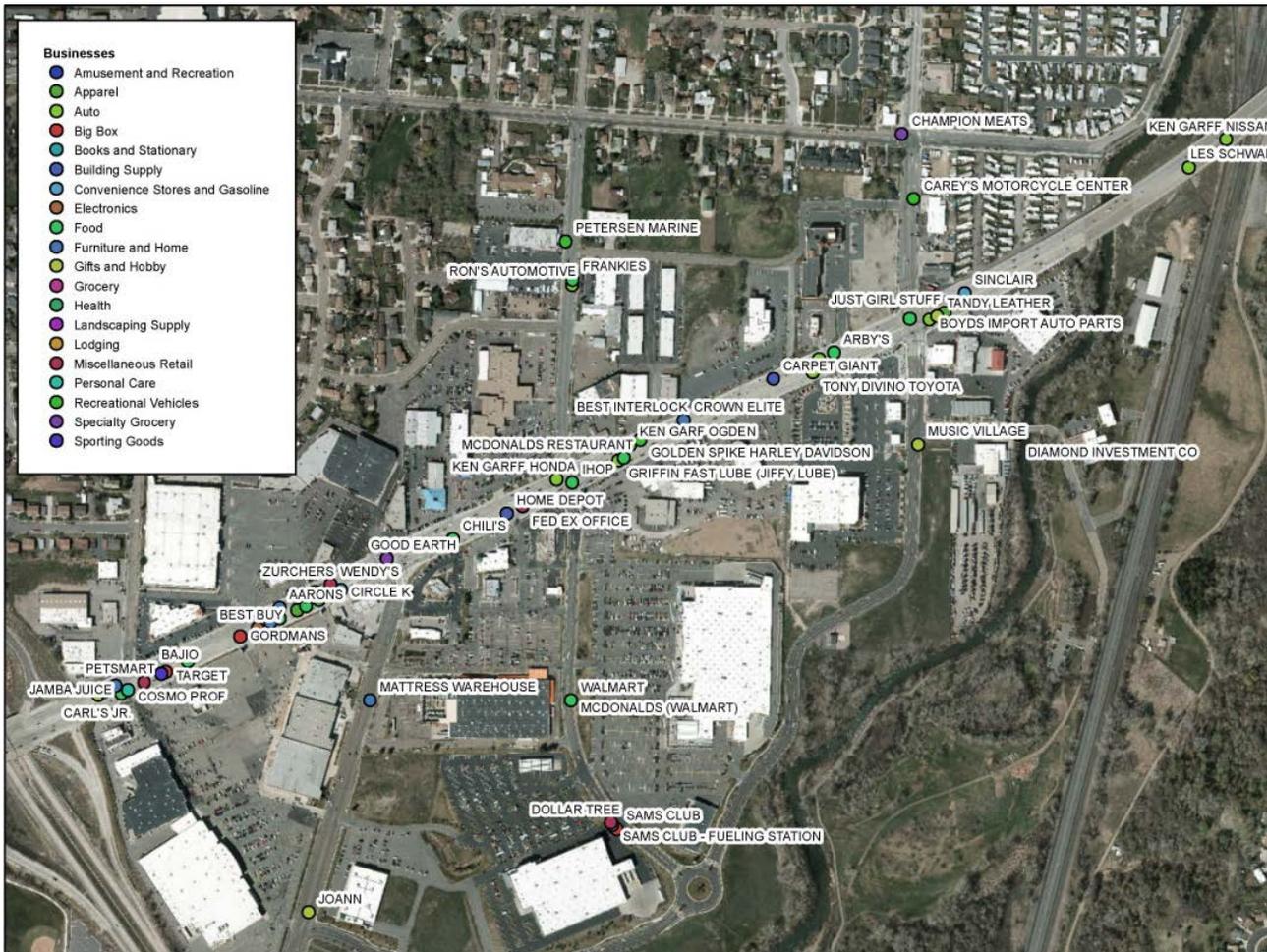
The competitive retail market analysis shows a relative lack of retail outlets in Sunset City – especially when compared to neighboring communities, including Clearfield, Clinton, and Roy. This indicates an opportunity for the City to attract future development – assuming that suitable land with good access and visibility is available.

Figure 37: Businesses in the Region



The nearest major retail hub is in Riverdale (between 1200 and 700 West on Riverdale Road) (see Figure 38). This hub encompasses approximately 194 acres and has over 75 businesses. Nearly every business type is represented in the Riverdale development, with major tenants including Wal-Mart, Target, Best Buy, Home Depot, Sam's Club, McDonald's, Dollar Tree, and multiple car dealerships.

Figure 38: Businesses in the Region

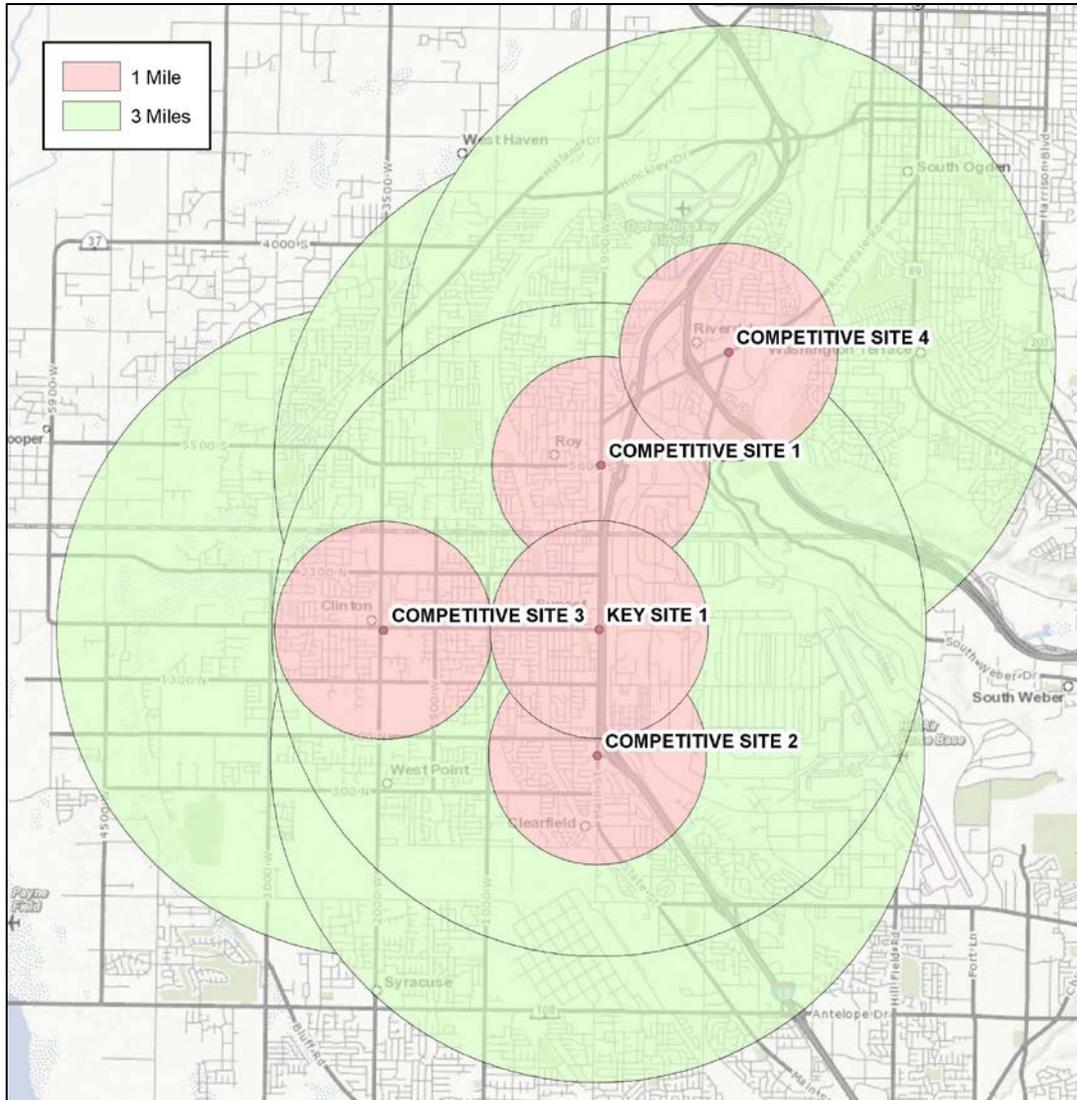


Appendix G includes maps of competitive retail sites by retail type in the area (i.e. big box, grocery, apparel, etc.). In summary, those retail types with the most potential in Sunset are general merchandise (including big box and dollar stores) and food services and drinking places (restaurants). Due to the high sales capture rate for grocery stores, there may also be potential for a second grocery store.

Four competitive sites were selected to perform a comparative analysis with Sunset City. Competitive sites 1-3 were selected based on proximity to Sunset, access and visibility, current development at the site, as well as their ability to take on additional development that could compete with any potential development at 1800 North. Site 4 was selected as a comparison, as it is a major retail hub for the area. A description of each competitive site is listed below. For Sunset,

Key Site 1 (1800 North Main Street) was selected as the comparative site due to its central location as well as the potential for it to be a key retail site in Sunset in the future.

Figure 39: Competitive Sites



Competitive Site 1:

- o Located 1.5 miles north of Key Site 1 (1800 North Main Street)
- o No big box stores
- o Major businesses include Family Dollar, Walgreens, several restaurants (e.g., McDonald's, Taco Bell, KFC, and Panda Express), and gas stations
- o Access to and visibility from I-15 via the 5600 South interchange
- o Significantly higher traffic counts, between 31,710 and 23,380 on 5600 South and 24,510 to 37,560 on 1900 West
- o Approximately 26 acres of commercial development

Competitive Site 2:

- o Located 1.2 miles south of Key Site 1 (1800 North Main Street)

- o No big box stores
- o Major businesses include Days Inn and several restaurants (e.g., McDonald’s, Taco Bell, and KFC)
- o Access to and visibility from I-15 via the 650 North interchange
- o Comparable traffic counts, between 20,350 and 27,055 on Main Street and 16,030 on 650 North
- o Approximately 13 acres of commercial development

Competitive Site 3:

- o Located 2 miles east of Key Site 1 (1800 North Main Street)
- o Much more of a retail hub than the other competitive sites, with several big box stores, including Wal-Mart, Kohl’s, and Lowe’s
- o Other major businesses include many restaurants (e.g., Wendy’s, McDonald’s, Panda Express, Taco Time, Arby’s, Subway, and Little Caesars), Macey’s, Dollar Tree, and Walgreens
- o No direct access to or visibility from I-15
- o Lower traffic counts than 1800 West Main Street, with between 15,850 and 18,465 on 2000 West and between 13,260 and 13,505 on 1800 North
- o Approximately 90 acres of commercial development

Competitive Site 4:

- o Located 3.4 miles east of Key Site 1 (1800 North Main Street)
- o Primary retail hub for the area, with major retailers including Wal-Mart, Target, Home Depot, Sam’s Club, and Sportsman’s Warehouse
- o Other major businesses include many restaurants (e.g., Wendy’s, McDonald’s, Arby’s, Applebee’s, and Buffalo Wild Wings), Pier 1 Imports, Dollar Tree, and Tony Divino Toyota
- o Access to I-15 and I-84 via the Riverdale interchange
- o Riverdale Road has the highest traffic counts of any site, with 40,875 from the I-15/I-84 interchange to 1050 West, and 29,955 east of 1050 West
- o Approximately 194 acres of commercial development

Based on the above competitive sites, as well as Key Site #1 in Sunset (1800 North Main Street), GIS measurements were used to estimate population and employment projections within one mile and three miles of each of the retail clusters. Appendix H contains the full comparison.

Table 25: Population and Employment Projections within a 3 Mile Radius (Source: WFRC TAZ Projections, ZBPF)

		Population			Employment		
		2015	2020	2030	2015	2020	2030
Competitive Site 1	3 miles	86,427	88,350	93,876	52,325	55,916	62,676
Competitive Site 2	3 miles	80,305	82,051	84,261	63,614	69,570	74,960
Competitive Site 3	3 miles	84,353	89,727	97,462	38,327	42,604	47,887
Key Site 1	3 miles	82,165	83,245	86,021	58,630	63,369	68,994

Sunset’s projected population within a three-mile radius in 2015 is lower than Sites 1 and 3, and slightly higher than Site 2. While the range between the sites in 2015 is only approximately 6,000 persons, this range will grow to over 13,000 persons by 2030. Despite the differences in projected populations, Key Site 1 is competitive with the competitive sites for buying power within a 3-mile radius.

Retail Types

Table 26 lists the sales per square foot for various retail types.⁵⁹ Highlighted are the retail types that based on the Sales Leakage analysis have the greatest potential in Sunset. In addition to targeting retail types with the greatest potential, it is important to first target those with the highest sales per square foot. Therefore, Sunset should target supermarkets (and other general merchandise stores), coffee shops, and restaurants with liquor.

Table 26: Sales per Square Foot by Retail Type; High to Low

Tenant Classification	Sales per Square Foot
Supermarket	\$472.63
Drugstore/Pharmacy	\$429.47
Coffee/tea	\$404.56
Medical and Dental	\$345.43
Jewelry	\$317.37
Restaurant with Liquor	\$308.18
Cosmetics/beauty supplies	\$297.24
Sandwich shop	\$289.57
Other fast food/carry out	\$246.32
Flowers/plant store	\$226.23
Mailing/Packaging	\$213.12
Restaurant without Liquor	\$199.47
Pizza	\$196.33
Unisex Hair	\$184.45
Women's Hair Salon	\$181.25
Health food	\$151.45
Dry Cleaner	\$146.53
Family shoes	\$141.51
Chinese Fast Food	\$127.15
Cards and gifts	\$120.44
Dollar Store/Novelties	\$104.00
Ice cream parlor	\$101.93
Pet shop	\$100.59
Nail Salon	\$96.82
Cinema (tickets and concessions)	\$78.47

Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008

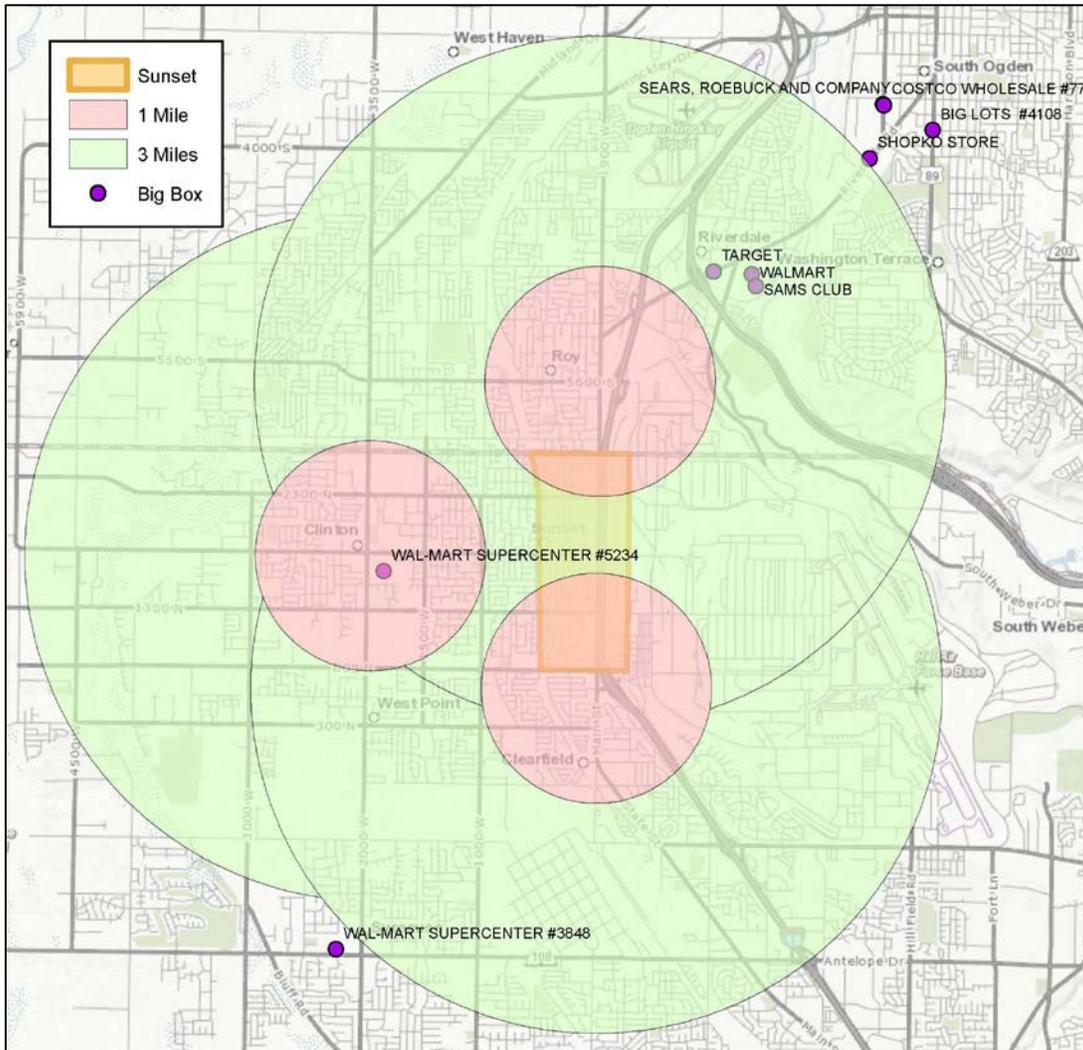
⁵⁹ Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008

Big Box

Big box stores in the analysis include large, national retailers that sell a variety of items. Examples include Wal-Mart, Target, Costco, and Sam’s Club.

There are several big box stores located near each competitive site. While there is only one located within three miles of Site 2, the Wal-Mart in Syracuse is just slightly out of the three-mile radius. Furthermore, the proposed Wal-Mart in West Haven will increase the number of stores per site for Sites 1 and 3.

Figure 40: Big Box Stores



The analysis shows the average population per big box establishment, calculated by dividing the population by the number of stores in each competitive cluster. Based on this analysis, with 13 big box stores within a three-mile radius, Sunset is similar to Site 1, but much more saturated than Sites 2 or 3. Real estate brokers claim that with the new interchange, 1800 North Main Street (Key Site 1) would have the potential to be a key commercial point for the area, including the potential to target big box tenants, including Wal-Mart or Smith's Marketplace. However, much of the potential relies on the amount of space that could become available for development.

Table 27: Buying Power per Big Box Store; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1 (Roy)</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
4 stores per site	21,607	22,087	23,469	13,081	13,979	15,669
<i>Competitive Site 2 (Clearfield)⁶⁰</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
1 stores per site	80,305	82,051	84,261	63,614	69,570	74,960
<i>Competitive Site 3 (Clinton)⁶¹</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
1 stores per site	84,353	89,727	97,462	38,327	42,604	47,887
<i>Competitive Site 4 (Riverdale)</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
7 stores per site	11,897	12,243	13,285	9,366	9,667	10,752
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994
4 stores per site	20,541	20,811	21,505	14,658	15,842	17,249

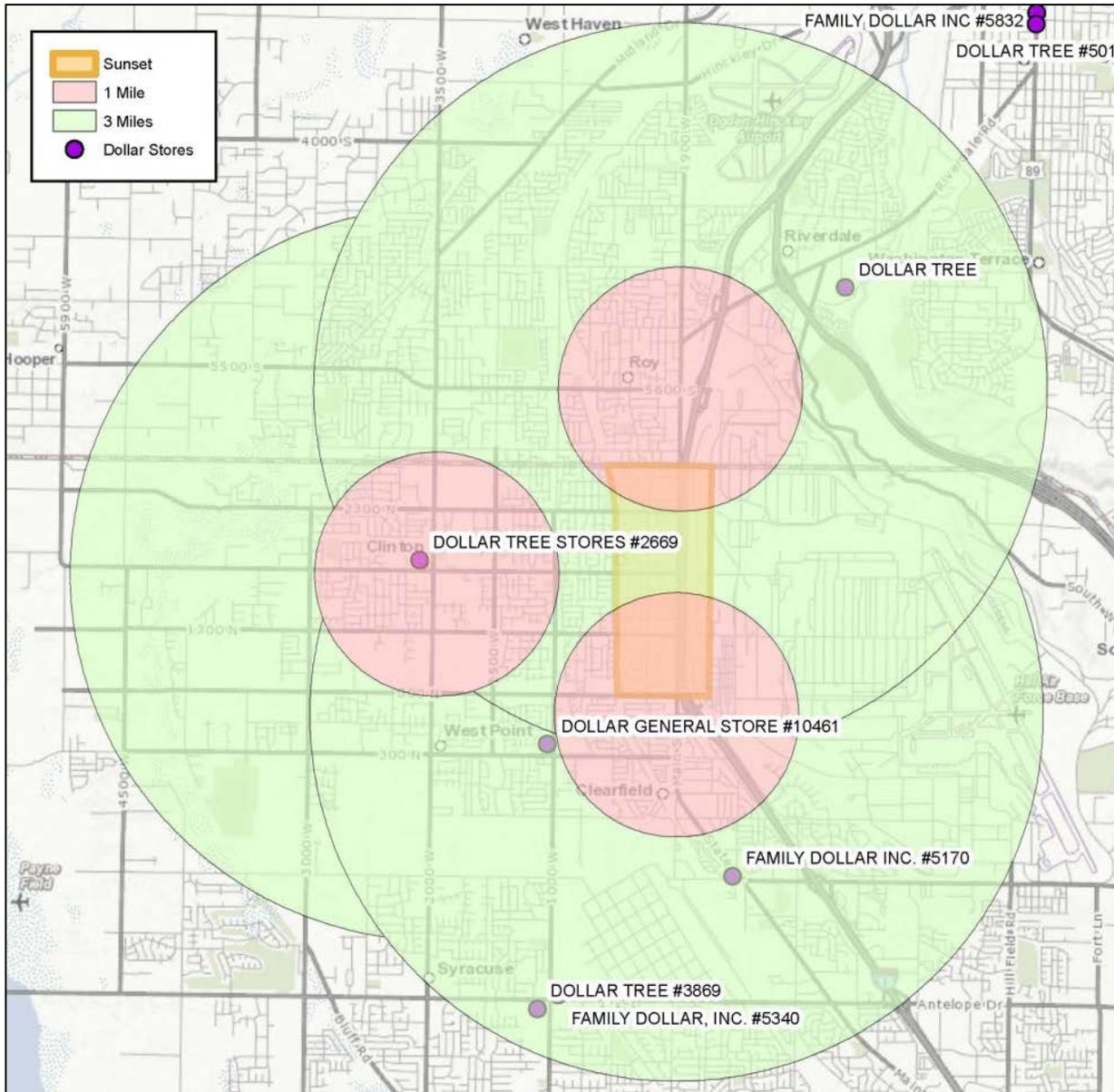
⁶⁰ Values decrease by half if the Wal-Mart in Syracuse, which is 3.2 miles away, is included

⁶¹ Values decrease by half with the addition of the proposed Wal-Mart in West Haven

Other General Merchandise

Another potential type of retail development is Other General Merchandise, including dollar stores. Dollar stores may help decrease the amount of sales leakage in the general merchandise category, and require less space than big box stores. Based on competitive sites, the All-A-Dollar and Honks Dollar firms are missing from the regional area, yet is located in other areas of Utah and may be a potential candidate for locating in Sunset.

Figure 41: Other General Merchandise Stores



As demonstrated in Table 28, the buying power for a dollar store is not great for Key Site 1, with competitive sites generally having greater buying power due to fewer dollar stores in the area, especially Competitive Site 3 with only 2 dollar stores for Clinton and the other communities to the west.

Table 28: Buying Power per Dollar Store; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1 (Roy)</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
2 stores per site	43.213	44.175	46.938	26.163	27.958	31.338
<i>Competitive Site 2 (Clearfield)⁶²</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
4 stores per site	20.076	20.513	21.065	15.903	17.392	18.740
<i>Competitive Site 3 (Clinton)⁶³</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
2 stores per site	42.177	44.863	48.731	19.163	21.302	23.943
<i>Competitive Site 4 (Riverdale)</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
6 stores per site	13.880	14.283	15.499	10.927	11.278	12.544
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994
4 stores per site	20,541	20,811	21,505	14,658	15,842	17,249

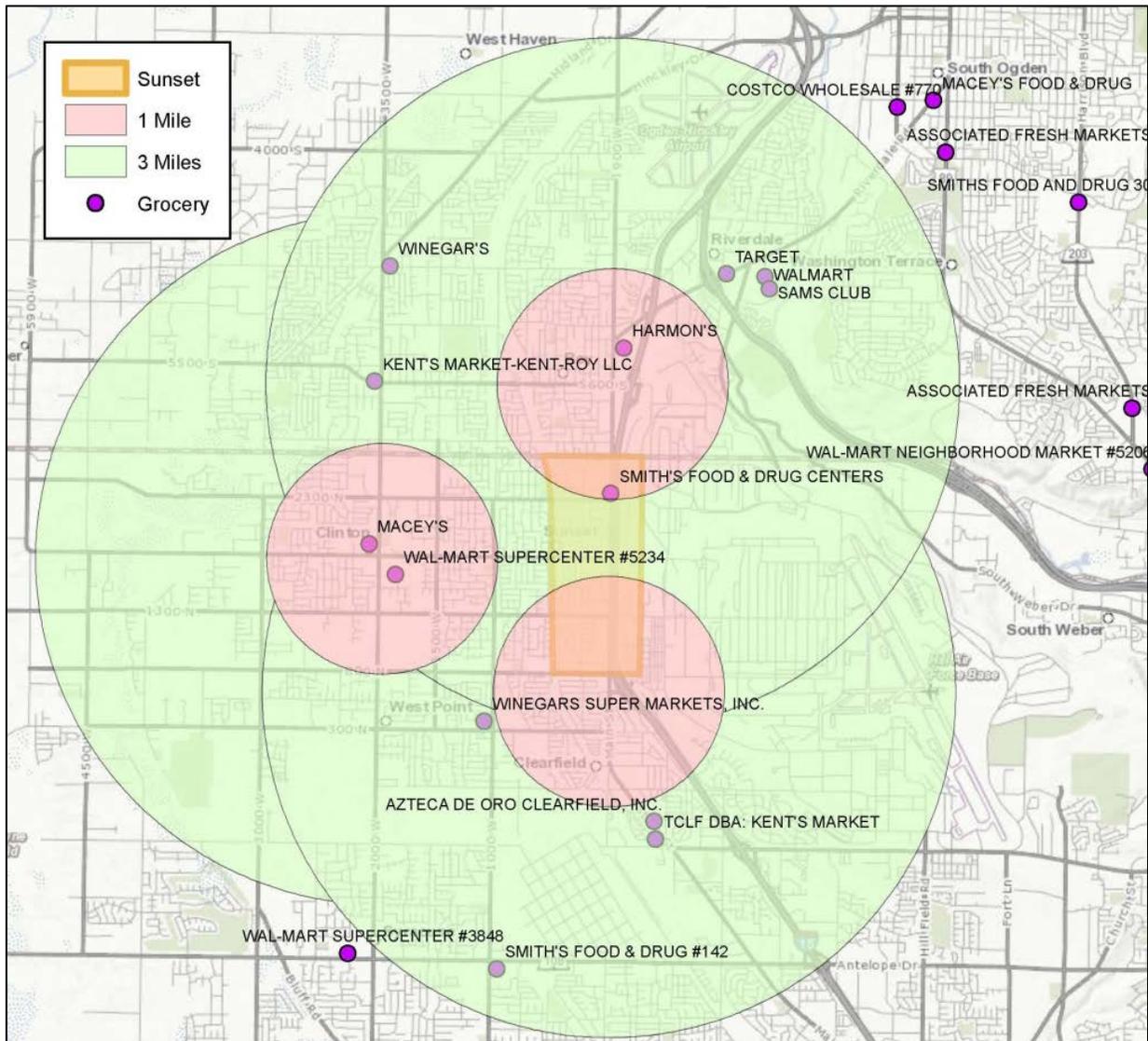
⁶² Values decrease by half if the Wal-Mart in Syracuse, which is 3.2 miles away, is included

⁶³ Values decrease by half with the addition of the proposed Wal-Mart in West Haven

Grocery

There are numerous grocery stores within the analysis area, including one in Sunset City.

Figure 42: Grocery Stores



The analysis shows the average population per grocery store, calculated by dividing the population by the number of stores in each competitive cluster. Based on this analysis, with 11 grocery stores within a three-mile radius, Sunset is not as competitive for buying power. However, the two existing Smith's Food and Drug Stores do not appear to be supercenters. There may be the possibility to work with Smith's to expand to a Smith's Marketplace (rather than simply a grocery store) in Sunset – especially with the new plans for the freeway interchange. There are some indications, however, that Smith's may already be planning such a move to West Point. One broker familiar with Smith's current expansion plans felt that one possibility would be to relocate the current Smith's Food & Drug to 1800 North Main Street and convert it to a Smith's Marketplace. This would leave the current location available for development or a new tenant. In general, the rule of thumb is that 10,000 residents are needed for every grocery store.

Table 29: Buying Power per Grocery Store; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1 (Roy)</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
9 stores per site	9,603	9,817	10,431	5,814	6,213	6,964
<i>Competitive Site 2 (Clearfield)</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
7 stores per site	11,472	11,722	12,037	9,088	9,939	10,709
<i>Competitive Site 3 (Clinton)</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
7 stores per site	12,050	12,818	13,923	5,475	6,086	6,841
<i>Competitive Site 4 (Riverdale)</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
9 stores per site	9,253	9,522	10,332	7,285	7,519	8,363
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994
12 stores per site	6,847	6,937	7,168	4,886	5,281	5,750

Theater

With no theaters within a three-mile radius of Sunset or the competitive sites, a theater is an option to pursue for Sunset.

Figure 43: Theaters

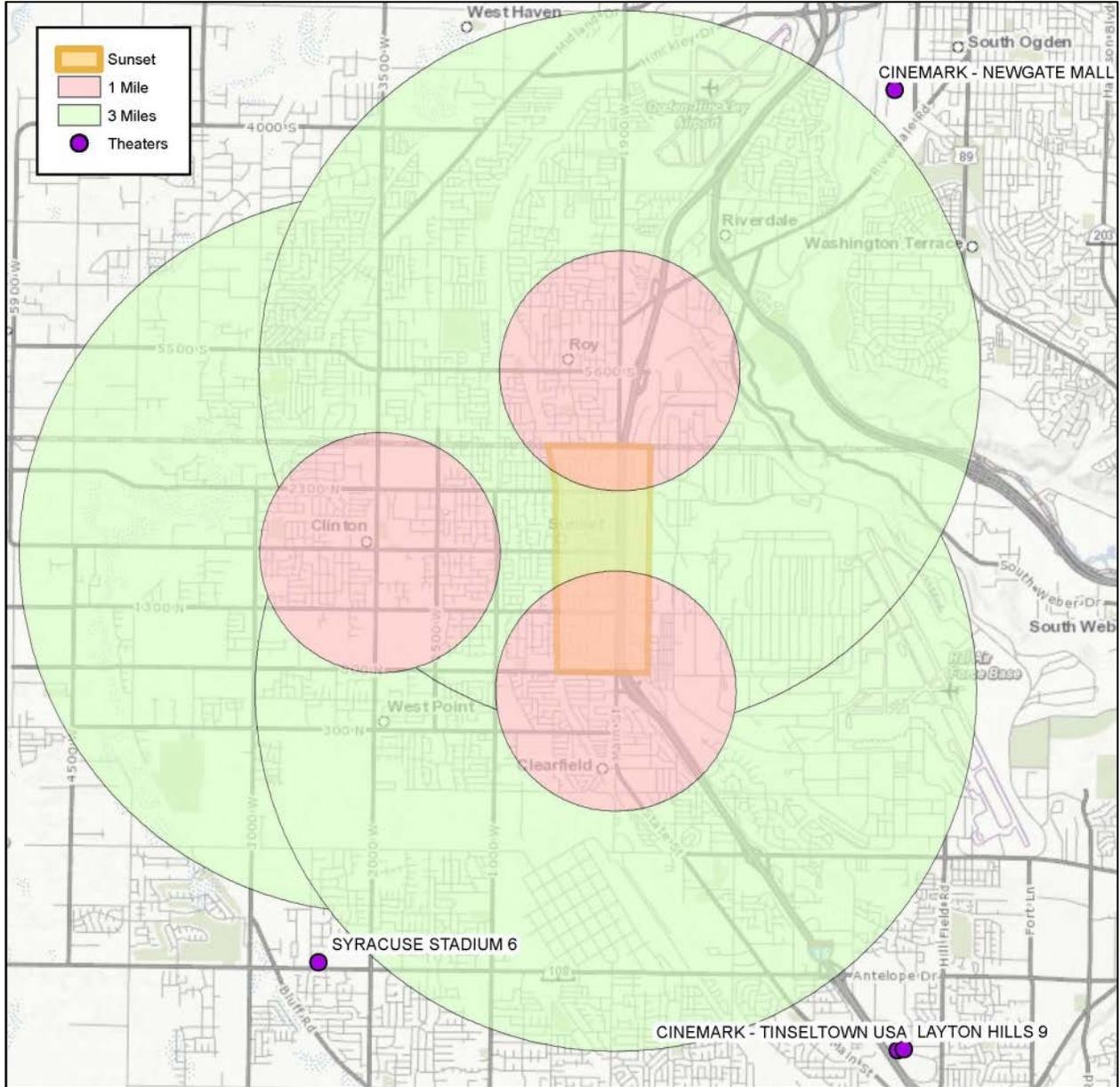


Table 30: Buying Power per Theater; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1 (Roy)</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
<i>Competitive Site 2 (Clearfield)</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
<i>Competitive Site 3 (Clinton)</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
<i>Competitive Site 4 (Riverdale)</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994

The nearest Megaplex Theaters are located at The Junction in Ogden (8.6 miles) and Station Park in Farmington (13.4 miles). Because there are Cinemark theaters located in Ogden and Layton, Megaplex may be a better option to pursue; however theaters have a lower median sales per square foot than other alternatives.

Table 31: Sales per Square Foot by Retail Type; High to Low

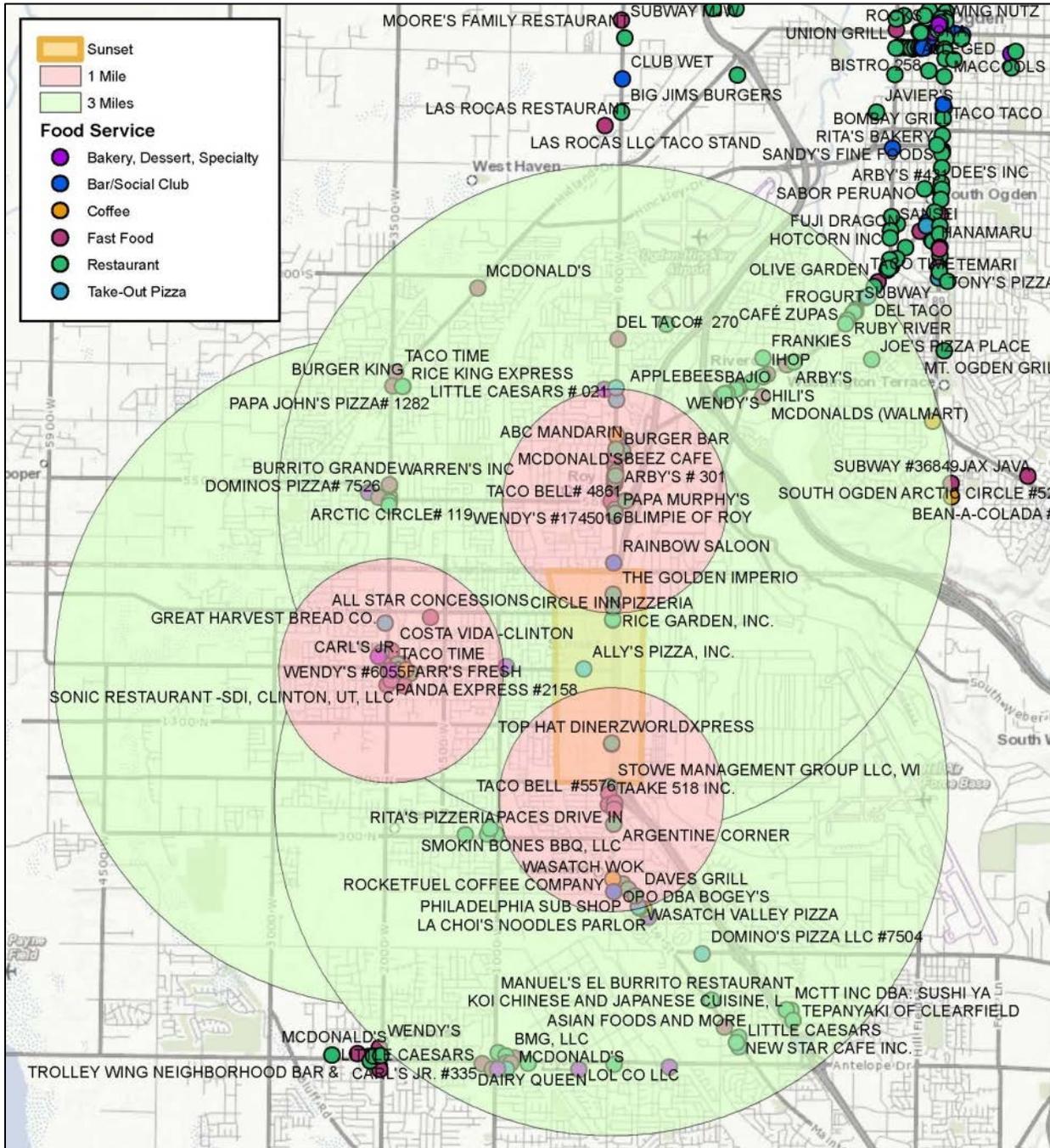
Tenant Classification	Sales per Square Foot
Supermarket	\$472.63
Coffee/tea	\$404.56
Restaurant with Liquor	\$308.18
Sandwich shop	\$289.57
Other fast food/carry out	\$246.32
Restaurant without Liquor	\$199.47
Pizza	\$196.33
Chinese Fast Food	\$127.15
Ice cream parlor	\$101.93
Cinema (tickets and concessions)	\$78.47

Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008

Food Service

Food service businesses (e.g., restaurants, bars, coffee shops, fast food, take-out pizza, and specialty foods) typically cluster around areas with access and visibility or areas with other commercial development. In this particular area, clusters are at the interchanges and the commercial development in Clinton. The few restaurants in Sunset are scattered throughout the city, with the majority of them located along Main Street. New restaurants to Sunset will most likely come through the development of 1800 North Main Street and the interchange.

Figure 44: Food Services



An analysis of the sales leakage for food services and the median sales per store indicates the potential for additional stores in Sunset. By dividing the total leakage for Food Services in 2013 by the median sales per store⁶⁴ we estimate that Sunset could support an additional 12 food service stores (see Table 32).

Table 32: Buying Power for Restaurants Based on Sales Leakage and Median Sales per Store

	Median Square Footage	Median Sales per Square Foot	Median Sales per Store	2013 Leakage	Number of Possible Stores
Food Service	1,912	\$254	\$486,134	\$5,955,383	12.25

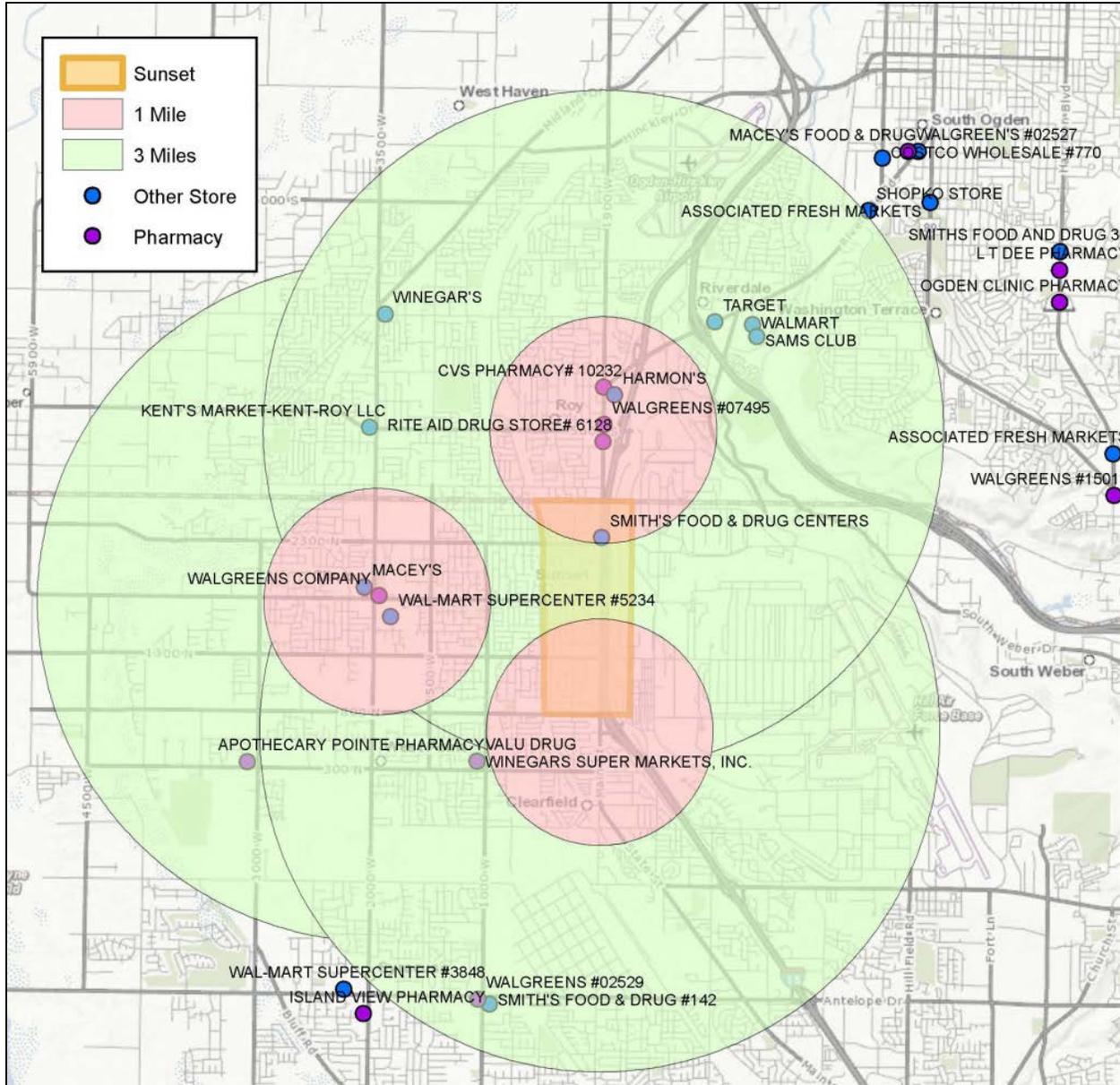
Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008

⁶⁴ Source: Urban Land Institute, Dollars & Cents of Shopping Centers/The SCORE 2008

Pharmacy

Pharmacies are also in abundance in the area, as most grocery stores also have a pharmacy. Excluding Smith’s Grocery and Drug, there are no other pharmacies in Sunset City.

Figure 45: Pharmacies



The analysis shows the average population per pharmacy, calculated by dividing the population by the number of stores in each competitive cluster.⁶⁵ Based on this analysis, with 11 grocery stores within a three-mile radius, Sunset is not competitive for buying power with Competitive Sites 1 and 2, but is better than Competitive Site 3.

⁶⁵ Knowing that Sunset is not competitive for buying power relative to grocery stores based on the previous analysis, grocery and other stores with pharmacies were left out of this analysis.

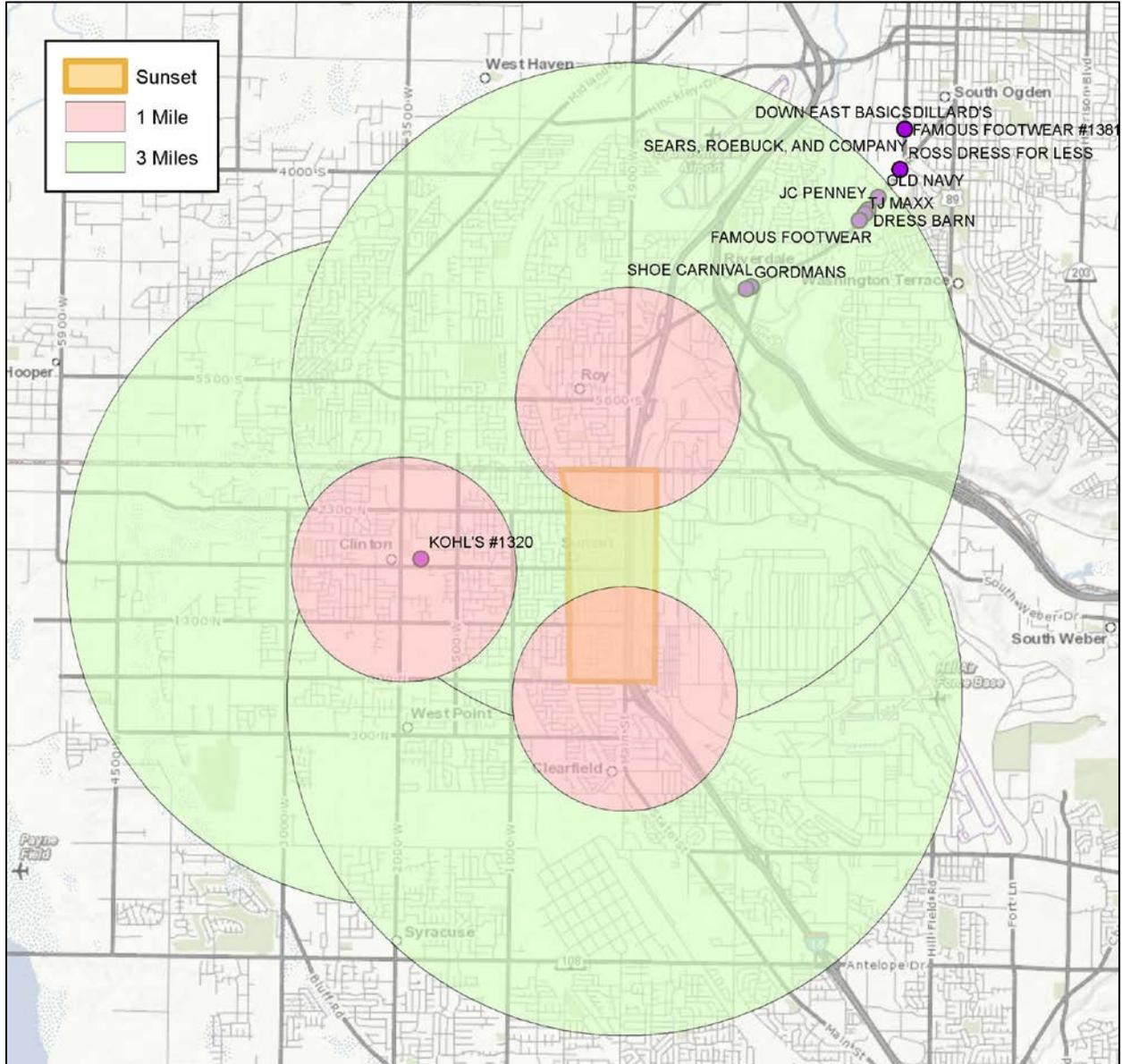
Table 33: Buying Power per Pharmacy; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1 (Roy)</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
4 stores per site	21,607	22,087	23,469	13,081	13,979	15,669
<i>Competitive Site 2 (Clearfield)</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
5 stores per site	16,061	16,410	16,852	12,723	13,914	14,992
<i>Competitive Site 3 (Clinton)</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
6 stores per site	14,059	14,954	16,244	6,388	7,101	7,981
<i>Competitive Site 4 (Riverdale)</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
5 stores per site	16,656	17,140	18,598	13,113	13,534	15,053
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994
5 stores per site	16,433	16,649	17,204	11,726	12,674	13,799

Apparel

There are few large apparel and shoe stores in the analysis area. The nearest big box apparel store is Kohl's, located almost 2 miles away in Clinton, with several more located between 3 and 5 miles away in Riverdale.

Figure 46: Apparel Store



The analysis shows the average population per big box apparel store, calculated by dividing the population by the number of stores in each competitive cluster. Site 2 is the most competitive because it only has one big box apparel store within three miles; however, Sunset is still very competitive, with nearly double the population per store. This indicates a retail type that could be targeted for this area. However, department stores are not stand-alone stores, and there would have to be sufficient vacant land available to support complementary development.

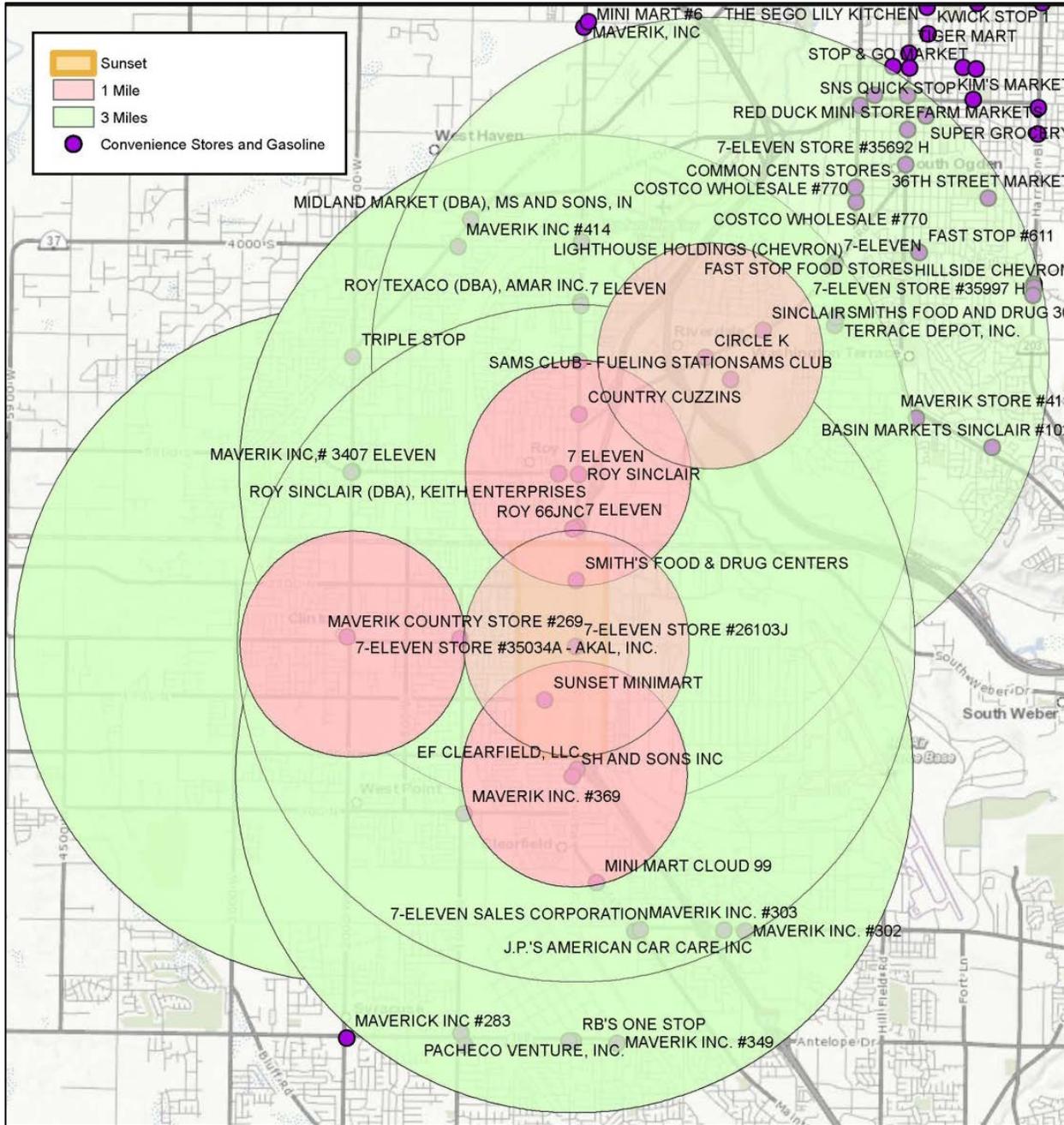
Table 34: Buying Power Apparel Store; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1 (Roy)</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
7 stores per site	12,347	12,621	13,411	7,475	7,988	8,954
<i>Competitive Site 2 (Clearfield)</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
1 store per site	80,305	82,051	13,411	7,475	7,988	8,954
<i>Competitive Site 3 (Clinton)</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
6 stores per site	14,059	14,954	16,244	6,388	7,101	7,981
<i>Competitive Site 4 (Riverdale)</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
9 stores per site	9,253	9,522	10,332	7,285	7,519	8,363
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994
3 stores per site	27,388	27,748	28,674	19,543	21,123	22,998

Gas Station/Convenience Store

Maverik Inc., a local gas station/convenience store company, has 1.73 of the acres under contract on the northwest corner of 1800 North Main Street (Key Site 1), with the due diligence set to expire on December 14, 2014. Once the due diligence expires, and pending City approvals, Maverik plans to build a gas station/convenience store on this corner. This interest is likely due to the proposed interchange at 1800 North.

Figure 47: Gas Stations and Convenience Stores



There are numerous gas stations within the area of each competitive site and Key Site 1; however, Maverik's interest in Key Site 1 indicates the potential for another gas station in this area. Traffic on and off the interchange at 1800 North is the key factor in the decision to locate a gas station here.

Table 35: Buying Power per Gas Station/Convenience Store; Competitive Sites and Sunset Key Site 1

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1</i>						
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
27 stores per site	3,201	3,272	3,477	1,938	2,071	2,321
<i>Competitive Site 2</i>						
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
21 stores per site	3,824	3,907	4,012	3,029	3,313	3,570
<i>Competitive Site 3</i>						
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
14 stores per site	6,025	6,509	6,962	2,738	3,043	3,420
<i>Competitive Site 4</i>						
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
21 stores per site	3,966	4,081	4,428	3,122	3,222	3,584
<i>Sunset (Key Site 1: 1800 North Main Street)</i>						
3 miles	82,165	83,245	86,021	58,630	63,369	68,994
22 stores per site	3,735	3,784	3,910	2,665	2,880	3,136

Site Acreage

The required site acreage for development will depend on the type of business looking to develop the land. As mentioned previously, there is a lack of vacant land in Sunset; therefore, if development is to occur it will most likely require the acquisition of developed land. Appendix I includes various land acquisition scenarios for Key Site 1 to demonstrate the amount of land that would need to be acquired to accommodate various development types.

Parcels with low land improvements values, or the value of buildings on the land, usually indicate parcels that have potential for redevelopment. Land improvement values are relatively low in each of the key sites. Due to the low improvement values, multiple parcels could be purchased to create a larger developable area, all contingent on property owners being willing to sell.

Big Box

As evidenced by their name, big box establishments require a significant amount of land. Due to the lack of available land in Sunset, it would be difficult to accommodate a big box development. Key Site 1 (1800 North) only has 5 acres of commercial land, which is on the low end of required space for a big box store. Key Site 2 has 10 acres, but lacks traffic counts, visibility, and access, while Key Site 3 has 8 acres with good traffic counts and visibility, but lacks immediate access to I-15.



Table 36: Number of Acres per Big Box Store

Big Box Store	Number of Acres
Wal-Mart - Riverdale	22
Wal-Mart - Syracuse	19
Wal-Mart - Clinton	16
Costco - Ogden	16
Sam's Club - Riverdale	14
Target - Riverdale	10
Shopko - South Ogden	3
Average	14

Other General Merchandise

Dollar stores require much less space than the big box stores, and average 0.97 acres per store.⁶⁶

Table 37: Number of Acres per Dollar Store

Dollar Stores	Number of Acres
Dollar Tree - Ogden	2.1

⁶⁶ Does not include locations in strip malls.

Dollar Stores	Number of Acres
Dollar Tree - Riverdale	1.6
Family Dollar - Syracuse	0.96
Family Dollar - Clearfield	0.85
Family Dollar - Clinton	0.77
Family Dollar - Ogden (Washington Blvd)	0.67
Family Dollar - Ogden (Monroe Blvd)	0.64
Family Dollar - Ogden (Harrison Blvd)	0.60
Family Dollar - Ogden (Wall Avenue)	0.50
Average	0.97

Grocery

Like big box stores, grocery stores require a significant amount of area. Though the area needed is typically smaller than the big box establishments, a grocery store would be difficult to accommodate at Key Site 1. Key Sites 2 and 3 could potentially accommodate a grocery store.⁶⁷

Table 38: Number of Acres per Grocery Store

Grocery Store	Number of Acres
Associated Fresh Market – South Ogden	7
Smith’s – Sunset	7
Macey’s – Clinton	6
Smith’s – Syracuse	6
Winegars – Clearfield	6
Wal-Mart Neighborhood Market	5
Winegars – Roy	5
Average	6

Theater

Theaters can vary significantly in size. According to the Retail Tenant Database, Cinemark requires at least a four-acre site. While most of the theaters in the area around Sunset are of much smaller size (between two and five acres), those theaters are typically older. On the other hand, newer theaters in Utah are much larger, ranging between 6 and 14 acres. Many of these theaters are part of larger developments, which typically include shopping and dining. Therefore, it is likely that if a theater would be targeted for this area, it would be in the 6 to 14-acre range, and could include smaller retail in the same development.

Table 39: Number of Acres per Theater

Theater	Number of Acres
Cinemark – Union Heights (Sandy)	14
Cinemark – Jordan Landing (West Jordan)	14
Megaplex – The District (South Jordan)	13
Megaplex – Thanksgiving Point (Lehi)	12

⁶⁷ Key Site 3 was once a Winegars Grocery Store.

Theater	Number of Acres
Megaplex – Legacy Crossing (Centerville)	11
Cinemark – The Willows (American Fork)	10
Cinemark – University Mall (Orem)	10
Cinemark – High Market (West Valley)	9
Megaplex – Jordan Commons (Sandy)	9
Cinemark – Century 16 (Salt Lake City)	6
Average	11

Food Service

Restaurants and other food service establishments require little space compared to other business types, with the average being about an acre.

Table 40: Number of Acres per Food Service

Food Services	Number of Acres
Jimmy Johns, Costa Vida, Papa Murphy's - Clinton	1.56
Buffalo Wild Wings - Riverdale	1.32
Chili's - Riverdale	1.11
McDonald's - Riverdale	1.06
IHOP - Riverdale	0.82
Taco Bell - Clearfield	0.74
Wendy's - Clinton	0.38
Average	0.99

Apparel

Big box apparel stores typically require less space than a standard big box store. However, these apparel stores still require a large amount of acreage because they are usually accompanied by other retailers.

Table 41: Number of Acres per Apparel Store

Big Box Apparel	Number of Acres
Gordman's, Shoe Carnival, - Riverdale	8.4
Kohl's - Clinton	7.1
TJ Max, Famous Footwear, etc. - Riverdale	4.7
Dress Barn, Carter's, Justice - Riverdale	3.3
Old Navy and Michael's - Riverdale	2.2
Average	5.14

Pharmacy

Pharmacies typically require much less space than big box and grocery stores. Table 42 lists the approximate acreage for several pharmacies in the area. Each key site in Sunset could reasonably accommodate a pharmacy development.

Table 42: Number of Acres per Pharmacy

Pharmacy	Number of Acres
Rite Aid - Roy	2.7
Walgreens - South Ogden	2.1
Walgreens - South Ogden	2.0
Walgreens - Roy	1.8
Walgreens - Syracuse	1.5
Walgreens - Clinton	1.5
Rite Aid - Ogden	1.5
CVS - Roy	0.9
The Medicine Shop - Ogden	0.2
Average	1.6

Gas Station/Convenience Store

Most gas stations/convenience stores require very little space. The average gas station for the area requires about 1 acre.

Table 43: Number of Acres per Gas Station/Convenience Store

Gas Station/Convenience Store	Number of Acres
Maverik – Roy	2.2
Tesoro – Clearfield	1.2
7-Eleven – Clinton	1.2
Conoco – Clearfield	.96
Maverik – Clinton	.94
7-Eleven – Sunset	.82
Conoco – Riverdale	.80
Tesoro – Sunset	.79
Texaco – Clearfield	.78
Sinclair – Riverdale	.70
7-Eleven – Roy	.59
Average	1.02

Development Requirements

Appendix J includes a retail tenant database, which lists businesses that are looking to expand within the next 12 to 48 months, the number of additional units they anticipate adding during that time, and other requirements including space and location types.

(iii) Determine the minimum infrastructure investment requirements needed to catalyze immediate private investment and job creation within the next eighteen months

Infrastructure Investment

Three steps can be taken to catalyze immediate private investment and job creation within the next 18 months. These steps are:

1. Apply for CDBG funds to beautify the area. Focus efforts on Key Sites, starting with Key Site 2
2. Create a redevelopment area at the north end of the City, if new development is likely, to further beautify the area and attract development
3. Apply for EDA planning funds for streetscape design for the north end of the City, as well as for a parks plan

Goals and Objectives

G. Goals and objectives:

(i) Determine goals and objectives necessary to solve the economic problems or to capitalize on the resources in the region.

Various goals with accompanying action items have been identified to give direction for the City as it moves forward in redeveloping areas in the City. The primary goals for the City are to attract new businesses to the City, thus increasing both the sales and property tax bases. The goals listed in Table 44 are goals to achieve attracting new businesses and increasing the sales and property tax bases.

Table 44: Goals and Action Items

Goal and Action Items
Redevelop 1800 North
Lobby for eastward alignment for I-15 interchange <ul style="list-style-type: none"> • Contact Project Managers from Horrocks Engineering and UDOT to discuss Option 5A • Contact State Legislators to discuss the impact the interchange could have on Sunset and the possibility of the eastward alignment
Meet with Davis County Economic Development <ul style="list-style-type: none"> • Assess new businesses looking to locate in Davis County and potential property in Sunset that might be a match • Assess feasibility of potential redevelopment areas
Contact developers from the Developer Database (provided in Appendix K of this report) <ul style="list-style-type: none"> • Determine level of developer interest in redeveloping properties near the new interchange and level of incentives required
Contact the Larry H. Miller Group to discuss possibility of a theater
Redevelop Main Street
Concentrate initial efforts at creating retail nodes at north and south ends of Main Street, with development at 1800 North to follow construction of the interchange <ul style="list-style-type: none"> • See goal “Redevelop North Node (Sunset Square and Smith’s Area)” • See goal “Redevelop South Node (800 North Main Street)”
Contact high sales tax businesses for the City <ul style="list-style-type: none"> • Determine if they have intentions to expand • Discuss what it would take for them to expand
Contact home occupations. <ul style="list-style-type: none"> • Determine if they have intentions to expand • Determine what it would take for them to expand and to move to a commercial site in Sunset
Redevelop North Node (Sunset Square and Smith’s Area)
Work with owner to beautify the area <ul style="list-style-type: none"> • Create an attractive entrance to the City

Goal and Action Items

- Recruit businesses that fill leakage gaps in the City: dollar store, general merchandise, gift & hobby, personal services
- Recruit businesses that are compatible with the existing Smith's that brings in high traffic volume: Little Caesar's, Domino's, Chinese fast food, banks, personal services, auto parts
- Consider creation of a tax increment area for funding resources to improve the physical environment and recruit businesses

Redevelop South Node (800 North Main Street)

Build on retail development located to the south at the 650 North interchange in Clearfield

- Consider the option to cover the canal, thus providing some space development

Redevelop City Center

Contact property owner adjacent to Winegars (west side)

- Determine his intentions with the property

Consider acquiring or exchanging the Winegars property for a City park that could replace park acreage near the new 1800 North interchange

Capitalize on Falcon Hill Development

Pursue complementary office development at a lower cost per square foot

As businesses locate in Falcon Hill, contact them regarding suppliers and complementary needs

Beautify City

Hire land-use firm to redesign areas for beautification (specifically north and south entrances to Sunset along Main Street)

- Review design guidelines provided by ZBPF
- Pursue grant funding to fund beautification efforts
 - Contact LaNiece Davenport with the Wasatch Front Regional Council to pursue a Community Development Block Grant (CDBG)

Assist Business in the City

Individual visits by Mayor and Council Members to businesses

- Provide information regarding anticipated growth and opportunities to expand
- Follow Business Expansion and Retention (BEAR) format found in Appendix L

(ii) Identify barriers to meeting those goals and establish priority programs or activities to fulfill these goals and objectives.

Barriers

There are several barriers to meeting those goals. They include:

- Lack of funds to increase attractiveness of Main Street
- Lack of vacant land throughout the City
- Uncertainty regarding the timing of the I-15 1800 North interchange and the alignment of the interchange
- Uncertainty regarding taxing entity support for CDA creation

A prioritization of programs and activities (actions) to fulfill the goals is outlined in the next section.

Prioritization of Goals

H. Prioritization of Goals: Prioritization of goals may include the impact each goal will have on the development potential and problems in the area, whether the goal will produce short, intermediate or long term results, actions related to the goal that are already underway or planned, and the relationship of any goal to the accomplishments of the other goals.

Table 45 outlines the prioritization of the goals, with a list of actions associated with each goal, the long- or short-term impacts of the actions, and any relationship to other goals.

Table 45: Prioritization of Goals

Goal #	Goal	Actions	Impacts	Relationship to Other Goals
1	Redevelop 1800 North	Lobby for eastward alignment of I15 interchange	Long Term	Increase tax base Attract new business
		Consider park property trade – develop City policy	Long Term	Beautify City
		Work with school district for joint development of properties or to identify any potential school closures	Long Term	Beautify City Increase tax base
2	Beautify Main Street	Apply for CDBG funds	Short Term and Long Term	Create attractive entrances to City
		Create CDA area at North Node if tax increment can be attracted to area	Long Term	Attract additional business to Main St.
		Create revolving loan/grant fund for façade renovations	Short Term	
3	Attract new business to area	Contact stores that fill high leakage gaps such as dollar stores and general merchandise to see if they would locate in area	Short Term and Long Term	Increase tax base
		Contact companies that locate at Falcon Hill to determine supply needs and if they could be met by attracting businesses to Sunset		Increase tax base Attract new business to the area
4	Redevelop North Node	Apply for CDBG Funds	Long Term	Beautify City
		Redesign node to connect Smith's to Sunset Square and to reduce the amount of asphalt parking		Beautify City Increase tax base Attract new business
5	Create civic center	Create connections between City Hall and Winegars property	Long Term	Beautify City
		Redevelopment of Winegars property	Long Term	Beautify City

Goal #	Goal	Actions	Impacts	Relationship to Other Goals
6	Increase tax base	Identify developable property near the new 1800 North Interchange	Short Term Long Term	Beautify Main Street Attract new business to the area

Implementation Plan

I. **Implementation Plan:** Describe a plan of action that implements the goals and objectives in a manner that

- (i) **Promotes economic development and opportunity,**
- (ii) **Fosters effective transportation access,**
- (iii) **Enhances and protects the environment,**
- (iv) **Maximized effective development,**
- (v) **Uses the workforce consistent with other strategies,**
- (vi) **Promotes the use of technology, balances resources, and**
- (vii) **Obtains and utilizes adequate funds and other resources**

Table 46 outlines the implementation plan for the aforementioned goals. The implementation plan includes potential partners as well as funding sources and action items for each goal.

Table 46: Implementation Plan

Goal	Partners	Funding Sources/Action Items
Redevelop 1800 North	UDOT; DCED; Taxing Entities; private property owners	Set parks policy plan Develop relationships with UDOT
Beautify Main Street	WFRC; CDBG; EDA; private property owners	CDBG funds EDA Funds Public Works Department Volunteer projects Eagle projects Create tax increment project area (CDA)
Attract new business to area	DCED; private property owners	Website development Create recruitment package Beautify Main Street Contact existing business owners and home occupations
Redevelop North Node	DCED; Taxing Entities; private property owners	Contact Smith's regarding expansion plans Develop design for connection of Smith's with Sunset Square Create gateway entrance to City
Create civic center	Winegars	Public Works Department CDBG
Increase tax base	Private property owners	Create tax increment project area (CDA)

Perform/Evaluation

J. Perform/Evaluation: Determine a process for ongoing evaluation of the outcomes of the report that may include

- (i) Number of jobs created,**
- (ii) Number of types of investment undertaken,**
- (iii) Number of jobs retained in the region,**
- (iv) Amount of private sector investment, and**
- (v) Changes in the economic environment**

Also recommended timeframes and methodologies for updating the report.

The EDA provided five criteria for evaluating the outcomes of this plan, including:

1. Number of jobs created
2. Number of types of investment undertaken
3. Number of jobs retained in the region
4. Amount of private sector investment
5. Changes in the economic environment

In addition to these criteria, an ongoing evaluation of the outcomes should be performed to determine the success of the goals. Measurement criteria for the evaluation shall include:

- Increase in property tax base
- Increase in sales tax base
- Evaluation of visual improvements (“before” and “after” pictures of Key Sites)
- Level and ratio of public and private investment in the area

This report should be updated frequently as the City makes progress on the goals or as other progress is made, including new developments not directly associated with this report.

Final Report

K. Final Report: An electronic copy containing the final report in a searchable image Adobe Acrobat (pdf) format will be provided to the city

This plan will be provided to the City in a digital searchable image Adobe Acrobat (pdf) format.

Administration/Reporting/RFP/Process/Dissemination of Information

- A. Sunset City Corporation (the “City”), will prepare, manage and solicit the RFQ process for the competitive selection of a qualified consultant firm or firms (the “Consultant(s)”) to complete the scope of work.**

Sunset City prepared and advertised the RFP in the Standard Examiner Newspaper. The City received a total of four proposals. The RFP is included in Appendix O.

- B. Convene a selection committee to review and rank proposals**

A review committee was formed to review and rank proposals. This committee consisted of two council members and one resident. Committee members included: Ryan Furniss (Council Member), Trystal Peay (Council Member), and Ricky Carlson (Resident).

- C. Submit a copy of the top two proposals to EDA prior to selection**

Sunset City submitted a copy of the top two proposals to EDA prior to the City selecting ZBPF as the consultant. The two leading consultants were (1) Zions Bank Public Finance and (2) Lewis, Young, Roberson & Burningham.

- D. Coordinate with the consultants and Sunset City Corporation to ensure that the work completed is documented appropriately and the work narratives thoroughly address all of the items in the scope of work.**

Constant coordination took place between ZBPF and Linda Youngdell, City Treasurer and Office Manager of Sunset City. The Mid-Point Progress Report, Draft Final Report, and the Final Report were all reviewed by Linda Youngdell, City Treasurer and Office Manager, before submission to the EDA. Appendix P includes a copy of the signed contract between Sunset City Corporation and Zions Bank Public Finance.

- E. Provide coordination between the Consultant(s) and Sunset City Corporation**

Continued collaboration and coordination has occurred between the ZBPF and the Sunset City Corporation. The primary contact at the City is Linda Youngdell, the City Treasurer and Office Manager. ZBPF has been in contact with Linda Youngdell to coordinate the project, including posting the previously mentioned survey on the City website.

- F. Coordinate and facilitate a presentation by the Consultant(s) and the Sunset City Corporation to be provided to the Sunset City Corporation**

Multiple presentations were conducted, including an initial presentation at the kick-off meeting for the steering committee on June 24, 2014, a second presentation at the public meeting held on September 23, 2014, and a third presentation to City staff and members of the Davis County Economic Development staff on October 20, 2014.

- G. Track all financial aspects of the projects (expenses, match, etc.) and submit reports per the grant award agreement, including Financial Status Reports (SF-425) and Requests for Advance or Reimbursements (SF-270).**

An invoice with work completed to date was submitted to Sunset City Corporation on September 2, 2014. Monthly invoices were submitted to Sunset City Corporation throughout the project.

- H. Provide a Mid-Point Progress Report to EDA addressing accomplishments on each element in the scope of work.**

The Mid-Point Progress Report, was submitted to the EDA on July 31, 2014. Changes were requested by the EDA, and an updated version was submitted to the EDA on September 2, 2014.

- I. Provide a Draft Final Report to EDA which follows the Final Report guidelines**

The Draft Final Report was provided to the City on October 3, 2014, in accordance with the Scope of Work. There was a three week comment period following the submission for the City to make comments regarding the report. The Draft Final Report was submitted to the EDA on March 2, 2015.

- J. Provide a Final Report to the Sunset City Corporation and EDA which follows the Final Report Guidelines.**

The Final Report which follows the Final Report Guidelines was provided to the City on April 20, in accordance with the Scope of Work. The Final Report was submitted to the EDA on April 30, 2015.

- K. Provide information gathered to the Wasatch Front Regional Council (WFRC) for inclusion in the Comprehensive Economic Development Strategy (CEDS).**

ZBPF has received the 2013-2018 Comprehensive Economic Development Strategy from WFRC. The Final Report was provided to the WFRC via email on April 30, 2015. Furthermore, WFRC was invited to attend the kick-off meeting on June 24, 2014 and the public meeting on September 23, 2014.

- L. Document how Sunset City Corporation can partner with other economic development organizations, federal or state partners to implement the redevelopment plan that can benefit the blighted areas within the region.**

As identified previously in the report, there are multiple partners with whom the City can work to implement the plan. Working with these entities will help with the redevelopment of blighted areas in Sunset City. These partners and a summary of how Sunset City can work with each partner are listed here. Additional information about these partners is listed in section D of the Strategic Redevelopment Plan (Inventory of Local Economic Development Tools, page 49) Additional information about funding sources is included in Appendix N.

WFEDD CEDS 2013-2018

The Wasatch Front Economic Development District (WFEDD) is comprised of Davis, Morgan, Salt Lake, Tooele, and Weber counties. WFEDD created a Comprehensive Economic Development Strategy (CEDS), as required by the United States Department of Commerce, Economic Development Administration (EDA) in order for cities and counties to apply for federal economic development funding. The CEDS also provides a structure for economic developers to maximize and leverage regional assets when planning and setting economic development goals. WFEDD states that, “the creation of the Comprehensive Economic Development Strategy (CEDS) will help the communities within the Wasatch Front Economic Development District (WFEDD) in fulfilling their missions by creating coordinated regional economic development plans, promoting long-term economic competitiveness, and attracting federal monies to implement local plans.

The CEDS also includes a list of entities eligible for EDA funding and the projects they wish to complete between 2013 and 2018. The project listing also includes other funding sources, including RDA’s, TIF’s, grants, City and private sources. According to the CEDS, Sunset has not submitted any projects to be completed through 2013 to 2018. One goal for Sunset is to identify sources for funding through the EDA and other grants in order to compete for assistance in the completion of redevelopment projects in the City.

A copy of the CEDS 2013-2018 has been provided to the City in addition to this report.

Davis County Economic Development Strategy

The Davis County Community & Economic Development department has five goals in its Economic Development Strategy. They include:

1. Business Expansion and Retention (BEAR)
2. Business Attraction and Recruitment
3. Develop Industrial and Business Sites
4. Increase Economic Development Capability
5. Quality of Life

Sunset City can work with Davis County by implementing the BEAR program as previously outlined in this plan. Furthermore, Sunset City can work with Davis County as the County identifies businesses that are looking to come to Davis County.

A copy of the Davis County Economic Development Strategy has been provided to the City in addition to this report in Appendix L.

M. Identify next steps and several priorities that can be implemented in the short term.

Table 47 includes steps that can be taken in the short term to implement this plan.

Table 47: Short-term Steps

Goal #	Goal	Actions	Impacts	Relationship to Other Goals
2	Beautify Main Street	Apply for CDBG funds	Short Term and Long Term	Create attractive entrances to City
		Create CDA area at North Node if tax increment can be attracted to area	Long Term	Attract additional business to Main St.

Goal #	Goal	Actions	Impacts	Relationship to Other Goals
		Create revolving loan/grant fund for façade renovations	Short Term	
3	Attract new business to area	Contact stores that fill high leakage gaps such as dollar stores and general merchandise to see if they would locate in area	Short Term and Long Term	Increase tax base
6	Increase tax base	Identify developable property near the new 1800 North Interchange	Short Term Long Term	Beautify Main Street Attract new business to the area

Furthermore, Sunset City has already taken short-term steps to implement this plan. The City is currently working on an application for CDBG funds to improve the restrooms at the Central Park. Furthermore, development recently began at 1800 North Main Street for the new Maverik Gas Station and convenience store. Construction is set to begin on April 27, 2015. This store is projected to be completed within five months and could be a catalyst for additional development at this intersection. The picture below shows the site for the Maverik after several buildings were demolished.



N. Place a copy of the feasibility study Final Report and results on the Sunset City Corporation’s website and produce hard copies for distribution.

A copy of the Final Report was posted on the Sunset City website on April 30, 2015. Two hard copies of the Final Report were also made available at the Sunset City Offices on April 30, 2015.

Appendices

Appendix A: Public Involvement

A kick-off meeting was held with the Steering Committee on June 24, 2014. The Steering Committee was selected by Mayor McFarlane, and consists of various City Officials and business owners. The purpose of the meeting was to give an introduction to the project and gain further understanding of the current economic environment in Sunset. A brief overview of the current economic environment of Sunset City was provided, including population growth projections, demographics, traffic counts, a brief market share and sales leakage analysis, and information regarding the Falcon Hill development. These slides are included in Appendix B.

Those in who attended the kick-off meeting included:

- Mayor Beverly Macfarlane
- Scott Stevenson (Planning Commission)
- Norm Noyes (Public Works Director)
- Thomas Gulbrandsen (Boardwalk Property Management)
- Dee Winegar, Jordan Winegar, and Dustin Badger (Sunset LC)
- Kevin Snow (City Councilman)

Discussion was held using a series of questions as a foundation. Questions included:

- What is Sunset's identity?
- Do the residents buy into the identity?
- What are the strengths and weaknesses of Sunset?
- Why do people come to Sunset?
- Why would a business want to come to Sunset?
- What can the City do to help businesses?
- What businesses are needed in Sunset?

The following are the notes from this meeting:

What is Sunset's identity?

Participants commonly spoke of Sunset as a bedroom community, and that even commercial zones are primarily occupied by homes. Participants stated that it has been the goal of previous City Councils to maintain the bedroom-community nature of the City. When asked if residents buy into the identity, participants stated that residents would like to maintain the bedroom community feel, but would like to see a new and thriving identity brought to Main Street.

Strengths and Weaknesses

Sunset's size can be both a strength and a weakness. The size amplifies the small-town feel where everyone knows everyone, and allows for increased response times for civic services. However the size does limit what the City can do.

Other strengths included exposure along I-15, which is seen as a reason why business would want to come to Sunset. The proposed new I-15 Interchange will be a major strength for the City and analysis of the opportunities associated with the Interchange will be a primary focus of this study. A primary weakness is the rundown appearance of the City, including revamping the parks to make

them more of gathering places for residents. The canal is also a major weakness, as it limits the amount of development that can occur along Main Street. Discussion was held about converting the canal from an impediment to a feature.

Why do people come to Sunset?

Non-residents are drawn to Sunset solely for a few commercial purposes, including Sierra RV, Smith's Grocery Store, and Vapor Mania, an e-cigarette store.

What can the City do to help businesses?

The business owners liked the idea of bringing businesses together to discuss how to improve and work together. Furthermore, several improvements were suggested that could help encourage businesses to come, including putting a signal on 1300 North, widening 1800 North, improving lighting throughout the city, developing more clusters along Main Street, and improving the overall look of the City.

Sunset City Tour Notes

- 3 elementary schools, 1 Jr high = a lot of kids
- Canal is always an issue
 - Crosses Interstate
 - Piped occasionally
 - Some people want to cover the canal
 - Sierra RV wants to cover it
 - Canal crosses Main Street at 1600 N
 - Sunset has surface canal from 900 N – 1600 N
- Through streets (connectivity isn't an issue)
 - 2300 N – A main thoroughfare owned by the City
 - 1800 N – New interchange (3-5 years)
 - Take out fire station and portion of park for new interchange and overpass
 - Full interchange
 - 7-Eleven going for sale. Will be taken out by interchange
 - Army rail shop on the east side of the freeway provides difficulties with positioning of the new interchange
 - Overpass over train tracks at 500 W
 - 1300 N – Create more traffic for new Winegar property
 - 800 – another through street
- Winegar Property
 - Semi vacant
 - Factory outlet store (tamales)
 - Laser Tag
 - Tae Kwon Do
 - Vacant property next door (west side)
 - Owner wants to sell property
 - Available Space
 - 8013932733: Sky Hazelhurst/Brad Brown
 - 12,000 sq/feet available
- City wants a Frontrunner stop

- Area north of retention pond must retain a retention pond
 - Can something be done to the retention pond to give it an additional use?
- Central Park
 - Old tennis courts in disrepair
 - Pump house MUST remain
 - City shares park with Jr high
- Council open to tax increment
- Lighting on business development is important
- North Park is popular for its skate park
- School attendance is declining
 - Rumors that the district may close the school on 2300 N.
- Commonwealth property – Mr. Thomas (property manager)
 - City owns property to the north
 - Losing money
- If you don't shop at Smith's then:
 - Harmons – Roy
 - Wal-Mart – Clinton
 - Winco – Clinton
- 7-Eleven stopped selling gas 4-5 years ago
- Strip Mall north of Sierra RV
 - Eyesore - vacant
- City has total 10 acres of parks
 - Doxey School shares park with City
- A lot of home occupations

Sunset Driving Tour Notes (Cecily)

- Canal – Davis/Weber Water Co.; always a problem; along Main Street; some would like it covered
- Intersection at 250 W 1250 N
 - Winegar property
 - Semi-vacant
 - Blighted/potential redevelopment
 - 1300 N in front will be temporarily (3-4 years) busier when the interchange starts construction due to diverted traffic
- Neighboring vacant lot to Winegars is owned by a cousin of the Winegars; interested in selling it maybe; has been notified to clean up the property.
- Interchanges will be at 1800 N, bridge over freeway, construction may start in 4-8 years
- City wants a frontrunner stop but can't with the current trains due to thrust between stops (current stops in Clearfield and Roy), but could potentially have a stop if the engines change.
- Storm retention pond near public works offices must stay but the City wants to do something with it, something creative
- Interchange will take out fire station and 7-Eleven and some of the park
- City wants to repair the tennis courts
- Pump house near park must stay
- 1800 N is UDOT controlled; 2300 N. is City-controlled
- City wants new lighting throughout the City

- RUMOR that the school on 2300 N. might close due to declining student population
- East side of Main street is UDOT controlled

Sunset Kick-off Meeting Notes: September 24 @ 6 pm

Italicized notes are from the Post-It Note pad

Attendees:

Name	Email	Role
Beverly Macfarlane	mayor@sunset-ut.com	Mayor, Sunset City
Scott Stevenson	scottstevenson@pinetopengineering.com	Planning Commission, Sunset City
Norm Noyes	nnoyes@sunset-ut.com	Public Works Director, Sunset City
Thomas Gulbrandsen	Thomas@rentfromboardwalk.com	Boardwalk Property Management
Dee Winegar	dee@winegars.com	Sunset LC (Property Management)
Jordan Winegar	jwinegar@bountifulutah.gov	Sunset LC (Property Management)
Dustin Badger	dustinbadger@gmail.com	Sunset LC (Property Management)
Kevin Snow	ksnow@comcast.net	City Councilman, Sunset City

What is Sunset's identity?

- Bedroom community
 - Other than a few commercial locations, it's all residential. Even commercial zones are 70% homes
 - Old council's goal was to keep it a bedroom community
- Smiths (grocery store)
- Sunset Square

Do the residents buy in to the identity? Do they want change?

- They like the bedroom identity. They want more biking and walking trails
 - Identity shift to walking paths, bike trails
- They want a new identity for Main Street. Light parts of it
 - What kind of identify do you want on Main Street?
 - New and nice
 - Very diverse
 - They want to make it more continuous
 - Continuous (not that way now – no existing clustering)
 - They lack groupings along Main Street. Difficult to overcome.

What is really important to the community (big box with sales tax or community gathering place, etc.)? Who do you want to become?

- We need to have a combination of both. Make it nice for people to come but promote people to come
- Legacy Square (gathering place with commercial)
- Our parks are not gathering places

- Want nice parks
- Parks are typically only used on Saturdays for soccer. There isn't a draw to them
- They would need a major revamp in order to draw people there
- Viewability, splash pad, water park, play area
- Difficult to draw people there
- We go to parks in other cities instead
- They are looking at an interactive playground near the Jr high (replace tennis courts). This on the north side. Hopefully draw businesses. We need something on the south end to do the same
- Combo mix use at Winegars
- Focus on fixing broken areas (broken windows) before trying to do something new

Strengths

- Parks, schools, kids
 - Parks aren't used because the facilities aren't great, especially compared to nearby cities
 - Park facilities need improvements
- Come up with an online survey and have committee participants submit questions. Post this to the City website. Not best method but you get ideas
- Size (small, people know each other)
- Public works = City infrastructure = known
 - Short service response time
 - Roads are good (some bad). Mixed opinion
 - Better handle on what we have. Public Works knows where all infrastructure is. More accessible to residents and businesses
- City staff/officials
 - Team (most active community/mayor calling management company). Leadership is active and involved
- Enough water
- Freeway - exposure

Weaknesses

- Small
- Water lines/sewer lines are old
- Rundown appearance
 - Xeriscape potential to improve appearance
- Freeway
 - Cuts out
- Canal
 - In the way of development
 - The canal is unique to the City
 - Could canal become an amenity?
 - Can we leverage this into development? Have this a feature and not an impediment?

Why would a business want to come to Sunset? Business strengths

- Traffic (primarily along Main Street)
- Exposure to I-15
- More cluster needed. Few/no clusters in the City

- Not a lot of success with retail at Winegars
 - Laser tag pulls from far
- How do we cluster?
- Do we try to improve infrastructure first or focus on businesses (chicken or egg)
- Not enough traffic near Winegars so we can't focus on the traffic to drive to the area
- Seek out franchises
- Improve lighting

What can City do to help businesses?

- Bring businesses together to discuss how to improve
 - Dialogue
 - Business breakfast
- BEAR – what businesses need
- Part of the Davis County Chamber of Commerce
- Talk to businesses to see what they need (e.g., RV needs a parts store)
- Put a signal light on 1300 North
- Widening of 1800 N
- Falcon Hill – advantage
 - Lower rents in Sunset
 - Complementary businesses
- Overall look of the City. Make sure it looks good so businesses want to come
- Opportunities for businesses that can't afford to be at Falcon Ridge.
- Dialogue needed among businesses
- Need more retail anchors
 - (e.g., Dollar Tree, etc.)
- Need curb appeal
 - RDAs to help make improvements
- They want to know what types of businesses they should target
- Need for signage and marketing
 - Use water bill/other internal marketing
 - Coupons/internal marketing
- Help startups that lack funding
 - Zions Small Business loans
- Capitalize on Smiths
- I-15 = barrier

What business do we need here?

- Restaurants
 - Groundsberg Coffee is doing well
 - Catering company is doing well
 - Tamale place tried opening up but couldn't get proper permits so they didn't continue pursuing it

Why do people come to Sunset?

- Vapor Mania
- Smiths
 - Landlocked
- Sierra RV

Where to put Fire station and public works in order for new interchange?

Appendix B: Public Meeting Presentation Slides – June 24, 2014

The following slides were presented to the Steering Committee at the kick-off meeting held on June 24, 2014. The slides provide a brief overview of the current economic situation in Sunset City, including population growth projections, demographics, traffic counts, a brief market share and sales leakage analysis, and information regarding the Falcon Hill development.

Brief Overview of Sunset Economic Data

June 24, 2014



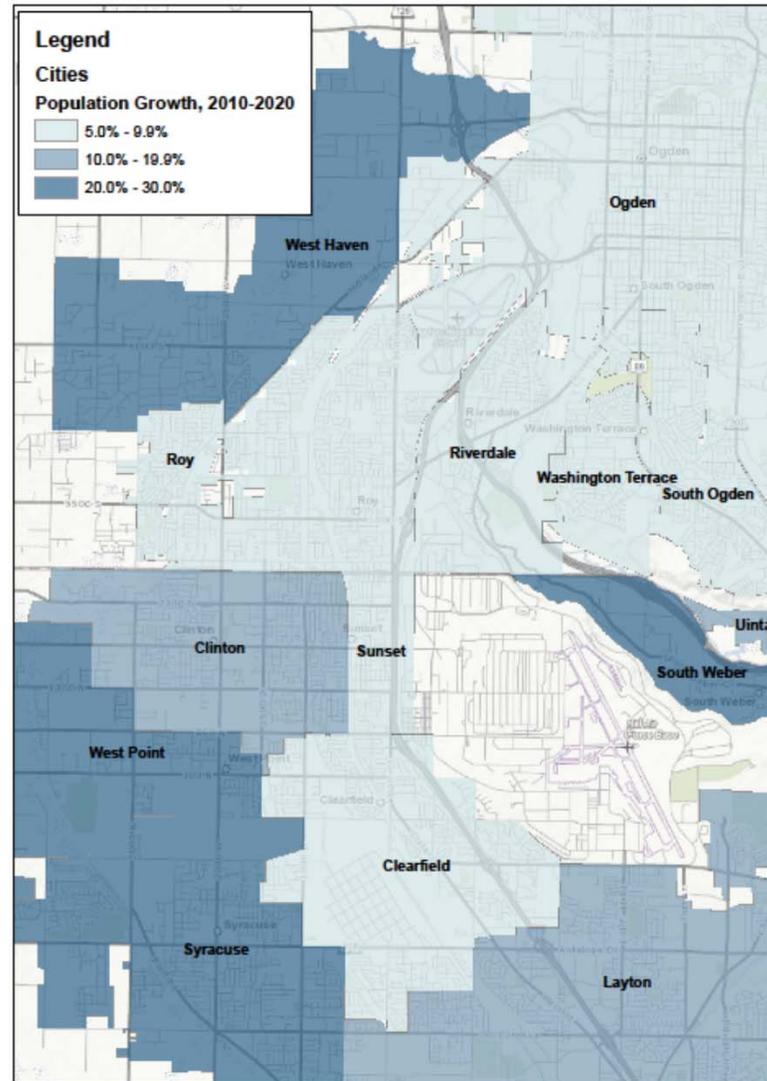
Population – Growth Trends



City	2014 Population	2014 Population as % of Total	Historic Growth 2000-2010	Projected Growth 2010-2020	Projected Growth 2010-2030
Clearfield	30,741	9%	4,138	1,572	2,390
Clinton	21,938	6%	7,841	3,779	5,582
Layton	72,224	21%	8,837	12,283	17,583
Ogden	86,083	25%	5,599	8,146	17,298
Riverdale	8,693	3%	770	667	939
Roy	38,122	11%	3,999	3,095	5,006
South Ogden	17,096	5%	2,155	1,409	2,353
South Weber	6,693	2%	1,791	1,605	3,950
Sunset	5,240	2%	-82	295	363
Syracuse	26,470	8%	14,933	5,347	10,644
Uintah	1,394	0%	195	180	529
Washington Terrace	9,383	3%	516	790	1,379
West Haven	11,412	3%	6,296	2,849	11,459
West Point	10,572	3%	3,478	2,651	6,815

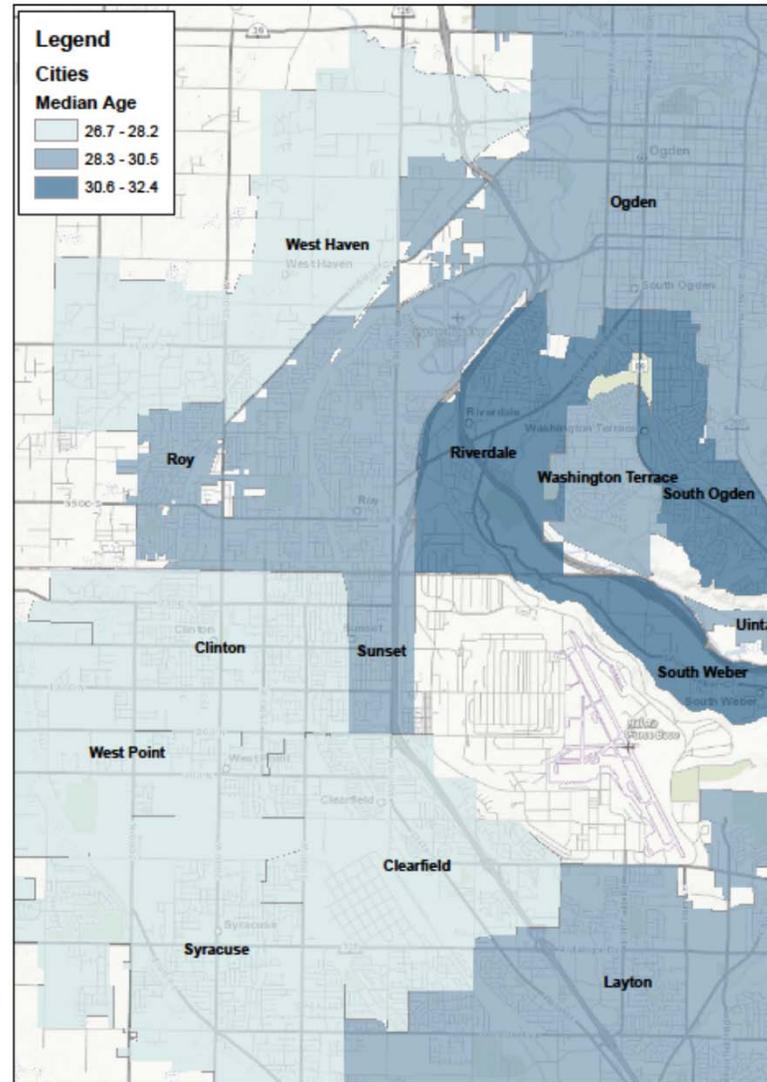
Population – Projected Growth

City	Projected Growth 2010-2020
Clearfield	5.2%
Clinton	18.5%
Layton	18.3%
Ogden	9.8%
Riverdale	7.9%
Roy	8.4%
South Ogden	8.5%
South Weber	26.5%
Sunset	5.8%
Syracuse	21.9%
Uintah	13.6%
Washington Terrace	8.7%
West Haven	27.7%
West Point	27.9%
Average	14.9%



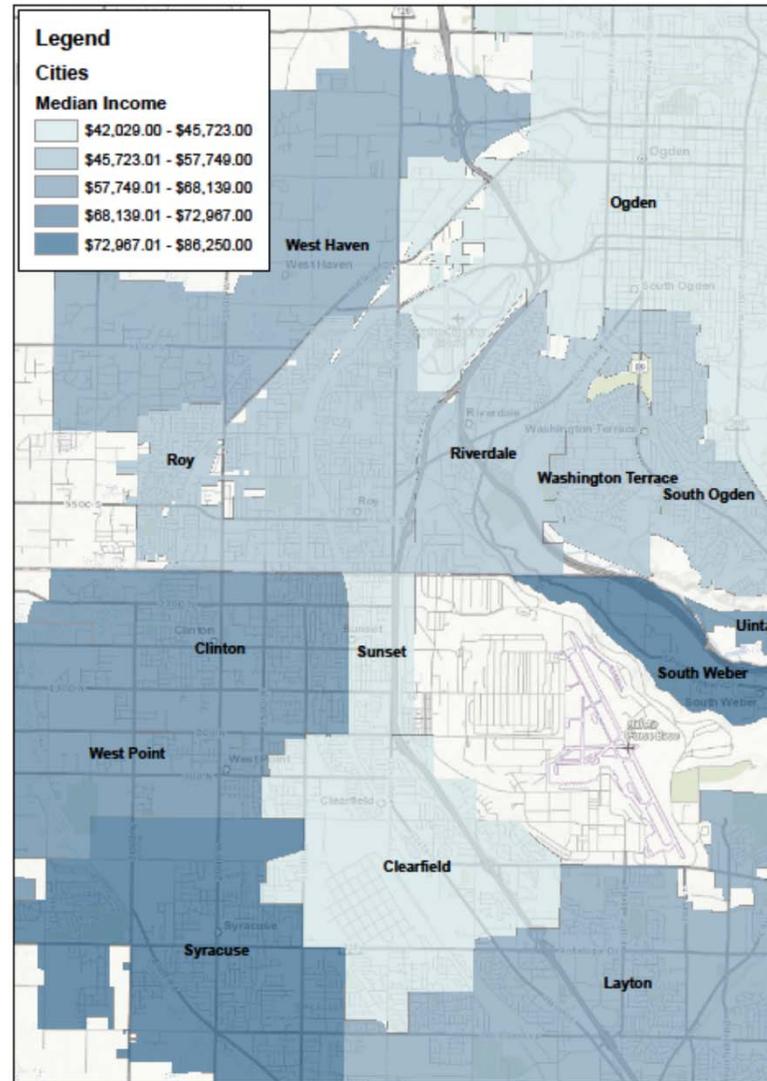
Population – Median Age

City	Median Age
Clearfield	26.8
Clinton	26.7
Layton	29.3
Ogden	29.9
Riverdale	31.7
Roy	29.3
South Ogden	32.4
South Weber	31.2
Sunset	29.7
Syracuse	27.0
Uintah	30.3
Washington Terrace	30.5
West Haven	28.0
West Point	28.2
Average	29.4

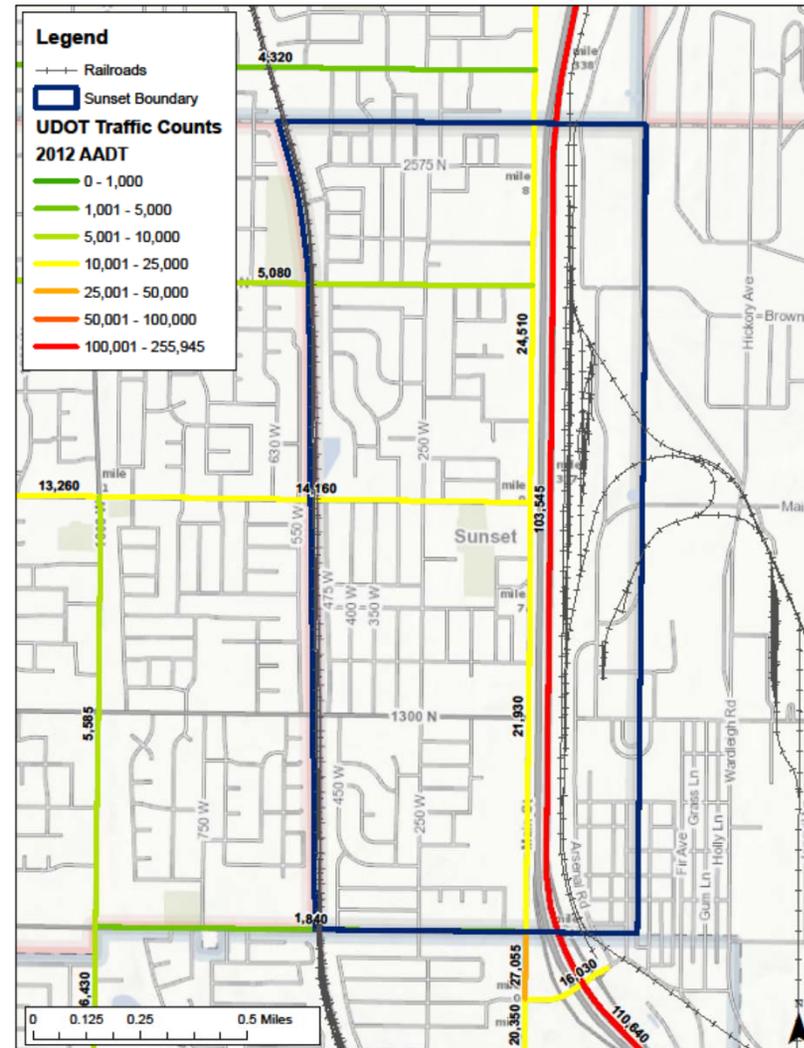
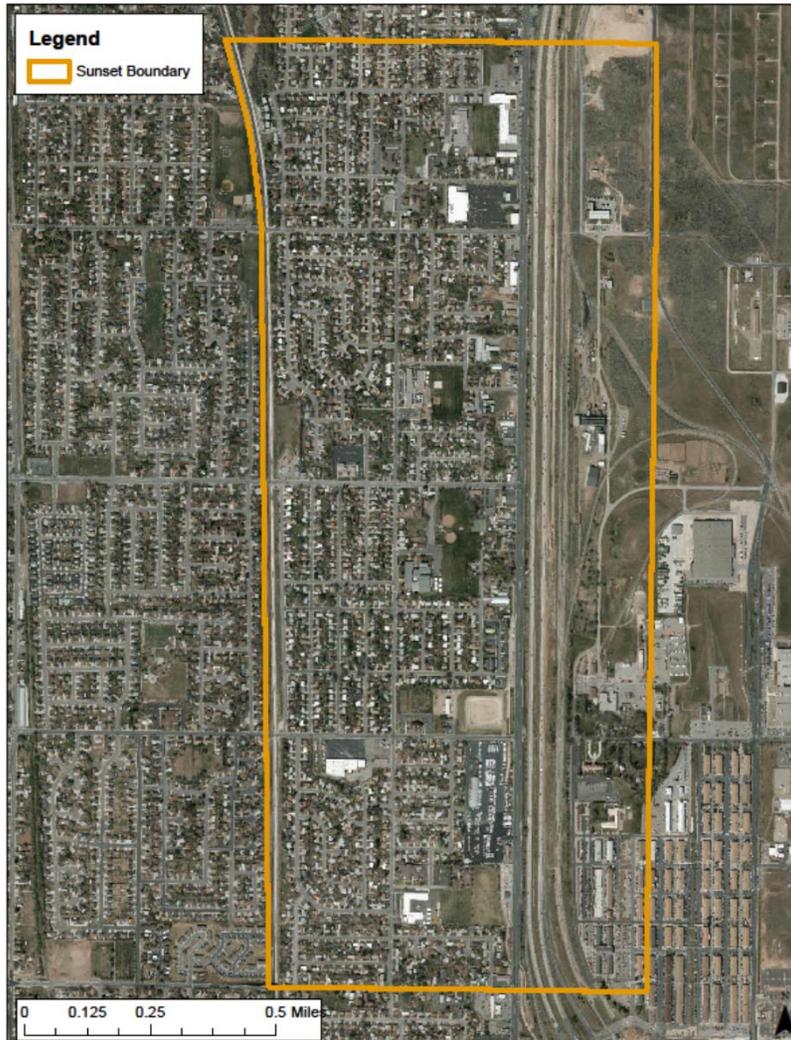


Population – Median Income

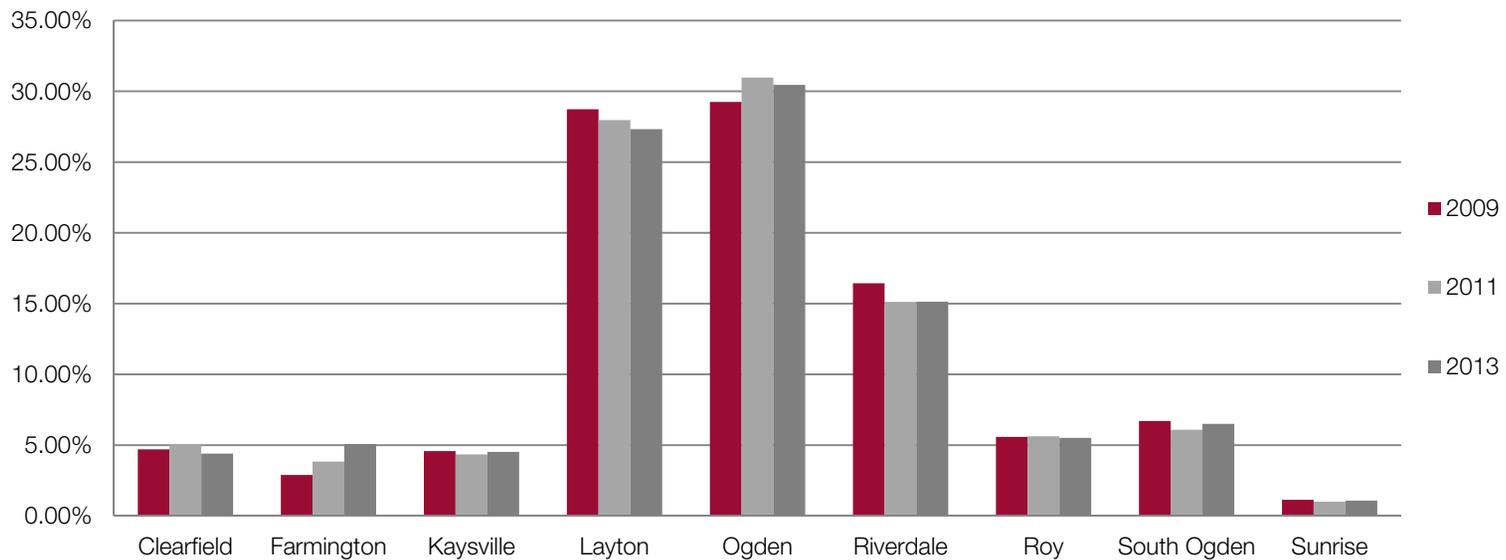
City	Median Income
Clearfield	\$45,723
Clinton	\$69,794
Layton	\$64,705
Ogden	\$42,029
Riverdale	\$54,901
Roy	\$57,749
South Ogden	\$53,890
South Weber	\$86,250
Sunset	\$45,278
Syracuse	\$84,604
Uintah	\$72,083
Washington Terrace	\$51,132
West Haven	\$68,139
West Point	\$72,967
Average	\$62,088



Traffic Counts



Sales Trends – Market Share



City	Market Share 2009	Market Share 2011	Market Share 2013
Clearfield	4.70%	5.06%	4.40%
Farmington	2.89%	3.84%	5.08%
Kaysville	4.58%	4.35%	4.52%
Layton	28.73%	27.96%	27.33%
Ogden	29.25%	30.97%	30.45%
Riverdale	16.43%	15.12%	15.13%
Roy	5.58%	5.62%	5.51%
South Ogden	6.70%	6.09%	6.50%
Sunset	1.13%	1.00%	1.08%

Sales Trends – Sales Leakage



	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Motor Vehicle and Parts Dealers				
New Automobile Dealers	-\$3,682,566	7.37%	-\$5,686,100	0.03%
Used Car Dealers	\$248,523	130.61%	-\$517,858	64.60%
Other Motor Vehicle Dealers	\$11,168,655	2019.47%	\$16,231,268	2290.34%
Automotive Parts, Accessories, and Tire Stores	-\$1,121,554	0.00%	-\$1,327,683	0.03%
Subtotal	\$6,613,059	201.88%	\$8,699,628	194.36%

Furniture and Home Furnishings Stores				
Furniture Stores	-\$1,045,819	0.00%	-\$1,059,759	0.10%
Home Furnishings Stores	-\$290,774	0.00%	-\$333,944	0.23%
Subtotal	-\$1,336,593	0.00%	-\$1,393,702	0.13%

Electronics and Appliance Stores				
Appliance, Television and Other Electronics	-\$613,535	56.01%	-\$736,304	50.47%
Camera & Photographic Supplies	\$0	0.00%	\$0	0.00%
Computer & Software Stores	\$0	0.00%	\$0	0.00%
Subtotal	-\$613,535	56.01%	-\$736,304	50.47%

Sales Trends – Sales Leakage



	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Building Material and Garden Equipment and Supplies Dealers				
Building Material and Supplies Dealers	-\$3,204,509	0.00%	-\$3,919,059	0.20%
Lawn and Garden Equipment and Supplies Stores	-\$122,220	0.00%	-\$123,045	0.00%
Subtotal	-\$3,326,729	0.00%	-\$4,042,103	0.19%

Food and Beverage Stores				
Grocery Stores	\$8,986,825	252.56%	\$9,711,722	256.43%
Specialty Food Stores	\$477,917	392.42%	\$457,580	333.68%
Beer, Wine, and Liquor Stores	-\$407,022	0.00%	-\$495,332	0.00%
Subtotal	\$9,057,720	240.19%	\$9,673,969	240.21%

Health and Personal Care Stores				
Cosmetics & Perfume	-\$123,791	0.00%	-\$199,016	2.06%
Optical Goods	-\$86,074	0.00%	-\$94,312	0.74%
Other Health & Personal Care	-\$268,452	0.00%	-\$380,455	3.66%
Pharmacies & Drug Stores	-\$98,561	0.00%	-\$111,464	0.42%
Subtotal	-\$576,878	0.00%	-\$785,248	2.46%

Sales Trends – Sales Leakage



	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Gasoline Stations				
Gasoline Stations	\$196,923	113.37%	-\$930,690	45.77%
Other Gas Stations	\$0	0.00%	\$0	0.00%
Subtotal	\$196,923	113.37%	-\$930,690	45.77%

Clothing and Clothing Accessories Stores				
Clothing Stores	-\$1,960,892	0.01%	-\$2,433,825	0.75%
Shoe Stores	-\$189,017	0.00%	-\$257,845	0.82%
Jewelry, Luggage, and Leather Goods Stores	-\$182,806	0.00%	-\$213,580	0.14%
Subtotal	-\$2,332,714	0.01%	-\$2,905,249	0.71%

Sporting Goods, Hobby, Book, and Music Stores				
Books, Periodical, and Music	-\$311,248	0.00%	-\$245,490	0.43%
Hobby, Toys & Games	\$52,452	119.67%	\$141,177	162.11%
Musical Instruments	-\$78,375	0.00%	-\$77,736	0.00%
Sewing, Needlework & Pice Goods	-\$63,802	0.00%	-\$36,411	0.00%
Sporting Goods	\$50,353	105.48%	-\$288,878	75.73%
Subtotal	-\$350,619	78.61%	-\$507,338	71.47%

Sales Trends – Sales Leakage



	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
General Merchandise Stores				
Department Stores	-\$8,918,413	0.00%	-\$9,516,974	0.29%
Warehouse Club & Other General Merchandise Stores	-\$822,063	25.90%	-\$1,013,547	17.75%
Subtotal	-\$9,740,477	2.87%	-\$10,530,521	2.28%

Miscellaneous Store Retailers				
Florists	-\$68,455	0.00%	-\$62,807	0.00%
Office Supplies, Stationery, and Gift Stores	-\$506,544	0.02%	-\$446,897	5.56%
Other Miscellaneous Store Retailers	-\$1,151,174	37.10%	\$294,975	113.55%
Used Merchandise	-\$71,840	4.46%	-\$88,382	8.24%
Subtotal	-\$1,798,013	27.51%	-\$303,110	89.21%

Nonstore Retailers				
Electronic Shopping and Mail-Order Houses	-\$304,517	0.10%	-\$448,230	10.36%
Vending Machine Operators	-\$62,524	0.00%	\$151,212	321.32%
Direct Selling Establishments	-\$306,209	0.00%	-\$314,874	16.48%
Subtotal	-\$673,250	0.04%	-\$611,892	35.27%

Sales Trends – Sales Leakage



	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Performing Arts, Spectator Sports, and Related Industries				
Performing Arts, Spectator Sports & Related Industries	-\$192,151	0.00%	-\$204,456	0.03%
Spectator Sports	\$0	0.00%	\$0	0.00%
Promoters of Performing Arts, Sports, and Similar Events	\$0	0.00%	\$0	0.00%
Agents and Managers for Artists, Athletes, Entertainers and Other Public Figures	\$0	0.00%	\$0	0.00%
Independent Artists, Writers, and Performers	\$0	0.00%	\$0	0.00%
Subtotal	-\$192,151	0.00%	-\$204,456	0.03%
Museums, Historical Sites, and Similar Institutions				
Museums, Historical Sites, and Similar Institutions	-\$42,151	21.08%	-\$33,371	33.12%
Subtotal	-\$42,151	21.08%	-\$33,371	33.12%
Amusement, Gambling, and Recreation Industries				
Amusement, Gambling & Recreation Industries	-\$547,744)	10.85%	-\$706,416)	0.00%
Subtotal	-\$547,744)	10.85%	-\$706,416)	0.00%

Sales Trends – Sales Leakage

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Accommodation				
Bed & Breakfast & Other Accommodation	\$0	0.00%	\$0	0.00%
Hotels & Motels	-\$1,494,787	9.91%	-\$2,055,476	11.21%
RV Parks & Recreational Camps	-\$43,411	0.00%	-54866.04006	0.00%
Rooming and Boarding Houses	-\$6,715	0.00%	-\$6,362	0.00%
Subtotal	-\$1,544,912	9.62%	-\$2,116,703	10.92%

Food Services and Drinking Places				
Full-Service Restaurants	-\$4,283,635	14.75%	-\$5,255,105	11.23%
Limited-Service Eating Places	\$0	0.00%	\$0	0.00%
Caterers & Other Special Food Services	-\$334,039	18.18%	-517607.7635	0.101051982
Drinking Places (Alcoholic Beverages)	-\$147,765	0.00%	-\$182,670	0.00%
Subtotal	-\$4,765,439	14.61%	-\$5,955,383	10.82%

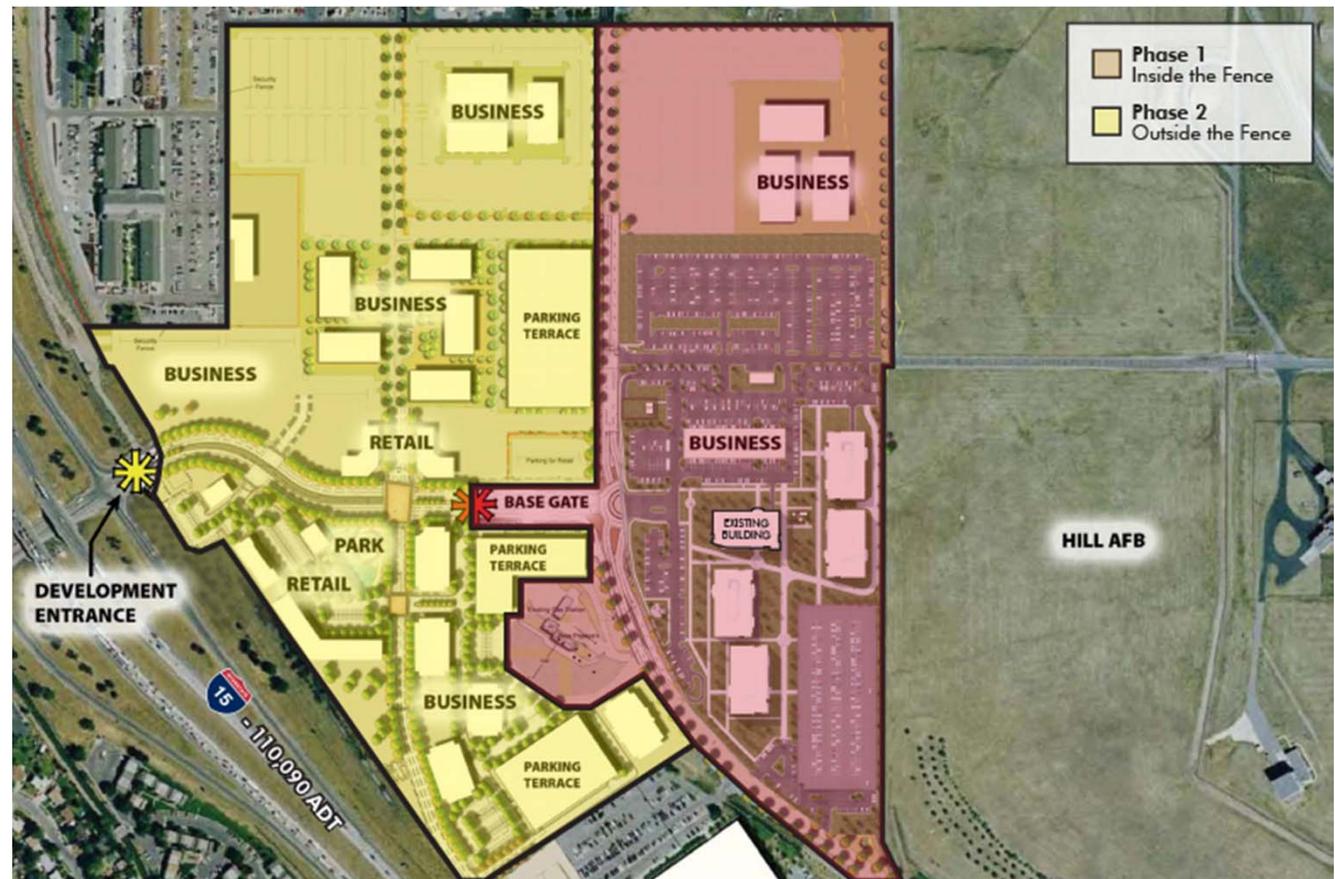
Repair and Maintenance				
Automotive Repair and Maintenance	-\$527,037	60.17%	\$91,583	105.92%
Electronic and Precision Equipment Repair and Maintenance	-\$58,748	0.00%	-\$45,073	0.00%
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$60,035	210.61%	\$57,779	163.95%
Personal and Household Goods Repair and Maintenance	-\$105,790	25.29%	-\$152,744	5.34%
Subtotal	-\$631,541	59.97%	-\$48,455	97.37%

Sales Trends – Sales Leakage



	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Personal and Laundry Services				
Personal & Laundry Services	-\$198,629	46.67%	-\$227,012	47.52%
Private Households	-\$1,130	0.00%	-\$945	0.00%
Religious, Grantmaking, Civic, Professional & Similar	-\$99,939	0.00%	-\$132,519	1.23%
Other Personal Services	\$0	0.00%	\$0	0.00%
Subtotal	-\$299,698	36.71%	-\$360,475	36.50%
TOTAL	-\$12,904,742	73.35%	-\$13,797,822	75.89%

- 550-acre private development
- 1,245,000 square feet of Class A office space
- 45,000 square feet of retail space
- Five-story 200 room hotel
- State-of-the-art conference center



Appendix C: Public Meeting Flyer – September 23, 2014



Public Meeting
Sunset City Economic Development Plan

Sunset City and Zions Bank Public Finance

Tuesday, September 23

6:00 P.M.

Sunset City Offices

200 West 1300 North

Zions Bank Public Finance is working on an
Economic Development Plan for Sunset City.

Your input is an essential and vital part of this Plan.

The public is invited to attend a meeting on Tuesday, September 23
to review the Economic Plan and provide additional input.

For more information, contact Scott Aylett
801.844.8327, j.aylett@zionsbank.com



Appendix D: Public Meeting Presentation Slides – September 23, 2014

The following slides were presented to the attendees at the public meeting held on September 23, 2014.

Sunset Economic Development Plan

September 23, 2014



1. City Survey Responses
2. Existing Conditions
 1. Demographics
 2. Traffic Counts
 3. Sales Gap/Leakage
 4. Vacant Land
3. Site Analysis
 1. Redevelopment Potential
 2. Site Configuration
4. Retail Categories - Comparative Site Analysis
 1. Buying Power
5. RDA Discussion
6. Goals and Strategies Discussion
7. Questions/Comments

Q1: How long have you lived in Sunset City?

Category	Total Responses
<1	6
1-5 years	20
6-10 years	13
11-15 years	8
16-20 years	5
21-25 years	5
26-30 years	3
31+ years	8

Q2: Which of the following best describes your age group?

Category	Total Responses
18-24 years	1
25-34 years	23
35-44 years	21
45-54 years	7
55-64 years	8
65-74 years	6
75+ years	1

Q3: What do you like best about living in Sunset?

Category	Total Responses
Small-town feel	33
Quiet neighborhoods	33
Affordable housing	30
Friendly people	29
Proximity to work/school/amenities	24
Quality City services	10
Parks and recreation opportunities	7
Visual appeal of the area	5
Don't like living in Sunset	5
Shopping or entertainment opportunities	2
Street lighting	0

Q4A: What is the SINGLE most important things that should be done to improve the City?

Category	Total Responses
Bring more businesses to the City	15
City beautification program with increased trees on major streets	15
More information on the City's website regarding City activities	6
More or improved parks	6
More or improved walking trails	5
Traffic control	3
Cover the irrigation canal	1
Add bike lanes	1
No improvements need to be made	1
Increased entertainment and activities	0
Better signage	0
Improved public transit	0

Q4B: What is the SECOND most important things that should be done to improve the City?

Category	Total Responses
More or improved parks	16
City beautification program with increased trees on major streets	9
Bring more businesses to the City	7
More or improved walking trails	6
Cover the irrigation canal	5
More information on the City's website regarding City activities	3
Improved public transit	3
No improvements need to be made	3
Add bike lanes	2
Traffic control	1
Increased entertainment and activities	0
Better signage	0

Q4C: What is the SINGLE most important things that should be done to improve the City?

(Total of Single and Second Most responses)

Category	Total Responses
City beautification program with increased trees on major streets	24
Bring more businesses to the City	22
More or improved parks	22
More or improved walking trails	11
More information on the City's website regarding City activities	9
Cover the irrigation canal	6
Traffic control	4
No improvements need to be made	4
Add bike lanes	3
Improved public transit	3
Increased entertainment and activities	0
Better signage	0

What are the SINGLE and SECOND most important things that should be done to improve the City?

- Home maintenance and yard cleanup/enforcement of city code
- Cleanup parks; remove weeds and thorns
- Street sweeping and weed abatement in public spaces like roads and sidewalks, striping the main streets as you cannot see the left turn pocket at the corner of 1300 N and Main St. nor can one see the yellow lines on 1300 N
- Get rid of skate park
- Repair restroom doors at City parks, especially Central Park
- Bike lanes
- Sports for kids...have or better advertise them
- Upgrades to the police department
- Keep rural
- Take down the ugly signs in Sunset
- Road barrier for sound control
- Secondary water
- A thorough review of the types of businesses that we would like to have (avoid check-cashing, gold-buying, and title loan establishments)

Q5A: How well the following services are available in Sunset City, using a scale of 1 to 5, with 1 meaning not very well and 5 meaning very well

Category	Average Rating
Grocery	3.8
Auto Repair	2.9
"Mom" and "Pop" Specialty Stores	2.1
Fast Food	2.1
Repair (other than Auto)	2.1
Furniture]	2.0
Specialty Food Stores	1.8
National Chains	1.7
Health, Beauty, and Wellness	1.7
Restaurants	1.7
Clothing	1.6
Big Box (Department Stores)	1.5
Entertainment	1.5
Gift and Hobby Stores	1.5
Sporting Goods	1.5
Electronics and Computers	1.5
Books and Stationary	1.4

Q5B: how important it is for Sunset City to encourage having the same services made available, using a scale of 1 to 5, with 1 meaning not very well and 5 meaning very well

Category	Average Rating
Grocery	3.8
Restaurants	3.2
Entertainment	3.0
"Mom" and "Pop" Specialty Stores	2.9
Fast Food	2.7
Auto Repair	2.7
Repair (other than Auto)	2.4
Gift and Hobby Stores	2.3
Health, Beauty, and Wellness	2.3
Clothing	2.3
Books and Stationary	2.3
Furniture	2.2
Electronics and Computers	2.2
Specialty Food Stores	2.1
Sporting Goods]	2.1
Big Box (Department Stores)	2.0
National Chains	2.0

Q6: Which of the following locations best describes the "heart" of Sunset -- the "town center"?

Location	Total Responses
Central Park	16
1800 North	12
No town center	12
City Offices	11
Smith's	8
Main Street	3
1300 North	2
South Park	1
North Park	1
2300 North	1

Q7: How important is it for Sunset to have a town center? (1: Not Important; 5: Very Important)

Category	Total Responses
1	8
2	4
3	14
4	22
5	18
<i>Average</i>	<i>3.6</i>

Q8: What percentage of your non-grocery purchases do you make in the following communities?
(Note: your responses should total 100 percent).

City	Percent of Total
Clinton	40.7%
Layton	16.7%
Riverdale	14.5%
Sunset	6.8%
Roy	5.1%
Clearfield	4.6%
Ogden	3.0%
Syracuse	1.9%
South Ogden	0.7%
West Point	0.2%
Hooper	0.1%
West Haven	0.1%

Q9: If there was one area of the City that should be redeveloped what should it be?

Area	Total Responses
1300 North at 250 West quadrant	20
Sunset Square	14
Main Street – 800 North to 1800 North	10
Main Street – 1800 North to 6000 South	9

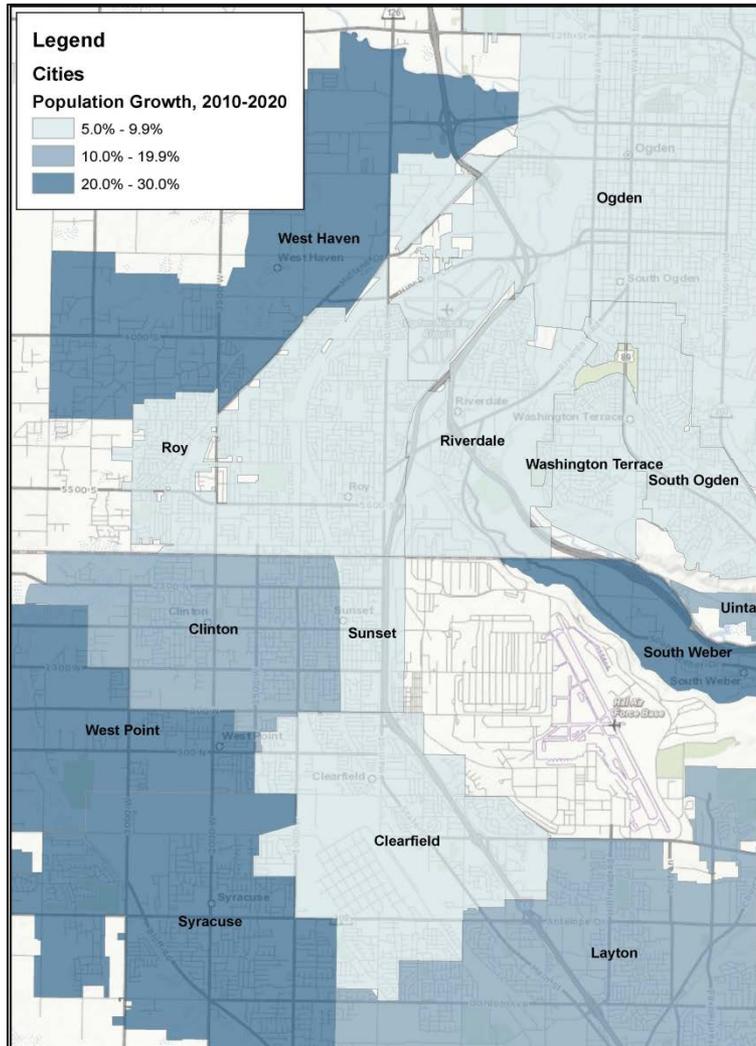
Using just a few descriptive words, how would you describe your vision of what Sunset should be in the future, relative to economic development?

- Centric, where we have a gathering place as well as increased shops and community opportunities
- Small town, family friendly, quiet neighborhoods, quaint
- Potential for commercial development, especially Main Street, 1800 North, and 1300 N 250 W
- Mixed use retail and housing on Main Street
- More sustainable, quality businesses for steady tax base
- Should have a shopping center
- More entertainment, recreation, food, and shopping options
- Falcon Hill will largely shape the economic development of Sunset. Sunset could be a supporter of that development through housing, freeway access, and some retail

Is there anything else you would like to tell us?

- Add Frontrunner stop
- Economic development is good, but maintain small-town feel

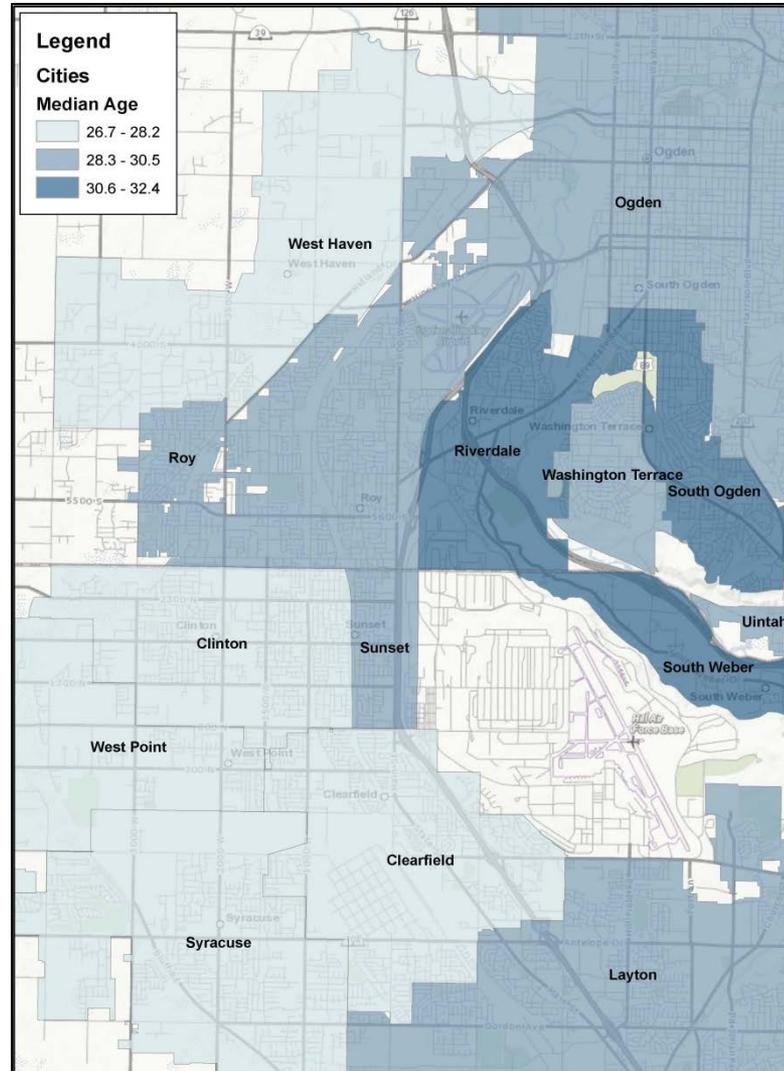
Population – Growth Trends



	2013	2013 to 2020	2013 to 2030
Syracuse	25,775	3,903	9,200
West Point	9,936	2,226	6,390
Hooper	7,957	1,010	6,032
Clinton	20,924	3,281	5,084
Roy	37,733	2,246	4,157
Clearfield	30,467	1,217	2,035
Sunset	5,137	280	348

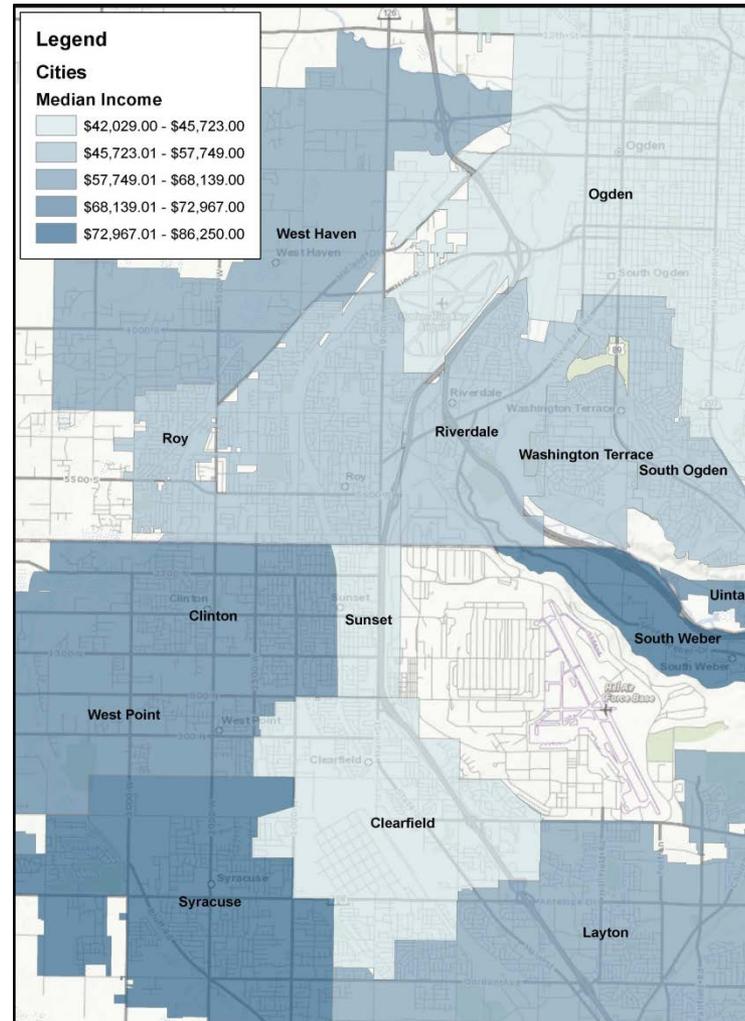
Population – Median Age

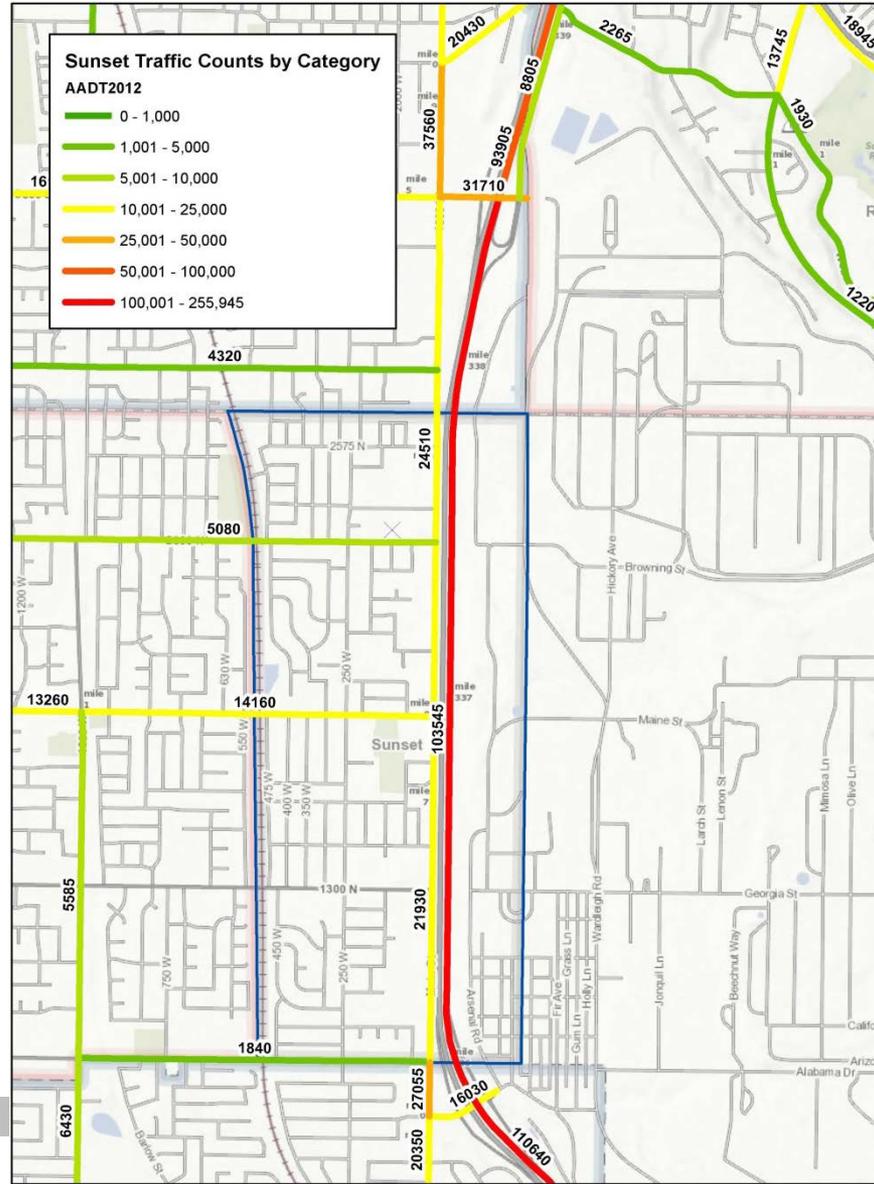
City	Median Age
Clearfield	26.8
Clinton	26.7
Layton	29.3
Ogden	29.9
Riverdale	31.7
Roy	29.3
South Ogden	32.4
South Weber	31.2
Sunset	29.7
Syracuse	27.0
Uintah	30.3
Washington Terrace	30.5
West Haven	28.0
West Point	28.2
Average	29.4



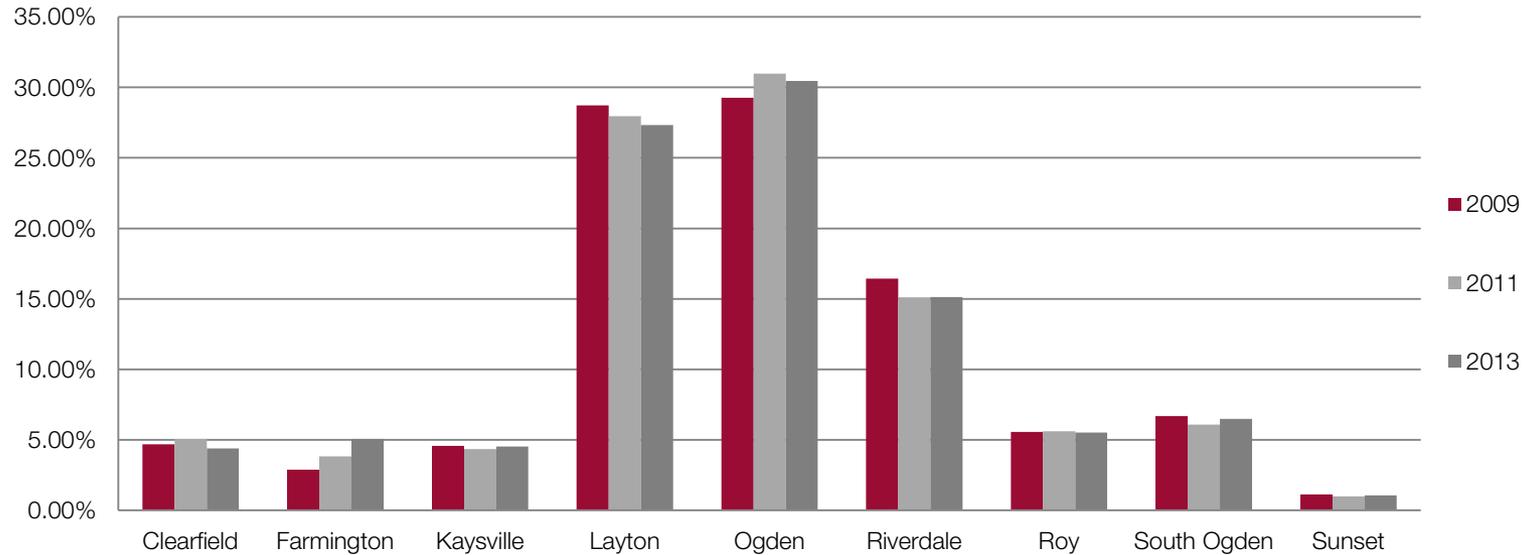
Population – Median Income

City	Median Income
Clearfield	\$45,723
Clinton	\$69,794
Layton	\$64,705
Ogden	\$42,029
Riverdale	\$54,901
Roy	\$57,749
South Ogden	\$53,890
South Weber	\$86,250
Sunset	\$45,278
Syracuse	\$84,604
Uintah	\$72,083
Washington Terrace	\$51,132
West Haven	\$68,139
West Point	\$72,967
Average	\$62,088





Sales Trends – Market Share



City	Market Share 2009	Market Share 2011	Market Share 2013
Clearfield	4.70%	5.06%	4.40%
Farmington	2.89%	3.84%	5.08%
Kaysville	4.58%	4.35%	4.52%
Layton	28.73%	27.96%	27.33%
Ogden	29.25%	30.97%	30.45%
Riverdale	16.43%	15.12%	15.13%
Roy	5.58%	5.62%	5.51%
South Ogden	6.70%	6.09%	6.50%
Sunset	1.13%	1.00%	1.08%

Sales Trends – Sales Leakage

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Motor Vehicle and Parts Dealers				
New Automobile Dealers	-\$3,682,566	7.37%	-\$5,686,100	0.03%
Used Car Dealers	\$248,523	130.61%	-\$517,858	64.60%
Other Motor Vehicle Dealers	\$11,168,655	2019.47%	\$16,231,268	2290.34%
Automotive Parts, Accessories, and Tire Stores	-\$1,121,554	0.00%	-\$1,327,683	0.03%
Subtotal	\$6,613,059	201.88%	\$8,699,628	194.36%

Furniture and Home Furnishings Stores				
Furniture Stores	-\$1,045,819	0.00%	-\$1,059,759	0.10%
Home Furnishings Stores	-\$290,774	0.00%	-\$333,944	0.23%
Subtotal	-\$1,336,593	0.00%	-\$1,393,702	0.13%

Electronics and Appliance Stores				
Appliance, Television and Other Electronics	-\$613,535	56.01%	-\$736,304	50.47%
Camera & Photographic Supplies	\$0	0.00%	\$0	0.00%
Computer & Software Stores	\$0	0.00%	\$0	0.00%
Subtotal	-\$613,535	56.01%	-\$736,304	50.47%

Sales Trends – Sales Leakage

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Building Material and Garden Equipment and Supplies Dealers				
Building Material and Supplies Dealers	-\$3,204,509	0.00%	-\$3,919,059	0.20%
Lawn and Garden Equipment and Supplies Stores	-\$122,220	0.00%	-\$123,045	0.00%
Subtotal	-\$3,326,729	0.00%	-\$4,042,103	0.19%

Food and Beverage Stores				
Grocery Stores	\$8,986,825	252.56%	\$9,711,722	256.43%
Specialty Food Stores	\$477,917	392.42%	\$457,580	333.68%
Beer, Wine, and Liquor Stores	-\$407,022	0.00%	-\$495,332	0.00%
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Amusement, Gambling, and Recreation Industries				
Amusement, Gambling & Recreation Industries	-\$547,744)	10.85%	-\$706,416)	0.00%
Subtotal	-\$547,744)	10.85%	-\$706,416)	0.00%

Sales Trends – Sales Leakage

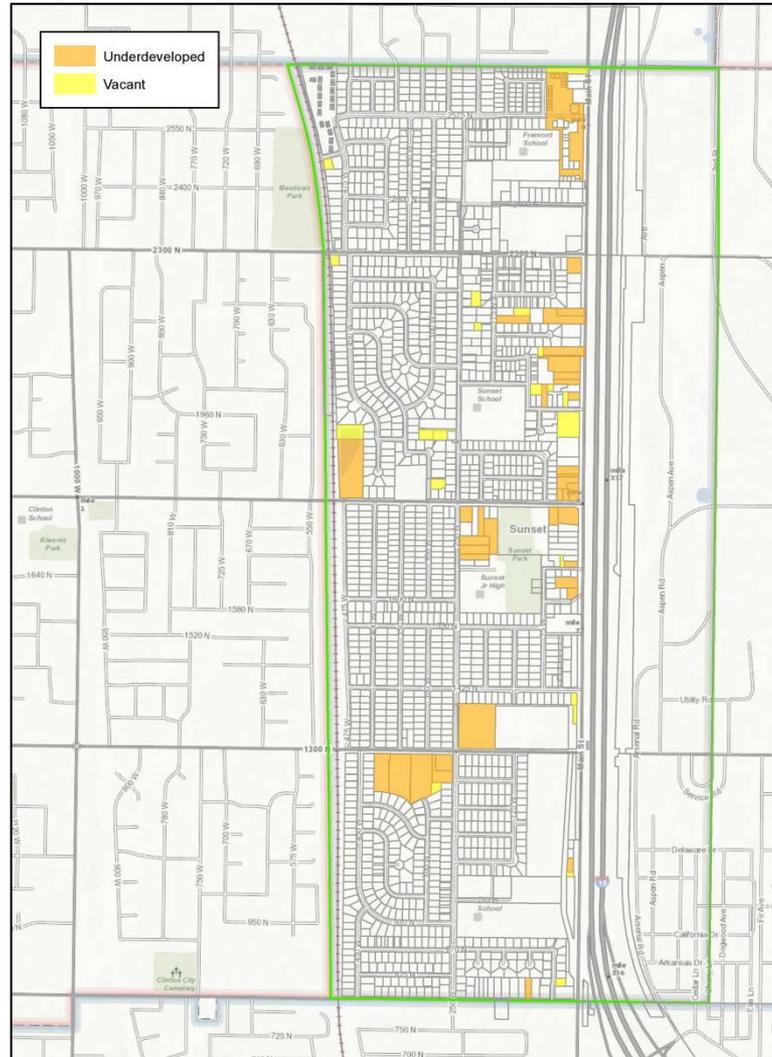
	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Accommodation				
Bed & Breakfast & Other Accommodation	\$0	0.00%	\$0	0.00%
Hotels & Motels	-\$1,494,787	9.91%	-\$2,055,476	11.21%
RV Parks & Recreational Camps	-\$43,411	0.00%	-54866.04006	0.00%
Rooming and Boarding Houses	-\$6,715	0.00%	-\$6,362	0.00%
Subtotal	-\$1,544,912	9.62%	-\$2,116,703	10.92%

Food Services and Drinking Places				
Full-Service Restaurants	-\$4,283,635	14.75%	-\$5,255,105	11.23%
Limited-Service Eating Places	\$0	0.00%	\$0	0.00%
Caterers & Other Special Food Services	-\$334,039	18.18%	-517607.7635	10.11%
Drinking Places (Alcoholic Beverages)	-\$147,765	0.00%	-\$182,670	0.00%
Subtotal	-\$4,765,439	14.61%	-\$5,955,383	10.82%

Repair and Maintenance				
Automotive Repair and Maintenance	-\$527,037	60.17%	\$91,583	105.92%
Electronic and Precision Equipment Repair and Maintenance	-\$58,748	0.00%	-\$45,073	0.00%
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$60,035	210.61%	\$57,779	163.95%
Personal and Household Goods Repair and Maintenance	-\$105,790	25.29%	-\$152,744	5.34%
Subtotal	-\$631,541	59.97%	-\$48,455	97.37%

Sales Trends – Sales Leakage

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Personal and Laundry Services				
Personal & Laundry Services	-\$198,629	46.67%	-\$227,012	47.52%
Private Households	-\$1,130	0.00%	-\$945	0.00%
Religious, Grantmaking, Civic, Professional & Similar	-\$99,939	0.00%	-\$132,519	1.23%
Other Personal Services	\$0	0.00%	\$0	0.00%
Subtotal	-\$299,698	36.71%	-\$360,475	36.50%
TOTAL	-\$12,904,742	73.35%	-\$13,797,822	75.89%





2000 North Main Street



2001 North Main Street



1868 North Main Street



1600 North Main Street

Key Factors When Selecting a Site:

- Access
- Traffic Counts
- Visibility
- Space



Key Factors When Selecting a Site

	Access	Traffic Counts	Visibility	Space
1800 North Main Street	Y	Y	Y	N
2575 North Main Street	N	N	Y	Y
1300 North 250 West	N	N	N	Y

1800 North Main Street





ALTERNATIVES SELECTED FOR DETAILED STUDY

1800 NORTH ALTERNATIVE

1800 North Alignment Option

The project team developed the 1800 North Alignment by avoiding and minimizing residential and commercial structures and historic properties protected under Section 4(f).

Historic Properties, Protected under Section 4(f):
There are about 46 historic properties, protected under Section 4(f), on the 1800 North corridor. Section 4(f) of the Department of Transportation Act requires the Federal Highway Administration to avoid historic sites and public parks where feasible and prudent.



Legend:
Historic Property (Protected under Section 4(f))

1800 North Interchange Options



Option 5A would shift I-15 east and construct a traditional interchange.



Option 8A would build all interchange ramps on the east side of I-15.



Option 8D would build all interchange ramps on the east side of I-15, shifted south to avoid the Army rail shops.

Separation Structure at Railroad Option

1800 North Over Railroad

This option would take 1800 North over the Railroad. Frontage Roads would provide access to properties along 1800 North.



Example of Frontage Road at the Railroad Overpass at 200 North in Kaysville, UT.

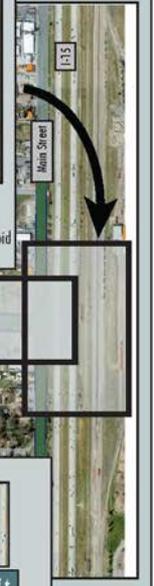
1800 North Alignment Options

Alignment 1: North Shift

Alignment 1 would shift north between 250 West and Main Street.

Alignment 2: South Shift

Alignment 2 would shift south between 250 West and Main Street.



NO-ACTION ALTERNATIVE

The project team will study the No-Action Alternative in detail in the Environmental Impact Statement. The No-Action Alternative provides a baseline to compare impacts of build alternatives.

Alternatives will continue to undergo evaluation and refinement.

Option 5A shifts I-15 east, which would leave two areas of 17 developable acres along Main Street

Option 8D is the most likely scenario

1800 North Interchange Options



Option 5A

Option 5A would shift I-15 east and construct a traditional interchange.

Option 8A

Option 8A would build all interchange ramps on the east side of I-15.

Option 8D

Option 8D would build all interchange ramps on the east side of I-15, shifted south to avoid the Army rail shops.

Alignment 2 (South Shift) affects fewer historical homes and is the most likely scenario

1800 North Alignment Options



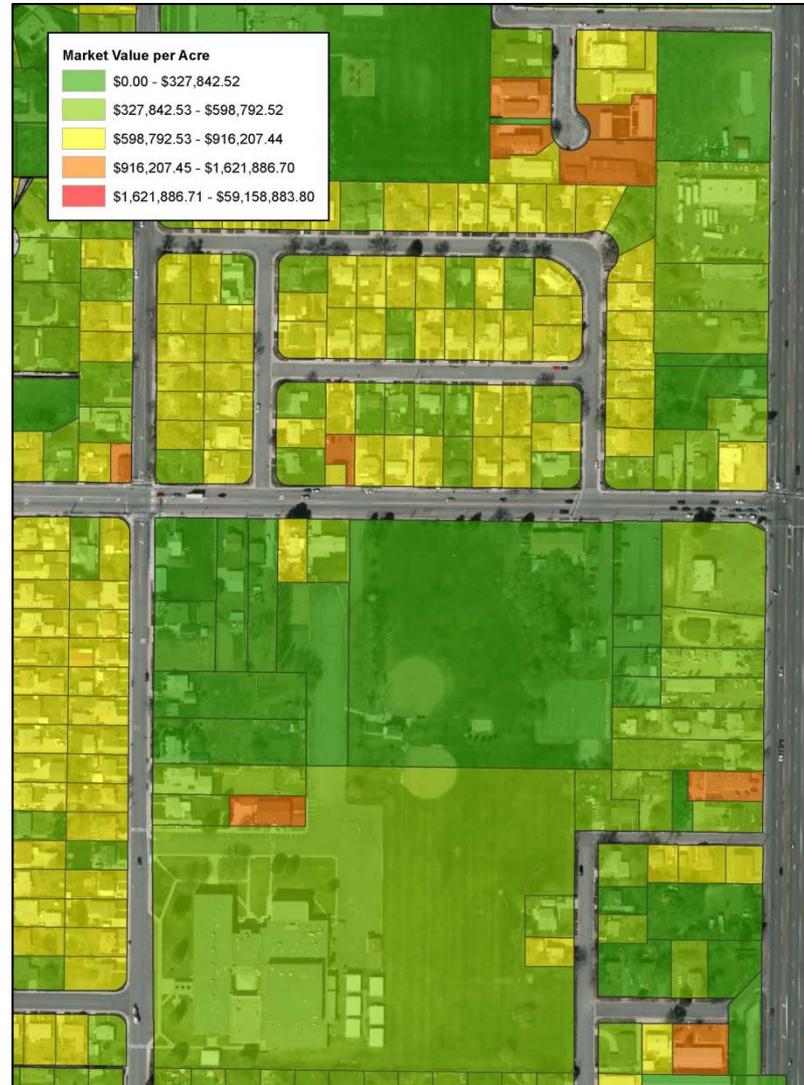
Alignment 1: North Shift

Alignment 1 would shift north between 250 West and Main Street.



Alignment 2: South Shift

Alignment 2 would shift south between 250 West and Main Street.



What do the Brokers say?

- This will be the #1 interchange in the area
 - Growth to the west, proximity to base and Falcon Hill development
- A lot depends on the amount of space available
- If space isn't an issue, potential tenants could include Smith's Marketplace, Wal-Mart, Wal-Mart Neighborhood Market
- Larger businesses bring along smaller businesses, including restaurants, personal services, and other retail

Amount of acres required by tenants

Retailer	Acres
Wal-Mart	17
Costco	15
Smith's Marketplace	15
Sam's Club	13
Target	13
Grocery	6
Big Box Apparel	5



	Average	Low	High
Building Square Feet	231,000	174,000	254,000
Total Acres	17	16	19



	Average	Low	High
Building Square Feet	161,000	144,000	172,000
Total Acres	15	12	16

Smith's Marketplace

	Average	Low	High
Building Square Feet	174,000	102,000	208,000
Total Acres	15	11	25



	Average	Low	High
Building Square Feet	148,000	144,000	151,000
Total Acres	13	10	15



	Average	Low	High
Building Square Feet	185,000	176,000	195,000
Total Acres	13	10	15

Scenario 1:

Area 1:

Total Acres: 5.0 acres

Total Parcels: 9

Residential: 5

Residential on Commercial: 5

City Owned: 0

Area 2:

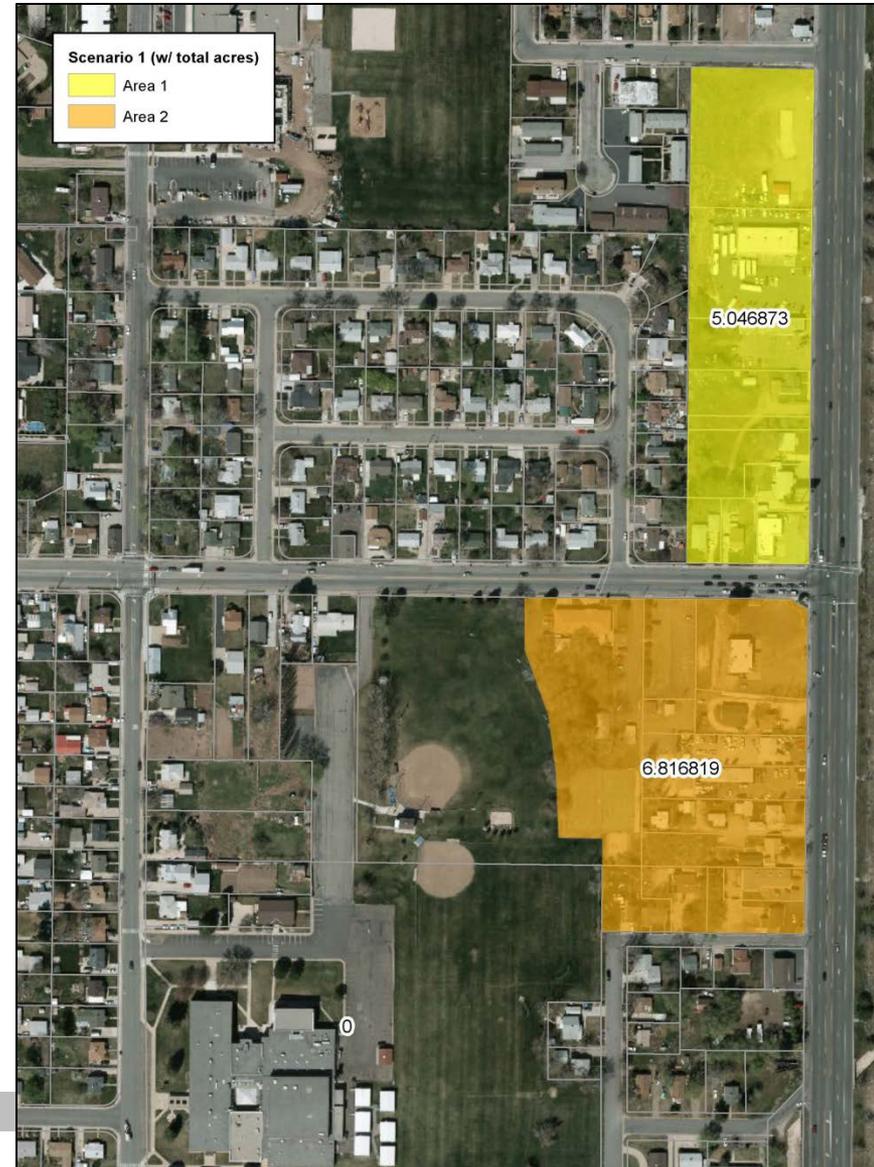
Total Acres: 6.8 acres

Total Parcels: 16

Residential: 5

Residential on Commercial: 3

City Owned: 5



Scenario 2:

Area 1:

Total Acres: 12.7

Total Parcels: 44

Residential: 40

Residential on Commercial: 16

City Owned: 0

Area 2:

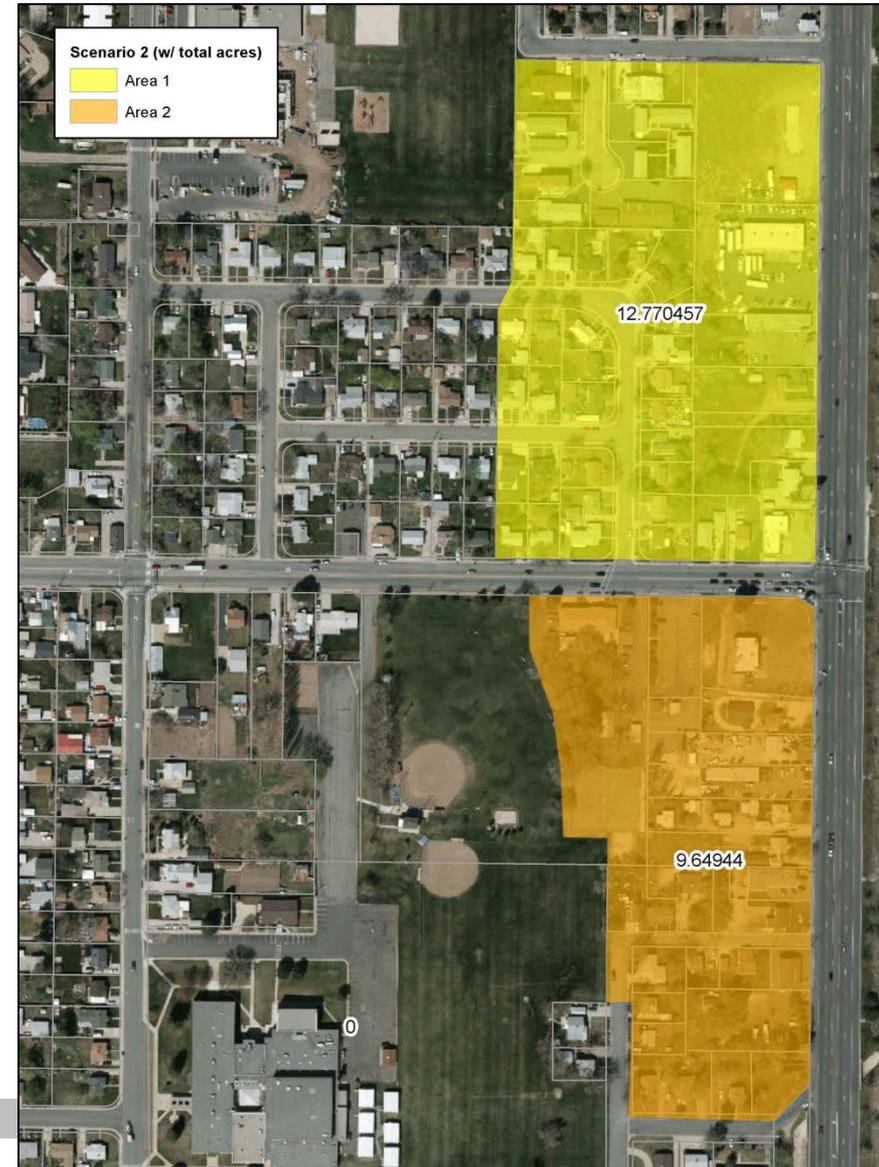
Total Acres: 9.6

Total Parcels: 25

Residential: 13

Residential on Commercial: 10

City Owned: 7



Scenario 3:

Area 1:

Total Acres: 10.6 acres

Total Parcels: 57

Residential: 52

Residential on Commercial: 28

City Owned: 1

Area 2:

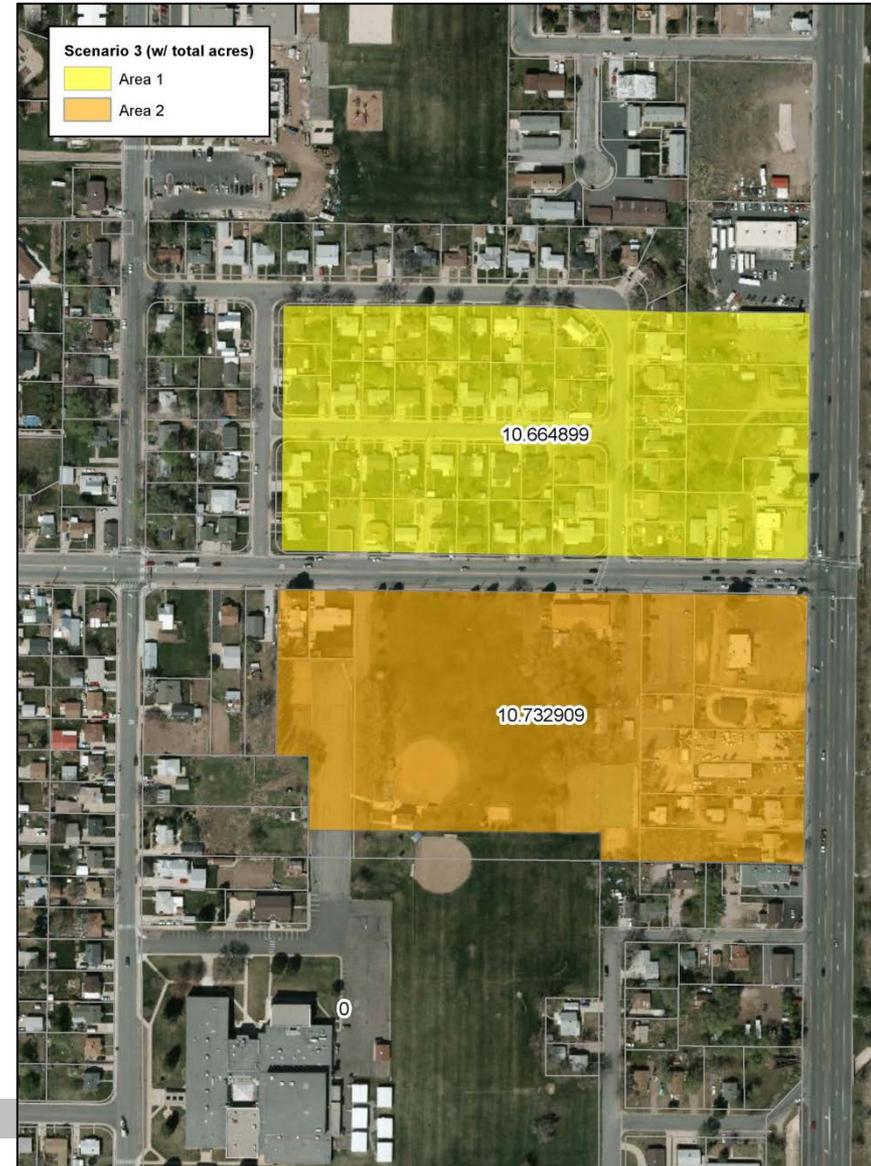
Total Acres: 10.7 acres

Total Parcels: 19

Residential: 7

Residential on Commercial: 5

City Owned: 6



Scenario 4:

Area 1:

Total Acres: 22.1 acres

Total Parcels: 98

Residential: 91

Residential on Commercial: 36

City Owned: 1

Area 2:

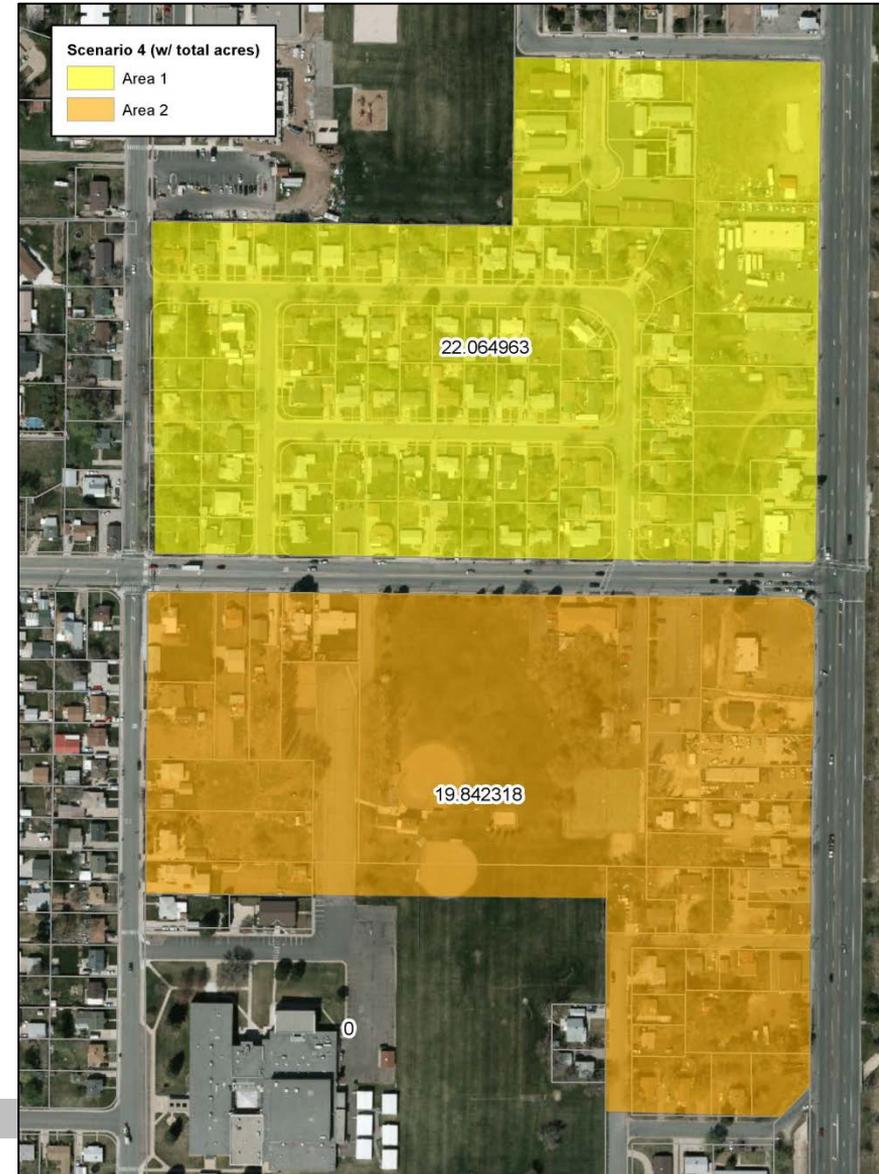
Total Acres: 19.8 acres

Total Parcels: 37

Residential: 21

Residential on Commercial: 16

City Owned: 8



I-15 Scenario 5A:

Area 1:

Total Acres: 21.5 acres

Total Parcels: 4

Residential: 0

City Owned: 0

Owners: USA, Union Pacific
Railroad Company, Davis & Weber
Canal Company, DOT

Area 2:

Total Acres: 22.5 acres

Total Parcels: 4

Residential: 0

City Owned: 0

Owners: USA, Union Pacific
Railroad Company, Davis & Weber
Canal Company, DOT



Retail Tenant Database – Expansion Mode (Wholesale Club - New stores in next 12 months)

Retailer	Number of Stores in 12 Months
Sam’s Club	150
Costco	20

Retail Tenant Database – Expansion Mode (Hypermarket- New stores in next 12 months)

Retailer	Number of Stores in 12 Months
Wal-Mart	150
Target	10

Retail Tenant Database – Expansion Mode (Restaurants - New stores in next 12 months)

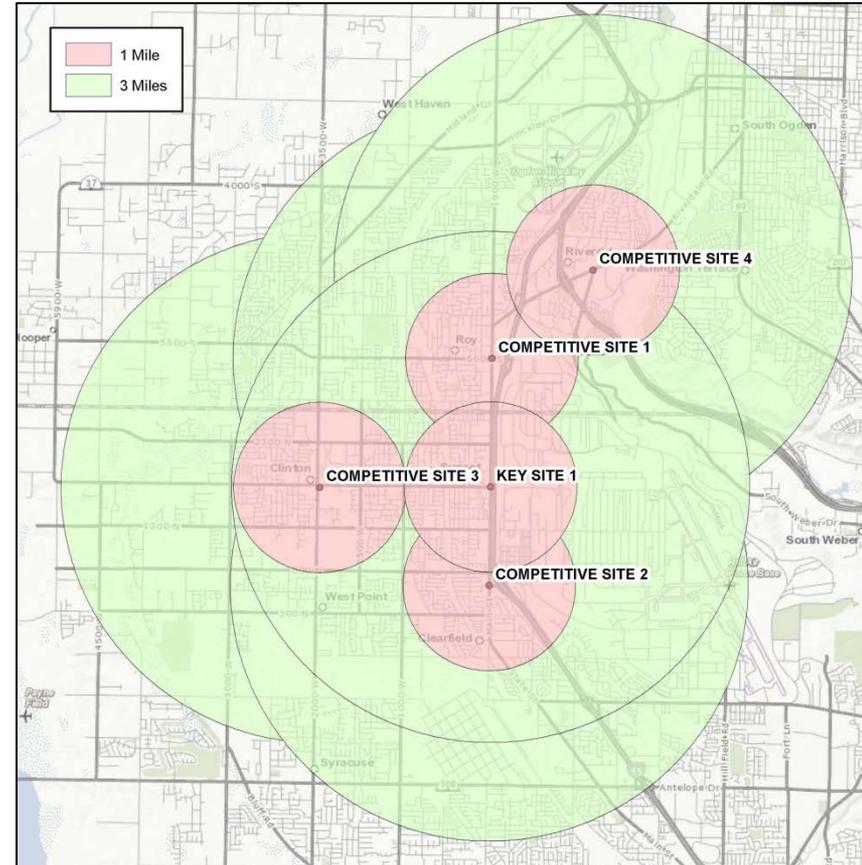
Retailer	Number of Stores in 12 Months
Five Guys Burgers and Fries	600
Pizza Hut	700
Chipotle	175
McDonald's	175
Papa John's Pizza	125
Panda Express	120
Panera Bread	105
Dickey's BBQ Pit	100
Lime Fresh Mexican Grill	100
Papa Murphey's	100
Popeye's	100
Buffalo Wild Wings	80

	Median Square Footage	Median Sales per Square Foot	Median Sales per Store	2013 Leakage	Number of Possible Stores
Food Service	1,912	\$254	\$486,134	\$5,955,383	12.25
Drugstore/pharmacy	12,544	\$429	\$5,387,272	\$111,464	0.02
Books	2,786	\$246	\$685,356	\$245,490	0.36
Sporting Goods	5,520	\$220	\$1,214,400	\$288,878	0.24

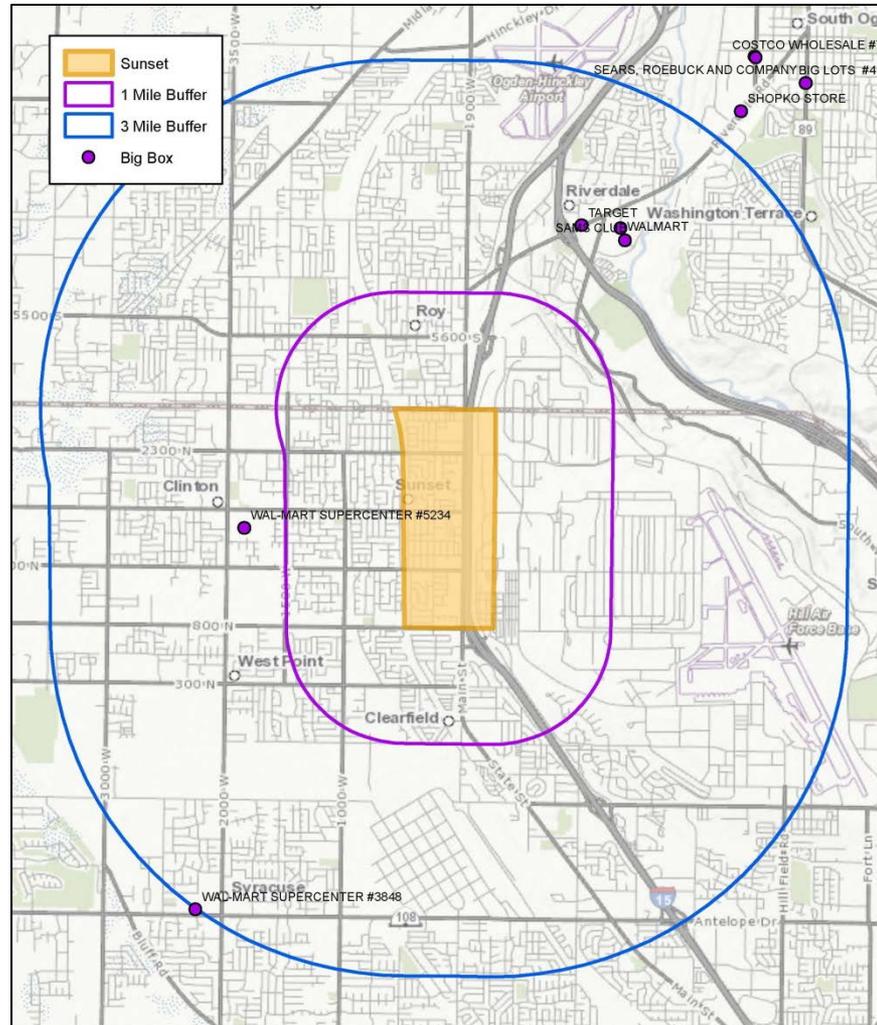
Not enough buying power within the City. New retail development must pull from a larger area

Buying Power

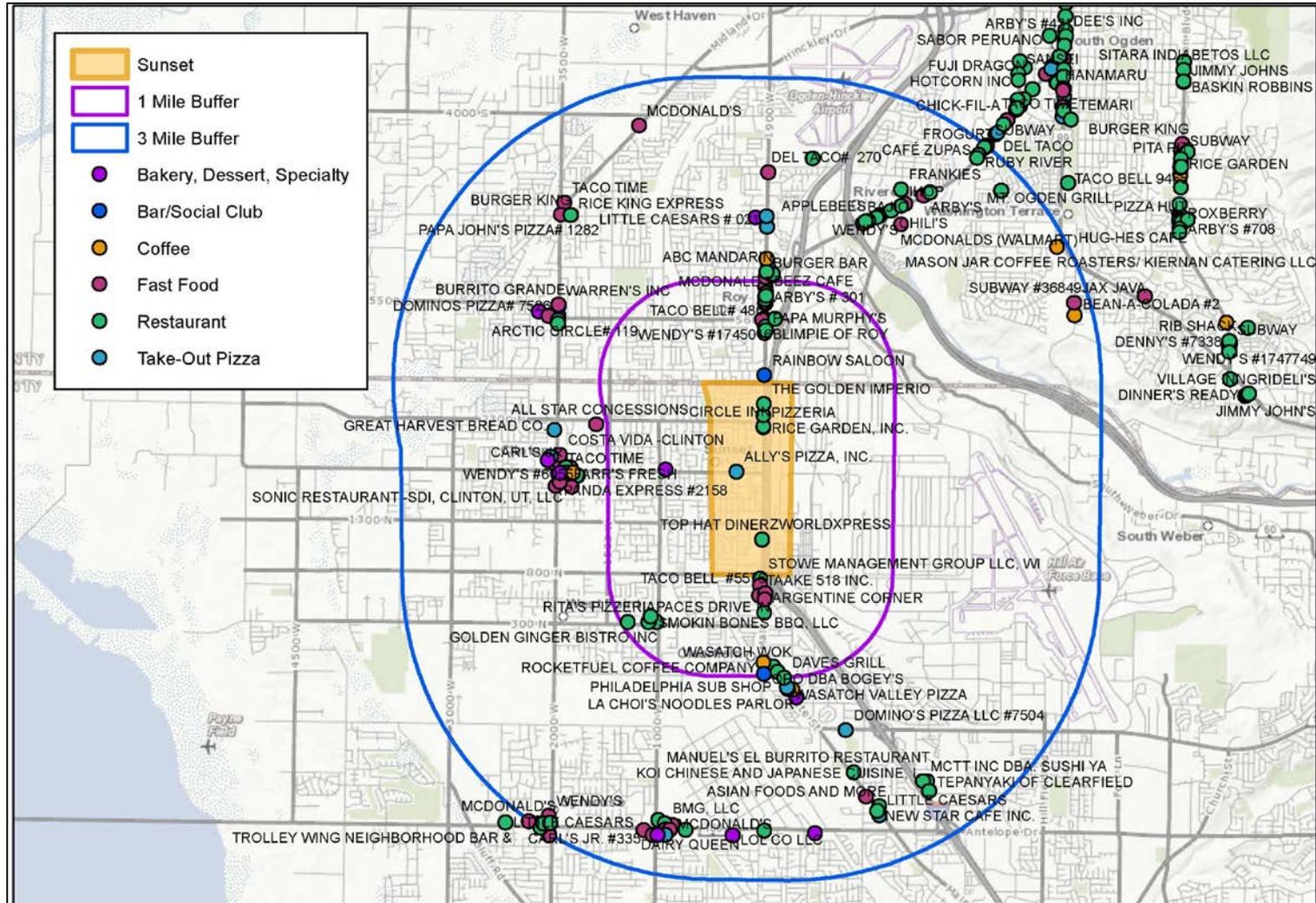
	Population 2015	Population 2020	Population 2030
Competitive Site 1			
1 mile	10,704	10,699	11,141
3 miles	86,427	88,350	93,876
Competitive Site 2			
1 mile	12,672	12,576	12,368
3 miles	80,305	82,051	84,261
Competitive Site 3			
1 mile	12,936	13,302	13,793
3 miles	84,353	89,727	97,462
Competitive Site 4			
1 mile	8,157	8,390	9,089
3 miles	83,281	85,698	92,992
Key Site 1			
1 mile	9,755	9,643	9,391
3 miles	82,165	83,245	86,021



Big Box Locations



Restaurant Locations



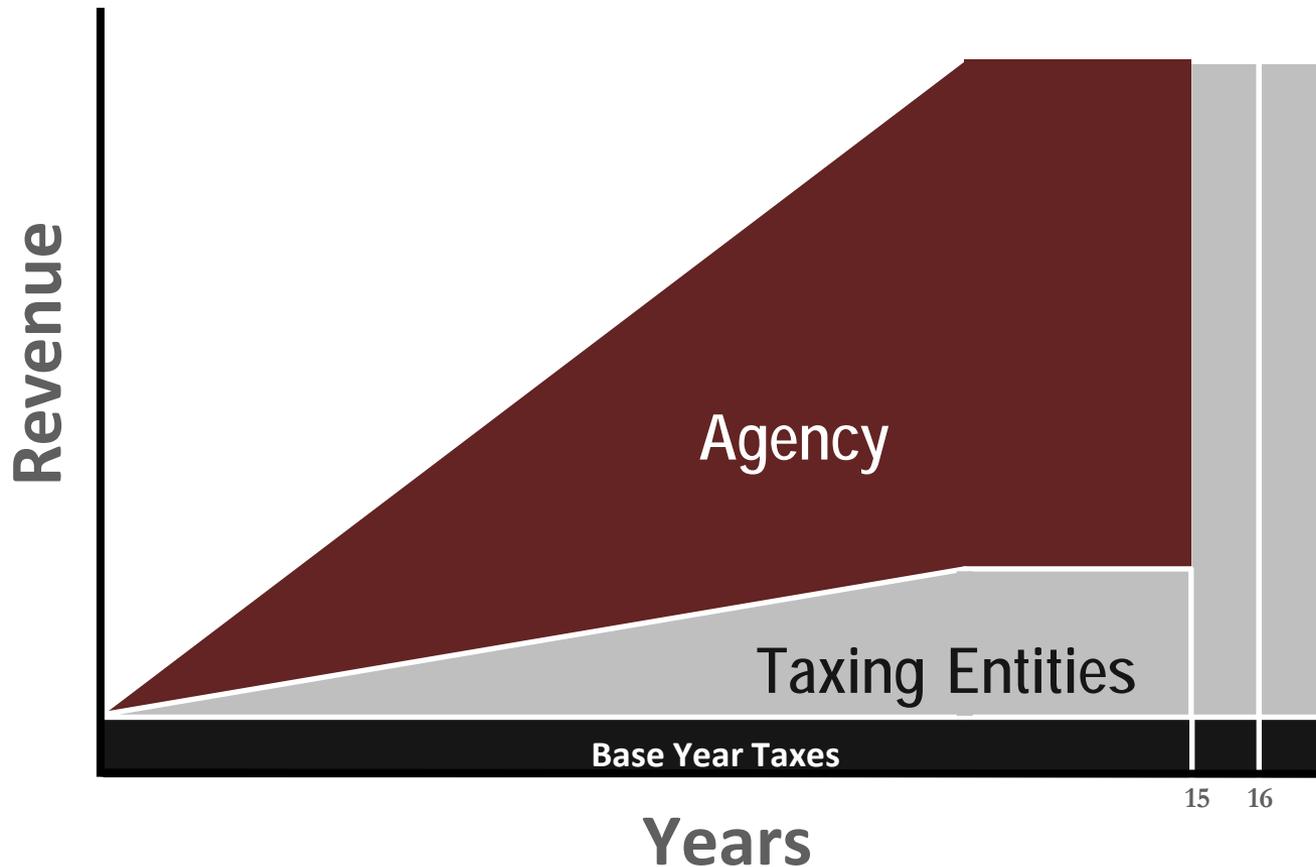
- 550-acre private development
- 1,245,000 square feet of Class A office space (approximately 6,225 employees)
- 45,000 square feet of retail space (approximately 113 employees)
- Five-story 200 room hotel
- State-of-the-art conference center



What is Urban Renewal ("Redevelopment")?

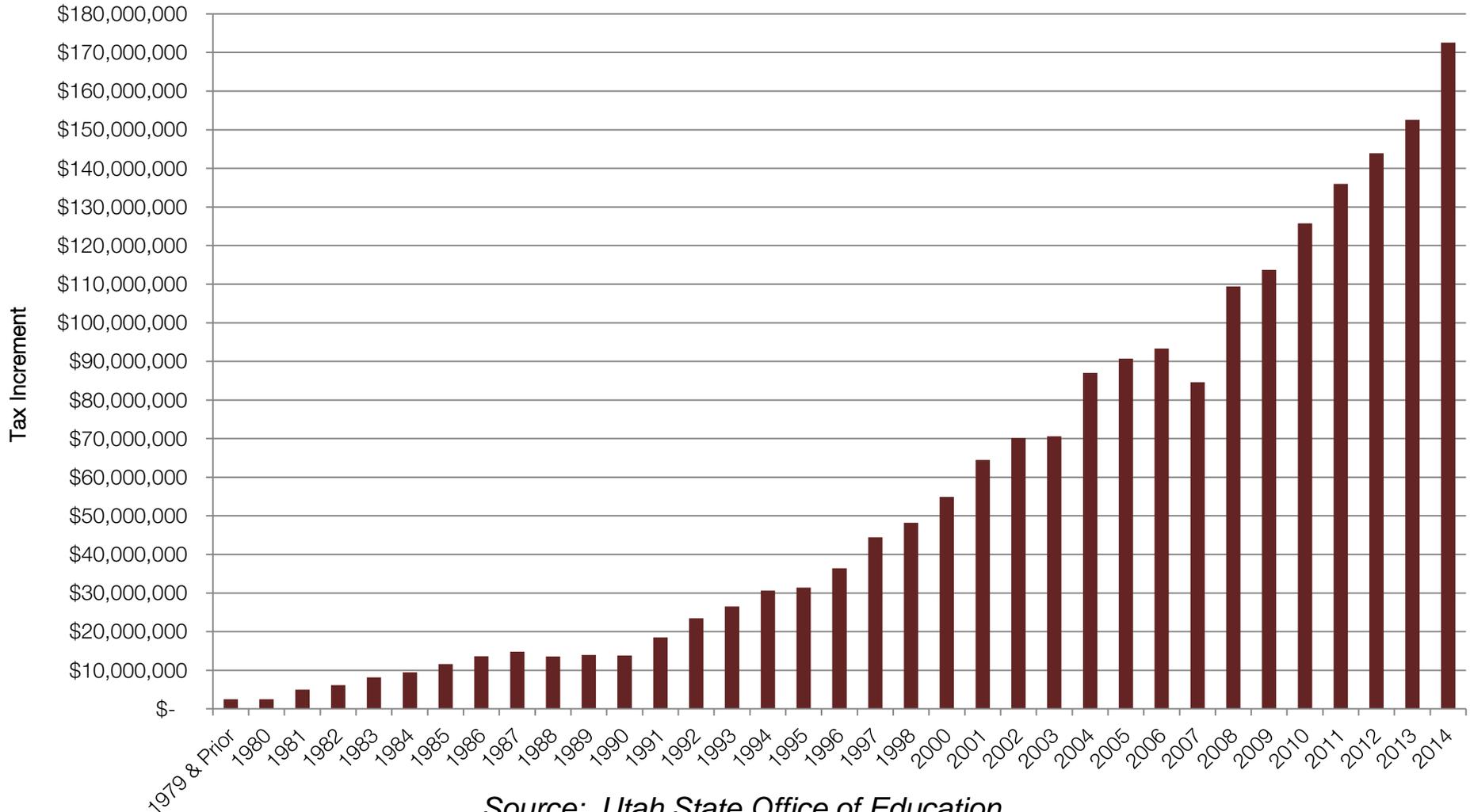
- Utah Code 17 C (chapters 1-4) – 3 types of project areas:
 - Chapter 1 – General Provisions
 - Chapter 2 – Urban Renewal (URA)
 - Eliminate blight
 - Chapter 3 – Economic Development (EDA)
 - Job creation
 - Chapter 4 – Community Development (CDA)
 - Wide variety of community projects
- Common feature: use of tax increment

How Does Tax Increment Work?



Tax Increment does NOT mean an increase in tax rates

Tax Increment History



Source: Utah State Office of Education

Comparison of Three Types of Project Areas

- Urban Renewal (URA)
 - Requires blight finding
 - Limited use of eminent domain
 - Requires Taxing Entity Committee 2/3 vote
- Economic Development (EDA)
 - Job creation
 - No eminent domain
 - Requires Taxing Entity Committee 2/3 vote
- Community Development (CDA)
 - Encourage wide variety of community projects
 - No eminent domain
 - No Taxing Entity Committee approval – interlocal agreements

Goals & Strategies

Comments & Questions

Appendix E: Community Survey Results

Q1: How long have you lived in Sunset City?

<1	6
1-5 years	20
6-10 years	13
11-15 years	8
16-20 years	5
21-25 years	5
26-30 years	3
31+ years	8

Q2: Which of the following best describes your age group?

18-24 years	1
25-34 years	23
35-44 years	21
45-54 years	7
55-64 years	8
65-74 years	6
75+ years	1

Q3: What do you like best about living in Sunset?

Small-town feel	33
Quiet neighborhoods	33
Affordable housing	30
Friendly people	29
Proximity to work/school/amenities	24
Quality City services	10
Parks and recreation opportunities	7
Visual appeal of the area	5
Don't like living in Sunset	5
Shopping or entertainment opportunities	2
Street lighting	0

Q4A: What is the SINGLE most important thing that should be done to improve the City?

Bring more businesses to the City	15
City beautification program with increased trees on major streets	15
More information on the City's website regarding City activities	6

Q4A: What is the SINGLE most important thing that should be done to improve the City?

More or improved parks	6
More or improved walking trails	5
Traffic control	3
Cover the irrigation canal	1
Add bike lanes	1
No improvements need to be made	1
Increased entertainment and activities	0
Better signage	0
Improved public transit	0

Q4B: What is the SECOND most important thing that should be done to improve the City?

More or improved parks	16
City beautification program with increased trees on major streets	9
Bring more businesses to the City	7
More or improved walking trails	6
Cover the irrigation canal	5
More information on the City's website regarding City activities	3
Improved public transit	3
No improvements need to be made	3
Add bike lanes	2
Traffic control	1
Increased entertainment and activities	0
Better signage	0

Q4C: What is the SINGLE most important thing that should be done to improve the City? AGREGATE OF Q4A AND Q4B

City beautification program with increased trees on major streets	24
Bring more businesses to the City	22
More or improved parks	22
More or improved walking trails	11
More information on the City's website regarding City activities	9
Cover the irrigation canal	6
Traffic control	4
No improvements need to be made	4
Add bike lanes	3
Improved public transit	3
Increased entertainment and activities	0
Better signage	0

Q4A: Other Responses

- Upgrades to the police department.
- Get a single code officer dedicated to enforcing the code violations, specifically related to sticker weeds in the summer (kids can't ride bikes in Sunset without getting a flat tire, so don't bother with bike lanes) and icy sidewalks in the winter (safety for the children walking to and from the four schools in the city). Have this person walk around the city documenting the houses that do not take care of their yard, and make the city look trashy.
- Secondary water to make keeping yards green more affordable.
- Keep rural.
- Covering the canal would make it safer.
- City needs to learn to stay under budget.
- Take down the ugly signs in Sunset (all the advertising signage).
- Better police and city government. Know you have got to be a certain religion in this city. Police do not care about the single women if we have protection for them.
- Code enforcement. What makes Sunset seem like a community in decline are front yards (not side or back yards) which have uncut weeds/lawns and other debris strewn about. Also, vehicles and trailers parked in front yards for other than washing purposes looks tacky.
- I would suggest having an option to donate a choice of a dollar or more on our utility bill to go to a lottery where once a year several of the most blighted yards "win" and are fixed up. This usually means relatively low cost changes like irrigation and sod. I'd donate and when one neighbor's house cleans up it can have a domino effect.
- Maybe the city can hold workshops on yard care.
- Better weed control for sticker weeds by the tracks and make sure people are taking care of their weeds in their yards so it doesn't get into other peoples yards and create more weeds.
- I believe the bathroom stall doors should be fixed!! I hate to go to the restroom, especially at the Central Park. Sometimes, I would rather stay home from an event then have to fight with the doors on the bathroom stalls.
- Home maintenance and beautification.
- Road barrier for sound control.

Q4B: Other Responses

- Get rid of the skate park.
- Secondary water! I want to at least have the option of having some put in and lower my water bill!
- A thorough review of the types of businesses that we, as a city, would like to have within our borders. Sunset, as a rule, is a lower-income city. As such, I have witnessed many check-cashing, gold-buying, title loan establishments spring up in recent years. These types of organizations have been proven in times past to be predatory upon the very people who can least afford their services. They prey upon the financially weak or desperate with little regard to the destructive consequences of their services upon their

clients. Just as I believe we should keep sexual predators off the streets, we should also keep financial predators from preying upon the people of Sunset.

- Sports for kids...have or better advertise them.
- The city parks have noxious weeds in them, both the field behind the city building, and the one by the fire station. You cannot tell citizens to do what the city itself is not doing. I have pulled sticker weeds from the playground behind the fire station, but no longer visit because I can go to a Clinton park and have a more enjoyable experience with my children.
- People are becoming more active. It is much safer to have a bike lane than to have bikers using regular lanes with the traffic.
- City needs to learn how to enforce ordinances/laws evenly and without prejudice throughout the city.
- Put up the sound wall (it's too noisy). Then plant more trees along the highway and keep the weeds down along the highway.
- Enforce homeowner codes so that homes and yards don't look so trashy and unkempt.
- I haven't lived here for long so my answers may change once I'm here longer but my first impression of Sunset was not the best. The city's signs need to be bigger. I can't tell if I'm in Sunset, Clinton, Roy, or Clearfield most of the time. Also making it look better. You can tell when you are in Sunset vs. Clinton because of the not so good area vs. kept up area. When we buy a house we have talked about living in Clinton or Roy instead of Sunset for these reasons.
- The new taxes brought in by new business can go toward city beautification projects for basic things like street sweeping and weed abatement in public spaces like roads and sidewalks, striping the main streets as you cannot see the left turn pocket at the corner of 1300 N and Main St. nor can one see the yellow lines on 1300 N.

Q5A: How well the following services are available in Sunset City, using a scale of 1 to 5, with 1 meaning not very well and 5 meaning very well

Grocery	3.8
Auto Repair	2.9
"Mom" and "Pop" Specialty Stores	2.1
Fast Food	2.1
Repair (other than Auto)	2.1
Furniture	2.0
Specialty Food Stores	1.8
National Chains	1.7
Health, Beauty, and Wellness	1.7
Restaurants	1.7
Clothing	1.6
Big Box (Department Stores)	1.5
Entertainment	1.5
Gift and Hobby Stores	1.5
Sporting Goods	1.5

Electronics and Computers	1.5
Books and Stationary	1.4

Q5B: How important it is for Sunset City to encourage having the same services made available, using a scale of 1 to 5, with 1 meaning not very well and 5 meaning very well

Grocery	3.8
Restaurants	3.2
Entertainment	3.0
"Mom" and "Pop" Specialty Stores	2.9
Fast Food	2.7
Auto Repair	2.7
Repair (other than Auto)	2.4
Gift and Hobby Stores	2.3
Health, Beauty, and Wellness	2.3
Clothing	2.3
Books and Stationary	2.3
Furniture	2.2
Electronics and Computers	2.2
Specialty Food Stores	2.1
Sporting Goods	2.1
Big Box (Department Stores)	2.0
National Chains	2.0

Q6: Which of the following locations best describes the "heart" of Sunset -- the "town center"?

Central Park	16
1800 North	12
No town center	12
City Offices	11
Smith's	8
Main Street	3
1300 North	2
South Park	1
North Park	1
2300 North	1

Q7: How important is it for Sunset to have a town center?

- 1: Not Important**
5: Very Important

Q7: How important is it for Sunset to have a town center?

1: Not Important
5: Very Important

Average	3.6
1	8
2	4
3	14
4	22
5	18

Q8: What percentage of your non-grocery purchases do you make in the following communities? (Note: your responses should total 100 percent).

Clinton	40.7%
Layton	16.7%
Riverdale	14.5%
Sunset	6.8%
Roy	5.1%
Clearfield	4.6%
Ogden	3.0%
Syracuse	1.9%
South Ogden	0.7%
West Point	0.2%
Hooper	0.1%
West Haven	0.1%

Q9: If there was one area of the City that should be redeveloped what should it be?

1300 North at 250 West quadrant	20
Sunset Square	14
Main Street – 800 North to 1800 North	10
Main Street – 1800 North to 6000 South	9

Q10: Using just a few descriptive words, how would you describe your vision of what Sunset should be in the future, relative to economic development?

- Cheaper utilities.
- Sunset has prime Main Street property, they need to bring in some better business and use that highly visible space to put something that will bring people in. I like small businesses... but unfortunately, there are many along Main Street that are run down and don't take the care of their property as they should... makes Sunset look slummy at times.
- More self-reliant.
- What it lacks in size should be made up by contributions to itself and surrounding communities.

- A lot less welfare and parolee housing, more stable and safer housing.
- More commercial development on 1800 North
- Falcon Hill will largely shape the economic development of Sunset. I can envision Sunset being a major supporter of that development, but mainly through housing, freeway access and perhaps a convenience store or two.
- Have more of a community feel, better parks with pavilions where families can gather.
- Clean, not so ghetto.
- Local and specialty cottage businesses.
- Sunset City is a quiet, friendly town. It would be nice to have enough "family" type recreation, entertainment, food, and shops for those who live in the town and those who areas sing through. Also, I think that biking trails would add customers to the economics of the town.
- A family-friendly town, homes with nice yards. A nice park or outdoor walking or meeting on the land behind the city building like an outdoor extension of the Sunset room. A dog park would be nice where we can walk our dogs.
- Comfortable, quiet and clean.
- Make the city look and feel updated. Homes and businesses look like they need an upgrade.
- Get some new and bigger biz and clean up Main Street.
- Sustainable, quality businesses for a steady tax base.
- Centric, where we have a gathering place as well as increased shops and community opportunities.
- Small town with entertainment and recreational options focused on the family.
- Sunset should improve the blighted commercial areas for example the shopping plaza across the way from city hall & the vacant lots on Main Street near 1800 North.
- Not much you can do because it is land locked.
- Should have a shopping center
- Raze the buildings on the vacant properties along Main Street. It might give prospective businesses a better vision... a clean slate to start with. More trees along both sides of Main Street. It's better visually, and can provide a natural sound barrier from the constant traffic. Sidewalks? We're not friendly at all for pedestrians.
- Towns where the police department is on top of drug dealers and does something about it, not tell you that their hands are tied.
- Clean, new swings on 1800 park.
- More businesses on Main Street and a more visually stimulating appearance. Several guests have told me that driving through Sunset reminds them of the slums in Ogden.
- Pretty, clean/well kept, eco-friendly, friendly, well landscaped.
- Businesses and homes need to take pride in how they look to passing visitors on Main Street.
- Mixed use retail and housing on Main Street, new business corridor along 1800 North, new fire station at 1800 North, and 250 West. New public works at 1800 North and RR.

- I would like to see the shopping center at 1300 N 250 W revived. I would also like to see Main Street through Sunset rejuvenated and the old, dilapidated homes and businesses razed in favor of something not strip mall. A nice shiny auto mall would take up space. I would also like to see an off ramp at 1800 N. The traffic jams on 650 North need to be alleviated. A new off ramp would attract new business in Sunset at 1800 N and Main St.
- Bring in more business. Places someone wants to shop at.
- More family-friendly restaurants, a movie theater, things for people to do, maybe a care facility for elderly.
- I think residents should be made/encouraged to keep their yards cleaned up. That makes Sunset look worse than anything. Also, the strip mall area that is southwest of the City Building needs to be drastically improved either with new businesses or tearing it down and making a new park.
- Work hard to take care of the businesses that are already here. Encourage growth but not to the expense of letting in quick loan or other sleazy businesses.
- Quiet neighborhoods. Small town feel. Sufficient. Quaint.
- Family friendly, green grass (not weeds), thriving homes (not broken down).

Q11: Is there anything else you would like to tell us?

- We need sinks in the park off of 250 W and 2400 N.
- Do not add more trees and foliage to the City. Upkeep what we have, hold public works more accountable for city maintenance. Hold police officers more accountable for issuing citations for irresponsible home and business owners. We have a wonderful community, but accountability and communication is what Sunset lacks I believe.
- Intersection at 2300 N and 250 W needs a stop light, too many accidents happening there. Also would be nice if the no parking zones by Sunset elementary were enforced.
- The sticker weed problem needs to be addressed city wide. Possibly having city workers and funds to assist in getting rid of the noxious weeds.
- I think there should be a community garden/orchard behind the city building where there is a big field. It would help with the beautification of Sunset and would be great for the residents.
- I wish the City would do more about the state of people's homes and yards. Some sort of home improvement incentive. It's pointless for us to really spend money improving our home because our neighbors' homes are in such bad shape the property value is low, so we'd never see a return on our investment.
- It would be great if there was a Frontrunner stop in the town.
- We could sure us a sound wall by the railroad tracks. To cut down on the noise and help to encourage homeowners to have more pride in taking care of their homes and yards by the tracks. Also the "NO" overnight parking on the street needs to be enforced. I have seen cars parked on the street and have not moved all summer! Why are they not been ticketed? Empty homes yards need to be maintained better. I wish that some of our neighbors would take more pride in their yards and homes. Get rid of the junk that they have lying around their homes. I hate it when people outside our city say that "Sunset is a

depressed area". Sunset is such a beautiful name for our city we need to maintain our homes and yards to match its name.

- I love Sunset City but updating and making it beautiful would be better.
- Clean up the junk houses around the City.
- Attitude reflects leadership.
- I grew up in Sunset started 1st grade at Fremont Elementary. Came back to sunset now that I have a family partially since I liked the town so well.
- Don't raise taxes.
- Sunset should clean up. We are known as the ghetto of Davis County.
- I'm glad to see an interest in cleaning up yards. I'm ashamed to tell people I live in Sunset because it has become such an eyesore. Drive along 250 West from 800 North to 2300 North. The vast majority of yards look so rundown it's an embarrassment. The residents who care for their properties are few and far between. We need to continue to monitor those who have been cited. If we can't enforce an ordinance, then there really is no ordinance, is there?
- I'm pleased with the efforts of our current mayor to make this town that best that it can be.
- The plaza around 1300 N and 250-300 West where the old Winegars used to be needs to be cleaned up badly. So does the Main Street strip from 1300 N to 800 N.
- I am glad you are making an effort to better the town and community.
- I think a traffic signal at 1300 N and Main St should be looked into or at the very least, better signage. If you don't know that street, it's really easy to miss if you're heading north on Main St.
- Why have the city leaders tried to hide the fact you want to take the houses on 250 W to make a four lane road we don't need. People need their homes. If this is to be you should let us know. We would like to know so we can stop putting money into our homes.
- Please remember all of our kids. They need things to do too.
- Please continue to work on city beautification.
- It is nice to have some businesses close, ex. grocery, gas and food, but I like that Sunset is a small town without a great deal of traffic.
- My number one complaint is probably how many weeds there are throughout the city.

Appendix F: Sales Gap (Leakage)

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Motor Vehicle and Parts Dealers				
New Automobile Dealers	-\$3,682,566	7.37%	-\$5,686,100	0.03%
Used Car Dealers	\$248,523	130.61%	-\$517,858	64.60%
Other Motor Vehicle Dealers	\$11,168,655	2019.47%	\$16,231,268	2290.34%
Automotive Parts, Accessories, and Tire Stores	-\$1,121,554	0.00%	-\$1,327,683	0.03%
Subtotal	\$6,613,059	201.88%	\$8,699,628	194.36%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Furniture and Home Furnishings Stores				
Furniture Stores	-\$1,045,819	0.00%	-\$1,059,759	0.10%
Home Furnishings Stores	-\$290,774	0.00%	-\$333,944	0.23%
Subtotal	-\$1,336,593	0.00%	-\$1,393,702	0.13%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Electronics and Appliance Stores				
Appliance, Television and Other Electronics	-\$613,535	56.01%	-\$736,304	50.47%
Camera & Photographic Supplies	\$0	\$0	\$0	0.00%
Computer & Software Stores	\$0	\$0	\$0	0.00%
Subtotal	-\$613,535	56.01%	-\$736,304	50.47%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Building Material and Garden Equipment and Supplies Dealers				
Building Material and Supplies Dealers	-\$3,204,509	0.00%	-\$3,919,059	0.20%
Lawn and Garden Equipment and Supplies Stores	-\$122,220	0.00%	-\$123,045	0.00%
Subtotal	-\$3,326,729	0.00%	-\$4,042,103	0.19%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Food and Beverage Stores				
Grocery Stores	\$8,986,825	252.56%	\$9,711,722	256.43%
Specialty Food Stores	\$477,917	392.42%	\$457,580	333.68%
Beer, Wine, and Liquor Stores	-\$407,022	0.00%	-\$495,332	0.00%
Subtotal	\$9,057,720	240.19%	\$9,673,969	240.21%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Health and Personal Care Stores				
Cosmetics & Perfume	-\$123,791	0.00%	-\$199,016	2.06%
Optical Goods	-\$86,074	0.00%	-\$94,312	0.74%
Other Health & Personal Care	-\$268,452	0.00%	-\$380,455	3.66%
Pharmacies & Drug Stores	-\$98,561	0.00%	-\$111,464	0.42%
Subtotal	-\$576,878	0.00%	-\$785,248	2.46%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Gasoline Stations				
Gasoline Stations	\$196,923	113.37%	-\$930,690	45.77%
Other Gas Stations	\$0	\$0	\$0	0.00%
Subtotal	\$196,923	113.37%	-\$930,690	45.77%
Clothing and Clothing Accessories Stores				
Clothing Stores	-\$1,960,892	0.01%	-\$2,433,825	0.75%
Shoe Stores	-\$189,017	0.00%	-\$257,845	0.82%
Jewelry, Luggage, and Leather Goods Stores	-\$182,806	0.00%	-\$213,580	0.14%
Subtotal	-\$2,332,714	0.01%	-\$2,905,249	0.71%
Sporting Goods, Hobby, Book, and Music Stores				
Books, Periodical, and Music	-\$311,248	0.00%	-\$245,490	0.43%
Hobby, Toys & Games	\$52,452	119.67%	\$141,177	162.11%
Musical Instruments	-\$78,375	0.00%	-\$77,736	0.00%
Sewing, Needlework & Piece Goods	-\$63,802	0.00%	-\$36,411	0.00%
Sporting Goods	\$50,353	105.48%	-\$288,878	75.73%
Subtotal	-\$350,619	78.61%	-\$507,338	71.47%
General Merchandise Stores				
Department Stores	-\$8,918,413	0.00%	-\$9,516,974	0.29%
Warehouse Club & Other General Merchandise Stores	-\$822,063	25.90%	-\$1,013,547	17.75%
Subtotal	-\$9,740,477	2.87%	-\$10,530,521	2.28%
Miscellaneous Store Retailers				
Florists	-\$68,455	0.00%	-\$62,807	0.00%
Office Supplies, Stationery, and Gift Stores	-\$506,544	0.02%	-\$446,897	5.56%
Other Miscellaneous Store Retailers	-\$1,151,174	37.10%	\$294,975	113.55%
Used Merchandise	-\$71,840	4.46%	-\$88,382	8.24%
Subtotal	-\$1,798,013	27.51%	-\$303,110	89.21%
Nonstore Retailers				
Electronic Shopping and Mail-Order Houses	-\$304,517	0.10%	-\$448,230	10.36%
Vending Machine Operators	-\$62,524	0.00%	\$151,212	321.32%
Direct Selling Establishments	-\$306,209	0.00%	-\$314,874	16.48%
Subtotal	-\$673,250	0.04%	-\$611,892	35.27%

	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Performing Arts, Spectator Sports, and Related Industries				
Performing Arts, Spectator Sports & Related Industries	-\$192,151	0.00%	-\$204,456	0.03%
Spectator Sports	\$0	\$0	\$0	0.00%
Promoters of Performing Arts, Sports, and Similar Events	\$0	\$0	\$0	0.00%
Agents and Managers for Artists, Athletes, Entertainers and Other Public Figures	\$0	\$0	\$0	0.00%
Independent Artists, Writers, and Performers	\$0	\$0	\$0	0.00%
Subtotal	-\$192,151	0.00%	-\$204,456	0.03%
Museums, Historical Sites, and Similar Institutions				
Museums, Historical Sites, and Similar Institutions	-\$42,151	21.08%	-\$33,371	33.12%
Subtotal	-\$42,151	21.08%	-\$33,371	33.12%
Amusement, Gambling, and Recreation Industries				
Amusement, Gambling & Recreation Industries	-\$547,744	10.85%	-\$706,416	0.00%
Subtotal	-\$547,744	10.85%	-\$706,416	0.00%
Accommodation				
Bed & Breakfast & Other Accommodation	\$0	0.00%	\$0	0.00%
Hotels & Motels	-\$1,494,787	9.91%	-\$2,055,476	11.21%
RV Parks & Recreational Camps	-\$43,411	0.00%	-54866.04006	0.00%
Rooming and Boarding Houses	-\$6,715	0.00%	-\$6,362	0.00%
Subtotal	-\$1,544,912	9.62%	-\$2,116,703	10.92%
Food Services and Drinking Places				
Full-Service Restaurants	-\$4,283,635	14.75%	-\$5,255,105	11.23%
Limited-Service Eating Places	\$0	\$0	\$0	0.00%
Caterers & Other Special Food Services	-\$334,039	18.18%	-517607.7635	0.1010519 82
Drinking Places (Alcoholic Beverages)	-\$147,765	0.00%	-\$182,670	0.00%
Subtotal	-\$4,765,439	14.61%	-\$5,955,383	10.82%
Repair and Maintenance				
Automotive Repair and Maintenance	-\$527,037	60.17%	\$91,583	105.92%
Electronic and Precision Equipment Repair and Maintenance	-\$58,748	0.00%	-\$45,073	0.00%
Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	\$60,035	210.61%	\$57,779	163.95%

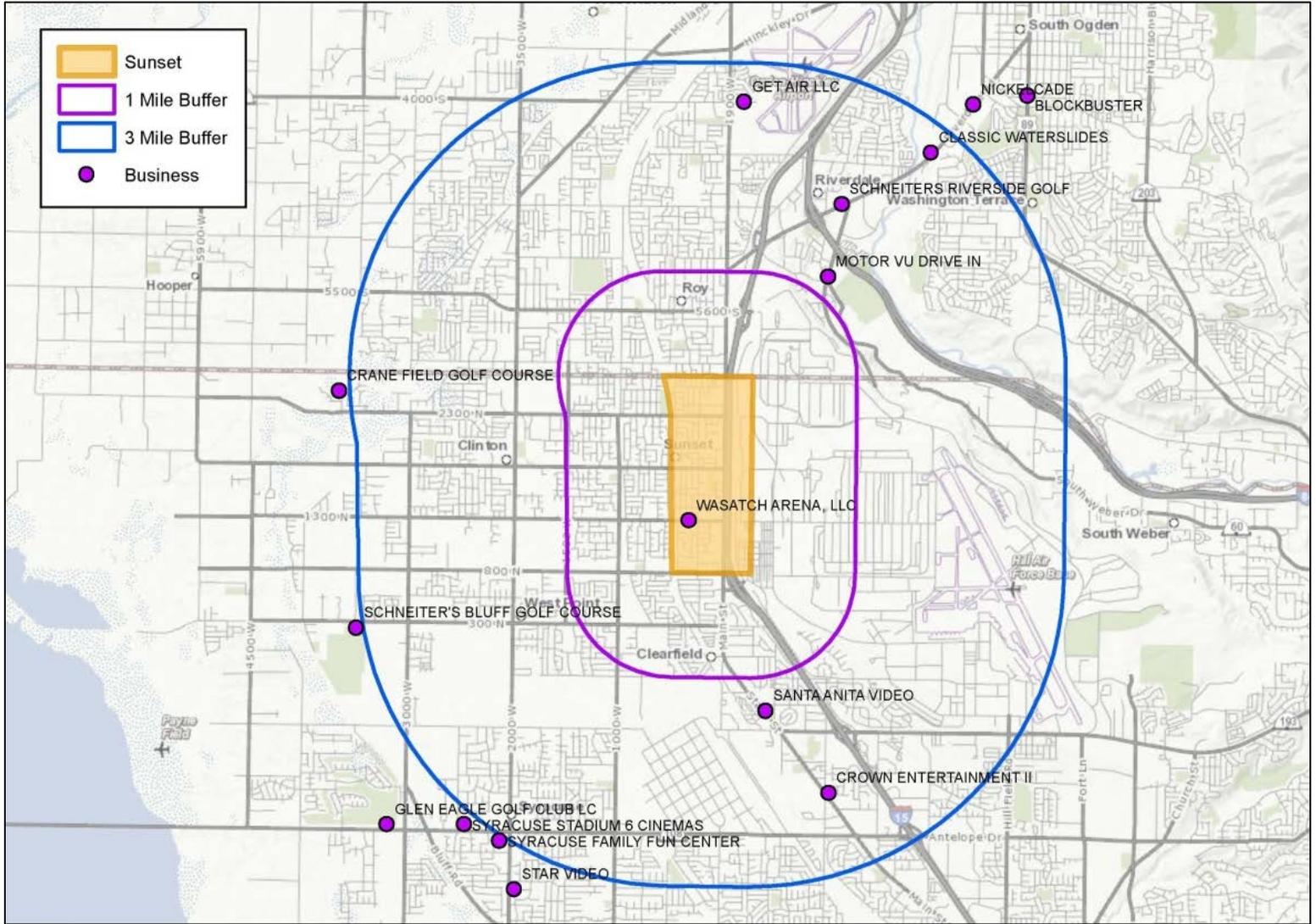
	2009 Leakage	2009 Capture Rate	2013 Leakage	2013 Capture Rate
Personal and Household Goods Repair and Maintenance	-\$105,790	25.29%	-\$152,744	5.34%
Subtotal	-\$631,541	59.97%	-\$48,455	97.37%

Personal and Laundry Services				
Personal & Laundry Services	-\$198,629	46.67%	-\$227,012	47.52%
Private Households	-\$1,130	0.00%	-\$945	0.00%
Religious, Grantmaking, Civic, Professional & Similar	-\$99,939	0.00%	-\$132,519	1.23%
Other Personal Services	\$0	\$0	\$0	0.00%
Subtotal	-\$299,698	36.71%	-\$360,475	36.50%

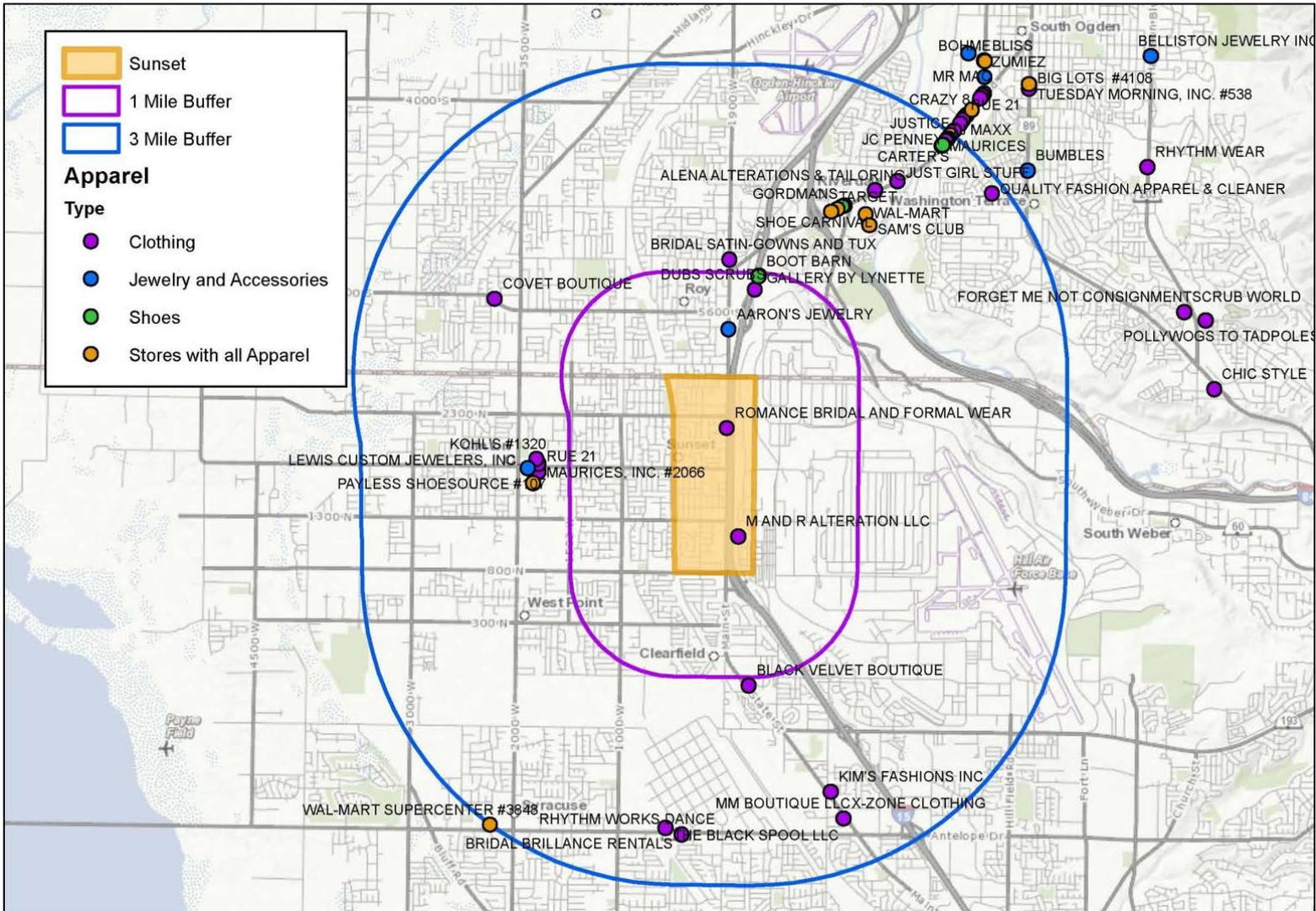
TOTAL	-\$12,904,742	73.35%	-\$13,797,822	75.89%
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Appendix G: Competitive Retail Sites by Retail Type

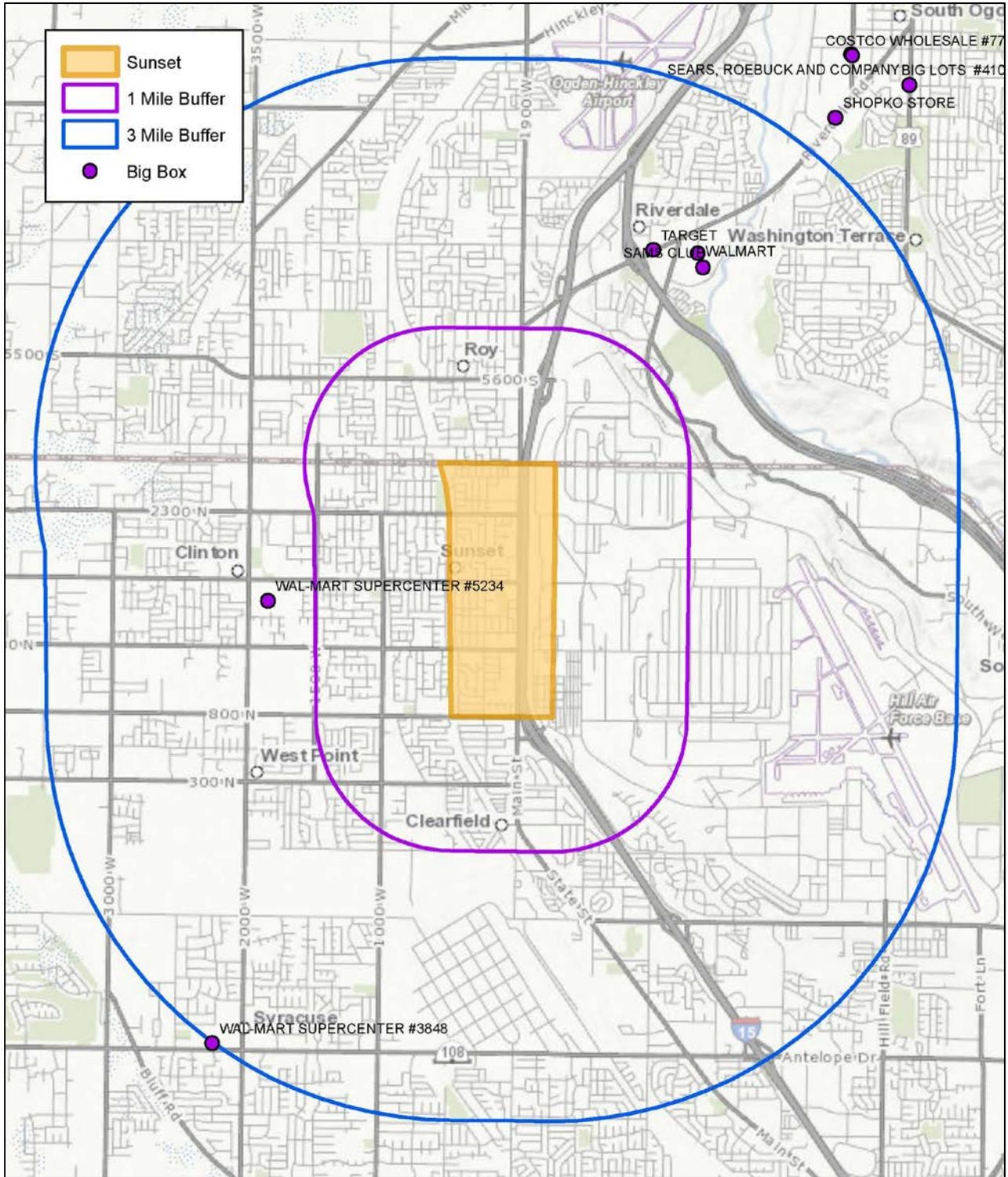
Amusement and Entertainment



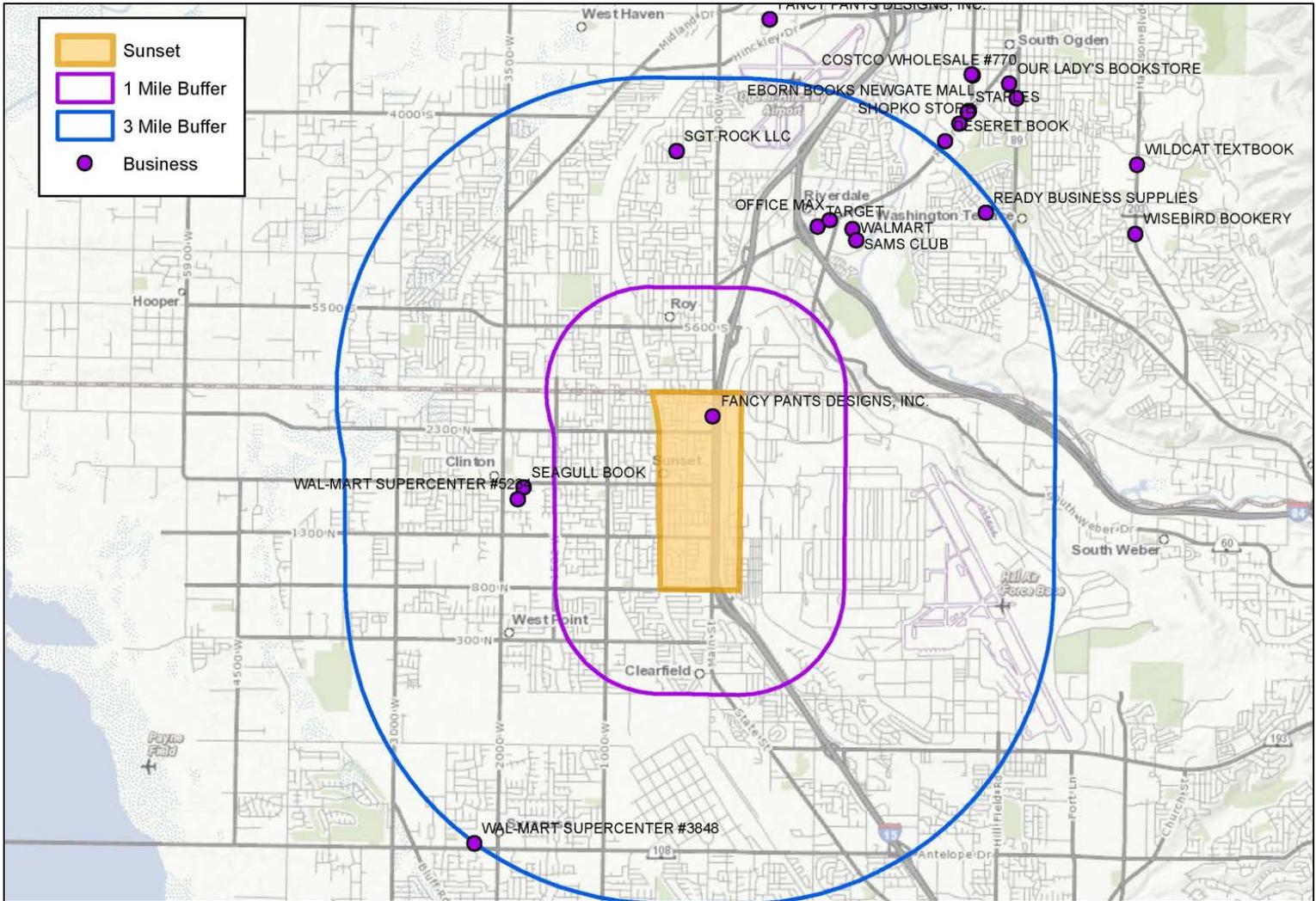
Apparel



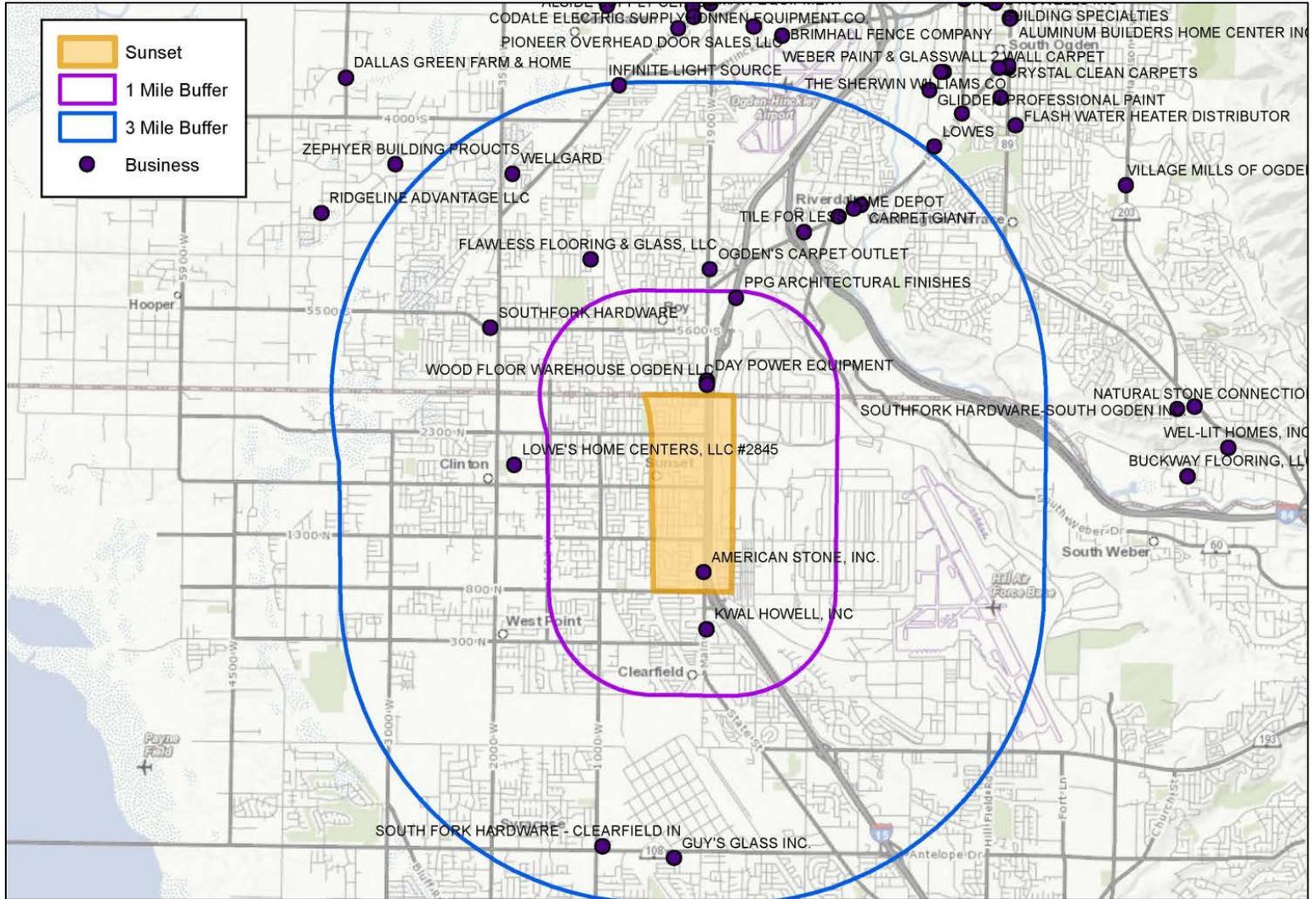
Big Box



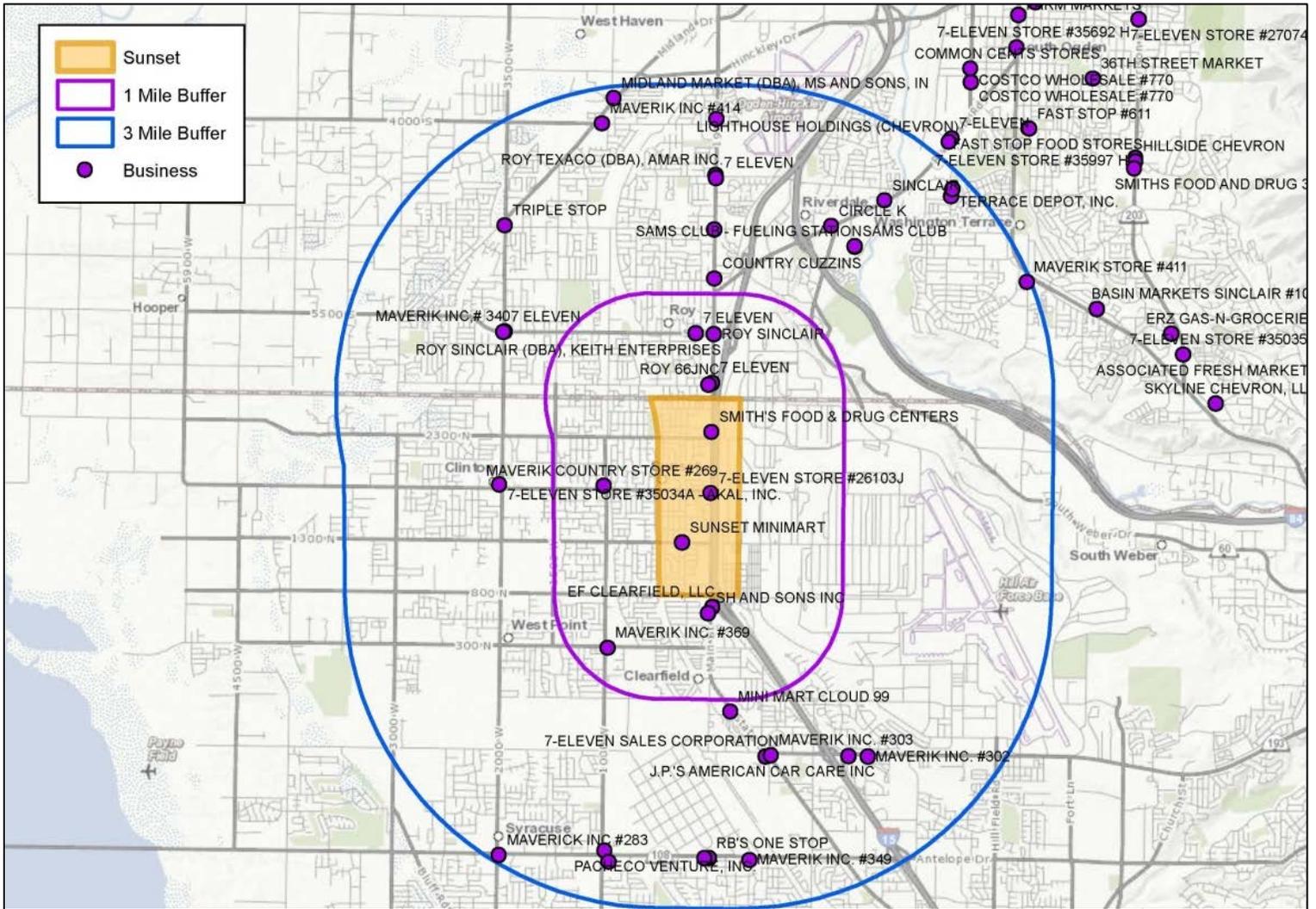
Books and Stationary



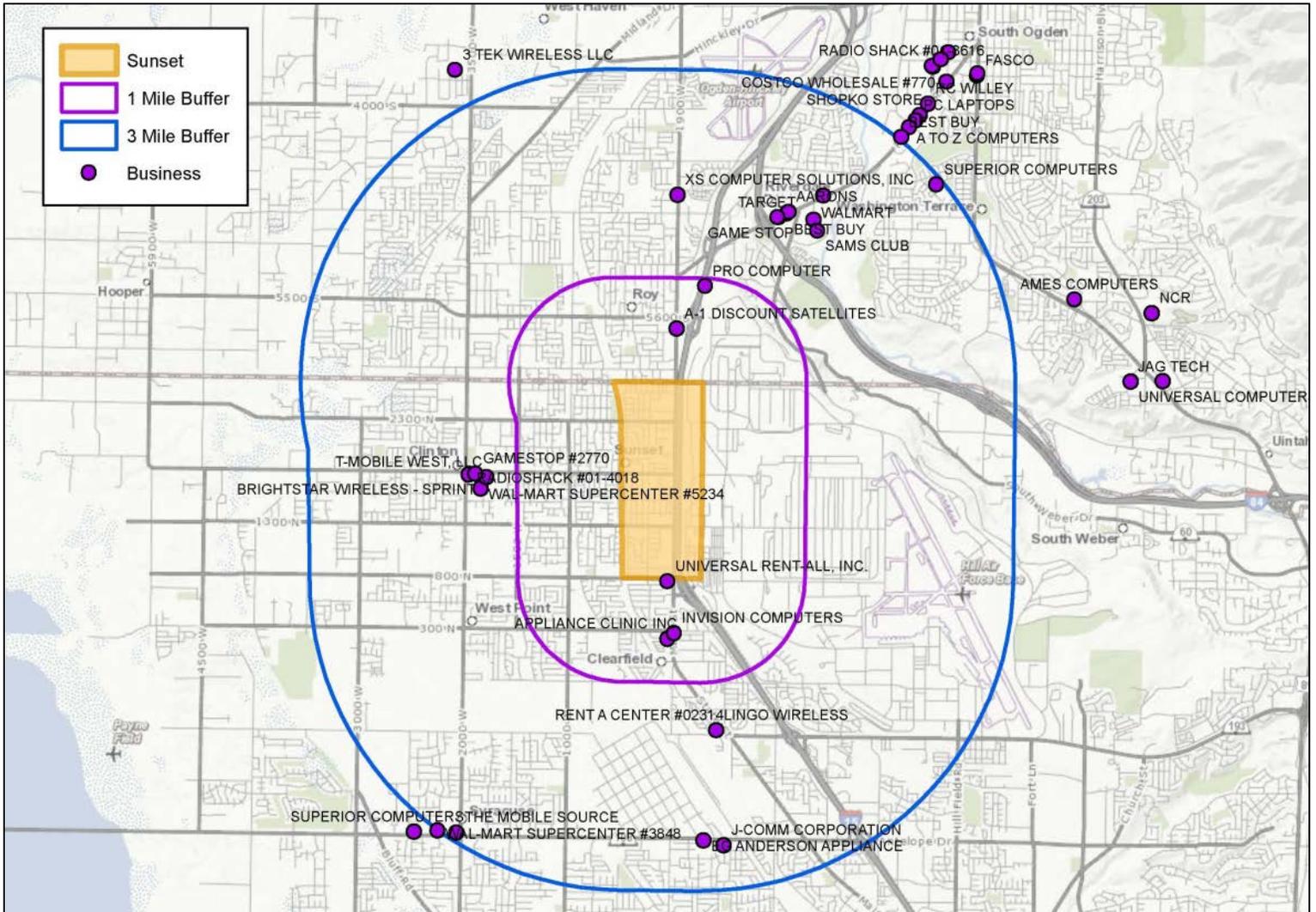
Building Supply



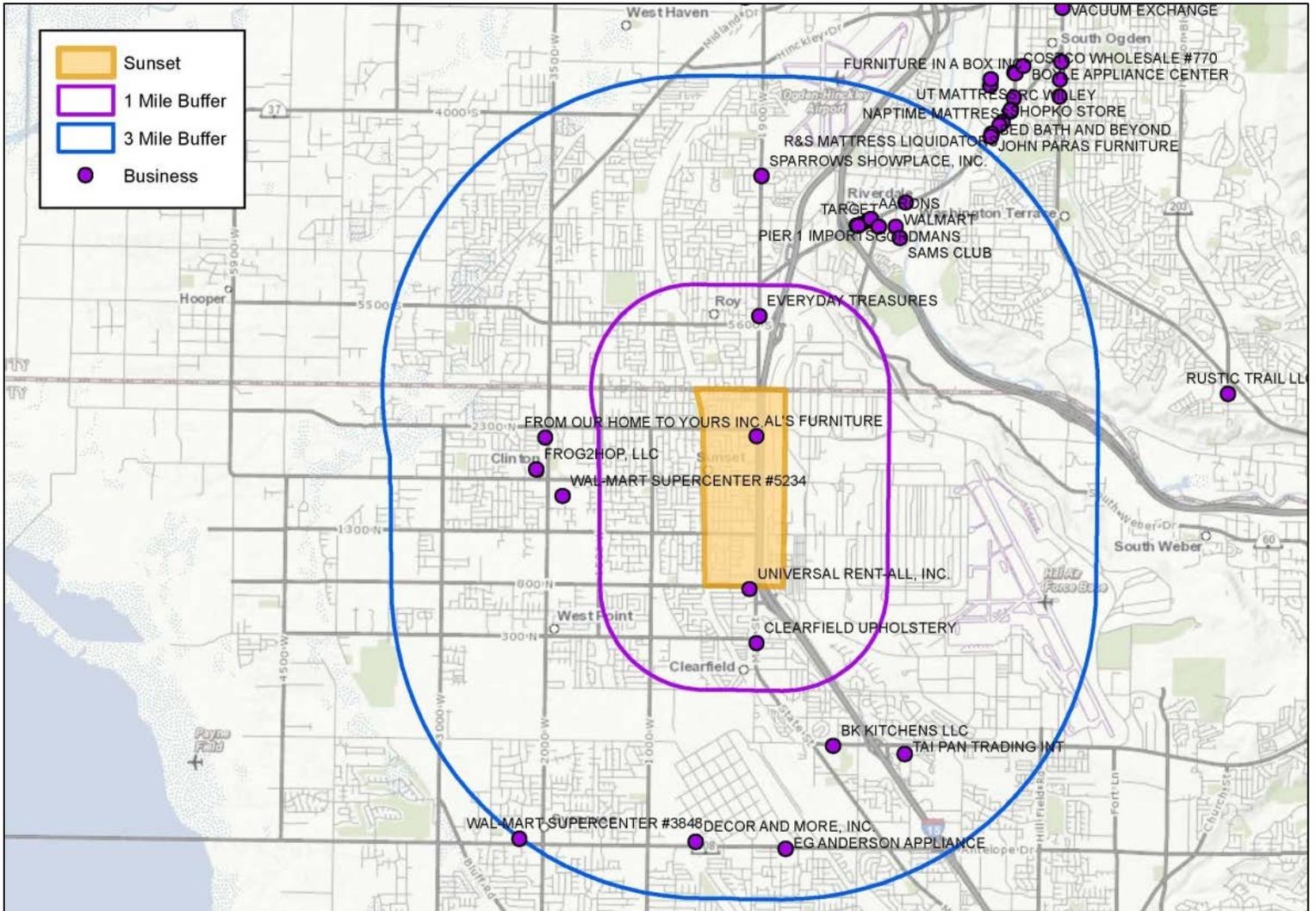
Convenience Store and Gasoline



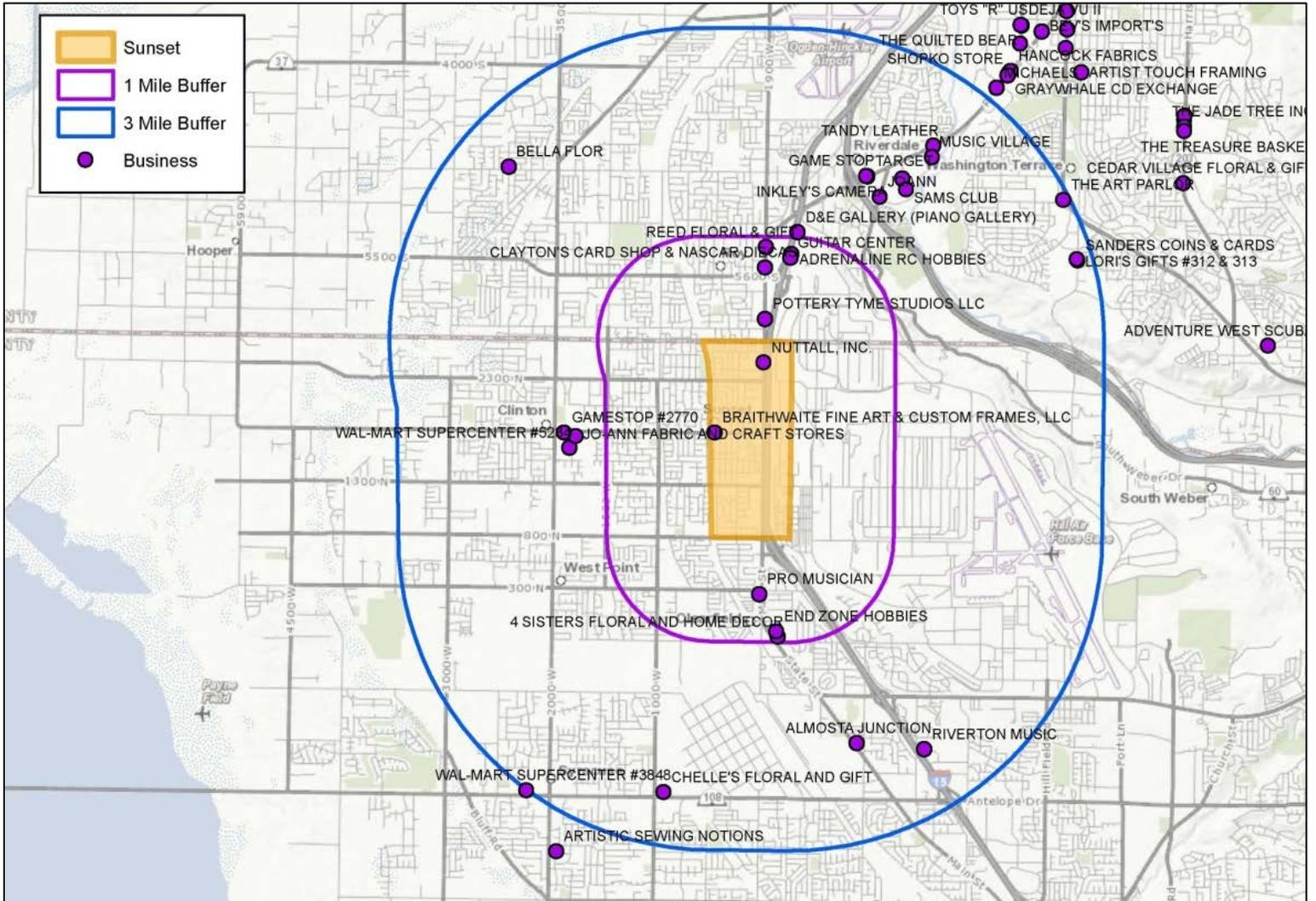
Electronics



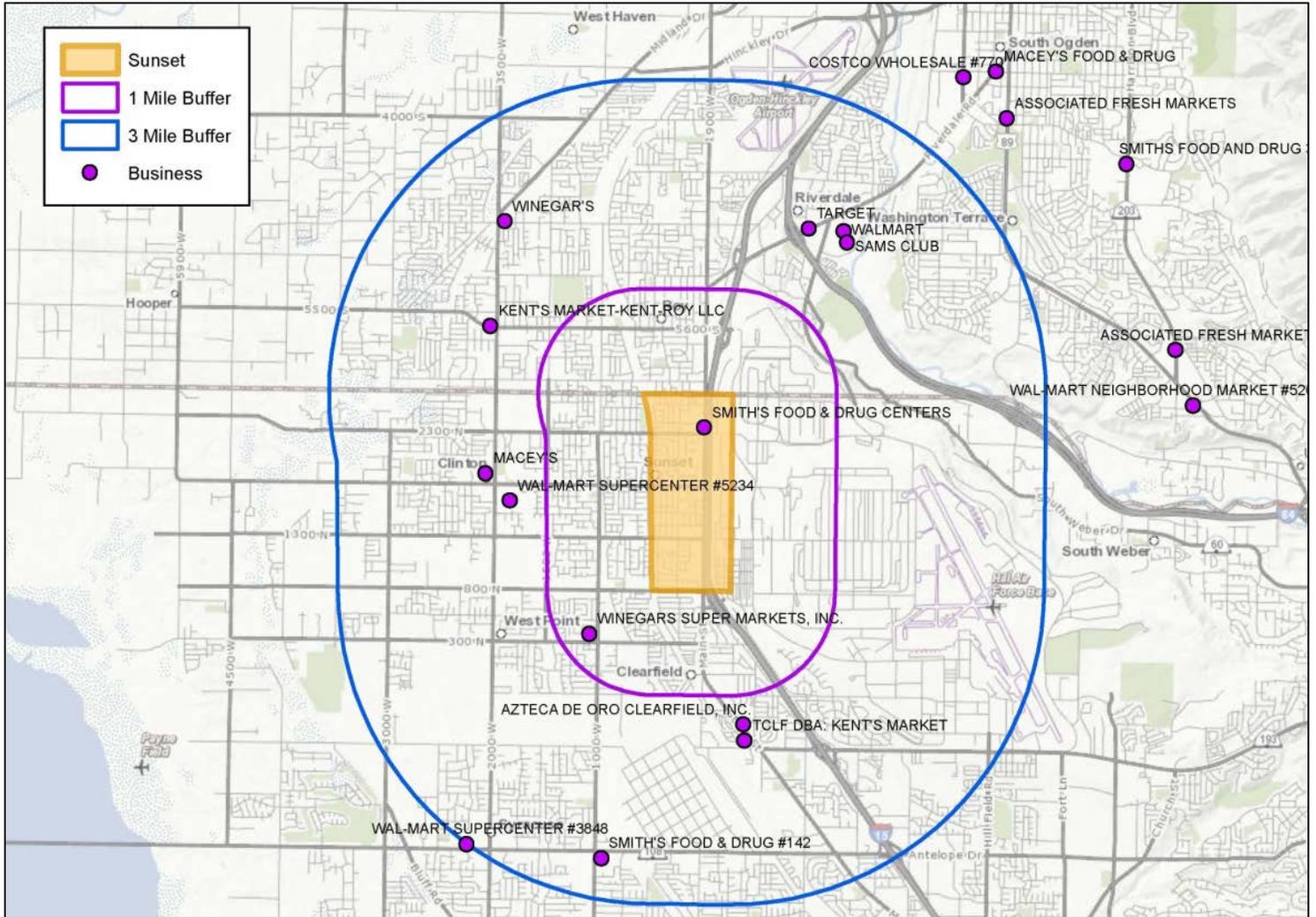
Furniture and Home



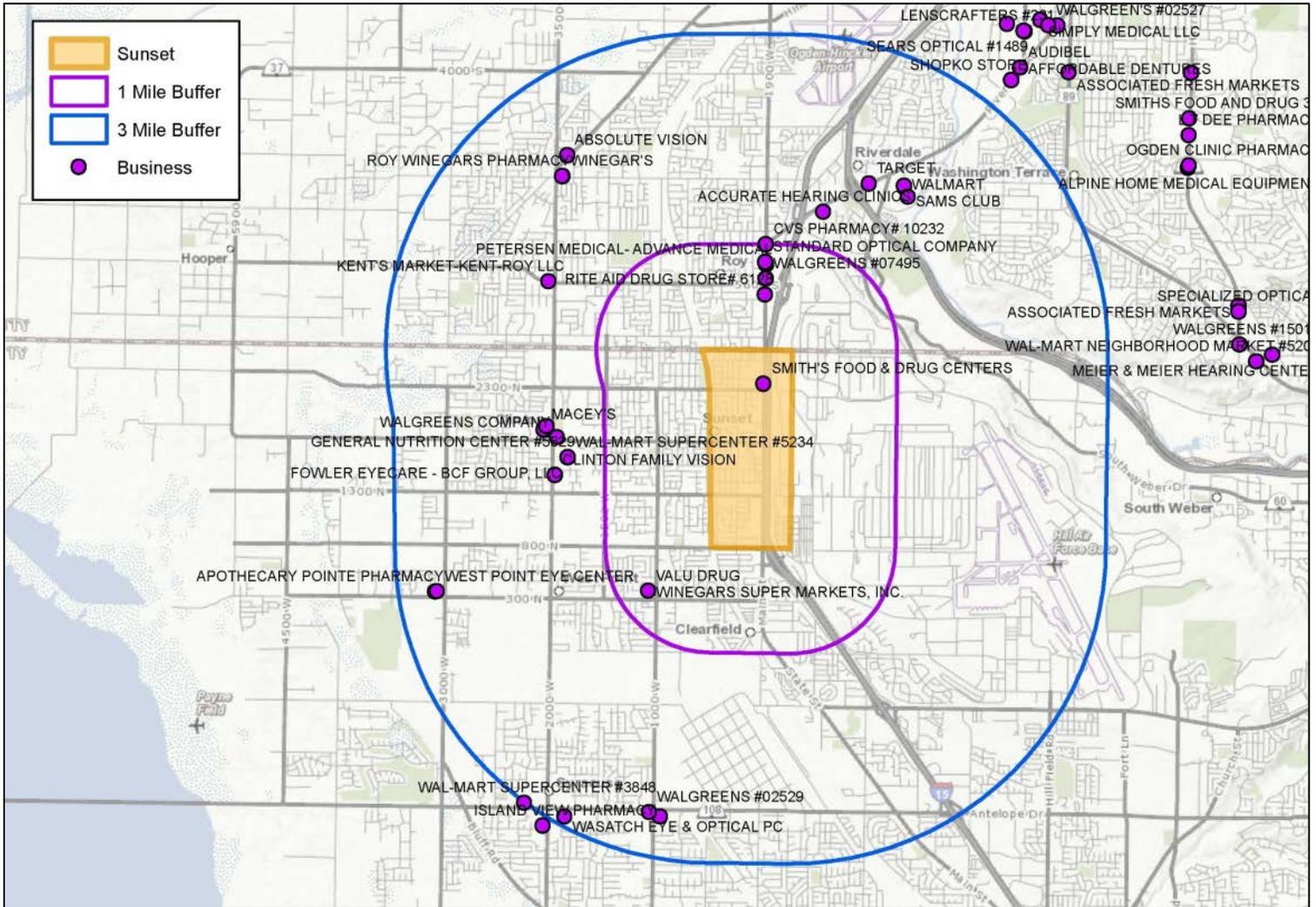
Gifts and Hobby



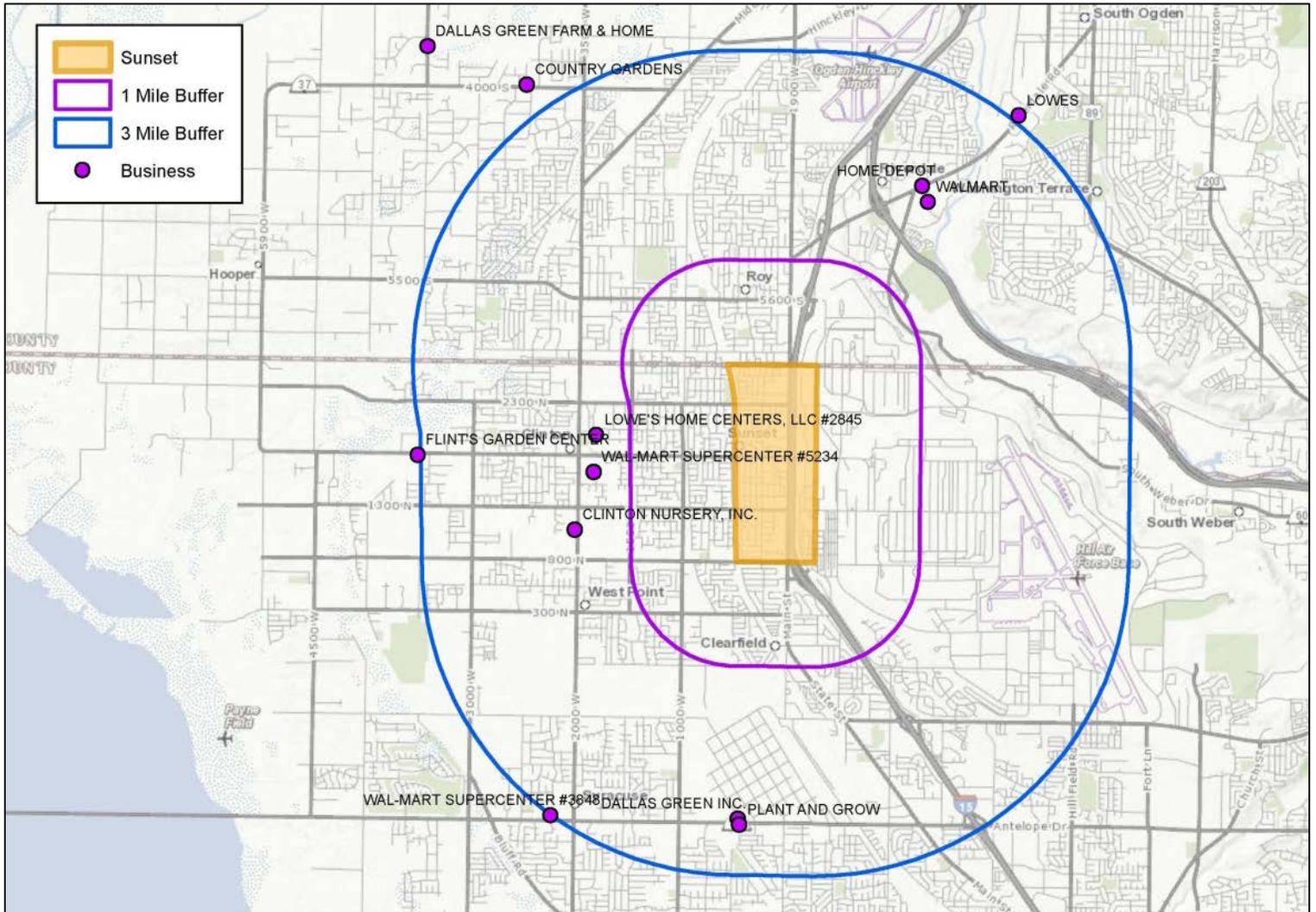
Grocery



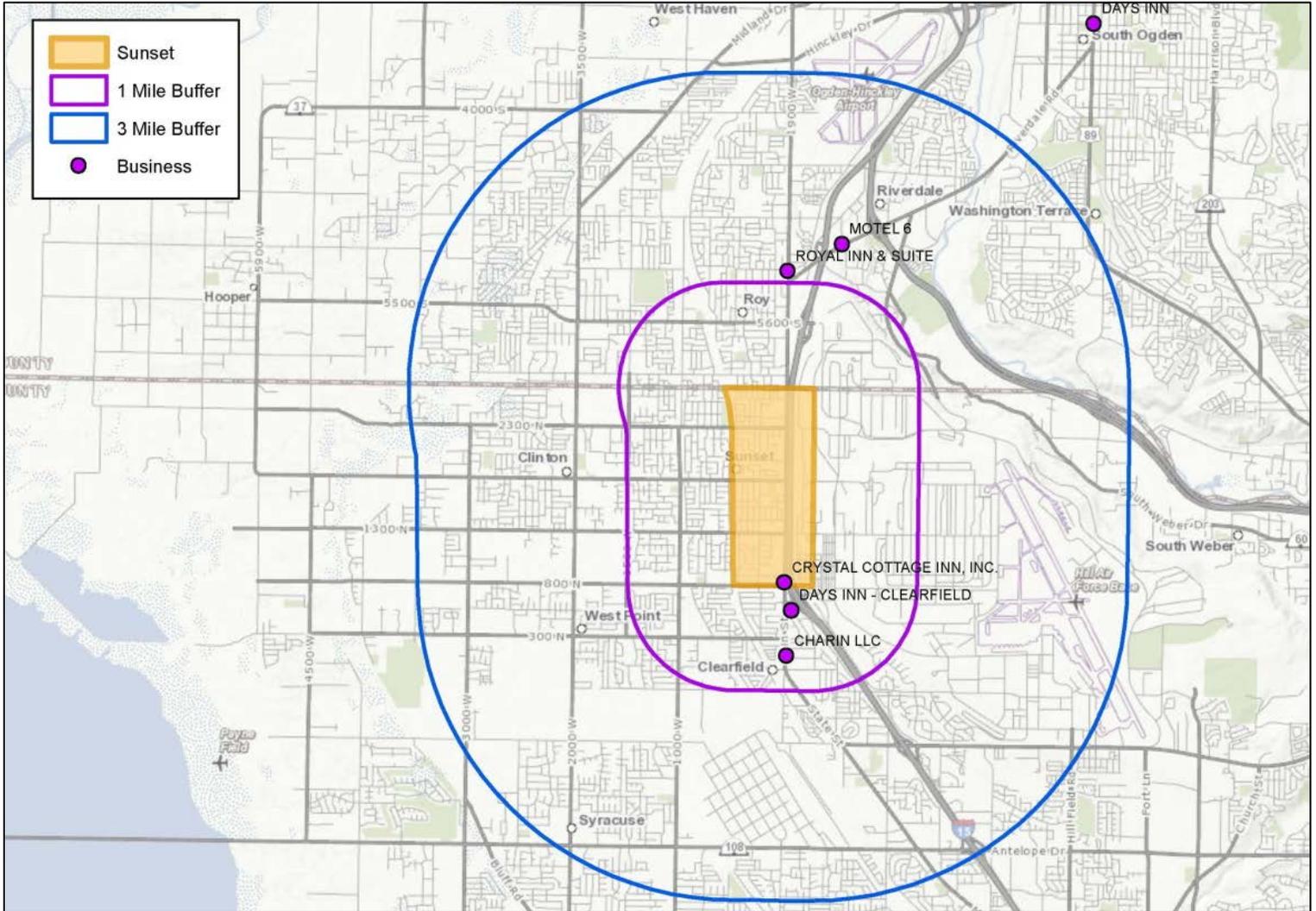
Health



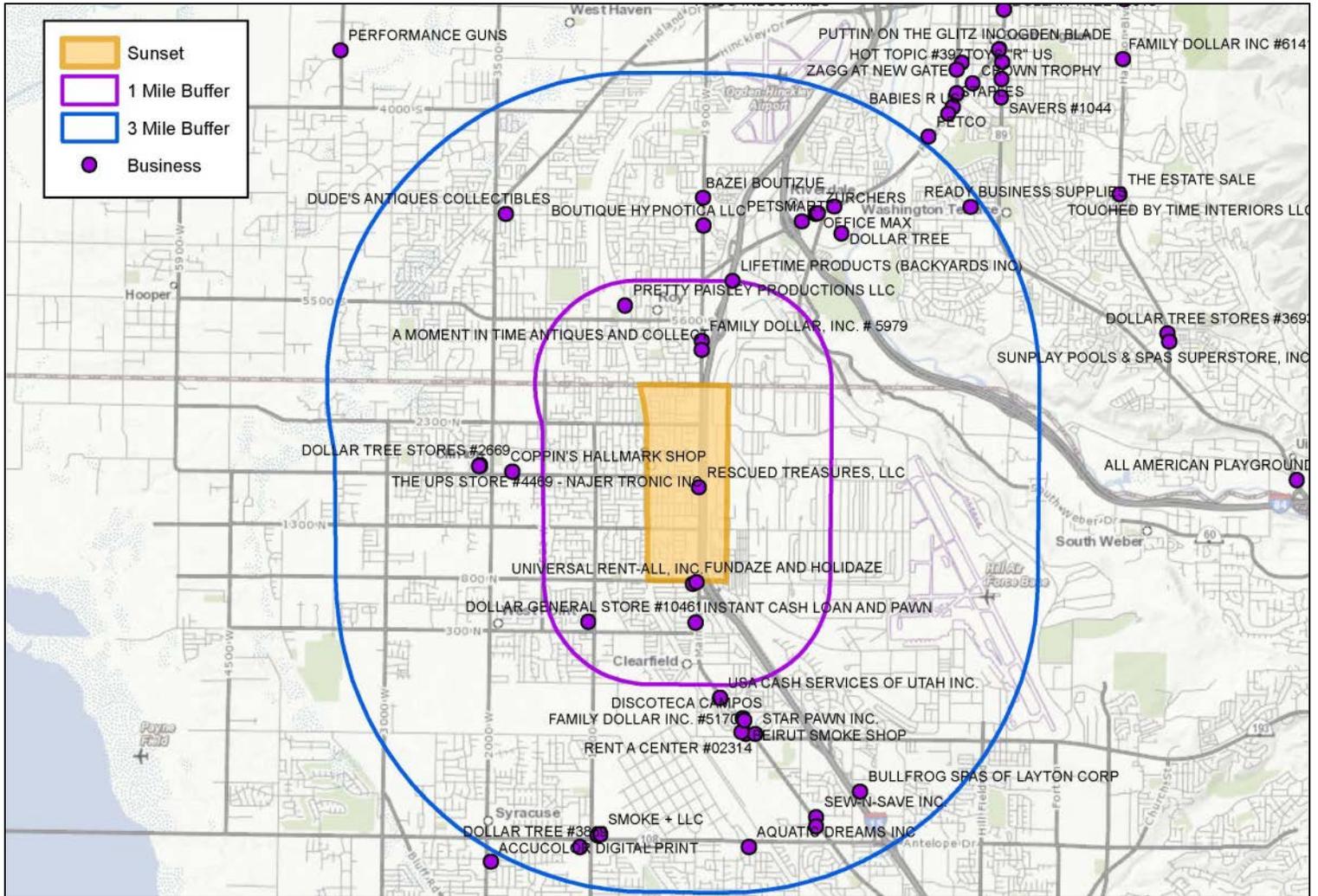
Landscape Supply



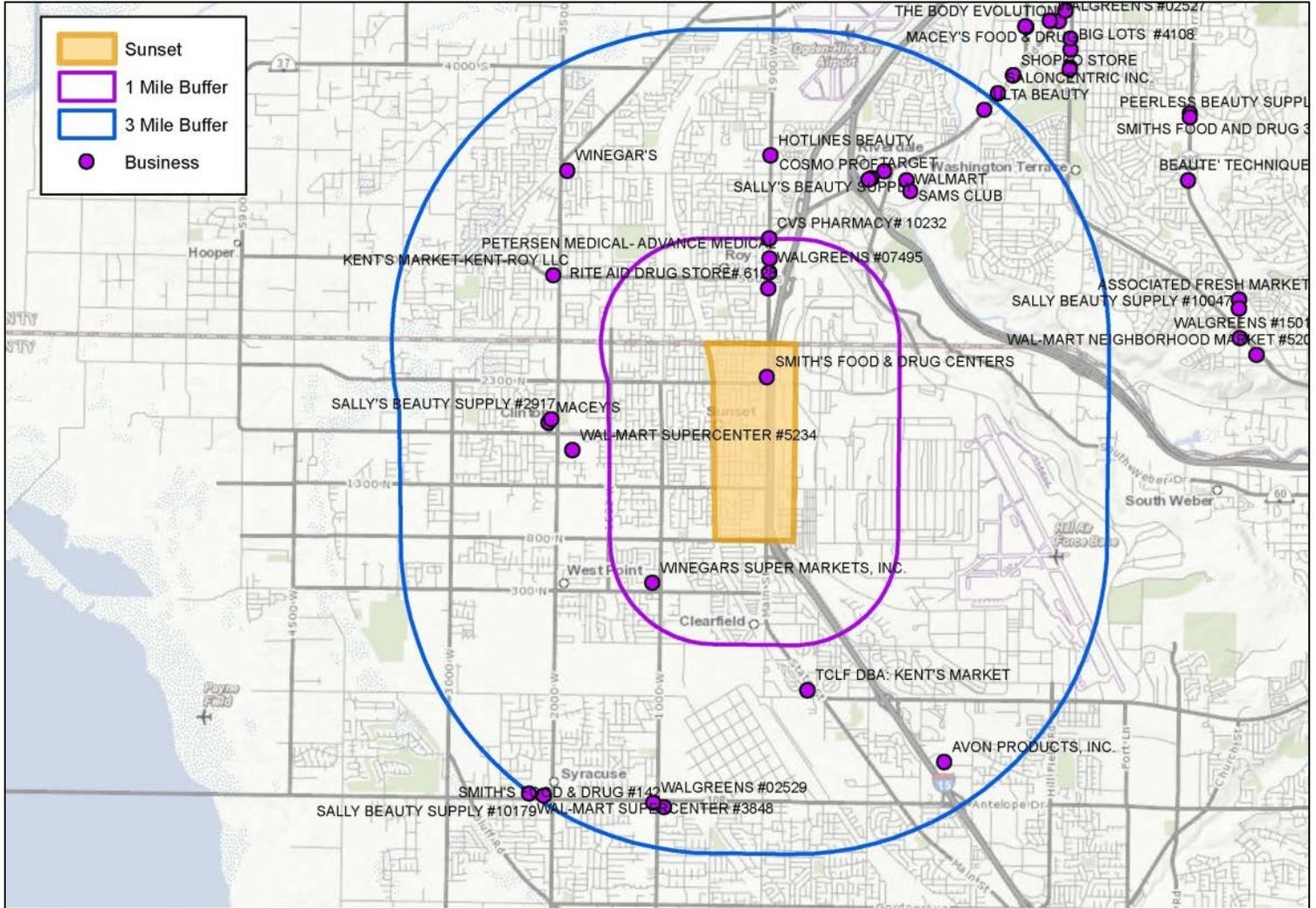
Lodging



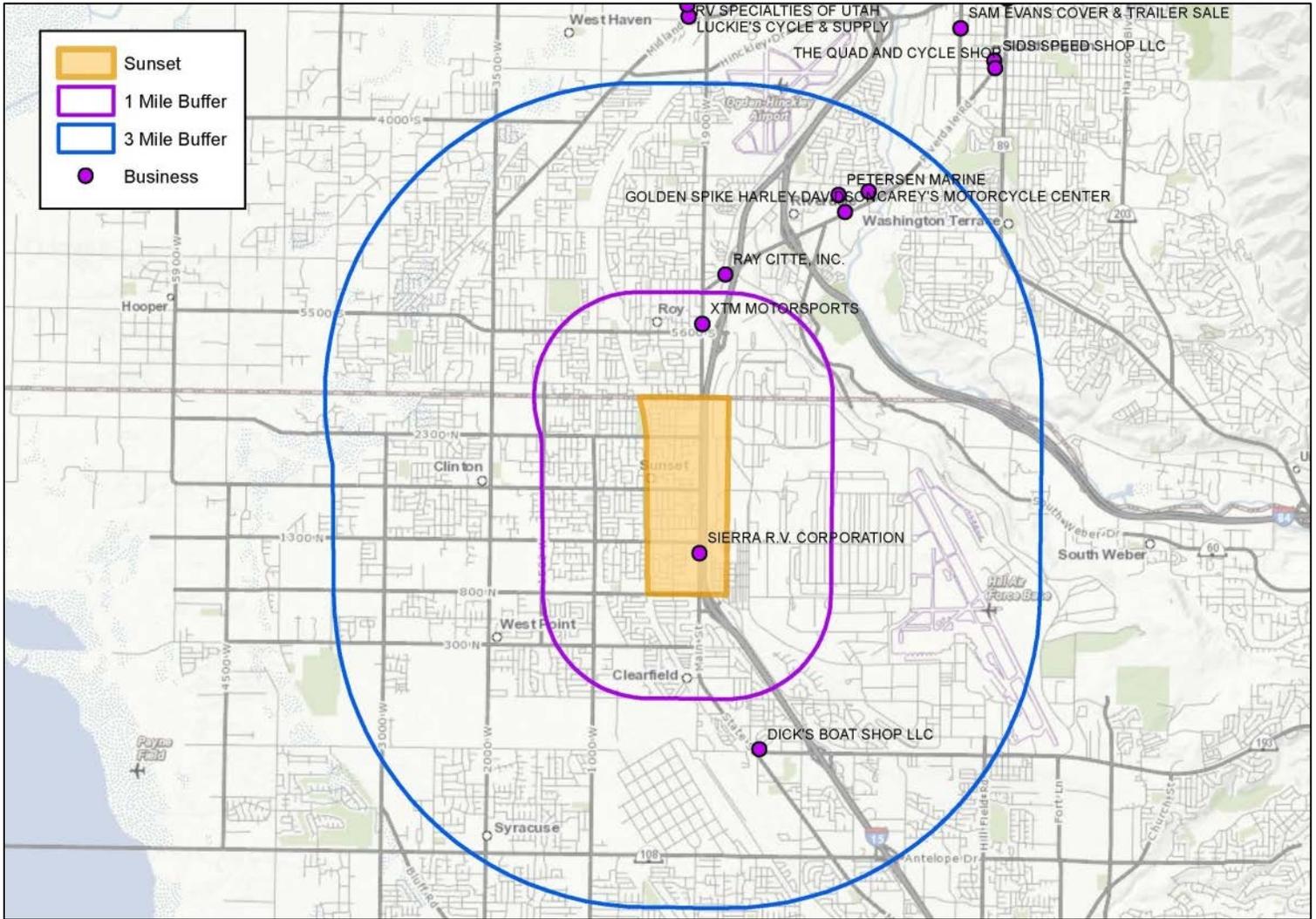
Miscellaneous Retail



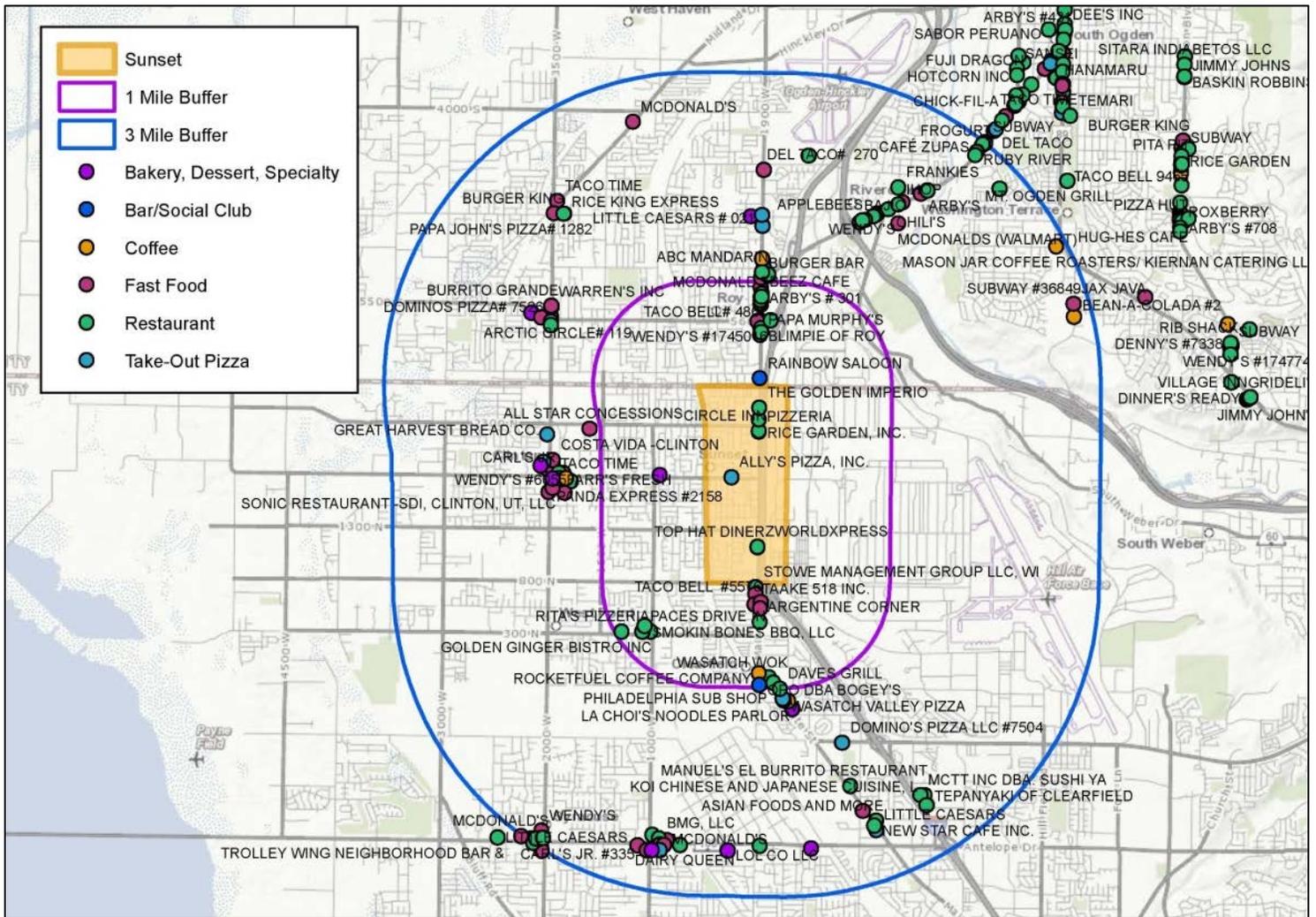
Personal Care



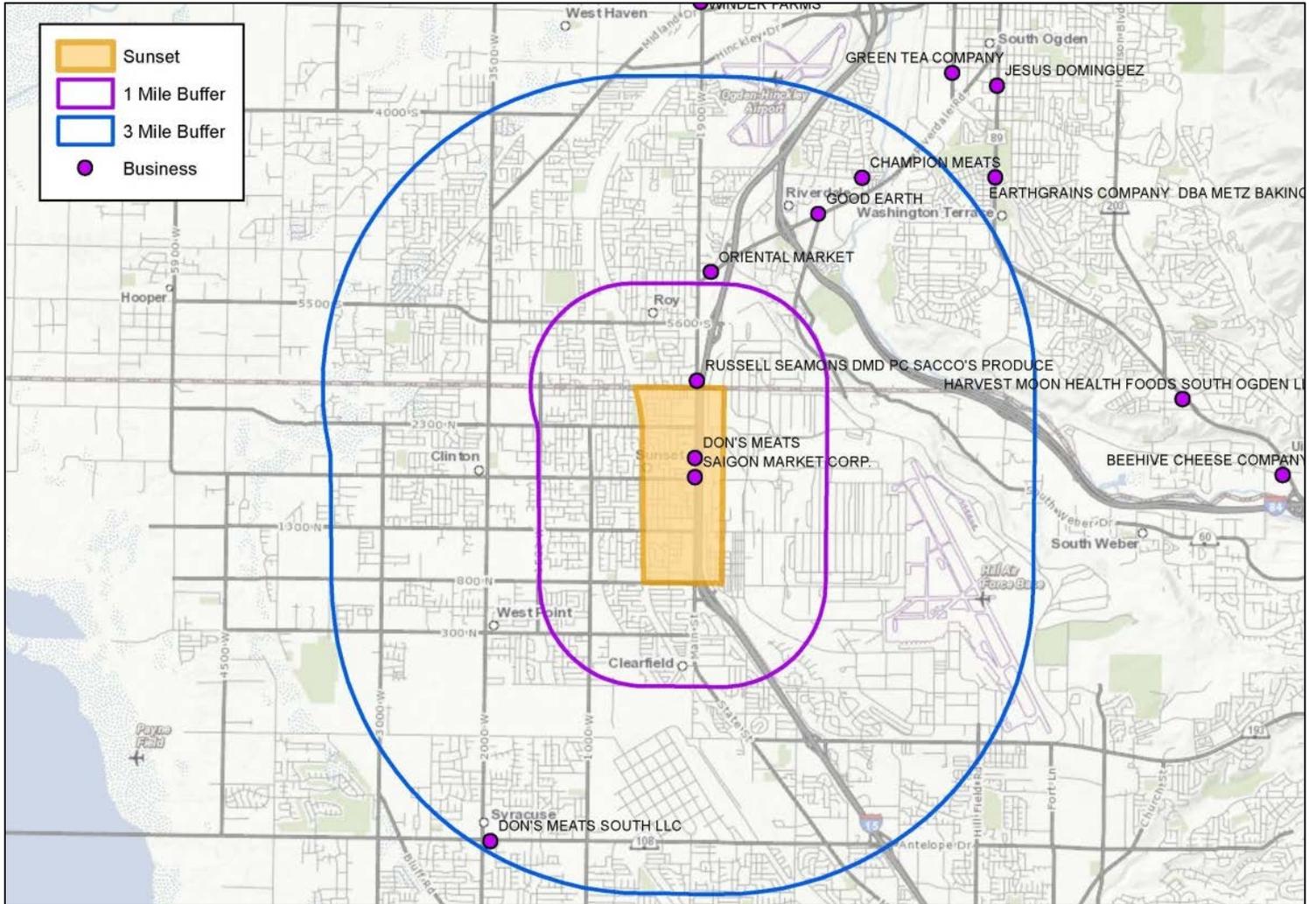
Recreational Vehicles and Powersports



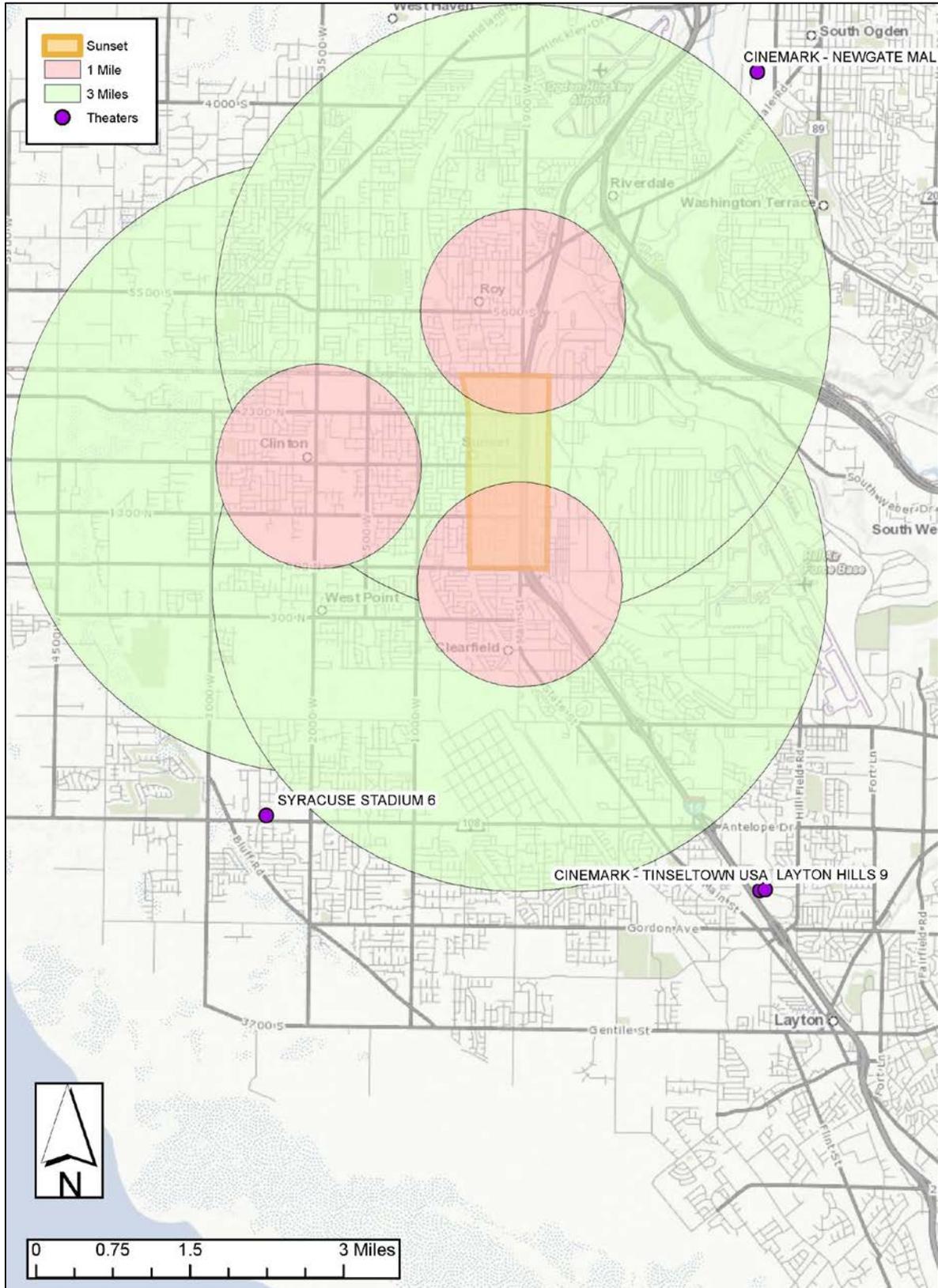
Restaurants, Fast Food, etc.



Specialty Grocery



Theaters



Appendix H: TAZ Population and Employment Projections

	2015 Population	2020 Population	2030 Population	2015 Employment	2020 Employment	2030 Employment
<i>Competitive Site 1</i>						
1 mile	10,704	10,699	11,141	11,385	12,192	13,519
3 miles	86,427	88,350	93,876	52,325	55,916	62,676
<i>Competitive Site 2</i>						
1 mile	12,672	12,576	12,368	14,347	15,587	16,416
3 miles	80,305	82,051	84,261	63,614	69,570	74,960
<i>Competitive Site 3</i>						
1 mile	12,936	13,302	13,793	3,171	3,618	4,357
3 miles	84,353	89,727	97,462	38,327	42,604	47,887
<i>Competitive Site 4</i>						
1 mile	8,157	8,390	9,089	10,334	10,281	11,182
3 miles	83,281	85,698	92,992	65,565	67,669	75,265
<i>Key Site 1</i>						
1 mile	9,755	9,643	9,391	13,246	15,281	17,058
3 miles	82,165	83,245	86,021	58,630	63,369	68,994

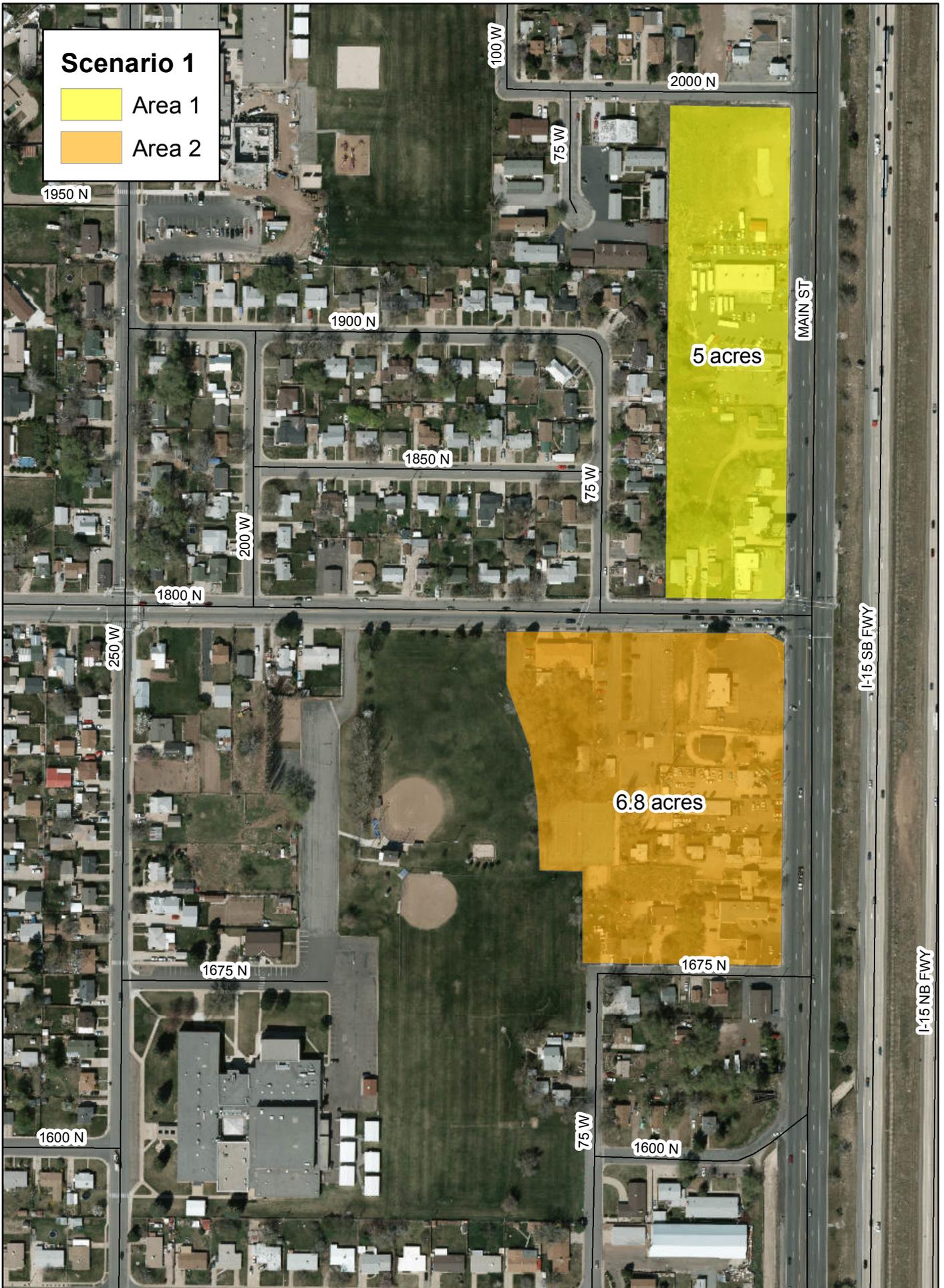
Source: Wasatch Front Regional Council TAZ Projections, ZBPF



Appendix I: Key Site 1 Acreage Scenarios

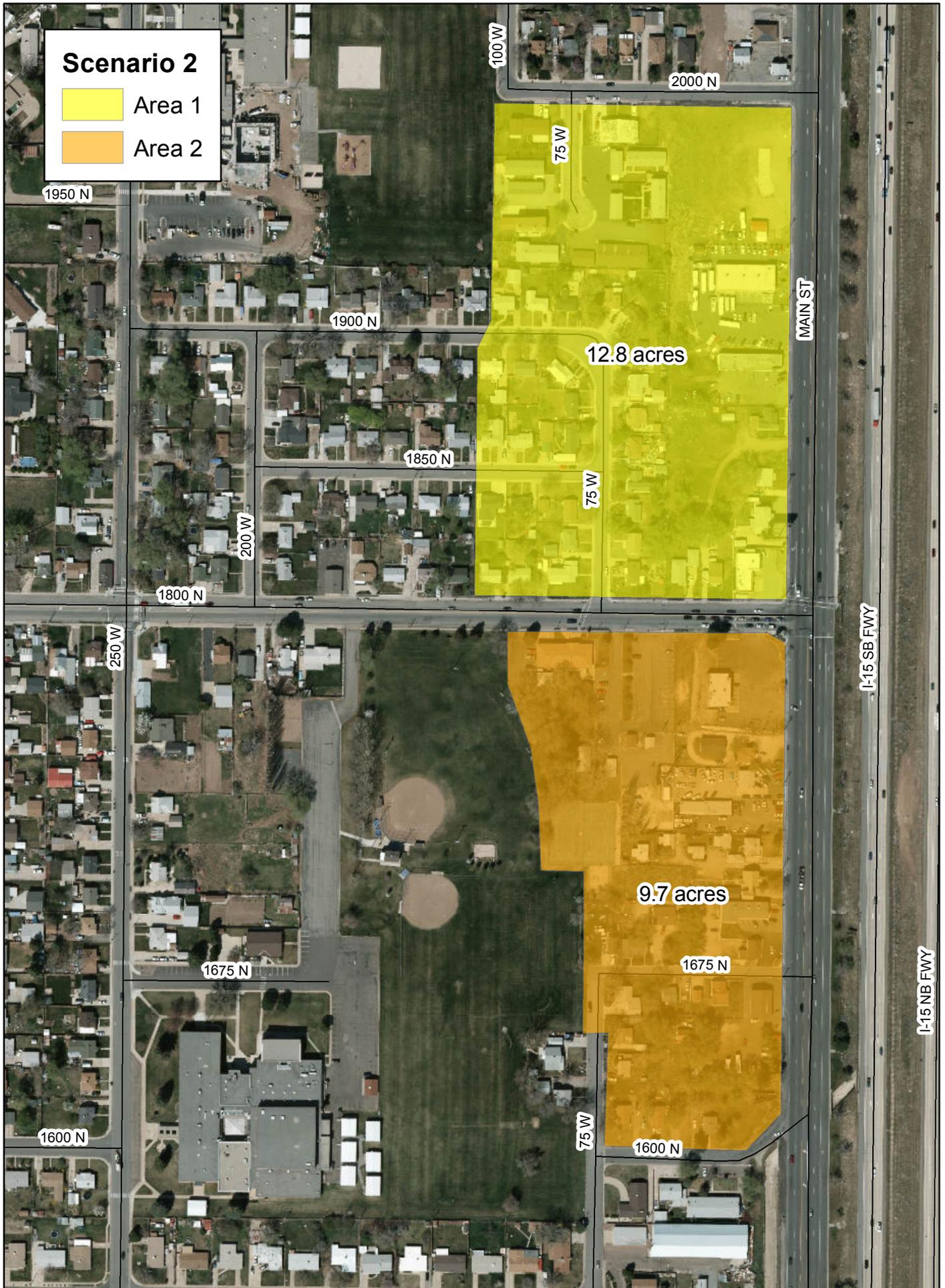
Scenario 1

-  Area 1
-  Area 2



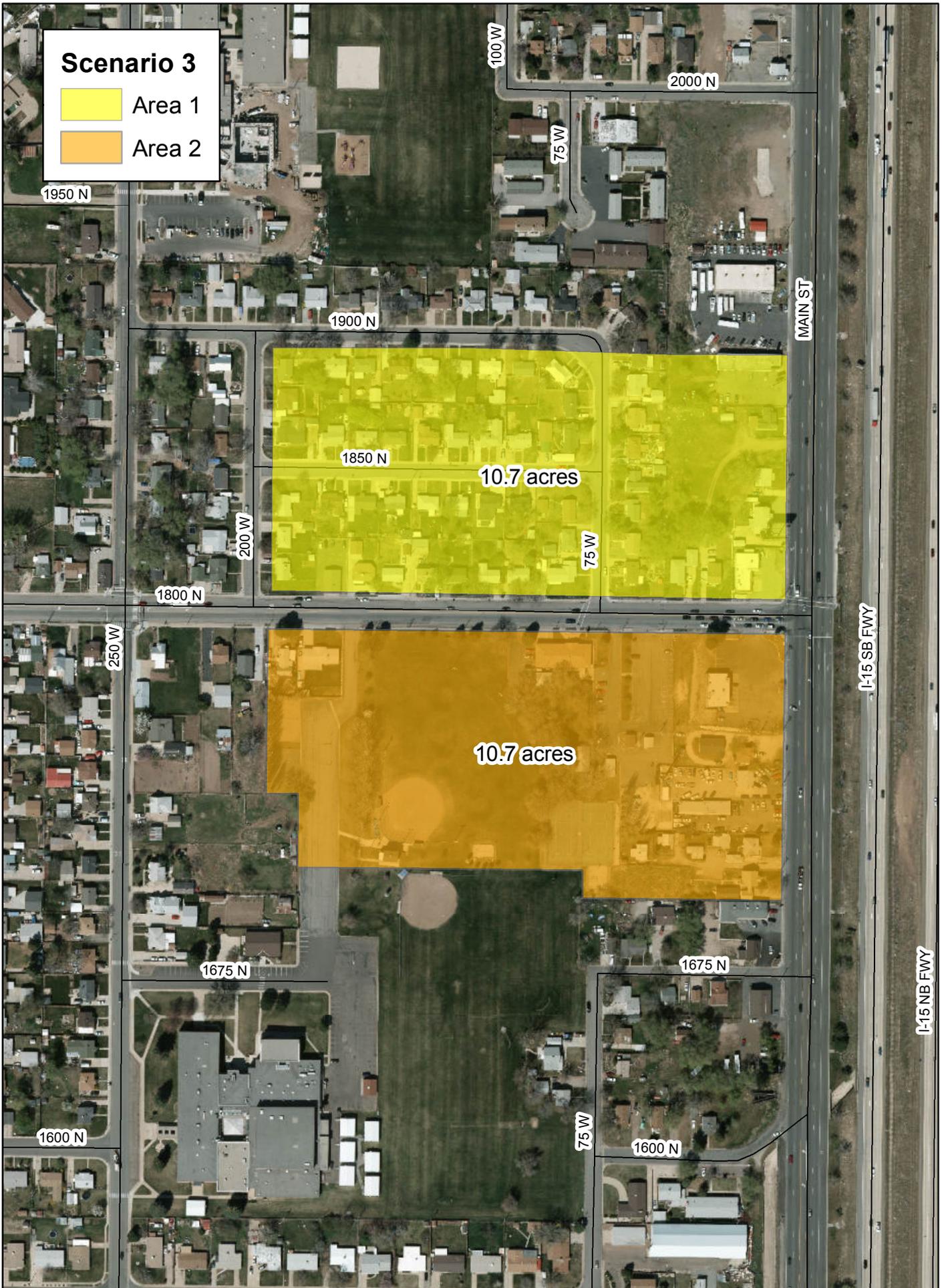
Scenario 2

-  Area 1
-  Area 2



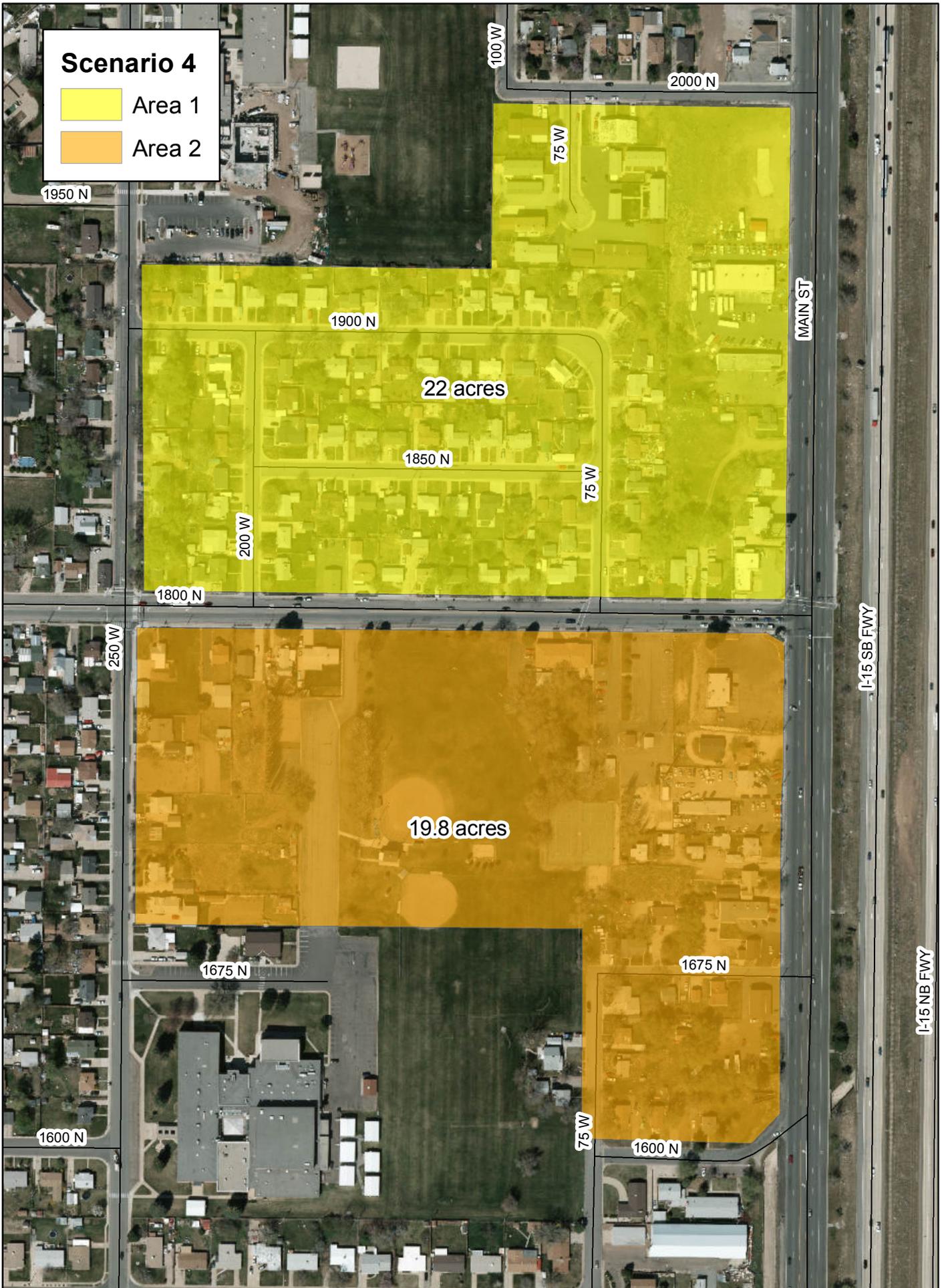
Scenario 3

-  Area 1
-  Area 2



Scenario 4

- Area 1
- Area 2



I-15 Option 5A (w/ total acres)

-  Area 1
-  Area 2
-  Sunset Boarder

21.5 acres

22.5 acres



Appendix J: Retail Tenant Database

The following tables list potential retail tenants, their expansion plans and general requirements. The list is sorted first by retail type, then by the noted expansion plans in the next 12 months.

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type	
Bakery																											
Tim Hortons	timhortons.com	Yes	Toll Free: 888-601-1616 - Tim Hortons's now will co-brand with Cold Stone Creamery.	Jeffrey Baldwin	Development Director USA	4150 Tuller Road, Suite 236, Dublin, OH 43017	614-791-4210	614-791-4235	jeffrey_baldwin@timhortons.com		1	3000	0	10000	Coffee drinkers & donut eaters	Prefers moderate household income.	4000	10	20	2160	3290		10 year initial term w/ 4 five year options		Prefers 3/4 acre lots. Prefers to be on morning side of traffic and lighted corners.	Free Standing, Gas Station, Kiosk, Regional Mall	
Crumbs Bake Shop	crumbs.com	No		Marc Frankel	Sr. Managing Dir., Newmark Knight Frank Retail	110 East 42nd Street, New York, NY 10017	212-372-2240	212-372-2485	mfrankel@newmarkrd.com		0	0	0	0			35	20	40	500	1500				Prefers freestanding locations and inline spaces and endcaps of shopping centers.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Bruegger's Baked Fresh	brueggers.com	Yes	Bruegger's is a proven concept. Plans are to open new bakeries in all existing markets as well as 10-12 new markets within the next 2 years.	Cindy Ong	Leasing Administrator	7880 Keele Street, Unit 101; Vaughn, ON, L4K4G7	905-482-7309	905-482-7330	cong@threecaf.com	realestate@threecaf.com	2	20000	50000	0	Suburban Demo - within 2 mile radius: Median age of less than 44 years old; 30% with bachelor degree or better; 67% white collar workers; median H/H income greater than \$50,000. Urban Demo - within 1 mile radius: Total population greater than 14,000; Medi	All locations must have: Less than 35% of households with incomes between \$35,000 and \$74,999 within a 5 mile radius; More than 58% of households with 1-2 people within a 2 mile radius; Less than 9% of household with 5 or more people within a 2 mile rad	300	50	100	1800	2200		We prefer to locate in busy areas with a healthy concentration of community-focused, "daily use" shopping such as post offices, dry cleaners, drug stores and banks. Preferred co-tenants include high-end grocery stores (e.g. Wholefoods), upscale coffee	Highly visible and easily accessible to pedestrian and vehicular traffic. Convenient customer parking is key in suburban areas. Prefer to be located on the inbound morning commuter side.	Campus Site, Downtown, Free Standing, Lifestyle Center, Power Center, Regional Strip, Special Strip, Transit Terminal		
Department/Discount/Big Box																											
Dollar Tree	dollartree.com	No	Alternate: 757-321-5070.	Todd Littler	VP, Leasing	500 Volvo Parkway, Chesapeake, VA, 23320	757-321-5283	757-321-5220	tlittler@dollartree.com		5	20000	45000	0	Requires average household income levels of \$25,000-\$60,000.	Strong traffic counts.	4600	300	600	8000	12000				Regional or neighborhood centers, anchored by big box discounters or dominant grocery stores.	Average store size is 11,500 square feet with 70 feet of frontage. Freestanding locations in a strong retail corridor, with street presence, easy ingress/egress and ample parking. Shopping centers must also have high visibility and strong traffic counts	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
				Scott Viehouser	Real Estate Manager, West Region	3837 Northwest Hilton Head Terrace, Portland, OR 97229	503-439-1422		sviehouser@dollartree.com																		
				Bob Kraus	Regional Director of Leasing, West Region	500 Volvo Parkway, Chesapeake, VA, 23320	714-600-3184	757-321-5220	bkraus@dollartree.com																		
				Rick Caynor	Director of Leasing	500 Volvo Parkway, Chesapeake, VA, 23320	757-321-5472	757-321-5220	rcaynor@dollartree.com																		
Family Dollar	familydollar.com	No	Locations must be within our current 45-state operating region which includes all states except WA, OR, MT, AK.	Steve Heaps	Real Estate Manager	1445 North Lakeview Drive, Heber, City, UT 84032	435-654-9955	704-841-9666	sheaps@familydollar.com		2	6000	0	0	Focus is on low to low-middle household income ranges up to \$50,000 -will consider areas up to \$60,000 or slightly higher in major urban areas. The minimum trade area contains 2,500 households or a population of at least 6,000 people; 10,000 people in a		7000	300	600	7800	10000	1	5 year with five 5 year options	Co-tenants with strong retail synergy, preferably with a grocery anchor.	SHOPPING CENTER SITE REQUIREMENTS: 7,800 - 10,000 SF. Easy access to rear delivery area for 75' tractor trailer and space for 2-3 dumpsters. Minimum of 55-60' frontage, prefers 80'. Minimum 30 dedicated parking spaces. FREESTANDING SITE REQUIREMENTS:	Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
				Scott Hungate	Director, Real Estate (Relocations)	P.O. Box 1017, Charlotte, NC, 28201-1017	704-708-2611	704-847-0189	shungate@familydollar.com																		
				Kent Davick	Regional Vice President - Western Territories	13409 Ambleside Drive, Yukon, OK 73099	405-373-3421	704-844-1575	kdavick@familydollar.com																		
				Brad Rogers	Vice President of Real Estate Development	P.O. Box 1017, Charlotte, NC, 28201-1017	704-708-2625	704-847-0189	brogers@familydollar.com																		
				Jennifer Purselley	Real Estate Manager	P.O. Box 1017, Charlotte, NC, 28201-1017	817-228-5288	817-870-2826	jpurselley@familydollar.com																		
Tuesday Morning	tuesdaymorning.com	No	Tuesday Morning offers big discounts every day of the week, but not every week of the year. The closest retailer sells discontinued merchandise from name-brand manufacturers at steep discounts. Tuesday Morning's operate only during monthly sales events	Cory Bird	Vice President of Real Estate	6250 LBJ Freeway, Dallas, TX 75240	800-457-0099 x 7297	972-387-2344	cbird@tuesdaymorning.com		5	100000	0	0	High concentration of female population, Upper income white-collar trade area.	High Density suburban markets. 70% white collar employment within 1 mile. High educational level (Bachelor's degree +) within a 5-mile radius.	852	50	100	8000	25000		5 years	Upscale women oriented.	Strip center or freestanding building. Minimum 50' wide, no less than 8,000 sf. Will consider temporary stores on big box economic deals. Tractor trailer unloading capability.	Free Standing, Lifestyle Center, Neighborhood Strip, Regional Mail, Power Center, Regional Mail, Regional Strip, Special Strip	
				Josh Kohler	Senior Real Estate Representative	6250 LBJ Freeway, Dallas, TX 75240	800-457-0099 x 7869	972-788-5308	jkohler@tuesdaymorning.com																		
				Matt Harlin	Retail Specialist, Situs Retail Group	90 East 7200 South, Suite 102, Salt Lake City, UT 84047	801-266-1333 x123	801-266-1303	mharlin@situsretail.com																		
Alco Discount Stores	duckwall.com	No		Wayne Peterson	Senior Vice President of Real Estate	401 Cottage Avenue, Abilene, KS 67410	785-263-3350 x 164	785-263-7531	wpeterson@alcostores.com		0	0	0	0	Smaller communities lacking any big boxes.		256	25	50	25000	26000	3	15 years w/options for 15 yrs in seg. of 3 yrs.	Grocery, hardware stores.	Minimum 275 feet of frontage. Prefers land size of 3.0 acres.	Free Standing, Lifestyle Center, Neighborhood Strip, Special Strip	
Fallas Discount Stores	nationalstoresinc.com	No	Alternate Phone: 310-324-9962, 310-324-2231- 310-217-9358. Alternate Web Site: factory2-u.com.	Richard Rizka	Executive VP/CB Richard Ellis	2221 Rosecrans Ave, Suite 100, El Segundo, CA 90245	310-363-4870	310-363-4905	richard.rizka@cbre.com		3	50000	35000	0	Low to Moderate Income Families. Prefers an average household income of \$25,000-\$50,000.		225	24	48	18000	30000		5 years w/ 3-5 year options to renew	Highly productive supermarkets, major discounters and soft goods retailers. Grocery Anchor, Wal-Mart, Big Lots, 99 Cents Only, Dollar Tree, Target and other Discount Department Stores and Grocers.	A vanilla shell and floor required. A minimum of 120 feet of frontage. Prefers locations in a strong retail corridor with easy ingress/egress, ample parking, and backdoor freight delivery. Interested in locating in existing shopping centers with either	Downtown, Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Rose's	wvstores.com	No	Variety Wholesalers, Inc. is a privately held corporation founded in 1930 by the Pope family. It is now one of the largest privately owned retail companies in the U.S. operating its stores under the trade names of Roses, Maxway, Super 10, Bargain Town.	Phil Pope	Sr. VP, Real Estate	218 S. Garnett St., Henderson, NC 27563	252-430-2618		ppope@wvstores.com		3	15000	45000	12000	Minimum 25% African-American population within 3 miles. Minimum 5,200 households in 3 miles		400	20	40	35000	60000			Prefer Grocery Anchored Shopping Centers.	Prefer locations in second and third generation shopping centers. Considers freestanding sites, and store front locations in large urban cities.	Downtown, Free Standing, Neighborhood Strip, Regional Mail, Regional Strip	
Deal\$ (Dollar Tree)	dollartree.com	No	Deal\$ is no longer a true dollar store. Although many items are still one dollar or less, Dollar Tree, as part of their operating policies, now sells items that cost more than a dollar. As a result, the slogan "Deal\$ - nothing over a dollar" has been	Bob Kraus	Regional Director of Leasing, West	209 East Alameda Avenue, Burbank, CA, 91502	714-600-3184	757-321-5220	bkraus@dollartree.com	rkraus@dollartree.com	5	100000	45000	0	Requires average household income levels of \$25,000-\$60,000.	Strong traffic counts.	190	10	20	10000	12000				Regional or neighborhood centers, anchored by big box discounters or dominant grocery stores.	Average store size is 11,500 square feet with 75 feet of frontage. Freestanding locations in a strong retail corridor, with street presence, easy ingress/egress and ample parking. Shopping centers must also have high visibility and strong traffic counts	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
				Chris Teeter	Director of Leasing	500 Volvo Parkway, Chesapeake, VA, 23320	775-321-5664	732-321-5220	cteeter@dollartree.com																		
				Scott Viehouser	Real Estate Manager, West Region	3837 North West Hilton Head Terrace, Portland, OR 97229	503-439-1422		sviehouser@dollartree.com																		
Five and Dime General Stores	fiveanddimegs.com	No		Daniel O'Grady	President/Broker, Prime Sites, Inc.	1660 South Bayshore Court, Suite 101, Coconut Grove, FL 33133	305-285-0104	866-336-5557	dogrady@primesitesfl.com	prime@primesitesfl.com	0	0	0	0	Prefers areas of 2 Million tourists.	Only heavily based pedestrian based tourist 2 Million or more. Tourist numbers, hotel rooms and population information must be submitted for site considerations along with site plan and aerials.	5	10	15	2500	4000		10 years w/ matching options		Prefers mixed Use and tourist based retail areas.	Downtown, Free Standing, Lifestyle Center, Power Center, Regional Strip, Special Strip, Transit Terminal	

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type
Gordmans	gordmans.com	No		Allan Murow	Senior Vice President, N&M Brokerage Services, LLC	2285 South 67th Street, Suite 250, Omaha, NE 68106	402-496-1616	402-496-3464	amurow@noddle.companies.com		0	0	0	0			73	10	20	50000	50000					Free Standing, Lifestyle Center, Power Center, Regional Mall, Regional Strip
Shopko	shopko.com	No		Joseph Kucharski	Vice President of Real Estate	700 Pilgrim Way, Green Bay, WI 54307	920-429-7093	571-434-0614		joe.kucharski@shopko.com	5	50000	30000	20000			136	10	20	60000	85000					Free Standing, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip
Dollar Castle	dollarcastle.com	Yes	Dollar Castle has the greatest variety of everyday items plus exciting selections of specialty items at a price people love to pay - just \$1 or less.	Eddie Denha	Owner	7031 Orchard Lake Road, West Bloomfield, MI 48322	248-350-1300	248-539-1778	eddiedenha@aol.com		0	0	0	0		Areas that are highly visible and have strong traffic counts.	20	6	12	5000	13000		5 years w/2 5-yr options	Major chains and grocery stores.	All stores share the same philosophy: Bright Stores, Large Variety of goods, and a Clean Environment. Second generation strip centers, located near major chains, grocery stores or corner locations. Double back doors, accessible by trailers. The Superst	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Garden Ridge	gardenridge.com	No		Christian Schwarz	Director of Real Estate	19411 Atrium Place, Suite 170, Houston, TX 77084	832-391-7201		realestate@gardenridge.com		0	0	0	0			43	5	10	90000	120000				Prefers 110,000 sq. ft. box, second generation buildings.	Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Savers	savers.com	No	The world's largest for-profit thrift store chain. It operates more than 200 stores in 24 states and sell everything from designer and vintage clothing to home decor.	David Cree	Director of Real Estate and Construction	11400 Southeast 6th Street, Suite 220, Bellevue, WA, 98004	425-450-2316	425-468-6988	dcree@savers.com		0	0	0	0			220	5	10	20000	30000				Prefers a Well-Traveled retail shopping area.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Value Village	savers.com	No	The world's largest for-profit thrift store chain. It operates more than 200 stores in 24 states and sell everything from designer and vintage clothing to home decor.	David Cree	Director of Real Estate and Construction	11400 Southeast 6th Street, Suite 220, Bellevue, WA, 98004	425-450-2316	425-468-6988	dcree@savers.com		0	0	0	0			220	5	10	25000	40000				Freestanding or End-Cap only in a well traveled retail shopping area.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Sears Hometown Store	searshc.com	No		Fred Carter	FVP, West South Region	3333 Beverly Road, Hoffman, IL 60179	318-792-2648		fred.carterjr@sears.com		5	250000	0	0	Well-traveled roads with regional accessibility and excellent visibility.		894	1	2	7500	10000			Discount retailers.	Minimum 100 feet of frontage and 10-14 ft. ceilings required. Primarily independently-owned stores, predominantly located in smaller communities and averaging 8,800 square feet offering appliances, consumer electronics, lawn and garden equipment, and ha	Free Standing, Power Center, Regional Mall, Regional Strip

Entertainment

Monkey Joe's	ravingbrands.com	Yes	Interactive indoor party center for kids, TV and high speed internet for parents. Alternate website: www.monkeyjoes.com.	Daryl Dollinger	President & Co-Founder	1720 Peachtree Street, Suite 1028, Atlanta, GA 30309-1230	404-392-3315	678-999-0514	ddollinger@ravingbrands.com		0	0	0	0	Average child age range is 2-12.	Average drive time is 30 minutes.	45	15	20	10000	14000					Minimum 18' clear ceiling height for jump area. 12,000 square feet preferred or high-profile location. Industrial office/flex space. Retail or industrial building. Parking ratio of 5/1000 square feet. All locations with high visibility and maximum signa	Free Standing, Lifestyle Center, Neighborhood Strip, Office Building, Power Center, Regional Mall, Regional Strip
Tilt	tilt.com	No		Ron Kostelny	President	4534 Old Denton Road, Carrollton, TX 75010-2399	972-939-4222	972-492-5705	rkostelny@tilt.com		0	0	0	0			105	5	10	4000	50000			Theaters, Restaurants, other entertainment.		Lifestyle Center, Outlet Mall, Regional Mall	
Dave & Buster's	daveandbusters.com	No	Dave & Buster's offer casual dining, full bar service, and a cavernous game room.	David Pettengill	Director of Real Estate	2481 Manana Drive, Dallas, TX 75220	214-904-2579	214-904-2395	david_pettengill@daveandbusters.com		10	500000	0	0	Dave & Buster's has a broad appeal for both single and married men and women as well as families. Dave & Buster's attracts casual plus dining customers that are fun-seekers and like to spend time with friends and family.	100,000 daytime population (3 miles); 500,000 population (10 miles).	57	4	8	30000	40000			Prefers 1,000,000 SF retail within a 1/4 mile.	Dining Room Seating: 125; Bar Seating: 90; Midway Seating: 50; Special Events Seating: 200; +/- 175' x 200' Footprint; 400 Parking Spaces (can be shared); Two-Level Storefront Height/Facade; Clear Height = +/- 16'0"	Free Standing, Lifestyle Center, Power Center, Regional Mall, Regional Strip, Special Strip	
Phantom Fireworks	fireworks.com	No	Toll free: 800-777-1699.	Angela Armstrong	Real Estate Leasing Coordinator	555 Martin Luther King Boulevard, Youngstown, OH 44502-1102	330-746-1064	330-743-2194	aarmstrong@fireworks.com		0	0	0	0			53	2	4	500	15000			K-Mart, Walmart and Rite Aid.	Prefers excellent highway visibility and ease of access. Sizes vary and new locations vary on a daily basis, as needs change. Each location can fit into Tents and other stands, as needed. Short-term: From Mid-June to Mid-July. Approx. 500SF for stands a	Free Standing, Kiosk, Neighborhood Strip, Regional Strip, Special Strip	
United States of America	usa-skating.com	No		Jim Dvorak	President/CEO	100 East Campus View Boulevard, Suite 115, Columbus, OH 43235	614-802-2440		jdvorak@usa-skating.com		5	200000	70000	20000	Will purchase only.		18	2	4	24000	30000				Will Purchase Only, No Competitors Within 10 Miles.	Free Standing, Regional Strip	
AMF Bowling	amf.com	No		Mark Hatcher	Vice President of Real Estate	7313 Bell Creek Road, Mechanicsville, VA 23111	804-730-4000	804-559-8689			0	0	0	0			360	1	2	35000	40000	5				Free Standing, Lifestyle Center, Power Center	

Fast Food

Subway	subway.com	Yes	Sites may also be submitted online at: http://www.subway.com/applications/SRECLeads/Index.aspx.	Shawn Cook	Development Agent	551 East State Road Suite 201, American Fork, UT84003	801-492-4344	801-492-3804	cook.shawn@abg3.com	Hunter.logan@abundantbrands.com	0	0	0	0			35817	2500	5000	800	1300				Typical restaurant measures 1,200 sq ft (20' x 60'). However, there is flexibility with some as small as 800 sq ft and some as large as 2,000 sq ft. Prefers end cap with two sides of glass. High visibility in shopping areas with strong demographic profi	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
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Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type
Quiznos	quiznos.com	Yes	For more information or to submit a site, go to http://realestate.quiznos.com or call Toll Free: 800-335-4782.	Steven Blelewicz	Vice President of Real Estate	1001 17th Street Suite 200, Denver, CO80202	720-359-3300	720-359-3399	sblelewicz@quiznos.com		1	10000	45000	35000		Prefers locations with a strong mix of population density and traffic.	5100	100	200	1200	1600		Minimum of 15 years total term	Central Business Districts, Airports, Strong communities or neighborhoods, Stadiums, Hospitals & industrial parks.	Requires locations with high visibility storefronts & high traffic with frontage of 20-25 feet and ample parking.	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
Smashburger	smashburger.com	Yes		Maria Fernandez	Franchise Development Manager	1515 Arapahoe Street Tower One, 10th Floor, Denver, CO80202	303-633-1532		realestate@smashburger.com		3	40000	60000	50000	Employee population 75,000 within 3 miles.	Secondary Market Preferences: Traffic Count: > 30,000 Cars Daily, Employees (3 Mile Radius): > 40,000, Population (3 Mile Radius): > 50,000, Average Household Income (3 Mile Radius): \$60,000.	150	100	200	1600	2200			Proximity to QSR Burger, Adult Casual Burger & Fast Casual Competitors.	Size: Typically 1,600 - 2,200 sq. ft. Building type: end-cap/in-line. Parking: Minimum 16 spaces, 20-25 preferred. Seating: 40-70 interior with exclusive patio as available. Full Dress Trade Package & signage.	Free Standing, Lifestyle Center, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip
Blimpie Subs & Salads	kahacorp.com	Yes	Toll Free: 866-452-4252. www.blimpie.com .	Kim Lane	VP of Real Estate	9311 East Via de Ventura Suite 104, Scottsdale, AZ85258	480-362-4800	480-362-4811	realestate@kahal.amgmt.com		2	15000	0	0	Dominant position in trade area. Prefers to be on a major street.		1600	75	150	1400	1800		10 years	Daytime retail draws (i.e. grocery, drug store, etc.). Health clubs, office buildings, theaters. On-site mix of synergistic, high quality food establishments.	Ample parking field.	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
Jersey Mike's Subs	jerseymikes.com	Yes		Brian Sommers	Development - Jersey Mike's Franchise Systems	2251 Landmark Place, Manasquan, NJ08736	732-223-4044	732-223-0777	bfrye@jerseymikes.com		3	50000	50000	0	Population of 15,000 within 1 mile, strong concentration of 25-54 year old population, strong mix of white collar and service professionals, 25k+ vehicles per day on main artery	Heavy daytime population.	505	75	150	1000	3000			Dominant grocer in market, office supply and convenience users, full price retailers, other quick casual and high end QSR users a plus.	Frontage 20' Minimum. Parking - 12 spots per 1000 square feet, 15 minimum - Signage Jersey Mike's standard sign to max size per code. For end cap locations, two signs preferred - Outside seating is strongly preferred, shared space acceptable, Full turn	Free Standing, Lifestyle Center, Neighborhood Strip, Office Building, Power Center, Regional Strip, Special Strip
Chick-Fil-A	chick-fil-a.com	Yes	Beloved by bovines, Chick-fil-A operates one of the nation's largest fast-food chains that specializes in chicken dishes. The chain offers chicken entrees, sandwiches, and salads, along with its popular waffle fries and fresh-squeezed lemonade. It is ma	Blake Goodman Kristin Galardo	Senior Real Estate Manager Real Estate Manager	16 Technology Drive Suite 148, Irvine, CA92618 5200 Buffington Road, Atlanta, GA30349-2998	404-765-8500 x 58737 404-765-8500 x 54523	949-341-0828 404-681-8620	blake.goodman@chick-fil-a.com kristin.galardo@chick-fil-a.com		3	50000	0	0	Median Household income of \$50,000+, 50,000+ residents and 15,000+ workers.	Growing upper middle class neighborhoods. High % of homes owned by their occupants 30% + of households with children. 30-50% of worker base in executive, managerial, professional jobs.	1500	60	120	1000	4500	1	10 years w/5 5yr options	Target, Book Stores, Upper End/High Service Grocers, Dept Stores in many markets, a good Chili's site would have many parallels to a good CFA site. Our density will also be similar to theirs versus the typical QSR store count.	65 dedicated parking spaces Freestanding: 4,400 sq. ft. with Drive-Thru. Mall locations: 1,000 sq. ft. Prefers to purchase. Lease duration varies from landlord to landlord.	Campus Site, Downtown, Free Standing, Medical Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Transit Terminal
Church's Chicken	churchs.com	Yes	This company has several places fried-chicken worshippers can flock to. Cajun Operating Company owns and operates Church's Chicken, one of the leading quick-service chicken chains in the world with locations in more than 16 countries. About 85% of the lo	Jill-ann Cooper	Director of Franchise Sales & Development	980 Hammond Drive Northeast Suite 1100, Atlanta, GA30328	770-350-3800	770-512-3922	jcooper@churchs.com		2	20000	0	25000	Median Income and below.	Traffic Counts depend on the Facility Type - Freestanding Traffic Counts are 20,000 min on main street, while in-line and C-Store locations are 25,000 VPD.	1700	50	100	750	2800	.5	20 years or Own Property		Facility size requirements vary according to location: Freestanding sites require Lot size of 23,000 square feet. In-line sites require a minimum of 1200 square feet and Convenience store and Travel Plaza sites requires at least 750 square feet. All sit	Downtown, Free Standing, Gas Station, Neighborhood Strip, Regional Strip
Firehouse Subs	firehousesubs.com	Yes	Firehouse Subs' Franchisees are responsible for selecting their own sites, with their choices being subject to the dual approval of their Area Representative and the Corporate Real Estate Department.	John Namey Greg Delks Mark Cowan Randy Judd	Real Estate Director of Franchise Development Area Representative Area Representative	3410 Kori Road, Jacksonville, FL32257 3410 Kori Road, Jacksonville, FL32257 9555 South Eastern Avenue Suite 130, Las Vegas, NV89123 3411 West Sapporo Circle, Taylorsville, UT84084	904-886-8300 904-886-8300 904-886-8300 904-886-8300	904-886-0399 904-886-0399 904-886-2111	jnamey@firehousesubs.com gdelks@firehousesubs.com mcowan@firehousesubs.com rjudd@firehousesubs.com	kakel@firehousesubs.com jcowan@firehousesubs.com	3	20000	35000	0	\$35,000 Median household income and a strong employment base.	Prefers a well defined commercial area.	500	50	100	1600	2000			Grocery/Supermarket anchored shopping center	Minimum of 20 feet frontage. High exposure / visibility. End-cap preferred. 35 dedicated parking spaces. Easy vehicle and pedestrian access.	
Sonic	sonicdrivein.com	Yes	"If you are a developer and would like to submit a potential site for consideration, please complete this Site Submission Form at www.sonicdrivein.com/business/realestateform.jsp . If you wish to include an attachment or communicate directly with the Deve	Joe Morian	Director of Real Estate	24951 Stonegate Lane, Laguna Niguel, CA92677	303-579-3827	949-249-2275	joe.morian@sonicdrivein.com		1	25000	40000	0	Preferred "A" Sites - Regional/Community/Neighborhood Shopping center out parcels at the far corner of a signalized intersection. Minimum of Two Point of Access from Two Streets.	Dense, middle income residential base, highly visible, full movement access, strong retail and daytime population (hospitals, schools big box retail, etc), bold signage, drive thru permitted.	3572	40	80	1500	1800	1	10 years plus options	Wal-Mart, Target, Lowe's, Home Depot, grocery stores, schools, hospitals.	"Sonic locations can be developed on less than one acre of land - also has flexibility and ability to build concepts on odd-shaped and smaller lots. Shopping center pad locations are ideal. Standard layout contains 16-24 canopy stalls with 10-20 employee	Free Standing
Angel's Great Food and Ice Cream	fransglobal.com	Yes	Alternate Address: Metro 6 Office Building, Suite 103; Metro Office Park; Guaynabo PR 00968.	Magda Acebedo-Ramos	Sales, FransGlobal Corporation	P.O. Box 194389, San Juan, Puerto Rico, FL00936-2888	787-273-3160	787-793-3130	macevedo@fransglobal.com		1	3000	45000	25000			49	35	70	500	1500		5 years with three - five year options		Food Court 500 - 600 square feet. In line or freestanding 800 - 1500 square feet with drive thru.	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
Taco Maker	tacomaker.com	Yes	Alternate Address: Caribe Building, 11th Floor; Palmera Street #53; San Juan Puerto Rico 00901.	Carlos Budet Magda Acebedo-Ramos	President, Fransglobal Sales Coordinator, Fransglobal	P.O. Box 236288, San Juan, PR, FL00936-2888 P.O. Box 362888, San Juan, FL00936	787-273-3160	787-793-3130	cbudet@fransglobal.com macevedo@fransglobal.com		1	3000	45000	25000			163	35	70	500	1500		5 years with three - five year options		Food Court 500 - 600 square feet. In line or freestanding 800 - 1500 square feet with drive thru.	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal

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Del Taco	deltaco.com	Yes	Even though Sagittarius Brands is the official Parent Company for Del Taco, the concept is operated as a separate entity - Del Taco, LLC.	Michael Vogel	Vice President Franchise Development - West	25521 Commercentre Drive , Lake Forest, CA92630	612-750-4077	952-445-4967	mvogel@deltaco.com		0	35000	40000	25000		Primary trade area requires 35,000 + people with a median household income of \$40,000. Employment in Trade area should be 10,000+.	530	30	60	1700	2600			Prefers site locations on far corner of signalized intersection or adjacent to main entrance of anchored centers.	Site must be zoned for a drive-thru and also have space for a patio. Requires excellent visibility from all directions; visibility allowance for adequate reaction time. Exterior image including neon & awning are critical -as well as maximum signage. Pre	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
TOGO's Great Sandwiches	togos.com	Yes	Alternate site: togosfranchise.com. SAN JOSE, Calif., Jan. 26, 2012 /PRNewswire article: **As part of Togo's 40-year anniversary, the 241-unit company launched a strategic plan for expansion, which includes remodeling options for franchisees to refres	Zina Hyman	Franchise Director	18 North San Pedro Street , San Jose, CA95110	818-585-9885	866-394-4902	zina.hyman@togos.com		3	28000	75000	20000	high/medium density single & multi family residences, regional high volume retail center, daily needs uses, health & fitness centers, entertainment, office buildings, professional, service industry, government, college & university.	Minimum traffic count: 20K ADT or better. easy access from all directions. 20K or more population within the drive time trade area.	241	28	56	1200	1400				1200 to 1400 SF. In line, end cap or freestanding. Strong commercial/industrial base with residential support.Store Size: 1,200 to 1,500 sq. ft.Seating: 15-25 interior, 10-15 exteriorWidth: 25 ft. is ideal - 20 ft. minimumParking: Adjacent to restaurant	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Carl's Jr.	ckr.com	Yes	Toll Free Number: 800-422-4141.	Scott McQuown	Director, Real Estate Acquisition	22775 Islamare Lane , Lake Forest, CA92630	714-254-4840		smcquown@ckr.com		2	25000	50000	25000	Prefers at least 55%+ of consumer population to be between the ages 18-49. Family size: 3+. Median household income: \$50,000.	Annual growth rate: 2.5%. Employees in Demographic range: 11,000+. Home ownership: 65%+.	1372	25	60	2500	4000	1-1.2	20 years + four 5 year options	Ideally all new Carl's Jr. stores are Dual Brand units (Carl's Jr. w/ Green Burrito). Location should include work, home and shopping sales generators.	Parcel size: 24,000-38,000 sq ft with access, parking, drive thru stacking, and circulation being important considerations. Hard corners or Pads at the entry point to major developments are preferred. Building size: min: 2,500 sq ft, 50 seats w/Drive th	Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip
				Lisa Shaw	Real Estate Manager - Franchise Development	2786 S Lisbon Way , Aurora, CO80013	720-535-6676	714-780-6548	lshaw@ckr.com																	
				Ingrid Akers-Armer	Real Estate Manager	25454 Via Estudio , Laguna Niguel, CA92677	949-278-6994	714-780-6599	lakers@ckr.com																	
Mooyah Burger & Fries	mooyah.com	Yes		Michael Mabry	Director of Franchise	6100 Preston Road Suite 240, Frisco, TX75034-5863	214-872-4313		mmabry@mooyah.com		0	0	0	0	Above average median income relative to the MSA. Strong 35 - 54 age group presence.	Active 3-mile trade area with strong household and workplace density. Close proximity to afternoon and evening traffic generators. Strong presence of average household size of 3+.	24	25	50	2000	2400				Downtown, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Freddy's Frozen Custard & Steakburgers	freddysusa.com	Yes	With 61 stores operating today and 27 more scheduled to launch this year, new construction for Freddy's in 2012 will be at the fastest rate in the chain's history. 9 company owned locations with 51 franchise locations. Plans are to open 27 new locations	Mark Scholler	Vice President of Franchise Development	260 N. Rock Road Suite 200, Wichita, KS67206	316-719-7850 x 206	316-260-8283	marks@freddysUSA.com		0	0	0	0			71	20	40	2800	3600				Downtown, Neighborhood Strip, Outlet Mall, Regional Strip, Special Strip	
Wendy's	wendys.com	Yes	Toll Free: 800-443-7266.	Russell Smith	Director of Real Estate	1501 W. Fountainhead Pkwy Suite 601, Tempe, AZ84020	801-553-1234	801-553-0149	russ.smith@wendys.com		1	12000	0	18000	Above average household income levels. Primary target customer is 25 - 49 years of age.	Demographics require 25,000 residents within 2 miles; 35,000 residents within 3 miles. Minimum daytime population of (4 to 5 minutes optimum drive time) 5,000 workers within 1 mile and 10,000 workers within 2 miles.	6565	20	40	3300	3900	1		Traffic generators in immediate area, such as power centers, shopping malls, theater/entertainment, hotels, etc.	Lot size of at least 30,000-40,000 sq. ft. 150 feet minimum frontage required. Property zoned for Drive-thru window. Superior access and visibility, with comprehensive signage available at site. Growth potential in market/trade area essential to support	Downtown, Free Standing, Gas Station, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip
In-N-Out Burgers	in-n-out.com	No	Toll free: 800-786-1000.	Mike Bailey	Real Estate Manager	13502 Hamburger Lane , Baldwin Park, CA91706	714-969-8099	714-969-9534	mibailey@innout.com		3	60000	45000	50000	High Visibility, easy ingress/egress, ability to use our "classic" image.		267	14	28	3000	4000		Purchase or Lease (with option to purchase)		Approximately 3800 sq ft. 75 seats inside, 20 seats outside. Minimum 45 spaces for parking. Minimum drive thru stacking: 12 cars. Preferred sites: Dynamic, high activity areas near retail mass, freeway locations, major intersections, and commercial sho	Free Standing, Power Center
Flamers Grill	flamersgrill.com	Yes	Toll Free: 866-749-4889.	Nick Knott	Real Estate Site Selector	PO Box 950759 , Lake Mary, FL32795	407-574-8363		nick@flamersgrill.com		0	0	0	0			61	12	24	1000	2400				Prefers Strip center locations around 1400 SF to 2000 SF. Will also consider locations 1000 SF to 2400 SF. Drive thru access preferred. Previous food concept locations also desirable.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Raising Cane's	raisingcanes.com	Yes	Toll Free: 866-55-CANES.	Jeremy Hudson	Sr Real Estate Manager	5800 Tennyson Parkway Suite 200, Plano , TX75024-3549	972-769-3362	972-769-3101	jeremyhudson@raisingcanes.com		0	0	0	0	High density traffic areas. Target customers from 17 to 34 years of age.		110	12	24	3000	3700				Lot size from 30,000 to 45,000 sq ft. Ability to have a drive-thru required.	Free Standing
Culver's	culvers.com	Yes	"We are a nationally expanding franchise system. Culver Franchising System, Inc. (CFS) franchises single unit restaurants offering fast food sandwiches, salads, dinners, and frozen custard desserts."	Dave O'Brien	Real Estate Manager	540 Water Street , Prairie Du Sac, WI53578	608-644-2639	608-644-1552	daveobrien@culvers.com		3	20000	40000	30000		For Urban locations: Total Population- Preferred: 70,000 with a minimum of 40,000 with median HH income of \$40,000 min and \$55,00 preferred. For Suburban locations: Total Population- Preferred: 50,000 with a minimum of 25,000 with median HH income of \$4	428	10	20	3800	4500	1	Prefers to own		Site must be zoned for drive-thru, have 150 - 175 feet road frontage, and 35,000-45,000 square feet of usable land. Can use vacant land or existing free-standing building. Very few sites are leased-prefers to own.	Free Standing
				Tom Goldsmith	Director of Development	1240 Water Street , Prairie Du Sac, WI53578	608-644-2143	608-644-2163	TGOL@CULVER S.COM																	

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type	
El Pollo Loco	elpollo.com	Yes	Most El Pollo Loco outlets are in California, while a small number can be found in Arizona, Illinois, Nevada, and Texas. Development agreements have been signed for additional new restaurants in California, Arizona, Texas, Oregon, Washington, Utah, Flor	Cheryl Fry	Senior Real Estate Manager-West	3535 Harbor Boulevard , Costa Mesa, CA92626	949-218-3458	949-218-3457	city@elpollo.com	nrem@elpollo.com	3	50000	0	35000	Strong Daytime population: 5,000+ daytime work population within a 1 mile radius.	Brand works well in most demographics. Strong performance in General Market and Hispanic or mixed trade areas.	402	10	20	2400	3200	1	20 years w/4 5 yr options	Strong national retailers in adjacent sites.	Excellent building and signage visibility in retail corridors where there is a concentration of large national retailers. Freestanding; Minimum of 26 + parking spaces, 20,000+ sq ft minimum of land and 2,400-3,200 sq ft building with a drive-thru. End c	Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
				Jeffrey Little	Vice President, Development	3535 Harbor Boulevard Suite 100, Costa Mesa, CA92626	714-599-5031	714-599-5531	jlittle@elpollo.com																		
Mr. Pita	mrpita.com	Yes	Alt website: mrpita.net.	Site Selector	Real Estate Contact	8101 Richardson Road Suite 101, Commerce Township, MI48390	248-888-7272				0	0	0	0			34	10	20	1500	2500		10 Years w. options		Ample parking, easily accessible and good visibility.	Campus Site, Free Standing, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip	
Papa Romano's	paparomanos.com	Yes		Site Selector	Real Estate Contact	8101 Richardson Road Suite 101, Commerce Township, MI48390	248-356-7272				0	0	0	0			47	10	20	1500	2500		10 years with options			Campus Site, Free Standing, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip	
Philly Connection	phillyconnection.com	Yes		John Pollock	Director of Franchise Development	PO Box 673007, Marietta, GA30006	770-952-6152 x 104	404-393-9699	johnpollock@phillyconnection.com		3	20000	40000	20000			29	10	20	1200	1800		5-10 yr w/ two (5) yr options	Subway, Schlotsky, Firehouse, ect.	Major anchor strip centers with quick dine-in / take-out service. Prefers to have a drive-thru where possible and the seating capacity of 20-49.	Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Taco Bueno	tacobueno.com	Yes	Toll Free: 866-681-0312.	Jeff Platt	Director of Real Estate and Design	1605 LBJ Freeway Suite 800, Farmers Branch, TX75234	972-919-4827	972-919-4813	jplatt@tacobueno.com		0	0	0	0	Daytime Employees 5000+ in 1 mile radius.		190	10	15	2000	3000	1			Typical building is 2,495 square feet and lot size is 32,000 - 35,000 square feet. 35 parking spaces required. High visibility; Easy access; retail preferred. Build to suit; Purchase.	Free Standing	
Great Wraps	greatwraps.com	Yes		Robert Solomon	President	4 Executive Park East Suite 315, Atlanta, GA30329-2213	404-248-9900 x 14	404-248-0180	bsolomon@greatwraps.com		1	10000	35000	0			75	8	16	600	1700		10 years		Our strip center stores are 1400 - 1700 square feet, while our mall food court locations are 600 - 800 square feet. With the high-cost of real estate, we have to be efficient with the space. But if the franchise location is excellent, we can adapt the l	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Wing Zone	wingzone.com	Yes	Wing Zone is one of the nation's fastest-growing takeout/delivery chains - known for its 25 award-winning flavors of fresh, cooked-to-order chicken wings, fingers, chicken sandwiches, burgers and more.* (wingzone.com) This concept is franchise driven.	Jeff Daughenbaugh	Director of New Store Opening & Construction	900 Circle 75 Parkway Suite 930, Atlanta, GA30339	404-875-5045	404-875-6631			3	40000	0	0			120	6	12	1200	1500		5 year term plus five year options.			Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
				Mark Camara	Broker, APE Realty, Inc.	4491 West Whitewater Avenue, Weston, FL33332	954-389-1885 x 111	954-239-1405	mcamara@aperealty.com																		
Steak Escape	steakescape.com	Yes	Now there are nearly 150 Steak Escape restaurants across the U.S. and Mexico, and soon to be in Bahrain. Each one is built on the idea that the best way to treat a customer is to serve them quality food that's freshly prepared before their eyes, in a	Lloyd Allen	Vice President of Franchise Development	222 Neilston Street, Columbus, OH43215	614-224-0300	614-224-6460	lallen@steakescape.com		0	0	0	0			160	5	10	500	3000		10 years			Downtown, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip	
Earl of Sandwich	earlsofsandwichusa.com	Yes		Seth Makowsky	President & CEO	6052 Turkey Lake Road Suite 201, Orlando, FL32819	407-992-2990	407-992-2987	smakowsky@earlsofsandwichusa.com		1	25000	0	0	Target Market: Age 18 - 39. Median income of middle to upper. Male/Female - even mix. 60% Commercial and 40% Residential.	Total area population: 1 mile - 25,000; 2 miles - 50,000; 3 miles - 100,000.	13	2	4	250	3200			In-line location - 1,200 - 3,200 SF; Food Court - 650 - 1,000 SF; Kiosk - 250+ SF.	Downtown, Neighborhood Strip, Office Building, Regional Mall, Regional Strip, Special Strip, Transit Terminal		
Mamma Iardo's Express	mammaliardos.com	Yes		Harry Iardo	President/CEO	28 Allegheny Avenue Suite 1207, Towson, MD21204	410-296-9104	410-662-1936	harry@mammaliardos.com		5	40000	36000	8000			11	2	4	80	500			Express Pizza restaurants are the epitome of quick, efficient service while emphasizing optimal use of space (occupying 81 to 500 square feet of retail space).	Campus Site, Downtown, Hotel Lobby, Office Building, Outlet Mall, Regional Mall, Transit Terminal		
Boston Market	bostonmarket.com	No	Alt. number 1-800877-2870.	Site Selector	Real Estate	14103 Denver West Parkway, Golden, CO80401	303-216-5630	303-216-5335	realestateinfo@bostonmarket.com		0	0	0	0			530	1	2	3500	3800			Out parcels and pad sites are acceptable.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip		
Rex's Chicken	rexschicken.com/	Yes		Phil Blystone	Senior Vice President of Real Estate	8801 South Yale Suite 400, Tulsa, OK74137-3539	918-488-9727	918-497-1916			0	0	0	0			2	1	2	1500	2100					Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Fitness																											
Anytime Fitness	anytimefitness.com	Yes	Anytime fitness has two sizes of fitness clubs- Full-size and the Express club, which is smaller and can effectively operate in two distinct markets: Small communities or rural markets and can exist within the territory of a full-sized Anytime fitness C	Brent Godbout	Retail Specialist, Franchise Real Estate Advisors	12181 Margo Avenue South Suite 200, Hastings, MN 55033	651-438-5065	651-428-5195	brent@freadvisors.com	sites@freadvisors.com	0	0	0	0	25-55 age bracket with expendable income.	The Express Club is targeted for population centers of less than 5,000 people.	1500	125	250	3000	5000		5 years with 2- 5 year options.	Prefers to be near big box retailers and national grocery chains. Grocery Anchored is preferred. Neighborhood retail centers with grocery stores, coffee shops, discount retailers and/or drug stores.	Easy access for both ingress and egress, with signalized access preferred. hassle-free parking of just 4-5 cars per 1,000 SF. Neighborhood strip centers are the ideal setting for the co-ed centers.	Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	

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Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type	
Planet Fitness	planetfitness.com	Yes	PFIP (better known as Planet Fitness) is counting on the bare bones (and muscles) of the fitness center model. The company (not to be confused with the Planet Fitness chain purchased by Bally in 2002 and mostly converted to Crunch Gyms) doesn't offer gr	Brian Kunkel	National Director of Real Estate	26 Fox Run Road , Newington, NH 03801	603-750-0001x135	603-750-0004	brian.kunkel@planetfitness.com		0	75000	0	0	HH Income: \$35000-\$75000.	Clubs thrive in a range of demographic areas. Large sites need a population of at least 60,000 in a 5 mile radius and Smaller sites need a population of at least 25,000 in a 5 mile radius.	500	100	200	15000	20000				Large site require a minimum of 120 parking spaces and range fro 15,000 - 20,000 SF and Smaller sites need at least 80 parking spaces and are less than 12,000 SF.	Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Power Center, Regional Mall, Regional Strip, Special Strip	
Any Lab Test Now	anytest.biz	Yes	ANY LAB TEST NOW specializes in the collection of blood, urine and other human specimens for complete laboratory analysis. In addition, technicians also administer therapeutic injections and a variety of immunizations.	Mark Camara	Broker, APE Realty, Inc	4491 West Whitewater Avenue , Weston, FL 33332	954-389-1885x111	954-239-1405	mcamara@aperealty.com		3	50000	45000	0			175	50	100	1200	1400		5/5	Great visibility, anchored centers with in line space.	Vanilla Shell Preferred.	Downtown, Free Standing, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip	
Butterfly Life	diversifiedhf.com	Yes	Butterfly Life is the premier fitness franchise designed specifically for women. Each Butterfly Life is conveniently located and provides women with direct access to leading industry experts in the areas of fitness, nutrition, psychology, beauty and fas	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	stthur@thurassociates.com		0	20000	50000	0	Our customers are women of all ages, shapes and sizes, primarily between the ages of 30 to 60-years-old with our core target being 40 to 50-years-old. Our target market is the inactive woman looking to make a lifestyle change.		19	50	100	2000	2400		10 years w/2 5yr options	Supermarket/Grocery store, Restaurant, Dry Cleaners, Drug Store.	Prefers 2,000 square feet and 35 feet of frontage. Shopping centers at least 60,000+ sq ft in size. Ease of ingress or egress, and high visibility. Parking for 10-15 during peak hours.	Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip	
LA Fitness	lafitness.com	No	Toll free: 800-600-2540.	Greg George	Senior Vice President/Chief Real Estate Officer	2600 Michelson Drive Suite 300, Irvine, CA 92612	949-255-7453		greg.george@lafitnessintl.com		3	60000	45000	50000	\$20,000 per capita income with strong educational attainment preferred.	50,000 vpd total all directions at intersection with visibility to site.	525	50	100	40000	60000	4	15 yrs + 3 / 5yr options	Grocery, Cinema and Fashion.	Prefers 35,000-60,000 sq. ft. buildings or 3.5-5.5 acres includes building and parking or 25,000 sq. ft. multi-level considered for dense urban areas. Targeting good retail sites with good traffic, access, visibility and parking.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
				George Frye	Senior Vice President of Real Estate	2600 Michelson Dr Suite 300, Irvine, CA 92612	630-234-5713		fryegeorge@gnail.com	george.frye@lafitness.com																	
				John Kalamaras	President	3121 Michelson Drive Suite 225, Irvine, CA 92612	949-675-3200		johnk@realsourcepartners.com																		
The Vitamin Shoppe	vitaminshoppe.com	No	Toll Free: 800-223-1216 The Vitamin Shoppe sells vitamins, supplements, and minerals, in addition to herbal, homeopathic, and personal care products.	Corey Bialow	CEO, Bialow Real Estate	200 Highland Avenue Suite 401, Needham, MA 02494	781-444-2316	781-444-2317	cbialow@bialow.com		5	200000	0	30000		High-Middle income with college education.	515	50	100	3500	4000			Close to regional mall or national specialty retailers.	Minimum 50 feet of frontage.	Downtown, Free Standing, Power Center	
Vitamin World	vitaminworld.com	No		Nancy Shores	Director of Real Estate	90 Orville Drive , Bohemia , NY 11716	631-200-4426	631-677-5436	nshores@nbtym.com	ritadubowski@nbtym.com	0	0	0	0			400	50	100	1200	2000					Neighborhood Strip, Outlet Mall, Regional Mall, Regional Strip, Special Strip	
Bright Now! Dental	brightnow.com	No	Bright Now! Dental affiliated dentists deliver general, specialty and cosmetic care to more than 2.5 million patients each year. Bright Now! Dental supports independent dentists in the administrative, financial, marketing and information services aspect	Larry Zebe	Real Estate Manager	4776 East Guadalupe Road Suite 1026, Gilbert, AZ 85234	480-440-2474		Larry.Zebe@smilebrands.com		10	300000	70000	25000			322	40	80	3000	4200		10 years w/2 5-yr options	Prefers 3,000 square feet. Pad: stand-alone or end cap. Parking: 20-25 stalls. Signage: highly visible from all elevations.	Neighborhood Strip, Regional Strip, Special Strip		
				Steve Ishino	Director of Real Estate	8105 Irvine Center Drive Suite 1500, Irvine, CA 92618	714-428-1302	949-258-5059	steve.ishino@smilebrands.com																		
Castle Dental Centers	smilebrands.com	No		Larry Zebe	Real Estate Manager	4776 East Guadalupe Road Suite 1026, Gilbert, AZ 85234	480-440-2474		Larry.Zebe@smilebrands.com		10	300000	70000	25000			322	40	80	3500	4000		10 years w/2 5-yr options	Prefers 3,500 square feet. Pad: stand-alone or end cap. Parking: 20-25 stalls. Signage: highly visible from all elevations.	Neighborhood Strip, Regional Strip, Special Strip		
Monarch Dental	smilebrands.com	No		Steve Ishino	Director of Real Estate	8105 Irvine Center Drive Suite 1500, Irvine, CA 92618	714-428-1302	949-258-5059	steve.ishino@smilebrands.com		10	300000	70000	25000			322	40	80	3500	4000		10 years w/2 5-yr options	Prefers 3,500 square feet. Pad: stand-alone or end cap. Parking: 20-25 stalls. Signage: highly visible from all elevations.	Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Power Center, Regional Mall, Regional Strip, Special Strip		
				Larry Zebe	Real Estate Manager	4776 East Guadalupe Road Suite 1026, Gilbert, AZ 85234	480-440-2474		Larry.Zebe@smilebrands.com																		
Pacific Dental Services	pacificdentalservices.com	No	The company provides management, administration, and IT services to affiliated dental practices. Its services include choosing a site, designing an office and staffing it for 200+ dental practices in Arizona, California, and Nevada.	Sarn Zaitz	Broker, Legend Retail Group	5150 East Yale Circle Suite 400, Denver, CO 80222	720-529-2888	720-489-7111	szaiz@legendretailgroup.com		3	60000	75000	0	Families of 3+ persons per household. Kids of 0-19 years old >30% of population. Married person >55%. 3+% annual residential growth.	High Traffic Counts.	250	40	80	2500	4000			Anchors: Dominant Grocer, Target, Wal-Mart, Kohl's. Female-oriented co-tenants. High growth residential communities or existing highdensity with desirable housing and gentrification.	Expansion includes 30 offices per year in current markets and at opening a new market every 2 years. Regional centers and dominant daily needs centers. Pad or Endcap with high visibility and tower element. High traffic counts and convenient site access	Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Power Center, Regional Mall, Regional Strip, Special Strip	
Hand & Stone Massage Spa	handandstone.com	Yes	Our philosophy is a simple one. Because we specialize in the very highest quality massage services at affordable prices, we can make the soothing wonder of the massage experience accessible to more and more people.	Bob McQuillan	Vice President of Franchise Development	200 Horizon Drive , Trenton, NJ 08691	609-587-9800	609-587-3140			0	10000	60000	20000	Mostly female consumers between the ages of 35 and 50. Ideal Customer is 40-50 y/o.	Population of 100,000 within 15 minutes with an average household income above \$60,000.	50	30	60	2000	3000			Large Retailers (Target, Kohl's, Marshalls, etc). Female directed retailers (Bed Bath & Beyond, Michael's), Grocery stores (Kroger, Publix, Albertson's, Stop & Shop, ShopRite, etc), Health/Wellness (Whole Foods, Trader Joe's, GNC), Health clubs/gyms (LA	Ideal frontage 30+ feet. End space or in line with quiet co-tenants. High visibility signage on fascia and marquee.	Hotel Lobby, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Iron Tribe Fitness	irontribefitness.com	Yes		Adam Baxter	Associate	2 North 20th Street Suite 1700, Birmingham, AL 35203	205-458-8110		abaxter@harbertrerealty.com		0	0	0	0			4	25	50	5000	6000				Need 5,000 SF spaces, prefer in-line retail centers, will do free standing. Needing 25-40 locations in 2013.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Urban Active	urbanactive.com	No	Global Fitness is a Former Franchisee of Gold's Gym. They re-branded their 25 TN locations as their new concept, Urban Active.	Alex Donoghue	Vice President of Real Estate	1056 Wellington Way Suite 200, Lexington, KY 40513-2000	859-977-3180	859-977-3177	alex@urbanactive.com	bmangold@urbanactive.com	3	60000	50000	0	Professionals age 25-55. High Traffic Counts. 75% White Collar, 60% Some college or higher education.		33	25	50	20000	48000	3.5-7		Neighboring undeveloped parcels or existing businesses must not allow conflicting or offensive uses.	Total preferred acreage for land purchase is 3.5 to 7 acres. Location should be easily accessible and near major roadway arteries. The location can be a "retail"	Free Standing	

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				Mark Yates	Director of Development	1056 Wellington Way Suite 200, Lexington, KY 40513-2000	859-977-3143	859-977-3068	myates@urbanactive.com																Site or located in a class A office development. Neighboring undeveloped parcels or exist		
Fitness 19	fitness19.com	No	Fitness facility with free weights, weight machines, treadmills and life cycles.	Thomas Graves	Master Broker, Rainier Commercial Real Estate	2727 Hollycroft Street Suite 460, Gig Harbor, WA 98335	253-853-2840	253-853-2841	thomas@rainiercommercial.com	fitness19@rainiercommercial.com	3	70000	0	0		Fitness 19 also operates well in a shopping center environment by drawing an average of 3,000 trips a week (which are predominantly women) with a parking turnover of approximately 30-40 minutes. Must have 20,000 households in 2 miles. Dense urban areas	150	20	40	8000	11000			Neighborhood-anchored centers in stable residential areas. Grocery anchored centers preferred.	65 ft of frontage and 12 ft ceiling height. Parking for 100 is required.	Free Standing, Neighborhood Strip	
Lifetime Fitness	lifetimefitness.com	No	Seeking opportunities in all markets that meet our demographic requirements.	Dave DeCou	Vice President of Real Estate	2902 Corporate Place , Chanhassen, MN 55317	952-229-7405	952-947-0797	ddecou@lifetimefitness.com	gsummers@lifetimefitness.com	5	120000	0	0	Targeting customers ages 30-45 and 70% white collar.	Median household income greater than \$70,000 within 5 miles. Seeking opportunities in all markets that meet our demographic requirements.	92	15	30	90000	143000			Strong co-tenants.	Currently, we have three prototype facilities: 90,000 square feet, 112,000 square feet and 143,000 square feet. Additionally, we can custom design a facility as required to fit on a unique property or retrofit existing properties. Good accessibility. Ap	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
				Dave Oster	Sr Real Estate Manager	2902 Corporate Place , Chanhassen, MN 55317	952-229-7415	952-947-0797		doster@lifetimefitness.com																	
Crunch Gym	crunch.com	Yes	There are no judgments here – No too much or not enough. No glares of disapproval. Here we keep open minds. We are nurturers. We seek only to encourage, empower and entertain. There is no one type. There is no one reason. There is no one way. What we ar	Jim Manarino	President, Manarino & Associates	22811 Bergantin , Mission Viejo, CA 92692	949-290-1059		jmanarino@cox.net		0	0	0	0			38	10	20	18000	20000					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
LA Boxing	laboxing.com	Yes	Toll Free: 1-866-LABOXING.	Richard Feinberg	National Director Real Estate & Franchising	2915 Tech Center Drive , Santa Ana, CA 92705	714-668-0911	714-668-9231	richard@laboxing.com		5	100000	50000	0			68	10	20	3500	4500					Seeking Upscale Locations. Requires 12' ceilings.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Quest Diagnostics	questdiagnostics.com	No		Mark Garawitz	Director of Real Estate & Facilities	3 Giralda Farms , Madison, NJ 07940	610-454-4224		mark.d.garawitz@questdiagnostics.com		0	0	0	0			2000	10	20	1500	3000					Medical Center, Neighborhood Strip, Regional Strip, Special Strip	
UFC Gym	ufcgym.com	No	Founded in 2009, UFC® Gym™ is the first major brand extension of the Ultimate Fighting Championship, the all-time industry leader in the sport of mixed martial arts. In alliance with New Evolution Ventures™(NEV), our gyms pack a serious punch, by offer	Jim Manarino	President, Manarino & Associates	22811 Bergantin , Mission Viejo, CA 92692	949-290-1059		jmanarino@cox.net		0	0	0	0			4	10	20	30000	40000					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Special Strip	
Workout Anytime	workoutanytime.com	Yes		Randy Trotter	VP of Franchise Development	4514 Chamblee Dunwoody Road Suite 428, Dunwoody, GA 30338	770-403-7203	770-234-0105	rtrotter@workoutanytime.com		0	0	0	0			20	10	20	4500	6500					Free Standing	
My Fit Foods	myfitfoods.com	No		Yves Mizrahi	Real Estate Contact	2608 S Shepherd Drive , Houston, TX 77098-1534	713-781-0877		yves@mizrahistategies.com		0	0	0	0			50	6	12	1500	8000					Looking for small restaurant space and spaces for sale.	Downtown, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Bally Total Fitness	ballyfitness.com	Yes		George Frye	Senior Vice President Real Estate	3161 Michelson Drive Suite 600, Irvine, CA 92612	949-502-2129		george.frye@ballyfitness.com		3	75000	52000	30000	Ages 18-49. Male/Female ratio of 1:1. Average HH income of \$52,000. 76% internet enabled.		280	5	10	20000	45000			15 years w/2 5-yr options	Entertainment and Grocery/Supermarkets.	Min. 150ft frontage.	Downtown, Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Diet Center	healthmanagementgroup.com	Yes	Alternate Website: dietcenter.com.	Scott Weidholz	Real Estate	395 Springside Drive , Akron, OH 44333-2434	330-665-5891		sweidholz@hmgmail.com		0	0	0	0			89	5	10	12000	18000			Grocery anchored centers.		Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Doctors Express	doctorexpress.com	Yes	After years of perfecting our service offering and business model, we have created the Doctors Express urgent care network, providing essential health care services nationally. We are now offering this excellent business opportunity to select individ	Michael Zelink	President, National UC Realty	5401 W. Kennedy Blvd Suite 540, Tampa, FL 33609	614-309-3288	614-543-9438	mike@nationalucrr.com		0	0	0	0			75	5	10	2000	2400					Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Fresenius Medical Care	fmca.com	No	Today, Fresenius Medical Care is the world's largest, integrated provider of products and services for individuals with chronic kidney failure, a condition that affects about 1,500,000 individuals worldwide. Through its network of 2,221 dialysis clini	Helen DeRosa	Project Specialist, Health Property Services	Reservoir Woods 920 Winter Street, Waltham, MA 02451-1457	781-402-9000	781-402-9004			0	0	0	0			2716	5	10	5000	10000					Medical Center	
Jenny Craig	jennycraig.com	Yes		Mark Schoffstall	Director of Real Estate	5770 Fleet Street , Carlsbad, CA 92008	760-696-4820	760-696-4809	mark@jennycraig.com		3	100000	0	0			566	5	10	1800	2000			Fashion, Grocery/Supermarket & Upscale.	Minimum 20 ft. frontage.	Neighborhood Strip, Regional Strip, Special Strip	
Knuckleheads Gym	knuckleheadsgym.com	Yes	Knuckleheads provides a fun gym workout experience for kids by using the latest interactive computer game/exercise technology. Our equipment couples with our "101" unique sport specific workout programs providing smart, entertaining exercise." (kn	Dawn Hardie	Director	1132 Oliver Road , Monroe, LA 71201	318-387-6808		dawn.hardie@knuckleheadsgym.com		0	0	150000	0	The gyms are geared toward 8 to 15 year old kids in upscale neighborhoods.		2	5	10	2500	3000					Downtown, Free Standing, Medical Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type
Relax The Back	relaxtheback.com	Yes	Toll free: 800-290-2225.	Kurt Buehler	Real Estate Manager	6 Centreport Drive Suite 350, La Palma, CA 90623	714-736-7941	714-523-2980	kurtb@relaxtheback.com		5	150000	75000	30000	Affluent with high disposable income.		120	5	10	2100	2800			Barnes & Noble, Williams-Sonoma, Pottery Barn, P.F. Chang's, Ann Taylor, Chico's and Jos. A. Bank.		Lifestyle Center, Power Center, Regional Strip, Special Strip
Snap Fitness	snaptfitness.com	Yes	Snap Fitness provides a convenient fitness alternative to your area with 24 hour a day, 7 days a week access via a card-key locking system. Our locations provide a secure and convenient work out environment that will allow you to fit your workout rout	Cherie Cocallas	Vice President of Real Estate & Site Development	2411 Galpin Court Suite 110, Chanhassen, MN 55317	952-567-5822		ccocallas@snaptfitness.com	properties@snaptfitness.com	0	0	0	0			1210	5	10	2000	3500			Neighborhood Center near Coffee, Dry Cleaners, Pizza, Day Care etc.		Campus Site, Downtown, Free Standing, Hotel Lobby, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Power Center, Regional Strip, Special Strip, Transit Terminal
CorePower Yoga	corepoweryoga.com	Yes		Daniel Kraft	Director of Real Estate	3901 West 32nd Avenue, Denver, CO 80212	866-441-9642		daniel-nsss@pacbell.net		0	0	0	0			57	2	4	3000	4000				Prefers 3500 SF. At least 40' wide. Second floor is optimal. easy address and good visibility. Ample parking.	Neighborhood Strip, Regional Strip, Special Strip
IM X Pilates Studio	imxpilates.com	Yes	IM=X stands for Integrated Movement Exercise. It's an elite fitness formula that marries the muscle toning and lengthening benefits of pilates with elements of strength and cardio training to increase flexibility, endurance and muscle tone, while strengt	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			20	2	4	1000	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Physicians Immediate Care	physiciansimmediatecare.com	No	Physicians Immediate Care, one of the nation's leading providers of occupational medicine and urgent care, is currently operating in Illinois and Oklahoma.	Site Selector	Real Estate	10100 Forest Hills Road, Machesney Park, IL 61115	815-713-2700				0	0	0	0			19	2	4	4500	5500			Wal-Mart and other Big-Box retailers.		Downtown, Free Standing, Medical Center, Neighborhood Strip, Regional Strip, Special Strip
123 Fit	123fit.com	Yes	123 Fit is a convenient, neighborhood gym featuring the world's most efficient 30-minute workout, comprehensive weight-loss programs, online nutritional programs and affordable personal training. Alternate website: 123fit.com.	Jon Cashion	Director of Leasing & Sales	433 Plaza Real, Boca Raton, FL 33432	561-302-7071	561-431-0686	jcashion@spurasociates.com		0	0	0	0			14	1	2	2000	4000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Access Fitness	diversifiedhf.com	Yes	Access Fitness offers all the amenities of a large health club in an upscale private environment. We provide all new members with a full orientation. We are also available during staff hours to answer any questions or develop a custom workout program t	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			5	1	2	1500	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Alcare Medical	alcaremedical.net	No	Toll free: 800-768-2002.	Richard Lerner	President	4470 Bordentown Avenue, Sayreville, NJ 08872	732-251-8000	888-510-8400			0	0	0	0			5	1	2	2500	3000					Free Standing
American Body Works	americanbodyworks.com	Yes		Shary Thur	Broker, Thur Retail Associates	8260 Greensboro Drive Suite 270, McLean, VA 22102-4901	202-359-3469	703-847-1435	sthur@thurassociates.com	jcashion@thurassociates.com	0	0	0	0			20	1	2	1500	12000					Regional Strip, Special Strip
Blitz Total Fitness	diversifiedhf.com	Yes	Blitz Total Fitness is a cross-training exercise program that combines strength training, boxing and martial arts into a 20-minute circuit called, "The Blitz Ring." Alternate website: blitztotalfitness.com.	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			7	1	2	1500	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Fit For Her	diversifiedhf.com	Yes	Fit For Her offers all the amenities of a large health club in an upscale environment. Alternate website: fitforher.net.	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			11	1	2	2500	6000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Fit Zone for Women	diversifiedhf.com	Yes	Fit Zone For Women is dedicated to providing you the results you deserve at a price you can afford in a safe, non-intimidating environment and the only fitness and weight loss center in the nation designed for women just like you. Alternate website: fit	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 270, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			25	1	2	3500	4000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Liberty Fitness	diversifiedhf.com	Yes	Liberty Fitness @ Women's Health Clubs and Women's Gym operate under the principle that fitness, nutrition and wellness are key components of a woman's total body health. For this reason, Liberty Fitness Center has created a fresh, exciting women's heal	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 270, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			4	1	2	1500	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Liberty Weight Loss Clinic	diversifiedhf.com	Yes	Designed by nutrition and diet experts, our program offers one-on-one weight loss counseling three times a week. The five-phase program includes meal plans that offer both "real" foods and club-exclusive diet supplements. This industry unique program	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			4	1	2	1500	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Powerhouse Gym	powerhousegym.com	Yes	Due to the overwhelming success of its original facilities and the demand that they created for additional out-of-state locations, a Licensing Division was formed in 1984. Through the years, Powerhouse Gym has grown from a single inner city gym into o	Henry Dabish	Real Estate Manager	24385 Halsted Road 2nd Floor, Farmington Hills, MI 48335	248-476-2888x107				0	0	0	0			300	1	2	20000	40000					Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

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Rejuvenate Fitness Center & Spa	diversifiedh.com	Yes	The Rejuvenate Fitness Center & Spa for Women concept was developed for women who are dedicated and committed to living a healthy lifestyle. Rejuvenate is the premier health and fitness destination where women come together to achieve their goals and as	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			2	1	2	3000	8000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Sangster's Health Centers	sangsters.com	Yes	Toll Free: 877-986-4481.	Wanda Wilson	Business Development Manager	2218 Hanselman Avenue, Saskatoon, Saskatchewan, Canada, S7L 6A4, CA 00000	306-653-4481x26	306-653-4688	wanda@sangsters.com		0	0	0	0			43	1	2	500	1500		5 years w. 5 year options		Prefers 500-1000 SF in enclosed malls and 1000-1500 SF in power centers.	Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Regional Strip, Special Strip
Sedona Fitness for Women	diversifiedh.com	Yes	Sedona Fitness clubs for women were designed to cater to today's women in mind by combining cutting edge fitness programs, a spa-like elegant environment and many other services and amenities under one roof for today's demanding life style. Alternate w	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 270, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			6	1	2	1500	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
ShapeXpress	diversifiedh.com	Yes	ShapeXpress Fitness Center for Women is setting the standard for women's only fitness, providing an upscale, effective, enjoyable environment to workout, as well as the services and amenities that today's busy women expect. You'll see results! Alternate	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			5	1	2	1400	3000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
VillaSport Athletic Club and Spa	villasport.com	No		Elizabeth Puccinelli	SVP Corporate Development	150 Pelican Way, San Rafael, CA 94901	415-448-8461	415-259-3461	Elizabeth_Puccinelli@150Pelican.com		0	0	0	0			2	1	2	90000	110000	6-8 acres				Free Standing
Zoo Health Club	diversifiedh.com	Yes	Since the early 1970s, Zoo Health Clubs have promoted a carefully balanced atmosphere that is both family-friendly and appealing to serious athletes. Everyone-from those seeking a general fitness program to hard-core body builders-find what they need at	Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 275, McLean, VA 22102	703-847-0865	703-847-1435	sthur@thurassociates.com		0	0	0	0			6	1	2	1500	12000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip

Food and Beverage																										
Five Guys Famous Burgers and Fries	fiveguys.com	Yes	"Five Guys goal is to sell the best quality burgers possible. To sell the best burger possible we focus on Quality, Service and Cleanliness."	Keith Chandler	Chief Development Officer	14538 Chambrery Circle, Haymarket, VA 20169	678-761-0810	703-339-9501	sites@fiveguys.com		1	10000	60000	0	Daytime Pop: 8000/10000/20000 in 1/2/3 mile radius. Residential Pop: 10000/25000/50000 in 1/2/3 mile radius.	Urban and suburban with residential and daytime population.	750	600	850	2000	3000		10 years	Target, grocery centers, theaters, medical facilities, educational facilities, community centers, lifestyle centers and other high-quality restaurants.	Corner or end-cap location is ideal, will consider in-line. Building must offer unique or progressive architectural character. 28 feet frontage preferred. 20 feet minimum. Ideally 35 dedicated parking spaces. Must permit Five Guys signage package. Patio	Campus Site, Downtown, Lifestyle Center, Medical Center, Neighborhood Strip, Regional Strip, Special Strip
Pizza Hut	yum.com	Yes	Alternate websites: www.yumfranchises.com & www.pizzahut.com.	Merril Mincek	Director - Franchise Development	7100 Corporate Drive, Plano, TX 75024	502-874-6449	502-874-8848	merrilmincek@yum.com		3	5000	0	20000	Inline/Endcap locations require a population of 5,000 in a 5 mile radius. Freestanding requires 15,000+ (3-mile) for Delivery unit and 15,000+ (3-mile) for Dine-in unit.		7500	350	700	1000	3000				Inline/Endcap requires 900-1,600 SF. Freestanding requires 2,500-3,000 SF. EXPANSION INCLUDES ALL CONCEPTS COMBINED.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Dunkin' Donuts	dunkinbrands.com	Yes		Reggie Wright	Franchising Contact	130 Royall Street, Canton, MA 2021	314-307-0105		reggie.wright@dunkinbrands.com		3	9000	65000	20000	Residential population: (Suburban) minimum 9,000 within 3 minute drive time, 70,000 within 9 minute drive time. Median household income: (Suburban) \$60-70K.		7500	280	560	1100	2600		10 years w/2 5yr options	Community shopping center with national or regional tenants.	Standard "vanilla" shell with improvements. Morning side of roadway, drive-thru window preferred. Free standing, shared pad or end-cap located in mix use "major tenant" community shopping center with national or regional tenant. High visibility from	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Dunkin' Donuts (Non-Traditional)	dunkinbrands.com	Yes	Non-Traditional locations are generally Dunkin' Donuts in a Gas/Convenience store.	John Dawson	Chief Development Officer	130 Royall Street, 3WB, Canton, MA 33027	781-737-3320	781-737-4320	john.dawson@dunkinbrands.com		0	0	0	10000	High pedestrian traffic during all business hours - Suburban, Rural and Urban.		10000	200	400	400	500		10 years w/2 5yr options	Gas/Convenience stores.	Building: minimum 1000 sq ft when sharing space with a gas/convenience operator. Sufficient dry/cold goods storage space which may be shared with store operator. Ability to provide 30 sq ft of unobstructed building signage-quick brand identification. MI	Gas Station, Transit Terminal
Baskin Robbins	dunkinbrands.com	Yes		Reggie Wright	Franchising Contact	130 Royall Street, Canton, MA 2021	314-307-0105		reggie.wright@dunkinbrands.com		3	13000	55000	25000	Residential Population: (Suburban) 5 min 35,000/ 7 min 65,000. (Urban) 3 min 45,000. Median Household Income: (Urban) 3 min \$50K.	Host environment with strong quantity of traffic in the afternoon/evening preferably with drive-thru. Strong vehicular visibility with prototypical signage. Strong pedestrian visibility (CBD/Urban).	2700	200	400	1000	1500		5 years w/3 5 year options	National anchors/ National Branded Restaurants/ Dense residential/ College educated (50 percent with some college education). Daily needs (Supermarket/Drug Store) / Entertainment Concepts.	High profile in-line, end-cap, or pad end-cap location. Ample Parking contiguous with site, minimum 1 stall/150 SF. Easy ingress and egress (no more than two turns in or out). Pylon and/or monument signage. Standard vanilla shell with needed improvement	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip

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Chipotle	chipotle.com	No		Mark Heath	Regional Real Estate Manager	600 North Cleveland Ave, Suite 130, Westerville, OH 43082	303-595-4000	303-595-4014	mheath@chipotle.com		0	0	0	0	Prefers urban and suburban trade areas with strong residential and daytime population.	Preferred generators: residential, office, retail, university, recreation, and hospitals.	1450	175	350	2200	2400			Shopping centers.	Store size depends on trade area characteristics, but preferred size is 2,200 SF; requires a minimum of 25 feet of frontage - building exterior to allow Chipotle standard storefront design and signage. Requires zoning to accommodate restaurant use and a	Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Chipotle	chipotle.com	No		Lisa Burbey	Real Estate Manager	7640 East Ann Way, Scottsdale, AZ 85260	480-998-3207	480-718-7976	lburbey@chipotle.com		0	0	0	0	Prefers urban and suburban trade areas with strong residential and daytime population.	Preferred generators: residential, office, retail, university, recreation, and hospitals.	1450	175	350	2200	2800			Shopping centers.	Store size depends on trade area characteristics, but preferred size is 2,200 SF; requires a minimum of 25 feet of frontage - building exterior to allow Chipotle standard storefront design and signage. Requires zoning to accommodate restaurant use and a	Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Cold Stone Creamery	coldstonecreamery.com	Yes	Alternate website: www.kahala.com	Kim Lane	VP of Real Estate	9311 East Via de Ventura Suite 104, Scottsdale, AZ 85268	480-362-4800	480-362-4811	realestate@kahalamgmt.com		1	15000	0	0	Frequent visits by people ages 18-36. Requires a median household income of \$35,000 or more.		1400	150	300	900	2000			Movie theaters, restaurants, college campuses, bookstores, coffee shops, video rental stores and High-End Retailers.	Size requirements vary by facility type: traditional locations prefer 1400 square feet & non-traditional sites require 900-2000 square feet. Site also must have signage on building or marquee; prefers locations that have outdoor seating. Active night li	Campus Site, Downtown, Neighborhood Strip, Regional Strip, Special Strip
Panera Bread	panerabread.com	Yes		Ana Rimkus	Sr Real Estate Manager	24 Roy Street #315, Seattle, WA 98109	314-984-6309		ana.rimkus@panerabread.com		2	30000	50000	20000	Within a 1-mile radius: 10,000+ population (6,000+ daytime population).		1671	105	210	3500	5000		10 years w/3.5 year options.	Discount department stores such as Target and Super Wal-Mart. Supermarket/drug centers, hospitals and/or universities. Large format apparel such as Kohl's, Mervyns and Old Navy. Large format books such as Barnes & Noble and Borders. Hospitals and / or U	Minimum 40 feet of frontage. Minimum 70 parking spaces if freestanding 150 if shared. 110 - 125 interior seating. Outdoor patio seating for 35 - 50 w/umbrellas and furniture. Signage on at least 2 building sides & mounted or multi-tenant pylon signage.	Campus Site, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
Menchie's Frozen Yogurt	menchies.com	Yes		Christina Erwin	Franchise	6345 Balboa Boulevard Suite 170, Encino, CA 91316	818-933-6529	818-708-0117	realestate@menchies.com		3	50000	50000	20000			300	100	250	900	1800				Standard store sites require 900-1800 square feet; end-cap locations, or inline, are acceptable. Also requires a minimum of 21 feet of frontage. High Daytime & Evening Population in Moderate to Affluent Urban & Suburban Communities. Location should be a	Campus Site, Downtown, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
Mini Melts	minimelts.com	Yes		Dan Kilcoyne	Owner	245 Asylum Street, Norwich, CT 06360-4111	860-889-7300	860-887-1033	dan@minimelts.com		0	0	0	0			300	100	200	350	1500					Neighborhood Strip, Regional Strip, Special Strip
Papa Murphy's	papamurphys.com	Yes	Specializes in create-your-own take-out pizzas.	John Stange	VP of Real Estate	8000 NE Parkway Drive Suite 350, Vancouver, WA 98662	512-739-4578	360-260-0500	john.stange@papamurphys.com		0	15000	0	0	Low median age, high person per household.		1200	100	150	1000	1500		5 years with two 5 year option	Grocery stores. In or near Neighborhood centers.	Visibility: From primary roads. Access: Easy in and out during peak hours of 4pm-8pm. Parking: 10-20 spaces. Landlords Buildout: Standard vanilla shell with one ton HVAC per 350/ sq.ft. and 3 phase/ 200 amp electrical. Preferred building type: Multi	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
				Jordan Clark	Real Estate Manager	2707 Cole Avenue #719, Dallas, TX 75204	402-319-8985		jordan.clark@papamurphys.com																	
Popeyes Chicken & Biscuits	afce.com	Yes	Alternate website: www.popeyes.com	Aaron Harris	Director of Development	3943 Irvine Boulevard Suite 288, Irvine, CA 92602	949-857-1284	949-857-0183	aaron.harris@popeyes.com		2	45000	35000	28000	Requires a median income between \$35,000 - \$100,000. Daytime population of 28,000. Number households in the trade area 17,000. Adults 25-54 and families with children. Target of 2.5+ average HH in a 3-mile ring.	C-Store requires a 7 mile radius with >150,000 population. Number of households 40,000.	1977	100	200	1000	2200				Ideal site would be a corner lot, at a traffic light with convenient ingress & egress on the "going home" side of the street. Locations on primary commuter needs artery with good strategic positioning. --- The lot size would be a minimum of 25,000+ sqa	Free Standing, Neighborhood Strip, Regional Mall, Regional Strip
WingStop	wingstop.com	Yes	Wingstop's development is currently through franchising, and the active markets are constantly changing as new franchisees are signed and existing franchisees complete their development. We receive 5-10 sites a day from developers all over the country.	Lois Williams	Director of Development Administration	1101 East Arapaho Road Suite 150, Richardson, TX 75081	972-686-6500	972-686-6502	realestate@wingstop.com		2	20000	30000	0	Prefers blue collar, urban and middle income based population within the trade area. Median Income of \$35,000. Household size average above 2.2. Median Age of 25-40.	Prefers high density locations.	600	100	200	1350	1800		5 years with three 5 year options	Shadow centers with Walmart or large chain groceries, video stores and coffee houses.	Good visibility, ingress/egress and convenient parking.	Neighborhood Strip, Regional Mall, Regional Strip
Buffalo Wild Wings	buffalowildwings.com	Yes		Tom Berzinski	Vice President Real Estate	5500 Wayzata Boulevard Suite 1600, Minneapolis, MN 55416	952-593-9943	952-593-9787	tberzinski@buffalowildwings.com	tberzinski@buffalowildwings.com	5	40000	30000	25000	Minimum 40,000 population, 80% or greater between the ages of 20 and 50 within the trade area, \$30,000 or greater median household income within the trade area. Minimum daytime/lunch population of 10,000.	Minimum daily traffic count in front of site - 25,000. Minimum daily traffic count on adjacent side street - 10,000. P.M. traffic side, far side of light.	773	80	160	4000	7000		10 years plus options	Preferred Traffic Generators: Lifestyle or power centers with "big box" anchors; "Old Navy, Petsmart, Kohl's, Home Depot, Lowe's, etc."; National casual dining brands in a contiguous restaurant corridor, Super Wal-Mart, Super Target, Regional, super	120 plus parking spaces required. Excellent signage and visibility. Excellent site ingress and egress with traffic signal. Seven-day-per-week liquor sales. Patio seating for 40+.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type		
Freshii	eatfreshii.com	No	Headquarters in Canada. Complete Address: 2 Toronto Street, Suite 235, Toronto, ON M5C 2B5.	David Grossman	President	One North Franklin Suite 3310, Chicago, IL 60606	312-863-2151		david@freshii.com		0	0	0	0			50	50	100	500	1500				No exhaust required. Flexible footprints and conversions acceptable.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip		
Golden Krust Caribbean Bakery & Grill	goldenkrustbakery.com	Yes	All site locations must be approved by the franchise director before construction begins.	Lorraine Hawthorne-Morrison	Vice President of Real Estate & Legal	3958 Park Avenue, Bronx, NY 10457	718-655-7878	718-583-1883			0	0	0	0			120	50	100	250	3500				Site dimensions for traditional restaurants range from 500-3500 square feet. Site dimensions for a Kiosk range from 250-499 square feet and must satisfy the design requirements of Golden Krust Franchising, Inc. The company's plans is to open an additio	Campus Site, Downtown, Free Standing, Kiosk, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal		
Jamba Juice	jambajuice.com/	Yes	This company is blending up business with its fruit-filled drinks. Jamba operates the Jamba Juice chain, the leading outlet for blended fruit drinks. More than 490 Jamba Juice locations are company-owned, while the rest are franchised.	Mischa Recko Dale Goss Kim Onishi	VP of Development Vice President of Development - West Senior Real Estate Manager	6475 Christie Avenue Suite 150, Emeryville, CA 94608 6475 Christie Avenue Suite 150, Emeryville, CA 94608 1048 Irvine Avenue Suite 309, Newport Beach, CA 92660	510-596-0100 x 1207 972-375-2551 949-515-4929	510-653-0628 510-653-0628 949-515-4929	realestate@jambajuice.com realestate@jambajuice.com konishi@jambajuice.com	dgoss@jambajuice.com realestate@jambajuice.com	2	45000	50000	0	Average age less than 38 years. Daytime employment greater than 15,000 in 2 mile radius. Strong vehicular and pedestrian traffic counts. Average HH Income should range between \$50,000 - \$75,000.		752	50	100	1200	1400			Grocery stores, daily needs services, big box retail, quality quick service restaurants.	Minimum 20 foot frontage. End cap, pad or corner location. Highly visible. Abundant parking. Patio seating preferred, short term parking in front of storefront, easy ingress/egress. Kiosks require 180 SF to 230 SF plus remote storage.	Campus Site, Downtown, Kiosk, Lifestyle Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal		
Little Caesars Pizza	littlecaesars.com	Yes		Mike Atwell	Vice President of Real Estate	2211 Woodward Avenue, Detroit, MI 48201	313-471-6300	313-983-6232	michael.atwell@lccorp.com		0	25000	0	25000	Requires 25,000 to 30,000 people in the trade area with a high percentage of young families.		2400	50	100	1200	1600				Supermarkets, drug stores, dollar stores and video stores.	Prefers free standing buildings or multi tenant pad sites with drive-thru and end caps in active community or neighborhood centers. Easy access during dinner hours. Minimum of 10 dedicated parking spaces. Minimum 20 feet of frontage. Site should allow L.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Rita's Water Ice	ritas.com	Yes		Maureen Mattack Brian Carlisle	Real Estate Director Vice President of Development & Construction	1210 Northbrook Drive Suite 310, Trevoese, PA 19053 1210 Northbrook Drive Suite 310, Trevoese, PA 19053	215-876-9335 800-677-7482	866-499-0974 215-876-9342	real_estate@ritascorp.com b.carlisle@ritascorp.com	real_estate@ritascorp.com	3	35000	0	20000		18-25 ft of frontage.	580	50	100	1000	1500				Movie theaters, restaurants, college campuses, movie rental stores, high-end retailers and family entertainment venues.	Urban street-front stores. Prefers highly visible and accessible freestanding buildings. Highly visible and accessible end-cap and in-line positions in larger buildings or strip centers, as well as small pad locations that will accommodate an 1000-1500	Downtown, Free Standing, Lifestyle Center, Regional Mall, Regional Strip	
Robeks Fruit Smoothies & Healthy Eats	robeks.com	Yes		Jimmer Bolden	Director, Franchise Development	5220 Pacific Concourse Drive Suite 395, Los Angeles, CA 90045	310-844-1534	310-844-1587	franchising@robeks.com		2	35000	0	25000	Middle to upper income trade area (\$60,000+ median household income in 2 miles). High foot traffic location (for office & non-traditional sites). Good employment base (12,000+ employees in 1 mile).		120	50	100	250	1200				Daytime retail draw (grocery, drug stores, etc), mix of high quality food establishments in very close proximity (coffee, sandwiches, other fast-casual restaurants), health clubs, office buildings.	Traditional (street-oriented) locations: 900-1,200 sq. ft., Office/Non-Traditional locations: 250-700 sq. ft. 20+ feet of store front (18 feet minimum leasable frontage). Adequate utilities provide to premises. Dominant position in the trade area locate	Campus Site, Downtown, Free Standing, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Taco Del Mar	tacodelmar.com	Yes		Chip Wicks	Real Estate Manager	1133 164th Street Southwest Suite 201, Lynnwood, WA 98087	855-425-0868	206-624-7065	cwicks@tacodelmar.com		0	50000	0	20000	Minimum daytime population of 10,000 in a 2 mile radius. Number of households 40,000 in a 3 mile radius. Minimum 20,000 cars per day on the primary street and 35,000 at a combined intersection.	Primarily white collar employment in the trade area. Predominant consumer lifestyle ranking: Young, Influential, Executive & Suburban.	275	50	100	300	2000		5 years w/2 5 year options				Minimum of 12 dedicated parking spaces. Unrestricted two-way traffic access is preferred. Visible inline storefront or endcap. Non-Traditional locations may include airports, convenience stores, gas stations, truck stops, hospitals, amusement parts, col	Campus Site, Downtown, Free Standing, Gas Station, Medical Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Transit Terminal
Yogurtland	yogurt-land.com	Yes	The nation's FIRST and ONLY self-serve frozen yogurt shop which features 16 different favors of Non-fat Frozen Yogurt, 33 different kinds of fresh fruits and toppings at 30 cents an ounce. Yogurtland is looking to expand both domestically and internatio	Larry Sidoti Cesar Shih	VP Franchise Development & Operations Director of Real Estate Development	1911 East Wright Circle, Anaheim, CA 92806 1911 East Wright Circle, Anaheim, CA 92806	714-939-7737 714-939-7737 x 131	714-939-7738 714-939-7738	larry.sidoti@yogurt-land.com cesar.shih@yogurt-land.com	realestate@yogurt-land.com realestate@yogurt-land.com	5	50000	0	0	Affluent college educated high profile heavily trafficked locations.	Suburban and urban with strong residential and younger demographic population.	75	50	100	1000	1500		5 years with two 5 year options	Life Style Shopping Centers, Colleges & Universities, Theme Parks, entertainment venues near multi screen theater complexes & strip centers.	1000- 1,500 square feet - approx. 25 seats inside plus patio End Caps, In Line or Conversions of under-performing dessert stores. Patio seating preferred.	Campus Site, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip		
Golden Corral	goldencorral.net	Yes	For site submissions, please forward via email to the appropriate Real Estate Director listed below, or forward via postal mail to Lori Wrench, Golden Corral Development, 5151 Glenwood Avenue, Raleigh, NC 27612 - Golden Corral@ Real Estate Development i	Glen Kinkade	Director of Real Estate-Company Sites	1015 Lauren Lane, Murphy, TX 75094	919-624-4120	972-424-6150	gkinkade@goldencorral.net	gcfadmin@goldencorral.net	1	15000	0	30000	Small Cities/Towns:(Area Population in 3 miles-25,000; Area Population in 5 miles-25,000-50,000; Traffic counts-25,000). Multiple Size/Multiple Site Markets: (Area Population in 1 mile-15,000; Area Population in 3 miles-40,000-70,000; Area Population i		485	40	80	11000	11100	2.5	15 yrs plus two 5 yr renewal options	Major retail locations.	Highly visible location with pylon sign identity; Easy access with traffic control; High traffic intersections; Small city/town: 7829 sq ft w/276 seats and 115 parking spaces. Min. lot size of 60,000-70,000 sq ft. Multiple Size/Site Markets: 11,088-11,6	Free Standing		
Marco's Pizza	marcos.com	Yes		Debbie Allen Byron Stephens Steven Hoza	Associate, Marcos Franchising VP of New Business Development Real Estate Director	5252 Monroe Street, Toledo, OH 43623 5252 Monroe Street, Toledo, OH 43623 5252 Monroe Street, Toledo, OH 43623-3140	419-720-3074 800-262-7267 419-885-7000	419-885-5215 419-885-5215	dallen@marcos.com bstephens@marcos.com shoza@marcos.com		3	20000	40000	0	Average HH Income is between \$40,000 - 85,000.		300	40	80	1200	1400		10 years with a 10-year option	Preferred cotenants include Sprint, AT&T Mobility and Blockbuster Video.	A vanilla shell and specific improvements are required.	Neighborhood Strip, Regional Strip, Special Strip		

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Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type
Steak N Shake	steakshake.com	Yes	If you have potential prospects to become Franchisees, feel free to call Bob Franke at 210-390-3753 or 317-656-4598 or go to www.steakshakefranchise.com for detailed information. Will not secure a site without having a franchisee in place first. Looki	Bill Zanon	Director of Real Estate	36 South Pennsylvania Street Suite 500, Indianapolis, IN 46204-3634	317-633-4100		bill.zanon@steakshake.com		0	0	0	0			500	40	80	2000	4500	1			In-Line: 2,000 square feet - Non-Traditional: 500 - 800 square feet - In-line: Signature menu with more than 50 seats - Non-Traditional: Signature menu with common area seating (e.g. food court or airport). Recommends parking for 60-65 spaces. Need	Free Standing, Regional Strip, Special Strip
Hungry Howie's Pizza & Subs	hungryhowies.com	Yes		Steve Lorenzo	Executive Vice President, NAI Friedland Realty	656 Central Park Avenue, Yonkers, NY 10704-2019	914-968-8500 x 310	914-968-1810	s.lorenzo@friedlandrealty.com		0	0	0	0	Families, measured by population density of 2.3 per HH or better.	1, 3, 5 mile range for small town or light traffic areas. 1,2,3 mile range for more dense and high traffic areas. Limitation is imposed by need to control delivery time to the door. HH Count 1,3,5 = 4k,12k,18k desired count much higher. Population count	575	35	70	1000	1200		5 years w/ 3 5 yr options	Other OSR. Movie rental, drug store, grocery (not mega), high traffic - similar customer profile tenants.	Primarily in high-traffic, in-line retail store centers with easy access to major residential areas. Build to suit or pad close to road.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Spicy Pickle	spicypickle.com	Yes	Toll Free 1-800-711-1902.	Brendan Charles	Real Estate & Construction/Project Manager	90 Madison Street Suite 700, Denver, CO 80206-5416	303-951-2547 x 7017	303-297-1903	brendan@spicypickle.com		0	0	0	0			36	32	65	1500	2000			Big box, grocery anchored tenants.	Prefers 2,000 sq. ft. 65 locations are currently in development.	Neighborhood Strip, Regional Strip, Special Strip
Smokey Bones	smokeybones.com	Yes	At Smokey Bones, we specialize in three things: good food, good drinks and good times. We are a bar and fire grill, but not necessarily in that order. We are grill masters who respect the power of the open flame. We like simple, yet flavorful recipes an	Bruce Hawkins	CFO	8529 South Park Circle Suite 410, Orlando, FL 32810	407-355-5800		bhawkins@smokeybones.com		0	0	0	0			50	30	60	2500	6500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
Smoothie King	smoothieking.com	Yes	Since 1989, Smoothie King has been named #1 franchise in their category 17 times. At the end of 2006, Smoothie King posted over 475 locations operating in 32 states, and more than 25 international locations in Seoul, South Korea. Smoothie King current	John Gordon	Real Estate Associate	121 Park Place, Covington, LA 70433	985-635-6973 x 144	985-635-6987	johng@smoothieking.com	realestate@smoothieking.com	0	30000	0	20000	HH Income: Above average for DMA.		600	30	60	800	1600		5 years w/ 5 year options		Excellent access and visibility. Ideal frontage of 20 feet with 3-6 parking spaces.	Free Standing, Kiosk, Lifestyle Center, Medical Center, Power Center, Regional Mall, Regional Strip, Transit Terminal
Surf City Squeeze	kahalacorp.com	Yes	Toll Free: 800-438-2590 www.surfcity.com.	Kim Lane	VP of Real Estate	9311 East Via de Ventura Suite 104, Scottsdale, AZ 85258	480-362-4800	480-362-4811	realestate@kahalamgmt.com		3	35000	0	0		Population of 18,000 within a 1 mile radius.	179	30	60	250	250		10 w/1 5yr option	Co-brands: The Great Steak & Potato Co., Ranch 1, Rollerz, Samurai Sam's and Taco Time.	Malls = 20 - 25 feet of frontage preferred (in line). 10 x 15 foot Kiosk preferred. 150 square feet. Strips = 400 square feet with 20 - 25 feet of frontage. Office = minimum daytime population of 12,000 with 10 - 15 feet of frontage. 15 x 10 foot cart (Campus Site, Downtown, Free Standing, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
NAKEDPizza	NAKEDPizza.biz	Yes		Randy Crochet	Real Estate Site Selector	6307 S. Miro Street, New Orleans, LA 70125	504-865-0244		randycrochet@gmail.com		0	0	0	0			12	27	54	800	1200				Small stores (800 to 1200 sq ft). Carryout & delivery only! No dining in.	Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Carvel	carvel.com	Yes	Toll Free Number: 800-227-8353.	Phil Russo	Sr. Director of Real Estate	4050 Colonial Court, Medina, OH 44256	330-725-2358	888-704-4106	prussor@carvel.com		3	50000	0	0	Prefers an average household size of 2.5+ people, the median age of 40 or below. Median income of \$60,000-\$100,000. Minimum workplace population of 15,000.		500	25	50	1000	1200		5 years w/options	Strong activity such as schools, theaters, parks, childcare, hospitals and sports facilities.	Prefers 1,200 sq. ft. Prefers end-cap with 20 feet of frontage. High visibility to street and center traffic. At least 20 parking stalls near space. Access to at least 4 points of entry to center.	Downtown, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip
Cracker Barrel	cbri.com	No	Alternate website: www.crackerbarrel.com. CBRL also owns Logan's Roadhouse. On Nov 26, 2008, CBRL Group announced that the corporation's name would be changed to "Cracker Barrel Old Country Store, Inc".	James Torcivia	Vice President of Development	307 Hartmann Drive, Lebanon, TN 37088-0787	615-444-5533	615-235-4054	jtorcivia@crackerbarrel.com		5	25000	15000	25000	Population of above 40,000 is preferred.	Smaller traffic counts may be acceptable if there are other positive influences in the area.	602	25	50	11000	12000	2.2-3.5		Discount, big box retailers, outlet, hotels and entertainment.	Ideal size is 10,000 square feet. Prefers to own. Prefers by highway. Minimum of 150 parking spaces required.	Free Standing, Power Center
Gordon Biersch	gordonbiersch.com	Yes	Upscale American cuisine & authentic German beer brewed on premises.	John Tugman	Senior Vice President Franchise & Development	201 Riverside Drive Suite 301, Chattanooga, TN 37406	423-424-2000	423-752-1973	jtugman@cwrestaurant.com		0	0	0	0			37	25	25	5000	10000			Upscale.	High ceilings, great visibility, lunch & dinner. "This Broker is looking to open 2 more locations in the next 18 months. His SF range is 7,500-9,000 SF in busy Urban locations."	Downtown, Free Standing, Regional Strip
Mama Fu's Asian House	mamafus.com	Yes	Murphy Adams Restaurant Group was the largest Franchisee of Mama Fu's bought the Mama Fu's Brand in the US and Mexico. For Franchising, contact Mama Fu's Franchise Group, LLC at the above address.	Site Selector	Real Estate	512 East Riverside Drive Suite 250, Austin, TX 78704	512-949-3220	800-905-2147	realestate@mamafus.com		0	0	0	0	Strong Residential and Daytime population.		13	24	48	2500	3200				End cap or in-line unit within a strip center. Adequate parking for restaurant use and take-out. Zoning to accommodate restaurant use and allow for license to serve beer and wine. Strong residential and daytime population. Excellent visibility and access	Neighborhood Strip, Regional Strip, Special Strip
Yard House	yardhouse.com	No		John Few	Partner, Sequoia Restaurant & Entertainment Group	610 Newport Center Drive Suite 500, Newport Beach, CA 92660	949-706-6647	949-706-6634	john.few@sequoiacompany.com		0	0	0	0		We target great "park your car once" districts or projects.	36	22	26	10000	12000		10 years w/2 5yr options	Entertainment and upscale.	Prefers lifestyle centers, mixed-use developments or urban districts with substantial entertainment and/or nightlife component. Required patio area: 1500-1800 square feet. Will also consider mixed-use projects.	Downtown, Lifestyle Center, Power Center, Regional Strip

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Baja Fresh Mexican Grill	bajafresh.com	Yes		Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 270, McLean, VA 22102	202-359-3469	703-847-1435	sthur@thurassociates.com		2	35000	60000	20000	Approximate Household size-- 2-3 persons. The average age being 35 years old. household growth 2%. College educated population 50%. Daytime Population of 10,000+ within 1 mile. Median Household income of \$60,000+.	Demographics for THIS BROKER are: 1 mile- 5,000 households, 5,000 Daytime population and \$50,000 Household income; 2 miles- 15,000 households, 20,000 Daytime population and \$50,000 Household income; 3 miles - 40,000 households, 100,000 Daytime populatio	300	20	40	600	1200		10 years w/ 2 to 3, five-yr options or purchase	High-End, High-Frequency Specialty Retail Centers, Retail Centers, Entertainment Centers (Movie Theaters, Amusement Parks, Museums), Office Buildings, High-Density Residential.	Patio is preferred. 25' frontage minimum, adequate parking with direct access to building entrance, four exclusive "take-out" pating spaces in front of restaurant. Ability to incorporate patios, awnings and umbrellas to the space preferred. ideal visi	Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Fuddruckers	fuddruckers.com	Yes	The fast-casual eateries specialize in large portioned, made-to-order hamburgers and hot dogs, as well as chicken sandwiches, salads, soups, and sides. - alternate web address: www.lubys.com	Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		4	50000	40000	20000	A predominance of families with children with at least 50% of Population between ages 24 - 54.	Demographic area of 4-miles with population of 50,000 applies to all building types of Fuddruckers.	200	20	40	3000	3500			Movie theaters and entertainment facilities.	FOR THIS BROKER ONLY: Concentration of Retail and/or office, minimum parking of 100 spaces, good access and visibility, ability to get Beer/Wine license. End cap in regional center.	Downtown, Regional Strip, Transit Terminal
HoneyBaked Ham Company and Cafe	honeybakedonline.com	Yes	Toll Free 800-367-7720	Mark Demis	Senior Manager of Facilities & Real Estate	3875 Mansell Road , Alpharetta, GA 30022	678-966-3100	800-728-4426	hbhdevelopment@hbham.com		0	0	0	0			400	20	40	1600	2600				Franchise units w/ Cafe require 1,600-2,000 sq ft. and Corporate units w / Cafe require 2,000- 2,600 sq ft.	Neighborhood Strip, Regional Strip
Huddle House	huddlehouse.com	Yes	The combined organization has continued to expand and today encompasses units throughout the traditional South and new development areas opening in the Mid-Atlantic, Mid-West and the Southwestern United States. Email info to realestate@huddlehouse.com	Site Selector	Corporate Real Estate & Franchising	5901 Peachtree Dunwoody Road Suite B450, Atlanta, GA 30328	770-325-1300	770-394-1970	realestate@huddlehouse.com	franchiseinfo@huddlehouse.com	5	7000	0	8000	Household income (\$28,000) to (\$70,000), Civilian Unemployment in area (5% - 7%). If less than 5%, finding staff may present a challenge.	Traffic Counts (8,000 min. at intersection or on Hwy). If interstate location (24,000 min traffic count with small town back up of 3,000 pop. in a 3 mile area). 1,600 primary core customers needed to support Huddle House. Average travel time to work-30	430	20	40	1800	2100	.6	15 years w/3 5yr options	Wal-Mart, K-Mart, Lowe's, College and Manufacturing, etc. 24-HR retail/wholesale/warehouse/manufacturing which may enhance 24-HR operations.	Lot size 0.6 acre (min) unless parking can be shared. Parking of roughly one space per 2.5 seats. Limited competition and positioning of store. Co-Branding Options are available.	Free Standing
J Gumbo's	kgumbos.com	Yes	J.Gumbo's offers down home Cajun cooking. Dine-in with full seating as well as Take-Out and Catering.	Morey Rotfus	Dir. of Real Estate, Gilbert Group Real Estate	203 East Broad Street , Columbus, OH 43215	614-228-2222 x 14	614-228-5325	mrotfus@gilbertgrouprealestate.com		2	20000	0	20000			20	20	40	1000	2500		5 years	Prefers co-tenants specializing in supermarkets, Discount, Dollar, Pet supply, Sporting goods, Toys, Entertainment, and other restaurants. Activity generators or retail, entertainment that bring people to the area/location.	End-cap, in-line or Free Standing. Prefers 1 acre for Free Standing, Former restaurant sites are a plus.	Campus Site, Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center
Mamma Ilardo's Pizzeria	mammalardos.com	Yes		Harry Ilardo	President/CEO	28 Allegheny Avenue Suite 1207, Towson, MD 21204	410-296-9104	410-662-1936	harry@mammalardos.com		3	40000	36000	15000			60	20	40	600	1900					Campus Site, Downtown, Hotel Lobby, Office Building, Outlet Mall, Regional Mall, Transit Terminal
Mau Wowi Hawaiian Coffees & Smoothies	mauwowi.com	Yes		Mike Weinberger	VP of Operations	5445 DTC Parkway Suite 1050, Greenwood Village, CO 80111	303-781-7800	303-865-3244	mweinberger@mauwowi.com		2	30000	50000	25000		Daytime Population of 10,000 employees in a 1 mile radius.	476	20	40	60	2000		10 years w/2 5 year options	Convention centers, national sporting events, leisure activities and health clubs, grocery stores, malls.	Minimum 20 feet of frontage. We can do as little as 60 sq. ft. with our Ka'anapali cart or as large as 2,000 feet with our cafe model. Street/In-Line Locations requires 800-1,000 SF. Drive Thru site requires access to min. 500 SF pad.	Campus Site, Downtown, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Regional Mall, Regional Strip, Special Strip, Transit Terminal
New York Bagel Cafe' & Deli	nybagelcafe.com	Yes		Jack Intrator	Sales Associate, MPN Realty, Inc.	1601 Walnut Street Suite 900, Philadelphia, PA 19102-2905	215-413-0900	215-416-0230	retalman1105@gmail.com		0	100000	50000	15000	Population: Metro=100,000, College Market \$30,000 in campus trade. HH Income: \$40,000-\$60,000.		15	20	40	1200	2000		10yrs w/ one (5) yr option		Site Criteria: Store Front, Under Canopy, Sidewalk, and Pylon.	Campus Site, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
Stevi B's Pizza Buffet	stevib.com	Yes	Stevi B's is a value-oriented pizza buffet restaurant designed to meet today's consumer needs.	Melissa McFarlin	Director of Franchise Sales	1165 Northchase Parkway SouthEast Suite 220, Marietta, GA 30067	678-738-7807	770-514-7938	franchise@stevib.com		0	0	0	0	Regional exposure with 25,000-30,000 people in the trade area and a high percentage of young families.		42	20	40	3500	5000			Discounters, grocery and high volume anchors. Proximity to schools, churches, parks, sports complexes.	High visibility location, end cap preferred, in active community or power centers. Easy access, especially during dinner hours. Minimum of 50 parking spaces. Prefers 3,500-5,000 sq. ft. with a minimum of 40 feet of frontage, will consider larger if rent	Neighborhood Strip, Power Center, Regional Strip, Special Strip
				Peter Kline	Real Estate Site Selector	1165 Northchase Parkway SouthEast Suite 220, Marietta, GA 30067	770-514-7783	770-514-7938	info@stevib.com																	
Sweet Tomatoes	gardenfreshrestaurantcorp.com	No	Toll Free 1-888-374-8360 - Garden Fresh owns both Souplantation and Sweet Tomatoes - Souplantation is the name of the concept in CA and all other locations outside CA are branded as Sweet Tomatoes.	John Birkner	Director of Real Estate	15822 Bernardo Center Drive Suite A, San Diego, CA 92127	858-312-1897	407-380-7591	jbirkner@gardenfreshcorp.com		5	200000	60000	0	18-54 years of age, with the average being 44. Our guests skew slightly more female and Caucasian. Although men represent a lower percentage of overall guests, they tend to visit more frequently. Lastly, our guests tend to have a slightly higher educati	Preferably, the site should be within a 5 mile ring of approximately 200,000 people with a median family income of 60k+, education: 60%+ some college, and a daytime density of 50,000 people in a 3 mile ring.	74	20	40	4700	5500			We prefer inline end caps with high visibility from the primary road, approximately 4,700-5,500 sq. ft. Requires 80+ parking spaces and Utilities must be stubbed in the pad. Average guest counts are 800-1000 every day.	Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip	
Villa Fresh Italian Kitchen	villapizza.com	Yes	Villa Enterprise's family of fresh brands is comprised of unique and exciting concepts that offer something to please everyone, no mater what time of day.	Adam Torine	Vice President of Business Development	25 Washington Street, Morristown, NJ 07960-3950	973-285-4800	973-695-0999	atorine@villaenterprises.com	ckemp@villaenterprises.com	0	0	0	0	Prefers site locations with high pedestrian traffic.		225	20	40	550	3500		12 year lease w/1 5 year option		Additional requirements include co-tenancy, exclusive use, level of occupancy, and tenant's vanilla shell, among others.	Campus Site, Downtown, Kiosk, Lifestyle Center, Outlet Mall, Regional Mall, Transit Terminal

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type	
Baja Bistro		No		Greg Caldwell	Owner	PO Box 20608, Roanoke, VA 24018	540-774-0300				0	0	0	0			13	15	30	2000	3000				Free Standing, Endcap, or inline space; Power Centers, Regional Centers, need fast casual synergy; prefer 2nd generation restaurant space.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip	
Boston's The Gourmet Pizza	bostons.com	Yes	Boston's is a full-service, pizza-themed, casual dining restaurant and sports bar offering incredible gourmet pizzas (18 varieties!) and gourmet pasta, along with a wide variety of other great dishes. Boston's offers a contemporary, sit-down family din	Mike Best	Chief Operating Officer	1501 LBJ Freeway Suite 450, Dallas, TX 75234	972-484-9022	972-484-7630	bestm@bostons.com	vogeld@bostonpiza.com	3	50000	50000	20000	Average income \$65,000. Multi-family housing within a 3 mile radius. Projected population growth of at least 1.5% annual growth. 30,000 employees within a 3 mile radius.		50	15	30	6000	7000			Major national retail, restaurant, entertainment.	Excellent visibility and ingress and egress. Outdoor patio (1,220 square feet). Must be able to achieve our prototype architecture and liquor license. See floor & architecture plans at http://www.bostons.com.	Free Standing	
Fruilati Cafe & Bakery	kahalacorp.com	Yes	Toll Free: 866-452-4252 www.fruilati.com.	Kim Lane	VP of Real Estate	9311 East Via de Ventura Suite 104, Scottsdale, AZ 85268	480-362-4800	480-362-4811	realestate@kahalamgmt.com		1	15000	0	0	Health conscious consumers.		35	15	30	600	1000		10	Rollerz.	Malls = 600 square feet with 20 - 30 feet of frontage. Strips = 1,000 square feet with at least 1 major anchor tenant and a daytime population of 20,000. Office = 25 feet of frontage and a daytime population of 15,000. No menu restrictions.	Campus Site, Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Jason's Deli	jasonsdeli.com	Yes		Greg Messina	Director of Real Estate	2400 Broadway, Beaumont, TX 77702	409-838-1976	409-832-9994	greg.messina@jasonsdeli.com		3	50000	50000	0			180	15	30	4500	5000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Lenny's Sub Shop	lennys.com	Yes		Ken Kanzaki	Manager of Franchise Development	8295 Tournament Drive Suite 200, Memphis, TN 38125	901-259-6259	901-753-4395	kkanzaki@lennys.com	abryant@lennys.com	1	8000	40000	20000		Prefers dense daytime office population in restaurant district.	160	15	35	1500	2500		5 years w/2 5 year options	National Tenants. The ideal site is located within close proximity of medical facilities, office and industrial parks, as well as large universities or government buildings.	Prefers End Caps and patio seating are a plus. Our ideal center is within 200 feet of the main road, located on an out parcel with approximately 10,000 - 20,000 SF of total retail space in the center. The center should have ample parking available, par	Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Maggie Moo's Ice Cream & Treatery	globalfranchise.com	Yes	Toll Free: 800-524-6444 Alternate website: www.maggiemoos.com.	Corrina Ragsdale	Real Estate Manager	1346 Oakbrook Drive Suite 170, Norcross, GA 30093-2228	770-514-4857	770-514-4903	cragdale@gfgmanagement.com		0	0	0	0			200	15	30	1100	1300				Preferred locations include Downtown, Kiosk, Anchored Lifestyle Centers, Neighborhood Strip Mall, Power Center, Regional Mall, Regional Strip Mall, Special Strip Mall, Airport, Entertainment Destinations. Expansion plans are for 10-15 locations in 12 m	Downtown, Kiosk, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
				Johnny Bauman	Director of Real Estate and Construction	1346 Oakbrook Drive Suite 170, Norcross, GA 30093-2228	770-514-4949	770-514-4903	jbauman@gfgmanagement.com																		
Red Robin Gourmet Burgers	redrobin.com	Yes		Gary Brandon	Senior Franchise Development Specialist	6312 South Fiddler's Green Circle Suite 200 N, Greenwood Village, CO 80111	303-846-6147	303-846-6048			0	75000	65000	0	Prefers family-friendly trade area. Customer base is primarily 54% female and children.	Prefers a strong employment base within 5-10 minute drive of location.	453	15	30	2000	6000		10-15 years w/ 3-5 year options	Prefers upscale, fashion retailers, entertainment retailers or grocery/supermarkets.	Site must have excellent visibility and accessibility with a minimum of 125 parking spaces (some may be shared). Will lease or purchase mall, freestanding pad, conversion or end cap locations. Size of Restaurant: +/- 5,800 sq. ft.	Free Standing, Lifestyle Center, Power Center, Regional Mall	
				Chris Stephens	Area Developer, Mach Robin, LLC	PO Box 1065, Sun Valley, ID 83353	208-726-4300 x 12		crs@5bi.com	roole@5bi.com																	
				Jim McCarron	Vice President of Real Estate	6312 South Fiddler's Green Circle Suite 200 N, Greenwood Village, CO 80111	303-846-6081	303-846-6110	jmccarron@redrobin.com																		
				Mark Howe	Area Developer, Rockin' Robin/Sizzling Platter, LLC	6312 South Fiddler's Green Circle Suite 200 N, Greenwood Village, CO 80111	801-268-3400	303-846-6048	mhowe@splat.com																		
				Steve Canada	Regional Vice President of Real Estate	821 Franklin Trace, Zionsville, IN 46077	317-873-0923	317-873-5627	scanada@redrobin.com																		
Schlotzsky's	focusbrands.com	Yes	Toll Free Number: 800-227-8353. Alternate website: www.schlotzskys.com. Focus Brands is an affiliate of Roark Capital Group.	Sara Wilkins	Director of Real Estate	301 Congress Avenue Suite 1100, Austin, TX 78701	512-236-3925	512-236-3601	swilkins@schlotzskys.com		2	30000	50000	0	Minimum daytime population of 15,000. Median age of 40 and below. Household size of 2.5+.		350	15	30	2400	3500			Strong activity generators such as schools, theaters, parks, childcare, hospitals and sports facilities. Strong anchored centers (Home Depot, Lowe's, Walmart or Target) or high profile convenience centers located in synergistic retail corridors. High (End-cap with drive thru preferred with minimum 40 feet of frontage. Outdoor patio seating in appropriate markets. Freestanding conversions considered. High visibility to street and to center traffic. At least 20 stalls for parking near space and at least	Downtown, Free Standing, Neighborhood Strip, Outlet Mall, Regional Mall, Regional Strip, Special Strip	
Vocelli Pizza	vocellipizza.com	Yes		Mark Lando	President of Franchise	1005 South Bee Street, Pittsburgh, PA 15220	412-919-2100	412-937-9204			3	12000	55000	0		A household count of at least 15,000 in a 3 mile radius.	150	15	30	1200	1500		5 years w/ 3 - 5 year options	Dry Cleaners, Day Care Centers, Grocery Stores, Blockbuster, Subway.	The Vocelli Pizza concept can be adapted to virtually any site with the appropriate demographics. The size of the space should be 1100-1400 square feet with a minimum of 15 feet of frontage, and the ideal being 18 feet. There is good highway / road access	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
First Watch	firstwatch.com	Yes	At First Watch, we believe in putting our customers first. We begin each day at the crack of dawn, slicing fresh fruits and vegetables, baking muffins and whipping up our French toast batter from scratch. We're committed to freshness—using some of the f	Jessica Replogle	Marketing Director	8027 Cooper Creek Blvd. #103, University Park, FL 34201	941-907-9800	941-907-8933		jreplogle@firstwatch.com	4	40000	0	25000	Median Household income of \$60,000 within 2 miles. Daytime density of 20,000+ employees within a 2 mile radius. Residential Density – 40,000+ HH within 4-mile radius. Daytime Employment Density – 6,000+ within 2-miles	Targeted residential customer base and professional daytime employment densities should be in close proximity and relevant.	87	14	28	3300	3750		10 years w/2 5yr options	Visibility to the desired co-tenant and/or co-tenant mix is crucial. Great co-tenants without visibility is not acceptable. Lifestyle centers with high volume top-tier grocery stores (Publix, Kroger, Harris Teeter), in combination with book retailers an	Minimum parking of 45 relevant spaces during the breakfast and lunch day parts. Easy access at a signalized intersection is strongly preferred. Left in access must be convenient. Ingress and egress must be convenient (measured by the sales volume of the	Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip	

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Beef O'Brady's	beefobradys.com	Yes	Toll Free: 800-728-8878.	Gene Savage	Franchise Sales & Real Estate Manager	5510 West LaSalle Street Suite 200, Tampa, FL 33607	813-226-2333 x 211	813-226-0030			3	30000	50000	25000	Median Household income of \$50,000. Strong Daytime population and growth area. 20% under age of 17.	Focus Area- Southeast/Midwest US.	214	12	24	3600	4200		5 - 10 years with 5yr. options	Major retail areas. Grocery/Supermarket (Publix, Etc.), Discounters (Target, Wal-Mart, Etc.) & other big box retailers, Movie theatres with 8+ screens.	Minimum 60 ft. frontage and 40+ parking spaces. End-caps, located in grocery-anchored suburban strip centers or out parcel buildings, will consider other options and closed restaurant space.	Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Grandy's	grandys.com	Yes		Beth Robel	Real Estate, Construction & Development Franchisin	1717 Elm Hill Pike Suite A1, Nashville, TN 37210	800-266-2926		beth.robel@grandys.com		0	0	0	0			72	12	24	4000	4500			Expansion is dependent on Franchisees.	Free Standing, Lifestyle Center, Power Center		
Sunny Street Cafe	sunnystreetcafe.com	Yes	Rise & Dine announced on Aug 7, 2009 that it planned to change its name to Sunny Street Cafe as the franchise expands into Canada. The transition will occur gradually, allowing time for customers to understand the change. The new website, www.sunnyst	Scott Moffitt	President of Franchise Opportunities	274 Marconi Boulevard Suite 200, Columbus, OH 43215-2363	888-303-6230 x105	614-396-5035			0	0	0	0			15	12	24	4000	6000			Projected openings in the next 10 years include 50 new locations in OH, 25 in MO and 50 in TX.	Free Standing		
Cafe Rio	caferio.com	Yes	Toll Free: 1-888-466-9255.	Donald Lewandowski	Chief Development Officer	2825 East Cottonwood Parkway Suite 360, Salt Lake City, UT 84121	801-930-6005	801-930-6090	diewandowski@caferio.com		0	0	0	0			48	10	12	1000	2500				Free Standing, Neighborhood Strip, Regional Strip, Special Strip		
China Max	magicwokmanagement.com	Yes	"Fresh all the way" fast casual restaurants. *Magic Wok launches its innovative quick service Chinese concept targeted to the food court market.	Leon Wu	Chief Executive Officer/Real Estate	10175 W Twain Avenue Suite 130, Las Vegas, NV 89147	702-462-8000	702-427-4879	lwu@higmgt.com		0	0	0	0			202	10	20	0	500		10 years		Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal		
Emerald City Smoothie	emeraldcitysmoothie.com	Yes	Emerald City Smoothie was founded in 1996 when a man turned his dual passions-for healthy, great-tasting smoothies and for helping others achieve their health goals-into a business.	Julie Vance	Vice President of Operations	845 106th Avenue Suite 200, Bellevue, WA 98004	206-230-5556	206-530-5559	julie@emeraldcitysmoothie.com		0	0	0	0			62	10	20	600	1000				Campus Site, Free Standing, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center		
Fazoli's	fazoliz.com	Yes	**The Fazoli's concept was created in 1988 by Jerrico, then the parent company of Long John Silver's. Two years and five restaurants later, the concept was sold to Seed Restaurant Group, Inc., also based in Lexington. Today, Fazoli's has grown from a ha	Wayne Timberman	Leasing Agent/Broker	408 Shoemaker Drive , Carmel, IN 46032-1159	317-443-1159	317-569-8119	wtimberman@msn.com		3	40000	40000	0			233	10	20	2400	2800				Free Standing		
Kona Ice	kona-ice.com	Yes		Shawn Hickey	Franchise Sales & Development	5945 Centennial Circle , Florence, KY 41042	800-566-2423		info@kona-ice.com		0	0	0	0			150	10	20	1000	2500				Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip		
Little Tokyo	magicwokmanagement.com	Yes	Little Tokyo pioneers authentic Japanese cooking on the steam grill.	Leon Wu	Chief Executive Officer/Real Estate	10175 W Twain Avenue Suite 130, Las Vegas, NV 89147	702-463-8000	702-427-4879	lwu@higmgt.com		0	0	0	0			202	10	20	500	1000		10 years		Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Transit Terminal		
Outback Steakhouse	outback.com	No		Teresa SchAAF	Project Coordinator	2202 North West Shore Boulevard 5th Floor, Tampa, FL 33607-5747	813-282-1225 x 1331	813-282-9195	siteelectiondept@outback.com	teresaschaaf@outback.com	1	10000	75000	25000		3 miles: Population-70,000, # of HH-30,000, Average HH income-\$65,000. 5 miles: Population-150,000, # of HH - 80,000, Average HH income - \$55,000.		900	10	20	5000	6500			Better quality retailers, grocery stores, specialty retailers, books stores, and other restaurants.	End-caps & in-line considered. Minimum of 120-125 parking spaces. Minimum seating capacity of 200-230 and 42-50 tables. Minimum ceiling height of 10 feet. Prefer porch design architecture with a minimum of 60 feet of frontage. Store count is for all loc	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip
Port of Subs	portofsubs.com	Yes		John R Larsen	CEO	5362 Mae Anne Avenue Suite A29, Reno, NV 89523	775-747-0555	775-747-1510	jlarsen@portofsubs.com		1	3000	0	0	Daytime employment is a very important part of your customer base. In most cases it is necessary to have at least 3,000-4,000 daytime employees as a minimum customer base within a one mile radius of the restaurant. Approximately 80% of a store's busines	Middle to upper-middle income with average household income above average for the area. * We attract both Blue-collar and White-Collar workers with the biggest user age group ranging from 18 to 50 years old and a mix of 50/50 male to female. * Our typic	150	10	25	1000	1500		5 years with options	Strong neighborhood shopping centers anchored by a grocery store. Regional power centers - big box retailer such as Wal-Mart, Target, Home Depot and Kohl's.	Industrial and/or Office areas strong daytime business. Strong residential and/or commercial growth areas.	Campus Site, Downtown, Free Standing, Neighborhood Strip, Office Building, Power Center, Regional Strip, Special Strip	
Tasti D-Lite	tastidlite.com	Yes	Tasti D-Lite is the world's leading provider of great-tasting, good-for-you desserts served in a customer-focused environment.	Donn Jacobsen	Broker, 360 GlobalFran, LLC	300 Carlsbad Village Drive Suite 108A-13, Carlsbad, CA 92008	760-803-7837	760-434-9935	donn@360globalfran.com		0	0	0	0			57	10	20	600	1200				Campus Site, Free Standing, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip		
We're Rolling Pretzel Company	wererolling.com	Yes	Toll Free: 888-549-7655.	Kevin Krabill	President	2500 West State Street P.O. Box 6106, Alliance, OH 44601	330-823-0575	330-821-8908	kkrabill@wererolling.com		0	0	0	0			44	10	20	200	1000		5 years		Campus Site, Downtown, Gas Station, Hotel Lobby, Kiosk, Lifestyle Center, Medical Center, Office Building, Outlet Mall, Regional Mall, Transit Terminal		

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Winchell's Donut House	winchells.com	Yes		Samantha Stephens	Administrative for Real Estate Managers	18830 East San Jose Avenue, City of Industry, CA 91748-1325	626-964-1478	626-912-2779		sstephens@yummydonuts.com	1	20000	0	12000	Daytime population is 8000 in 1 mile radius. Median household income is \$20,000 - \$ 60,000.		170	10	20	1000	1500				Preferred lot size is 15,000-20,000 sq. ft. Parking requirements are 6-10-spaces. Excellent visibility. Ingress/Egress desires signalized intersection. Seating requires 15-20.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Yogen Fruz	yogenfruz.com	Yes		Sara Kulbatski-Oziel	VP of Franchise Development	210 Shields Court, Markham, Ontario, L3R 8V2, Canada, CA 0	905-479-8762 x 238	905-479-3275	sarah@yogenfruz.com	info@yogenfruz.com	0	0	0	0			1200	10	20	150	1500				Street Level/Walk-In Store: 500-1200 SF or larger. In-line: 250-450 SF. Kiosk: 100-200 SF. Heavy pedestrian traffic.	Campus Site, Free Standing, Kiosk, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
Old Chicago	craftworksrestaurants.com	Yes		John Tugman	VP of Real Estate	2001 Riverside Drive Suite 3100, Chattanooga, TN 37406	423-424-2000	423-752-1973		kpunchard@craftworksrestaurants.com	3	65000	50000	0			102	7	14	5800	6500	2.5	10 years w/3 5-yr options		Prefers 6,500 sq ft and approximately 220-250 seats plus additional patio seating. 125 parking spaces.	Downtown, Free Standing, Power Center, Regional Mall, Regional Strip, Special Strip
Anthony's Coal Fired Pizza	anthonyscoalfiredpizza.com	No		Jayson Siano	Managing Principal, Sabre Real Estate Group	500 Old Country Road, Garden City, NY 11530	516-874-8070 x 501		jayson@sabre.com		3	60000	65000	0	High levels of population and offices for lunch and dinner. Upscale areas with high household income.		27	6	10	2800	4000		5 years w/4 5yr options		50 - 80 parking spaces- not dedicated. This Broker is looking for slightly larger spaces.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Cheddar's Casual Cafe	cheddars.com	No		Joe Mutti	Senior VP of Restaurant Development	2250 W John Carpenter Freeway Suite 560, Irving, TX 75063-2797	214-596-6777	972-871-0679	realestate@cheddars.com	jmutti@cheddars.com	0	75000	0	25000		High Traffic flow - Minimum car count of 25,000 (ideally 75,000).	64	6	12	7900	8500	3			Market retail sales of \$75 million. Prefers 1.75 to 2.5 acres in order to lay out building with a Parking capacity for 140-160 vehicles.	Free Standing
Spoon Me	spoonme.com	Yes		Real Estate Site Find REp.	Retail Specialist, Mountain West Retail-Investment	376 East 400 South Suite 120, Salt Lake City, UT 84111	801-456-8800	801-456-8813			5	100000	0	0		Target demographic: primarily women ages 13-45.	10	6	12	1000	1500				Endcap or high profile inline preferred.	Campus Site, Free Standing, Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip
Applebee's	dineequity.com	Yes		Andrea Gladson	Senior Specialist Development	8140 Ward Parkway, Kansas City, MO 64114	913-890-0131	913-890-9131		andrea.gladson@applebees.com	5	50000	0	20000	Mid to High Income Demographics, good residential and daytime population.		2000	5	10	5000	6000		20 years w/4 5 yr options	Home Depot, Lowes, Target and Wal-Mart. Entertainment Venues.	Venture Commercial is seeking 5,000 - 5,600 SF on 50,000 - 70,000 SF of land. Prefers freestanding but will consider street locations in dense, urban &/or hard to penetrate markets. Minimum of 125 parking spaces.	Free Standing, Neighborhood Strip, Power Center, Regional Mall
bd's Mongolian Barbeque	gomongo.com	Yes	BD's Mongolian Barbeque® is the world's number one Create Your Own Stir-Fry restaurant concept where the guests choose their own ingredients from a great variety of meats, seafood, vegetables, salads, sauces and spices. The food is then prepared by ma	Bill Chaff	VP of Real Estate Construction	12281 Nicolette Avenue South, Burnsville, MN 55337	952-288-2300	248-398-5837	bchaff@gomongo.com		0	120000	55000	25000	Greater than 60% white collar and 60% college educated. Residential population of 120,000 or more in targeted trade area. Daytime population of 25,000 or more in targeted trade area. Median household income greater than \$55,000.	Traffic volumes fronting site 25,000+ and/or adjacent intersection with high traffic volumes.	35	5	10	5500	7000			Coffee shops, specialty boutiques, banks, movie theaters, comedy clubs, micro-breweries, universities/colleges, hospitals, office parks, special event venues and other generators of mid-day and evening traffic.	=*Preferably store-front or free-standing sites in mid-scale urban neighborhoods and regional suburban markets with strong restaurant synergy. Availability of liquor license is mandatory. Target restaurant size of 5,500 square feet. Larger or smaller spa	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Bear Rock Cafe	bearrockcafe.com	Yes	Bear Rock Cafe is the mountain fresh restaurant franchise that offers its guests a warm and comfortable neighborhood destination for breakfast, lunch, and dinner in a cozy, upscale nature-inspired atmosphere. Our quick-casual concept features friendly s	Site Selector	Real Estate	212 Crossroads Boulevard, Cary, NC 27518	919-455-4221	919-270-7529			2	20000	0	25000	Targets ages 25-54 with a wide range of household incomes.	Median household income of \$50,000+ preferred. Business employment count of 35,000+ within a 3-mile radius.	3	5	10	2500	3500		5-7 years w/ 2 5yr options	Community or lifestyle shopping center with strong neighborhood dynamics in established or high growth retail corridor.	Minimum 35-45 feet of store frontage. Minimum of 95 seats. Convenient ingress and egress. Signalized access is preferred. Prefers end cap of shopping center or multi-tenant outlet space with exterior seating.	Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip
Buca di Beppo	bucadibeppo.com	No	Buca di Beppo Restaurants are located in the following states - AZ, CA, CO, DC, FL, GA, HI, IL, IN, KY, MD, MA, MI, MN, MO, NV, NM, NY, NC, OH, PA, TN, TX, UT, VA, WI.	John Thall	Senior Vice President of Business Development	1300 Nicollet Mall Suite 5003, Minneapolis, MN 55403	612-225-3400 x 15538		jthall@bucainc.com		0	0	0	0			86	5	10	1500	3500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Carrabba's Italian Grill	bloominbrands.com	No	Alternate website: www.carrabas.com.	Teresa SchAAF	Project Coordinator	2202 North West Shore Boulevard 5th Floor, Tampa, FL 33607-5747	813-282-1225 x 1331	813-282-9195	siteselectiondept@outback.com	teresaschaaf@outback.com	1	15000	35000	25000		3 Mile Demographics: 35,000 households with an average income of \$50,000.	237	5	10	5100	6300			Better quality retailers, grocery stores, specialty retailers, books stores, and other restaurants.	End-caps & in-line considered. Minimum of 120-125 parking spaces. Minimum seating capacity of 180-220. 38-45 tables. Minimum ceiling height of 10 feet. Prefer covered patio architecture with a minimum of 60 feet of frontage.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip
				Jon Ahrendt	Director of Business Development	2202 North West Shore Boulevard 5th Floor, Tampa, FL 33607-5747	813-282-1225	813-282-9195	siteselectiondept@outback.com	jonahrendt@outback.com																
Country Kitchen	countrykitchenrestaurants.com	Yes	Kitchen Investment Group, which does business as Country Kitchen International, owns and operates the Country Kitchen family dining chain locations in 25 states, mostly in the Midwest. (hoovers.com). The company co-brands many of its locations with	Chuck Mocco	Senior Director of Franchise Development	1289 Deming Way Suite 212, Madison, WI 53717	888-359-3235 x 185	608-833-9080		cmocco@countrykitchen.net	5	60000	0	0			215	5	10	3000	5000	1	20 years		Land required is 1.25 acres for free standing units, with at least 140 seats. Free Standing Units can be completely new construction or conversions from pre-existing restaurants. Strip Mall locations are an ideal alternative for cost containment. These	Free Standing, Hotel Lobby, Neighborhood Strip, Regional Strip, Special Strip
Doc Green's Gourmet Salads	ravingbrands.com	Yes	www.docgreens.com	Spencer Reid	Director of Franchise Sales	1801 Peachtree Street Northeast Suite 160, Atlanta, GA 30309	404-351-3500	678-999-0514	realestate@ravingbrands.com		0	0	0	0	82% have a college degree or higher. Average age is 36.8	Average drive time is 6.9 minutes.	8	5	10	2000	2800			All tenants considered.	End cap preferred. Patio dining area preferred. Interior build out is highly adaptable to fit urban, power, strip, free-standing, mall, lifestyle or omni centers. All locations with high visibility and maximum signage will be considered.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type	
Figaro's Pizza	figaros.com	Yes		Rick Glenn	Director of Franchise Development	1500 Liberty Street Southeast Suite 160, Salem, OR 97302	503-371-9318 x 205	503-363-5364	rickg@figaros.com		0	0	0	0			75	5	10	1500	1800					Neighborhood Strip, Regional Strip, Special Strip	
FreshBerry	freshberry.net	Yes	Franchise Development Office 877-993-7262.	Phil Blystone	Senior Vice President of Real Estate	8801 South Yale Suite 400, Tulsa, OK 74137	918-488-9727	918-497-1916	franchise@freshberry.net	contact@freshberry.net	0	0	50000	0		High daytime population.	24	5	10	800	1200					Campus Site, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip	
Juice Zone	juicezone.com	Yes	International Office Address: Suite 411, 20238 Fraser Highway Langley, BC V3A 4E6 Canada Tel: 01.778.278.2475 Fax 01.778.278.2476.	Cole Parker	Franchise Development Manager	20238 Fraser Highway Suite 411, Langley, BC V3A 4E6 Canada, CA 0	866-584-2301	788-298-5318	cole@juicezone.com		0	0	0	0			50	5	10	100	1500				Cafe Lounge: 500-1500 SF, Kiosk: 100-300 SF. Prefers Shopping Malls (kiosk and food court), Train stations, airports, office towers, hospitals, universities, large department stores (kiosk).	Campus Site, Downtown, Free Standing, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Lone Star Steakhouse & Saloon	lonestarsteakhouse.com	No		John Kinzer	Senior Real Estate / Facilities Manager	5055 West Park Boulevard Suite 500, Plano, TX 75093	214-754-8870		kinzer@hudsonadvisors.com		5	50000	0	0	Prefers large population between the ages of 25 and 54.		100	5	10	5500	6200			Need Big Box retail anchors which include Target, Wal-Mart, Lowes, Khl's.	Minimum 150 feet of frontage and 130 parking spaces.	Free Standing	
Mellow Mushroom	mellowmushroom.com	Yes		Felicia Lowe	Director of Franchise and Development	150 Great South West Parkway, Atlanta, GA 30336	404-505-2806	404-505-2805	franchise@mellowmushroom.com		0	0	0	0			85	5	10	4000	5000					Downtown, Free Standing	
Paradise Bakery & Cafe	panerabread.com	No		Site Selector	Real Estate	6710 Clayton Road, Richmond, MD 63117	314-633-7100	314-633-7200	corporate@panerabakery.com		0	0	0	0			73	5	10	4500	5000		10 years	Crate & Barrel, Anthropologie & Williams-Sonoma.		Downtown, Free Standing, Lifestyle Center, Regional Mall	
Pinkberry	pinkberry.com	Yes		Ryan Patel	Director of Real Estate Development	6310 San Vicente Boulevard Suite 100, Los Angeles, CA 90448	323-932-6800	323-932-6805	ryan.patel@pinkberry.com		0	0	0	0			115	5	10	1000	2000					Downtown, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip	
Pita Pit	pitapitusa.com	Yes	"Pita Pit was founded on the idea that people want an exciting alternative to fast food restaurants—a place with great tasting food that's healthy, fresh, and still served fast."	Corey Bowman Graham Hanson	Director of Franchise Development Real Estate	105 North 4th Street Suite 208, Coeur D'Alene, ID 83814 105 North 4th Street Suite 208, Coeur D'Alene, ID 83814	208-765-3326 208-660-3259	208-667-7694 208-667-7694	corey.bowman@pitapitusa.com hanson@pitapitusa.com	bill.wifong@pitapitusa.com	1	15000	45000	25000			125	5	10	1200	1600					Downtown, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Pizza Fusion	pizzafusion.com	Yes	Franchise Driven.	Mark Begelman	Real Estate Development	399 NW 2nd Avenue Suite 216, Boca Raton, FL 33432	954-202-1919	561-620-3040	info@pizzafusion.com		0	0	0	0		Active trade area with above average daytime and residential density. Above average median income relative to the Metropolitan Statistical Area. Ideal traffic counts are 30 - 50K CPD.	75	5	10	1500	1800					Easy ingress/egress, near traffic lights, left turn-in, left turn-out preferred; convenient and ample parking adjacent to restaurant (at least 50-60 spaces in the immediate area). End-cap or multi-tenant out parcel building only. Excellent visibility!	Campus Site, Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip
Quaker Steak & Lube	quakersteakandlube.com	Yes	Chicken wings can be ordered in six different quantities, from just six wings to a mega bucket that serves the whole gang. The choice of 16 sauces ranges from the gentle "Ranch" to the blazing "Atomic" (so hot you have to sign a release form). "	Zeb Hastings	Real Estate Manager	101 Chestnut Street, Sharon, PA 16146	724-981-6571		zhastings@thelube.com		0	0	0	0			47	5	10	5000	10000	2				Free Standing	
Rollerz Rolled Sandwiches	kahalacorp.com	Yes	Toll Free: 800-438-2590 www.rollerz.com.	Kim Lane	VP of Real Estate	9311 East Via de Ventura Suite 104, Scottsdale, AZ 85258	480-362-4800	480-362-4811	realestate@kahalangmt.com		1	20000	0	0			6	5	10	700	700		10 w/1 5yr option	Co-brands, Samurai Sam's, Surf City Squeeze and Frullati.	Malls = 600 square feet with 20 - 30 feet of frontage. Strips = 1,000 square feet with 20 - 30 feet of frontage and at least 1 major anchor tenant. Office = 600 square feet with 25 feet of frontage. Co-brands, Samurai Sam's, Surf City Squeeze and Frullati.	Campus Site, Downtown, Free Standing, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Roy's Hawaiian Fusion	outback.com	No	Alternate website: www.roysrestaurant.com.	Teresa Schaaf	Project Coordinator	2202 North West Shore Boulevard 5th Floor, Tampa, FL 33607-5747	813-282-1225 x 1331	813-282-9195	siteselectiondept@outback.com	teresaschaaf@outback.com	1	15000	35000	25000		3 Mile Demographics: 35,000 households with an average income of \$50,000.	29	5	10	5000	5581			Better quality retailers, grocery stores, specialty retailers, books stores, and other restaurants.	Minimum of 120-125 parking spaces. Minimum seating capacity of 180-220 and 38-45 tables. Minimum ceiling height of 10 feet. Prefer patio design with a minimum of 50 feet of frontage.	Free Standing, Hotel Lobby, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip	
Sarku Japan	sarkujapan.com	Yes	Fast Food Restaurant. Alternate Address: 7650 Birchmount Road, Markham, Ontario, Canada L3R 6B9. Alternate phone: 905-474-0710 ext. 727 or Toll Free: 800-668-3858.	Shirley Kut	Leasing Director	44 Wall Street 12th Floor, New York, NY 10005	905-474-0710 x694				0	0	0	0			230	5	10	1200	3500					Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
ShotCakes	shot-cakes.com	No	"It's Cake, It's Ice Cream, It's Delicious" Alt. Number : 781-221-2200.	Anthony Feola	Executive Director/Co-Founder	111 Salem Street, Boston, MA 2113	617-429-4167		anthony@shot-cakes.com	n_ject@yahoo.com	0	0	0	0		Areas with heavy foot traffic.	1	5	10	250	600				Any space with a lot of foot traffic such as travel terminals or amusement parks.	Campus Site, Downtown, Free Standing, Gas Station, Hotel Lobby, Kiosk, Lifestyle Center, Medical Center, Neighborhood Strip, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Southern Maid Donut Shop	southernmaiddonuts.com	Yes		A H Hargrove	President	3615 Cavalier Drive, Garland, TX 75042	972-272-6425	972-276-3549		information@southernmaiddonuts.com	0	0	0	0			95	5	10	1200	1200					Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Steak-Out	steakout.com	Yes		Peter Petrosian	COO/Real Estate Site Selector	3091 Governors Lake Drive Suite 500, Norcross, GA 30071	678-533-6000		peter@steakout.com		0	0	0	0			100	5	10	1500	1600					Neighborhood Strip, Regional Strip, Special Strip	
The Brass Tap	brastapbeerbar.com	No		Shary Thur	President & CEO, Thur & Associates	8260 Greensboro Drive Suite 270, McLean, VA 22102	202-359-3469	703-847-1435	sthur@thurassociates.com		0	0	0	0			17	5	10	2500	3500				Area for an outside patio preferred.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

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Wall Street Deli	wallstreetdeli.com	Yes		Gary Occhiogrosso	Chief Development Officer	14 Penn Plaza Suite 1305, New York, NY 10122	212-359-3600	212-359-3601	info@trufoods.com		0	0	0	0			21	5	10	600	2000					Campus Site, Downtown, Medical Center, Office Building, Transit Terminal
Western Sizzlin	western-sizzlin.com	Yes	*In addition to great steaks, you'll find a variety of other tasty entrees like chicken, seafood, country vegetables and hot fresh baked breads and desserts. If you're looking for a family restaurant that serves a quality meal at an exceptional value;	Jerry Plunkett	Director of Franchise Relations	401 Albemarle Ave Southeast, Roanoke, VA 24013-2323	540-345-3195	877-329-6300	jplunkett@western-sizzlin.com		0	0	0	0		Why not give yourself a break and bring the gang to Western Sizzlin's family friendly steakhouse! We love kids, which is why we make it a priority to have tons of healthy kid's meal options and specialty items on the buffet that are sure to make your	135	5	10	7500	8500		20/10		*Basic site requirements include a populated area with a large number of people within one, three and five mile radius and high traffic counts.*	Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Wow Cafe & Wingery	wingery.com	Yes		Ryan Stansbury	Franchise Development Director	109 New Camellia Boulevard Suite 200, Covington, LA 70433	985-792-5776 x116	985-792-1201		ryans@wingery.com	3	30000	0	0		Lunch/Daytime Population of 4,500 within a 1-mile radius. Median house hold income of \$35,000 or greater within 3 miles.	47	5	10	500	3200			Locations in or near market areas with office parks, medical centers, universities, commercial business, tourist areas, etc.	Highly visible grocery store or major drug store anchored shopping centers, strip centers or retail corridors. Unobstructed visibility of storefront signage from road and center. End-cap space with drive-thru capability. Easily accessible and adequate p	Campus Site, Downtown, Kiosk, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip
Yolk	eatyolk.com	Yes		Spero Adams	CEO, Cornerstone Commercial Partners II, LLC	33 North LaSalle Street Suite 1930, Chicago, IL 60602	312-348-1000 x335	312-348-1001	spero@ccptwo.com		0	0	0	0			3	5	10	4800	5200			Near Colleges, Universities and Hotels.		Campus Site, Downtown, Free Standing, Hotel Lobby, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
California Dreaming Restaurant and Bar	centraarchy.com	No		Kat Smith	Assistant	236 Albemarle Road, Charleston, SC 29407	843-571-0096	843-763-4412		ksmith@centraarchy.com	0	0	0	0			9	4	8	2500	5500					Downtown, Free Standing, Neighborhood Strip
Copeland's of New Orleans	alcopeland.com	Yes		Glen Slavich	Director of Franchise Operations	1001 Harimaw Court, South, Metairie, LA 70001	504-620-3740	504-401-0401	gslavich@alcopeland.com		0	0	0	0			21	4	8	6000	8000					Free Standing
Crazy Pita	crazypita.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			1	4	8	2500	2500			Lifestyle centers.	Looking for End caps and Second Generation restaurants. Opening 4 locations in the Dallas Market.	Lifestyle Center
On The Border	goldengatecap.com	No	Brinker sold On The Border to Golden Gate Capital in July 2010.	Josh Olshansky	Managing Director	One Embarcadero Center 39th Floor, San Francisco, CA 94111	415-983-2700	415-983-2701			0	0	0	0		Stable or expanding retail or residential market. Trade area hub position (Established On The Border Markets only).	162	4	8	3600	6000	2	Prefers to own	Prefers a Regional Center w/a minimum of 450,000 sq.ft. with a Big Box retailer such as Wal-Mart, Target, Lowe's, Home Depot, Costco, Sam's, Theatres, etc.	On The Border prototype requires 4000-6000 SF and seating for 140-230.	Free Standing, Lifestyle Center, Power Center, Regional Strip
Rock Bottom Restaurants	rockbottom.com	No		Thomas McCarty	Broker, MKJ Advisors	15695 West 67th Place, Arvada, CO 80007	303-432-0047	303-432-0064	tmccarty@earthlink.net		0	0	0	0			35	4	8	9500	10500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Mall
The Capital Grille	dardenrestaurants.com	No	Alternate Website www.capitalgrille.com.	Tom McCarty	Broker, MKJ Advisors	15695 West 67th Place, Arvada, CO 80007	303-432-0047	303-432-0064	tmccarty@mkjadvisors.net		0	0	0	0			44	4	8	7000	10000					Downtown, Hotel Lobby, Office Building, Regional Mall, Special Strip
America's Incredible Pizza Company	incrediblepizza.com	Yes		Tia Clemens	Administrative Assistant	2522 South Campbell Avenue, Springfield, MO 65807	417-890-1408 x206		tclemens@incrediblepizza.com		0	250000	0	25000			16	3	6	20000	70000		15 years		High Traffic "A" locations. Requires a large space and we have found that there are many empty grocery stores, Wal-Mart, K-Mart type buildings that are ideally located and can often be leased or purchased at extremely favorable rates. Must have visibl	Free Standing
Fox Sports Grill	foxsportsgrill.com	No	B&B Restaurant Ventures is creating a network of sports bars. The company develops and operates the FOX Sports Grill chain, which offers a menu of appetizers, sandwiches, burgers, and steaks in an upscale atmosphere that includes dozens of televisions	Site Selector	Real Estate	410 North Dillard Street Suite 104, Winter Garden, FL 34787	407-287-6600		corporate.comments@foxsportsgrill.com		0	0	0	0	Mid-High Income, High Population Count.		6	3	6	10000	13000					Downtown, Free Standing, Regional Strip
Islands Fine Burgers & Drinks	islandsrestaurants.com	No		Lewis Jackson	V Real Estate & Development	5750 Fleet Street Suite 120, Carlsbad, CA 92008	760-268-1800	760-918-1519	ljackson@islandsrestaurants.com		5	150000	75000	0		Daytime business populations nearby preferred.	54	3	6	4000	5500				Seeking high visibility conversions, purchases, ground leases or build-to-suits. Parking: 100 non-exclusive stalls.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
O'Charley's	ocharleysinc.com	Yes	Franchise Dept: 877-772-0001.	Phil Trello	Real Estate Contact, O'Charley's	3038 Sidco Drive, Nashville, TN 37204	615-256-8500	615-782-5044			0	0	0	0			234	3	6	6000	6000					Free Standing
Ruby's Diner	rubys.com	Yes		Tad Belshe	Director of Real Estate	557 Wald, Irvine, CA 92618	949-644-7829	949-644-4625	tbelshe@rubys.com		0	0	0	0	Upscale Hiring Income base.		42	3	6	4000	5000					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Seattles Best Coffee	seattlesbest.com	No		Larry Metzelaar	National Store Development Manager	1844 PO Box 3717, Seattle, WA 98124-8891	206-318-7288	206-903-3557	lmetzela@seattlesbest.com		2	30000	70000	0	Traffic Count: Busy commuter roads, locations on morning commute side of the street.		550	3	6	1200	2200		5-10yrs		Type of Center: Downtown Urban, Major Retail/Grocery Anchors.	Free Standing

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Abe & Louie's	tavistockrestaurants.com	Yes	Back Bay Restaurants consists of Abe & Louie's, Atlantic Fish Company, Bouchee, Charley's, Coach Grill, Joe's American Bar & Grill, and Papa Razzi. They were purchased by Tavistock Restaurant Group, LLC.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			32	2	4	3000	10000				Store Count includes ALL Back Bay Restaurant Concepts.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
AquaKnox	tavistockrestaurants.com	Yes	AquaKnox is a luxurious seafood restaurant in The Venetian Resort-Hotel-Casino Las Vegas.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			1	2	4	1500	4500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Atlantic Fish	tavistockrestaurants.com	Yes	Back Bay Restaurants consists of Abe & Louie's, Atlantic Fish Company, Bouchee, Charley's, Coach Grill, Joe's American Bar & Grill, and Papa Razzi. They were purchased by Tavistock Restaurant Group, LLC.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			32	2	4	3000	10000				Store Count includes ALL Back Bay Restaurant Concepts.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
Benihana	benihana.com	Yes	=The main course at Benihana comes with an appetizer of culinary entertainment. The company's flagship chain of teppanyaki-style Asian restaurants offers a dining experience that is part theater as wisecracking, fast-chopping chefs prepare the meals on a	Adam Hlavaty	Senior Director of Real Estate	8750 NW 36th Street Suite 300, Miami, FL 33178	305-702-2819	305-592-6371	ahlavaty@benihana.com		10	800000	0	0	College education + minimum of 22% in 1-3 miles. Median Income levels will be reviewed on an area by area basis.	Prefers bulk of population within a 30 minute drive time.	63	2	4	7000	8000				Minimum of 100 parking spaces including cross easement and valet in select markets. Dining Capacity - 16 hibachi tables - seating 128 patrons. Beverage Capacity - bar 20 patrons, lounge 70 patrons.	Free Standing, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip
Biaggi's Ristorante Italiano	biaggis.com	No		Todd Hovenden	Founder & CEO	1705 Clearwater Avenue , Bloomington, IL 61704	309-664-2148	309-664-2149	thovenden@biaggis.com		0	0	0	0			22	2	4	9500	10000					Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Black Bear Diner	blackbeardiner.com	Yes	*Family dining concept, providing excellent food and value, served in a fun, uniquely bear themed atmosphere, by friendly, committed and knowledgeable employees with 50 locations in the Western U.S.*	Natalie Becker	Franchise Development	2515 Park Marina Drive Suite 201, Redding, CA 96001-2831	530-243-2327	530-243-8934	natalie.becker@blackbeardiner.com		0	0	0	0			50	2	4	1200	3500					Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Cafe del REY	tavistockrestaurants.com	Yes	Seafood Restaurant located in Marina del Rey, CA.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			1	2	4	1500	4500					Downtown, Free Standing, Neighborhood Strip, Regional Strip, Special Strip
California Cafe	tavistockrestaurants.com	Yes	Two locations in CA.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			2	2	4	1500	2500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Charlie's	tavistockrestaurants.com	No	Back Bay Restaurants consists of Abe & Louie's, Atlantic Fish Company, Bouchee, Charley's, Coach Grill, Joe's American Bar & Grill, and Papa Razzi. They were purchased by Tavistock Restaurant Group, LLC.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			32	2	4	3000	10000				Store Count includes ALL Back Bay Restaurant Concepts.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
Coach Grill	tavistockrestaurants.com	Yes	Back Bay Restaurants consists of Abe & Louie's, Atlantic Fish Company, Bouchee, Charley's, Coach Grill, Joe's American Bar & Grill, and Papa Razzi. They were purchased by Tavistock Restaurant Group, LLC.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			32	2	4	3000	10000				Store Count includes ALL Back Bay Restaurant Concepts.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal
Donatos	donatos.com	Yes		John Houck	VP of Development	935 Taylor Station Rd , Columbus, OH 43230	614-416-7700	614-416-7701	jhouck@donatos.com		0	0	0	0			200	2	4	1500	3000					Downtown, Free Standing
Firebirds Wood Fired Grill	firebirdsrestaurants.com	No		Joe Daniels	Director of Real Estate	13850 Ballantyne Corporate Place Suite 450, Charlotte, NC 28277	704-944-5180	704-944-5181	jdaniels@firebirdsrestaurants.com		0	0	0	0			21	2	4	6500	8500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Flying Biscuit	ravingbrands.com	Yes	Alternate website: www.flyingbiscuit.com. Breakfast all day and eclectic American cuisine.	Spencer Reid	Director of Franchise Sales	1801 Peachtree Street Northeast Suite 160, Atlanta, GA 30309	404-392-3315	678-999-0514	realestate@ravingbrands.com		0	0	0	0	Average age is 18-54.	Average drive time is 7.1 minutes.	12	2	4	1500	2500				End cap and patio seating preferred. Interior buildout is highly adaptable to fit urban, power, strip, free-standing, mall, lifestyle or omni centers.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
HomeTown Buffet	buffet.com	Yes	Toll Free 800-871-0956.	Site Selector	Real Estate Contact	1020 Discovery Road Suite 100, Eagan, MN 55121	651-994-8608	651-365-2356	franchise@buffet.com		5	150000	50000	25000		Median HH Income is \$40K - \$55K; densely populated retail trade areas; 60%-70% Family/Mature population mix.	360	2	4	9500	11500	2-2.5		One million+ retail SF within 1/2 mile; well recognized large box anchored retail centers.	Architecturally prominent end cap or inline existing; 2-2.5 acres on sites for development; Seating: 300-375; Parking: 130-175; Area Retail: >750,000 sq ft GLA.	Free Standing, Neighborhood Strip, Power Center, Regional Mall, Regional Strip, Special Strip
Howl At The Moon	howlatthemoon.com	No		Brian Sweeney	Director of Development	30 West Hubbard Street Suite 200, Chicago, IL 60654	312-644-2262	312-644-2263	Brian.Sweeney@howlatthemoon.com		0	0	0	0			14	2	4	4000	6500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip
Joe's American Bar & Grill	tavistockrestaurants.com	Yes	American Joe's Bar & Grill is listed on both Tavistock & Bay Back Restaurant Groups. Contact info: Bay Back Restaurant Group TR LLC, 284 Newbury Street, Boston, MA 02115. 617-536-2800.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			32	2	4	1500	4500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Lucille's Smokehouse BBQ	lucillesbbq.com	No		Michael Dubin	President, Michael Dubin & Associates	348 14th Street , Santa Monica, CA 90402	310-795-9677	310-395-2733	michael@mdubin.com		0	0	0	0			16	2	4	2500	5000					Free Standing
Max Brenner	maxbrenner.com	No		Adi Aharon	Real Estate Director	37 West 17th Street Suite 5-E, New York, NY 10011-5503	212-388-0030	212-675-2304			0	0	0	0			4	2	4	3000	5000				Locations with at least 30 feet of frontage (corners preferred).	Downtown, Neighborhood Strip, Regional Strip, Special Strip
Napa Valley Grille	tavistockrestaurants.com	Yes	Locations in CA, MN.	Cal Marsh	VP of Real Estate	6945 Stefani Drive . Dallas, TX 75225	214-341-7689		cmarsh@freebirds.com		0	0	0	0			2	2	4	1500	4500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type
Nothing Bundt Cakes	nothingbundtcakes.com	Yes		Jenna Barber	Franchise Department	9711 South Eastern Avenue Suite H10, Las Vegas, NV 89183	702-361-2047	702-361-5268	contact@nothingbundtcakes.com		0	0	0	0	High population desired.		27	2	4	1800	2000				Close proximity to daytime populations, prefer pedestrian friendly centers. Located in highly populated areas with good visibility, easy accessibility and high traffic count.	Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Rudino's Pizza and Grinders	rudinos.com	Yes	Rudino's Pizza and Grinders was "born in the Carolina's" in 1995 by the Rudd Family in Cary, North Carolina.	Mark Rudd	Principal	1937 High House Road , Cary, NC 27519-8452	919-782-3545		ruddm@rudinos.com		0	0	0	0	High Residential and Commercial Demographics.		11	2	4	2500	3000				In-line.	Lifestyle Center, Neighborhood Strip, Outlet Mall, Power Center, Regional Strip, Special Strip
Sapporo	tavistockrestaurants.com	Yes	Japanese Restaurant located in Scottsdale, AZ.	Cal Marsch	VP of Real Estate	6945 Stefani Drive , Dallas, TX 75225	214-341-7689		cmarsch@freebirds.com		0	0	0	0			1	2	4	1500	4500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Timpano	tavistockrestaurants.com	Yes	Italian Restaurant with locations in FL and MD.	Cal Marsh	VP of Real Estate	6945 Stefani Drive , Dallas, TX 75225	214-341-7689		cmarsch@freebirds.com		0	0	0	0			4	2	4	1500	4500					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
Wood Ranch BBQ & Grill	woodranch.com	No		Chris Thompson	Real Estate	610 Newport Center Drive Suite 500, Newport Beach, CA 92660	949-706-6647			chris@sequoiacompany.com	0	0	0	0			14	2	4	1500	4000					Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip, Special Strip
16 Handles	16handles.com	Yes	32 Yogurt locations in NJ, NY, CT, DC, FL, MD. Franchise Contact: Erik Mallon, VP Franchise Development (203-256-8166).	Patrick Pantano	Director of Franchise Department	38 East 29th Street 6th Floor South, New York, NY 10016	212-260-4416		franchise@16handles.com	ppantano@16handles.com	0	0	0	0			42	1	2	1200	2000				Minimum 20' frontage.	Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Culinary Drop Out	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd , Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			3	1	2	5000	7000					Downtown, Free Standing
Dixie Cream Donut Co.	dixiecreamdonuts.com	Yes	Toll Free 888-66-DIXIE	Phil Blystone	Senior Vice President of Real Estate	8801 South Yale Avenue Suite 400, Tulsa, OK 74137-3539	918-488-9727	918-497-1916			0	0	0	0			5	1	2	1500	2100					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Golden Spoon Frozen Yogurt	goldenspoon.com	Yes		Roger Clawson	CEO	30212 Tomas Ste 365, Rancho Santa Margarita, CA 92688	949-709-2750				0	0	0	0			125	1	2	800	1500					Downtown, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Just Salad	justsalads.com	No		Nick Kenner	Real Estate	320 Park Avenue , New York, NY 10022	212-244-1111				0	0	0	0			5	1	2	500	2000					Downtown, Neighborhood Strip, Regional Strip, Special Strip
Maria Maria	mariamariarestaurants.com	No		Rhonda Diaz Caldwell	Partner, Terranomics	201 California Street Suite 800, San Francisco, CA 94111	415-568-3402	415-485-1341	rdiaz@terrانomics.com		0	0	0	0			2	1	2	6500	8000					Free Standing, Regional Strip
Modern Steak	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd , Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			1	1	2	5000	7000					Downtown, Free Standing
North Fattoria Italiano	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd , Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			2	1	2	5000	7000					Downtown, Free Standing
O&Co.	oliviersandco.com	No		Rose Malindretos	Real Estate	412 Lexington Avenue , New York, NY 10017-0028	212-983-0028			rmalindretos@oliviersandco.com	0	0	0	0			10	1	2	2000	5000					Downtown, Neighborhood Strip, Regional Mall, Regional Strip, Special Strip
Olive & Ivy Restaurant & Market Place	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd , Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			1	1	2	5000	7000					Downtown, Free Standing
Pappadeaux Seafood Kitchen	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			22	1	2	11000	13000				Prefers 12,000 SF. Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Pappas Bar-B-Q	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			17	1	2	4500	8000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Pappas Bros. Steakhouse	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			1	1	2	5000	10000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Pappas Burger	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			2	1	2	2500	5000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Pappas Grill	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			1	1	2	4500	9000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Pappa's Seafood House	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			7	1	2	7000	12000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Pappasito's Cantina	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			14	1	2	5000	12000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing
Sauce Pizza & Wine	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd , Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			9	1	2	5000	7000					Downtown, Free Standing
Takorea	mytakorea.com	No	After developing a cult following and being featured on the Food Network, chef Tomas Lee teamed up local businessman and foodie Mark Haidet to bring Atlanta a full service Korean Taqueria like no other. The concept is simple; provide creative, fresh, an	Harold Shumacher	President, The Shumacher Group	3188 Saybrook Drive NE , Atlanta, GA 30319-2440	404-240-0040	404-266-9271	harold@shumacher.com		0	0	0	0	Middle-upper middle class markets. Heavy emphasis on daytime employment.		1	1	2	2500	3000					Free Standing

Retail Tenant Database - Sorted by Retail Type and 12-Month Expansion Plans

Retailer Name	Website	Does Retailer Franchise	Comments	Contact(s)	Contact Title	Contact Address	Contact Phone	Contact Fax	Contact Email	Alternate Email	Demographic Mile Range	Population Min. Within Range	Average Household Income	Traffic Count	Customer Base	Other Comments	Current Number of Stores	Stores in Next 12 Months	Stores in Next 24 Months	Minimum Square Feet	Maximum Square Feet	Facility Acres	Facility Lease Duration	Co-tenants	Facility Comments	Facility Type	
Taziki's	tazikisafe.com	No	High quality concept with emphasis on freshness - soups, salads, sandwiches, with a Greek/Mediterranean flair.	Harold Shumacher	President, The Shumacher Group	3188 Saybrook Dr NE, Atlanta, GA 30319-2440	404-240-0040	404-266-9271	harold@shumacher.com		0	0	0	0		White collar daytime employment, discerning evening business.	20	1	3	2000	2500				Expanding into urban and suburban markets.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
The Arrogant Butcher	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd, Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			1	1	2	5000	7000					Downtown, Free Standing	
The Greene House	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd, Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			1	1	2	5000	7000					Downtown, Free Standing	
True Food	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd, Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			6	1	2	5000	7000					Downtown, Free Standing	
Wafflo	kahalacorp.com	Yes	Toll Free: 800-438-2590 www.kisstheconegoodbye.com.	Kim Lane	VP of Real Estate	9311 East Via de Ventura Suite 104, Scottsdale, AZ 85258	480-362-4800	480-362-4811	realestate@kahalamgmt.com		0	0	0	0			3	1	1	250	400			Co-brands: The Great Steak & Potato Co., Ranch 1, Rollerz, Samurai Sam's and Taco Time. Recommended to be a co-brand operation (Cart or Kiosk).	Malls = 10 x 15 foot Kiosk preferred. 200 square feet with 20 - 25 feet of frontage (in line). Strips = 400 sq ft with 25 feet of frontage. Office = 400 square feet with 250 square feet of storage. 10 - 15 feet of frontage preferred (in line). 15 x 10 K	Downtown, Kiosk, Lifestyle Center, Office Building, Outlet Mall, Power Center, Regional Mall, Regional Strip, Special Strip, Transit Terminal	
Wildflower American Cuisine	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd, Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			1	1	2	5000	7000					Downtown, Free Standing	
Yia Yia Mary's	pappas.com	No		Preston Cunningham	Broker, Cunningham Ventures	3800 Southwest Freeway Suite 305, Houston, TX 77027	281-489-8800	832-443-9962	preston@prestoncunninghamventures.com		0	0	0	0			1	1	2	4500	9000				Currently, 2nd Generation restaurant opportunities are being evaluated.	Free Standing	
Zinburger Wine & Burger Bar	foxrc.com	No		Beth Bradford	Consultant, B2 and Company	5449 N Old Ranch Rd, Park City, UT 84098	435-649-6433	435-649-6440	beth@b2andcompany.com		0	0	0	0			3	1	2	5000	7000					Downtown, Free Standing	
Grocery																											
Safeway	safeway.com	No	Safeway is a Fortune 100 company and one of the largest food and drug retailers in North America. During 2011 we plan to invest approximately \$1 billion in capital expenditures and open 26 new replacement Lifestyle stores while completing 30 Lifestyle r	Don Wright	Senior Vice President of Real Estate & Engineering	5918 Stoneridge Mall Road, Pleasanton, CA 94588-3229	925-467-3000	925-738-1206	don.wright@safeway.com		0	0	0	0	We develop stores in prominent urban and suburban locations.		1694	30	60	42000	55000			20 year fixed rate with 12-5-yr renewal options		Primary new store prototype is 55,000 sq. ft., we also build 42,000-65,000 sq. ft. stores as local circumstances dictate. We require that our stores be located in the most prominent position of the center - guaranteeing good access and high visibility -	Free Standing, Lifestyle Center, Regional Strip
Save-A-Lot	supervalu.com	No	Save-A-Lot is the nation's leading hard discount grocer operating nearly 1300 locations across the US & Caribbean and is a wholly owned subsidiary of SUPERVALU.	Joe McKeska	Supervalu Retail Market Development	100 Corporate Office Drive, Earth City/St. Louis, MO 63045	314-264-7854	314-592-9619	joseph.mckeska@supervalu.com	realestate@save-a-lot.com	0	20000	40000	0	High percentage of families with children.	Population of at least 35,000 in the primary trade area, 20,000 in rural areas. Median household income of \$40,000 or less.	1300	30	60	10000	20000	2		Value-oriented retailers.	Sites zoned to allow grocery. Existing inline retail space preferred. Excellent line of sight for visibility. 5 parking spaces per 1,000 sq. ft. Retrofit or ground up sites. Receiving dock adequate for 53 foot semi-trailers.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
				Tom Germann	Market Development Manager, West	25832 SE 154th Street Issaquah, Earth City, WA 98027	425-891-9847																				
				Bob Ferratto	Senior Development Manager	100 Corporate Office Drive, Earth City, MO 63045	314-592-9472	314-592-9666	bob.ferratto@savealot.com	Bob.R.Ferratto@savealot.com																	
				Wayne Kirk	Director, East Region	1504 Society Drive, Claymont, DE 19703	302-792-9260 x 202	302-792-2689	wayne.d.kirk@savealot.com	realestate@save-a-lot.com																	
Alco Discount Stores	duckwall.com	No		Wayne Peterson	Senior Vice President of Real Estate	401 Cottage Avenue, Abilene, KS 67410	785-263-3350 x 164	785-263-7531	wpeterson@alcostores.com		0	0	0	0	Smaller communities lacking any big boxes.		256	25	50	25000	26000	3	15 years w/options for 15 yrs in seg. of 3 yrs.	Grocery, hardware stores.	Minimum 275 feet of frontage. Prefers land size of 3.0 acres.	Free Standing, Lifestyle Center, Neighborhood Strip, Special Strip	
Harris Teeter	harristeeter.com	No	Toll Free: 800-432-6111.	Scott Wippel	Vice President of Real Estate	701 Crestdale Drive, Matthews, NC 28105	704-844-3910	704-844-3476	swippel@harristeeter.com		0	0	0	0			203	20	40	48000	70000				Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip		
Trader Joe's	traderjoes.com	No		Kevin Deighan	Manager, IDS Real Estate	12 Vail Road Suite 600, Vail, CO 81657	970-476-3436	970-476-1986	deighanone@aol.com		3	90000	50000	0			350	20	40	10000	14000	1.75			Will consider freestanding, inline and mixed use with 85 feet of frontage. Looking for 80 dedicated parking spaces.	Free Standing, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
				Silva Zeneian	Vice President of Corp Services, IDS Real Estate	515 South Figueroa Street Suite 1600, Los Angeles, CA 90071	213-347-6432	213-627-9937																			
Sprouts Farmers Markets	sprouts.com	No		Seth Brown	Vice President of New Store Development	11811 North Tatum Boulevard Suite 2400, Phoenix, AZ 85028	480-814-8016	480-814-8017	sethbrown@sprouts.com		0	0	0	0	Upper 1/3 of MSA for income, 35% or better of 25 years or older with 4 year college degree		139	16	32	23000	28000				Prefers build to suit.	Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	
Whole Foods Market	wholefoodsmarket.com	No		Ruth Jolley	Managing Principal, Location3	532 Seaward Road, Corona del Mar, CA 92625	949-723-3041	949-209-0399	ruth@location3.us		10	200000	0	0	Large number of college-educated residents.	Minimum population in demographic area 200,000 with in a 20 min drive time.	304	10	30	40000	75000			Upscale.	Abundant parking available for our exclusive use. Freestanding preferred, would consider complimentary co-tenancy. Easy access from roadways, lighted intersection. Excellent visibility, directly off of the street. Must be located in a high traffic area	Downtown, Free Standing, Neighborhood Strip, Regional Strip	
Bottom Dollar Food	bottomdollarfood.com	No		Andy Couch	Managing Director, DJM Realty	445 Broadhollow Road Suite 225, Melville, NY 11747	207-650-7154	631-752-1231	acouch@dhmrealty.com		0	0	0	0			14	7	14	18000	18000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
Sunflower Farmers Market	sfmarkets.com	No		Lucy Kelton	VP of Real Estate	1323 Castle Pointe Circle, Castle Rock, CO 80108	303-530-4809 x 137	303-759-0446	ikelton@sfmarkets.com		0	0	0	0	35% College Education with Bachelor's Degree or above.		40	6	8	25000	30000				Prefers 155 feet of frontage.	Free Standing, Neighborhood Strip, Regional Strip, Special Strip	
H Mart	hmart.com	Yes	"International Premium Super Market".	Song Choi	Real Estate Site Selector	300 Chubb Avenue, Lyndhurst, NJ 07071	201-507-9900		shchoi@hmart.com		0	0	0	0	Areas with high Asian populations.		34	5	10	40000	70000			Some locations also have subtenants.		Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip	

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Natural Grocers	naturalgrocers.com	No	Natural Grocers by Vitamin Cottage was established in 1955 by Margaret and Philip Isely, parents of the current owners. They started the business by going door-to-door in Golden, Colorado, selling whole-grain bread and sharing nutrition information with	Lori Martinez	Real Estate Manager	12612 West Alameda Parkway, Lakewood, CO 80228	303-986-4600				0	0	0	0			57	5	10	2500	10000					Downtown, Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Winn-Dixie	winn-dixie.com	No		Nancy Hoffman	Real Estate Coordinator, Winn-Dixie	5050 Edgewood Court, Jacksonville, FL 32254-3699	904-783-5000				0	0	0	0			483	5	10	40000	80000					Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip
Kings Super Markets	kingsfoodmarkets.com	No		Fred Brohm	CSO/EVP	700 Lanidex Plaza, Parsippany, NJ 07054	973-463-6378				0	0	0	0			25	2	4	17500	35000					Free Standing, Lifestyle Center, Neighborhood Strip, Regional Strip
My Food Depot	myfooddepot.com	No		Gerald Taylor	President, All American Quality Foods, Inc	100 S Berry Street, Stockbridge, GA 30281	770-474-5904	770-474-7285			0	0	0	0			25	1	2	18000	50000					Free Standing
Reams Food Stores	reamsfoods.com	No		Rod Alfred	Real Estate Site Selector	160 East Claybourne Street, Salt Lake City, UT 84115	801-485-8451	801-485-0845	cs@reamsfoods.com		0	0	0	0			9	1	2	36000	45000					Free Standing, Neighborhood Strip, Regional Strip, Special Strip
Smith's Food & Drug Centers, Inc.	smithsfoodanddrug.com	No	Smith's is a subsidiary of The Kroger Company operating 132 stores in UT, NV, NM, AZ, MT, ID, WY.	Steve Sorensen	Real Estate Manager	1550 South Redwood Road, Salt Lake City, UT 84104	801-974-1475		steve.sorensen@smithsfoodanddrug.com	steve.sorensen@kroger.com	0	0	0	0			133	0	0	75000	125000					Free Standing, Lifestyle Center, Neighborhood Strip, Power Center, Regional Strip, Special Strip

Appendix K: Developer Database

Developer	Development Types	Contact Name	Address	Phone
Ascent Construction	Commercial, Industrial, Retail, Office	Bob Murri	25 South Main Street Suite 200 Centerville, UT 84014	801.299.1711
Boyer Co.	Commercial, Industrial, Retail, Office	Jake Boyer	90 South 400 West Suite 200 Salt Lake City, UT 84101	801.521.4781
Hogan Construction	Commercial, Industrial, Retail, Office	Aaron Metcalf	940 N 1250 W Centerville, UT 84014	801.951.7000
Hughes Contractors	Commercial, Industrial, Retail, Office	Allen Clemons	900 N Redwood Road North Salt Lake, UT 84054	801.292.1411
R&O Construction	Commercial, Industrial, Retail, Office	Eric Stratford	933 Wall Avenue, Ogden, UT 84404	801.627.1403
US Development	Commercial, Industrial, Retail, Office	Dan Bridenstine	1513 N Hill Field Road #2 Layton, UT 84041	801.544.3443
Woodbury Corp	Commercial, Retail, Office	Josh Woodbury	2733 Parleys Way #300 Salt Lake City, UT 84109	801.485.7770



Appendix L: Davis County Economic Strategy

Davis County

Community & Economic Development



Vision & Values



Davis County Connects. You.

Davis County' action is "Connects. You." It is this connection that sets us apart. Davis County Community and Economic Development Office connects you to shovel ready and established land sites, a well educated labor force, established businesses and supply chains, highest test scores and graduation rates for high school, top rated vocational and university programs. Davis County connects you to the Salt Lake International Airport, the main arterial transportation - Interstate 15, Interstate 84, Highway 89 and the east west corridor State Road 193.

With over 3,000 acres of developable land overlaid with opportunities and incentives, Davis County is ready to connect to your needs. Become acquainted with Davis County by visiting our web site at:

www.daviscountyutah.gov

Also view the videos covering Connects. You. topics. Connect with our office at

801-451-3278

EdInfo@daviscountyutah.gov

Six Connections In Davis County

Connecting With Countywide Economic Development Planning – We believe that countywide proactive planning is critical to guide our future economic development. We connect with cities to anticipate change, overcome obstacles and seize economic opportunities.

Connected Through Unity and Action – We are connected throughout the County to a common vision of our economic future which supports the uniqueness of our various cities.

Connecting To Have Impact and Influence – We pro-actively provide leadership to support city and county economic development decisions, as well as regional and state economic and educational policies and programs.

Connections Create Robust Employment Opportunities – We seek to increase family-sustaining employment opportunities for our residents and those that commute into our county.

Connections Help Facilitate Expanding Economic Growth – We seek to develop, expand and connect our economic base by attracting targeted businesses and industries which conform with our community values; by expanding our current employers, expanding supply chain management, and by creating high-growth start-up businesses.

Connecting Is Quality of Life – We believe that our quality of life contributes directly to economic development by ensuring that within our County there is affordable housing, excellent education, quality health care, improving systems of transportation, broadly accessible internet services, preserved open space and recreational and cultural opportunities.



Davis County Economic Development Strategy

Goals

Critical Strategies

1 Business Expansion and Retention (BEAR)

We understand that 85% of new job growth occurs from internal expansion within existing businesses in Davis County. We strive to retain and expand business.



1.1 Leadership Visits

Conduct business and city visits focusing on identification of business needs to retain and expand our business base.

1.2 Business Development Funds

Utilize all funds available to foster expansion of existing and new business into Davis County.

1.3 Business to Business Promotion

Identify local resources to meet large local businesses supply needs. Grow the supply chain internally and externally through business visits and creating networking opportunities.

1.4 Quick Response Initiative

Utilize a quick response team to expand and retain businesses and jobs in Davis County.

2 Business Attraction and Recruitment

Attract businesses to Davis County that increase jobs and wages. Focus on targeted businesses within the State's cluster initiative.



2.1 Targeted Industry Marketing Campaign

Determine target industries and focus marketing efforts outside of Davis County to attract businesses to Davis County.

2.2 Effectively and Timely Response to All Business Leads

Support EDCUtah and Davis County cities in responding to all potential requests for information.

2.3 Transportation/Infrastructure

Support Davis County cities and the State in improving transportation and infrastructure to promote economic development.

2.4 Promotion of Brand

Support stakeholders' business development efforts by promoting and marketing the Davis County Connect. You. brand. Prepare and run press releases that will highlight the value of living and locating in Davis County.

2.5 Expanding Opportunities

Meet quarterly with City leadership to help identify and shape business development sites. Identify and participate with at least 2 trade shows and 1 site selector familiarization trip/tour

3 Develop Industrial and Business Sites

Coordinate with public and private partners to develop Industrial and Business sites that will accommodate future growth.



3.1 Incentive Support

Davis County will support cities and qualified entities in creating business sites to facilitate growth while exploring all available options in incentive offerings.

3.2 Site Development and Site Promotion

Promote site development through the new economic development website. Support cities in Davis County toward further development of properties and promote those properties through the Davis County Website.

3.3 On-Site Visit Presentation

Support cities in Davis County in improving their opportunities for business visits and presentations.

3.4 Further develop business opportunities through an International Free Trade Zone and Intermodal Facility.

Continue to foster business opportunities by identifying interested businesses that qualify for the development of a Free Trade Zone.

Quality Employees

"Davis County sits within the heart of Utah, so without question, Davis County is one of the best spots in the nation to both do business and live."

Senator Stuart Adams



Goals

Critical Strategies

4 Increase Economic Development Capability

Increase the Economic Development capacity available within the County.



4.1 Community Support Opportunities

Meet with commercial realtors, developers, contractors, land owners, GOED, EDCUtah, COG, BDF, SEED, councils and commissions and other public and private stakeholders involved in economic development to share insights and resources about Davis County on economic development initiatives.

4.2 EDCUtah Partnership

Maximize the Davis County EDCUtah partnership in business recruitment and business expansion.

4.3 Davis Unified Economic Development

Coordinate a cooperative approach with community stakeholders in business recruitment and business expansion through Davis Unified Economic Development Group (DUED).

4.4 Program Coordination

Support and involve programs and resources of NorthFront, Business Resource Center, MIDA, DATC, EDCUtah, USTAR, GOED, UDA, Davis Chamber of Commerce, Davis County Cities, Davis County Council of Governments, Utah League of Cities and Towns, and Wasatch Front Regional Council in business recruitment and expansion.

4.5 Northfront Entrepreneurial Alliance

Stimulate the Expansion of Entrepreneurial Development (SEED) by supporting and participating in the implementation of strategies and events with the NorthFront Entrepreneurial Alliance that allows for the creation and fostering of entrepreneurial development.

5 Quality of Life

A high Quality of Life is the core element of all economic development efforts.



5.1 Community Safety and Support

Support Davis County cities and agencies in providing core public services and in keeping our community safe.

5.2 Education

Davis County supports broad-based public and private educational institutions including higher education, custom fit and technical training to create a prepared and qualified work force.

5.3 Walkable Communities

Promote the continuation of the Legacy Parkway Trail system and scenic byway for the North Davis Corridor. Support the completion of the Bonneville Shoreline Trails and pathways connecting Davis County cities. Highlight and promote Davis County Trail Systems.

5.4 Cultural Arts Development

Davis County Community and Economic Development recognize the economic and quality of life values associated with cultural arts, community events and tourism. Residents and visitors experience the physical, scenic, and wildlife amenities that enhance the Davis County community.

Quality of Life

"We choose Davis County because of its central location to distribute not only across the U.S. but throughout Canada and South America as well."

John Evans,
Marketing Director Petzl America



"We are here because of the highly educated, well trained and very productive workforce in Davis County and because of its close proximity to Salt Lake City."

Clark Skeen,
Owner Quantronix, Inc.

Entrepreneurial Vision & Values

The SEED Weber/Davis/Morgan project will establish a strategic direction for the Weber/Davis/Morgan County area and surrounding region for fostering entrepreneurial development and the creation of growth and high-growth businesses. The overall objective is to increase jobs, wages and value through entrepreneurial development.

Specifically this project is designed to implement strategies that increase the overall momentum in the region for entrepreneurial development.

Community resources will be concentrated on these priorities leading to the creation of businesses that will drive the regional economy in the years to come.

This project will benefit all three counties and the surrounding region by integrating the entrepreneurial development initiatives in a synergistic and harmonious way with all other facets of regional economic development. The result will be an economic environment that not only drives the creation of growth and high-growth businesses but also is beneficial for those businesses currently located within the region and for future businesses.



seedweber • davis • morgan Major Strategic Goals

Focus – To increase jobs, wages and value through entrepreneurial development.

Values – This project recognizes our unique assets including education and research and clusters of existing businesses.

Talent – This project region has a strong pool of capable entrepreneurs to create today's businesses and tomorrow's opportunities.

Benefits – Entrepreneurial development creates business growth, increased wages, and value to local residents and the communities.

Support – Support the strategies that have been designed by the tri-county project to stimulate the expansion of entrepreneurial development.

1. Increase Overall Support for Entrepreneurism

Increase, across the region, the overall level of support essential for growth and high-growth entrepreneurial businesses

2. Foster Entrepreneurial Talent

Increase the number of capable and willing entrepreneurs by cultivating skilled employees throughout the region.

3. Improve Skills and Abilities of Entrepreneurial Talent

Effectively increase the skills and abilities of regional entrepreneurs to create and lead growth and high-growth businesses.

4. Capitalize on Current Business Idea Generators

Capitalize on the technologies and new business ideas that are generated at HAFB, regional corporations, and through the USTAR technology transfer effort.

5. Develop New Business Idea Generators

Establish new generators for business ideas.

6. Increase Local Funding Resources for Entrepreneurs

Increase funding resources from local investors for the seed, start-up and growth stages.

7. Increase Supplemental Funding Resources

Increase funding resources from public, private and non-profit sources that are structured as grants, loans, debt and venture.

"Most sophisticated composite tooling site in the world."

John Janicki,
CEO of Janicki Industries talking
about their new Layton facility.

"We stay in Davis County because of an amazing workforce, Utah is a right to work state with a very business friendly local government."

Richard Hendrickson,
CEO Lifetime Products



Davis
COUNTY

Davis County Community & Economic Development

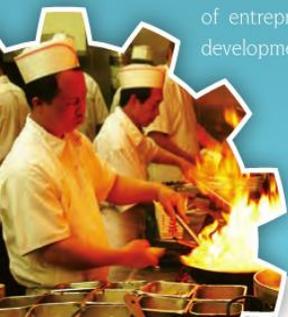
P.O. Box 618

28 East State, Ste 221
Farmington, Utah 84025

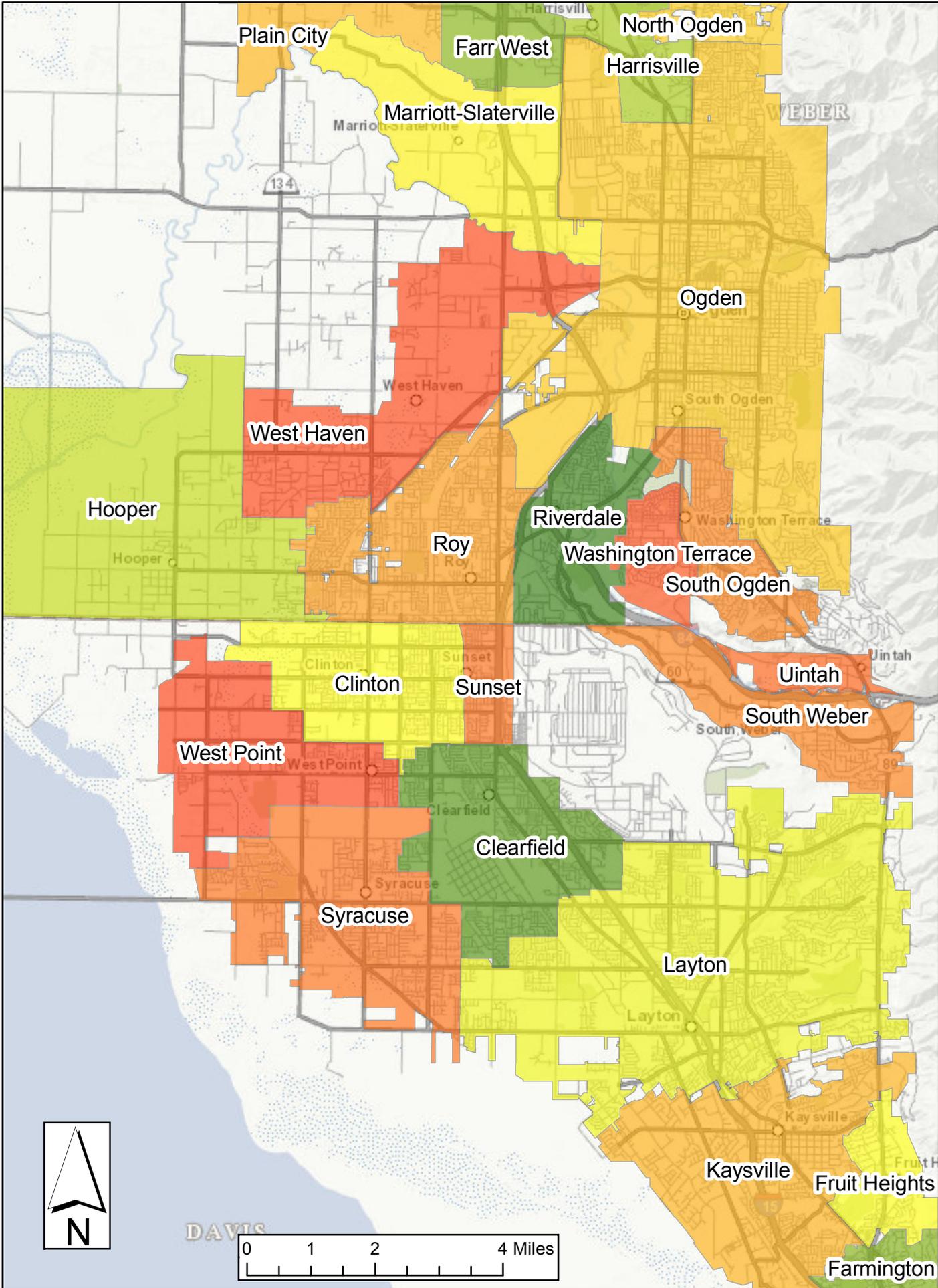
Phone 801-451-3278 • Fax 801-451-3281

E-mail EDInfo@DavisCountyUtah.gov

UTAH
LIFE ELEVATED®

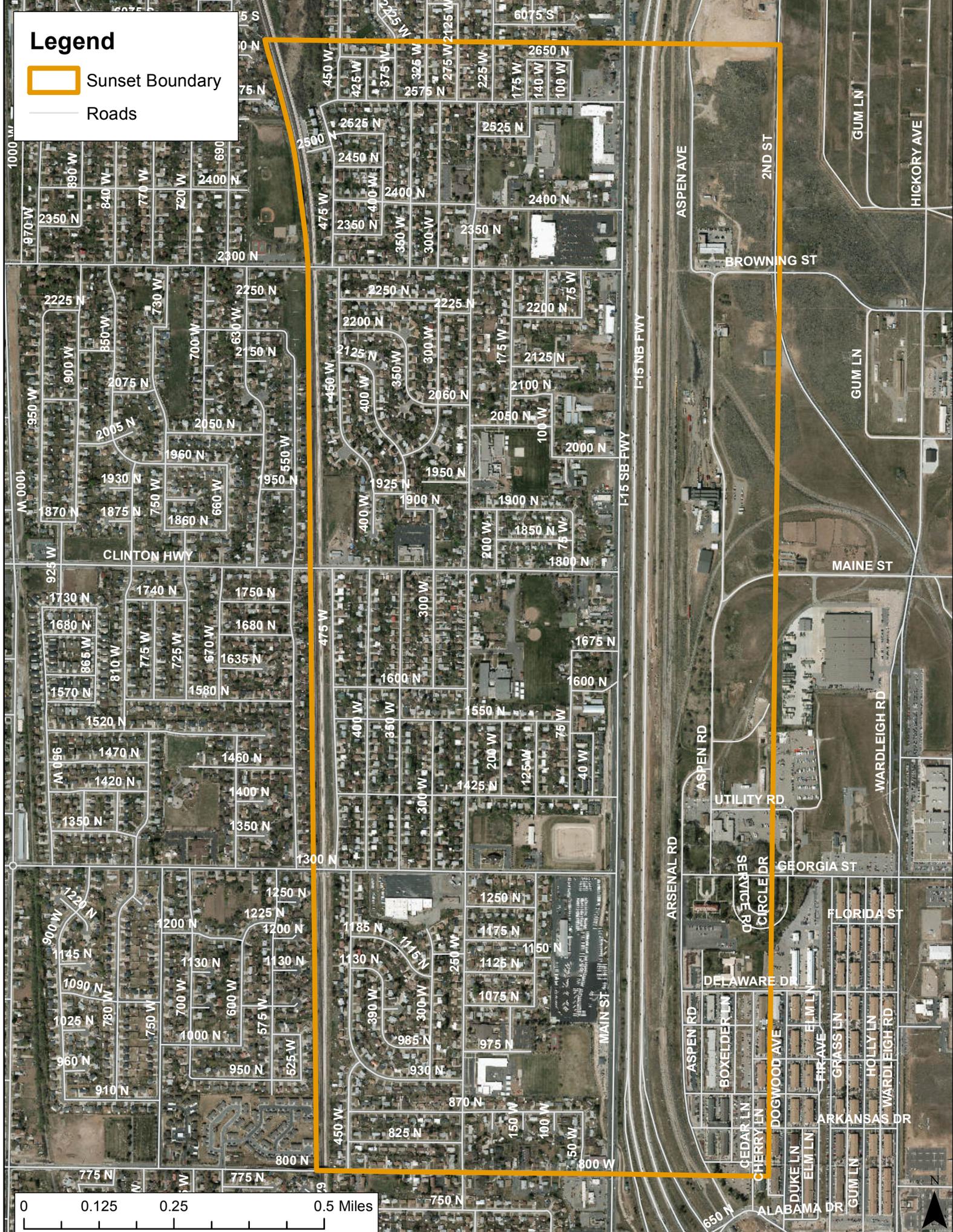


Appendix M: Maps

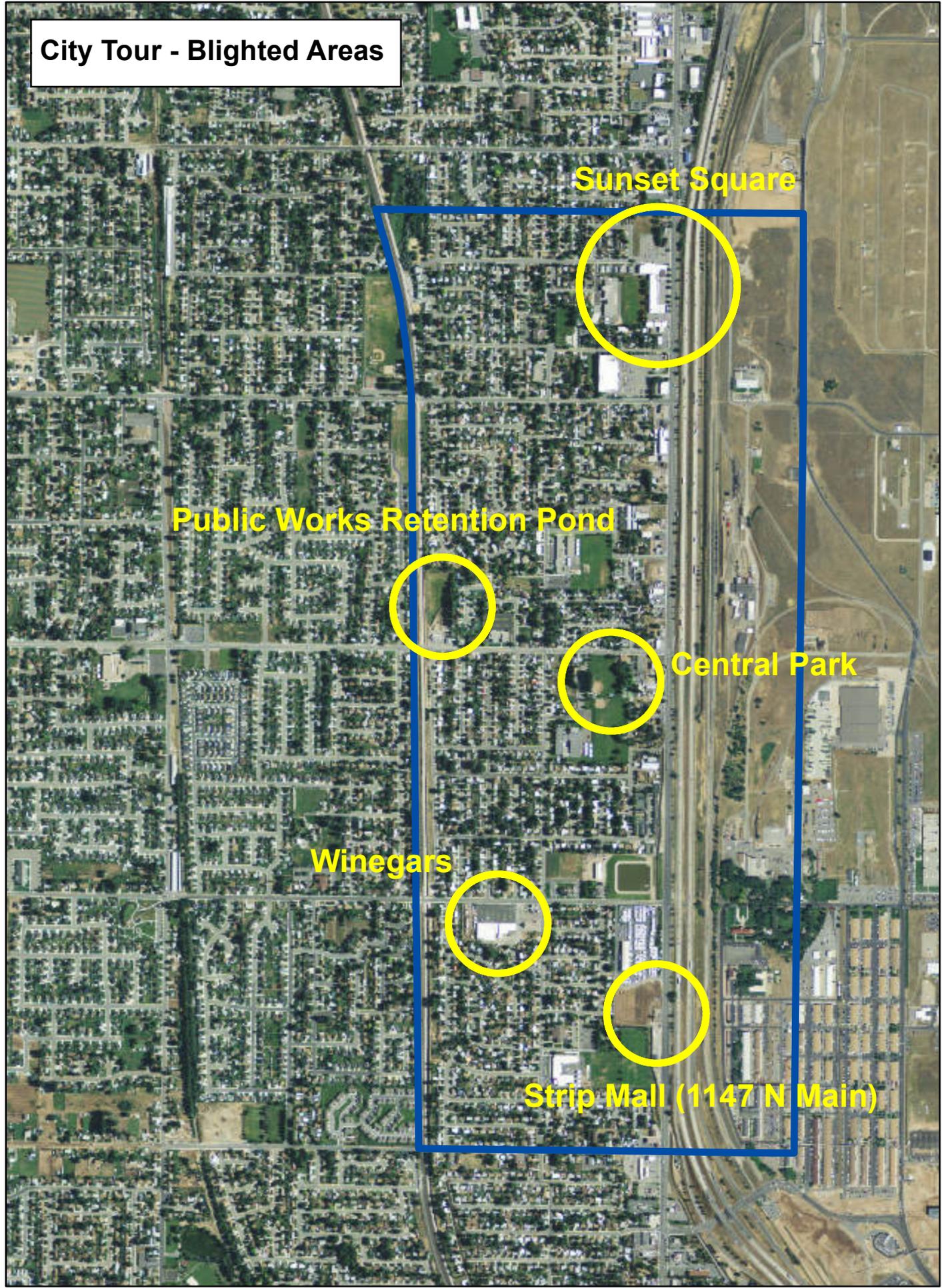


Legend

-  Sunset Boundary
-  Roads



City Tour - Blighted Areas



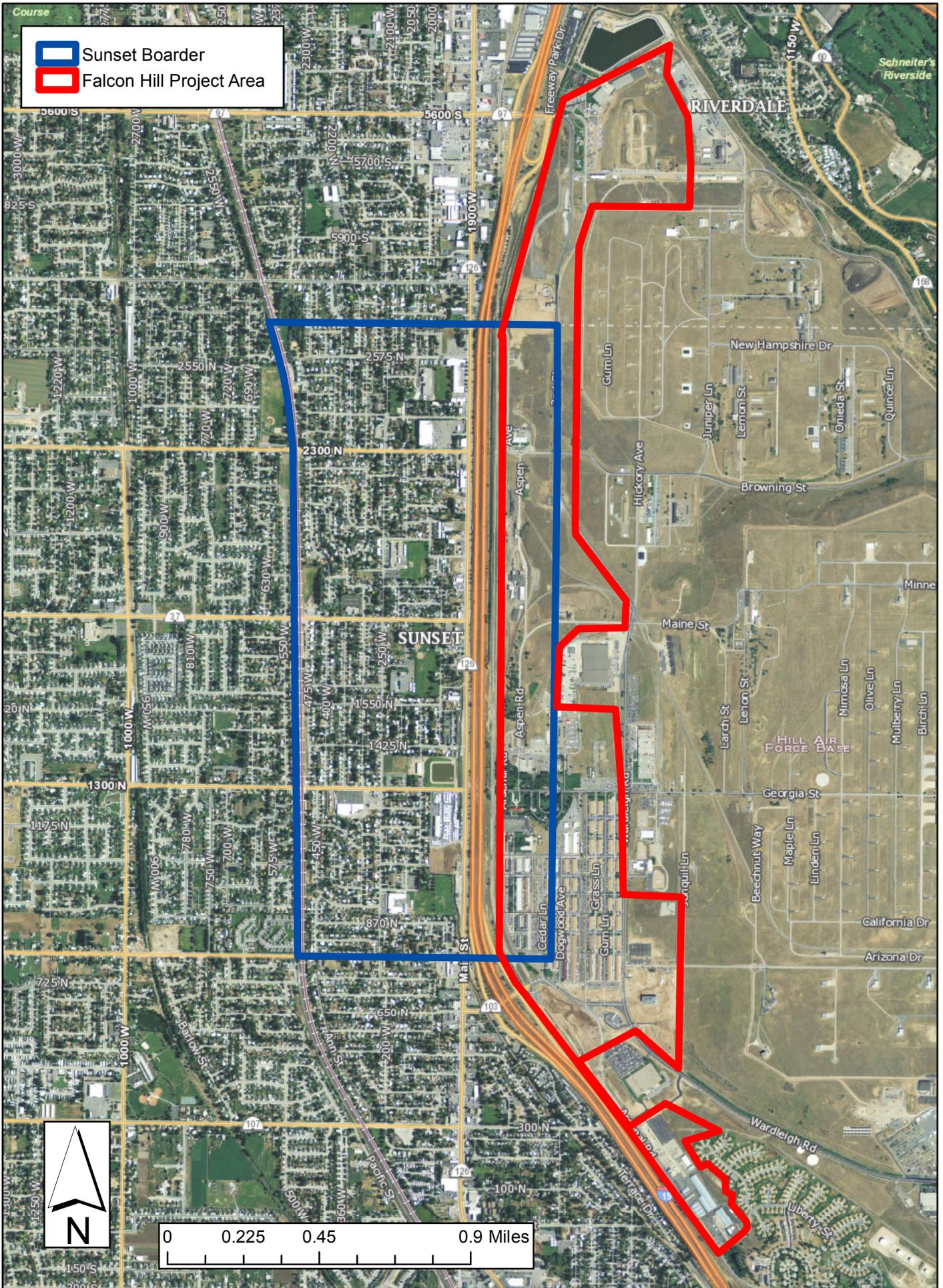
Sunset Square

Public Works Retention Pond

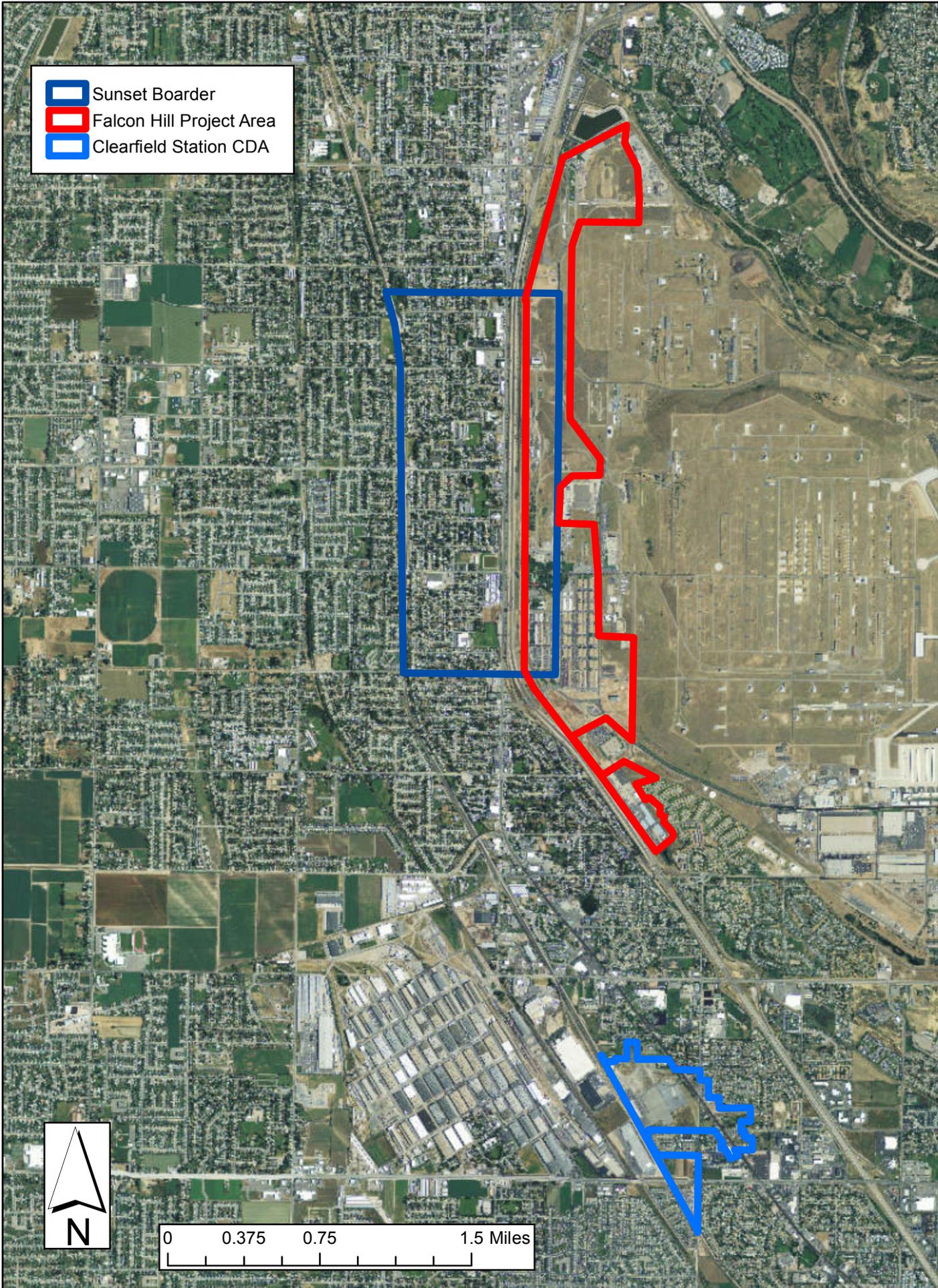
Central Park

Winegars

Strip Mall (1147 N Main)



-  Sunset Boarder
-  Falcon Hill Project Area
-  Clearfield Station CDA

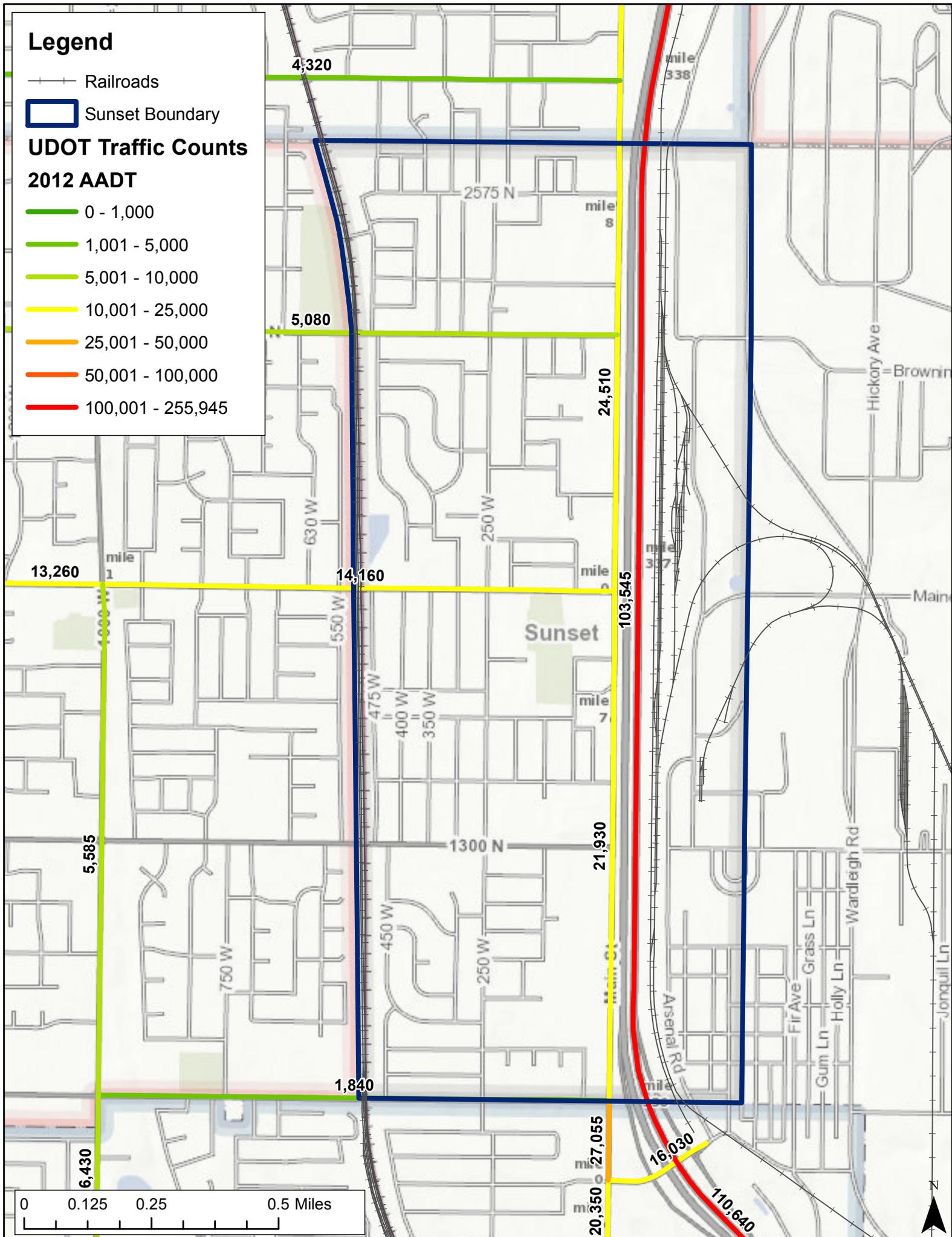


Legend

-  Railroads
-  Sunset Boundary

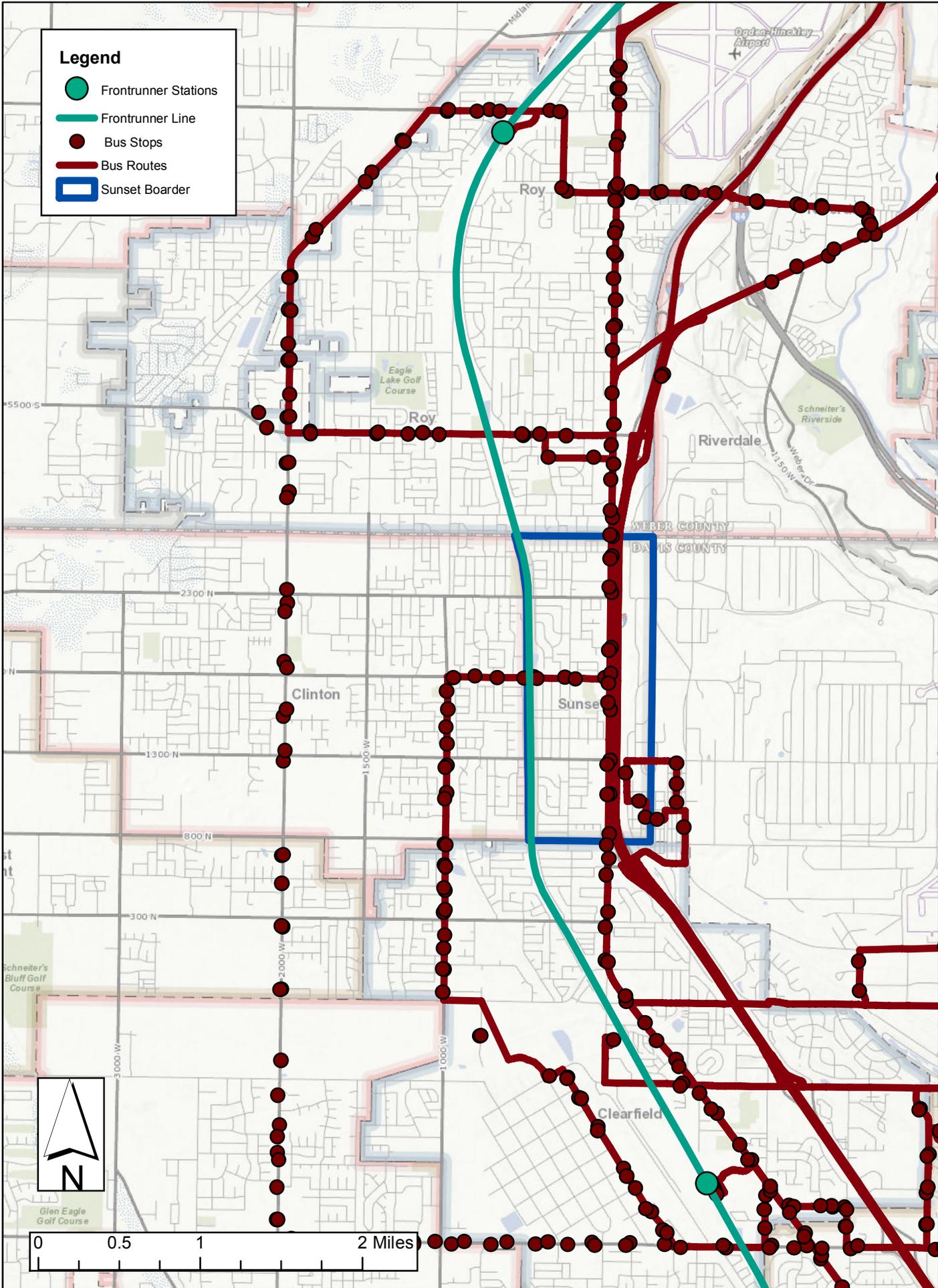
UDOT Traffic Counts 2012 AADT

-  0 - 1,000
-  1,001 - 5,000
-  5,001 - 10,000
-  10,001 - 25,000
-  25,001 - 50,000
-  50,001 - 100,000
-  100,001 - 255,945



Legend

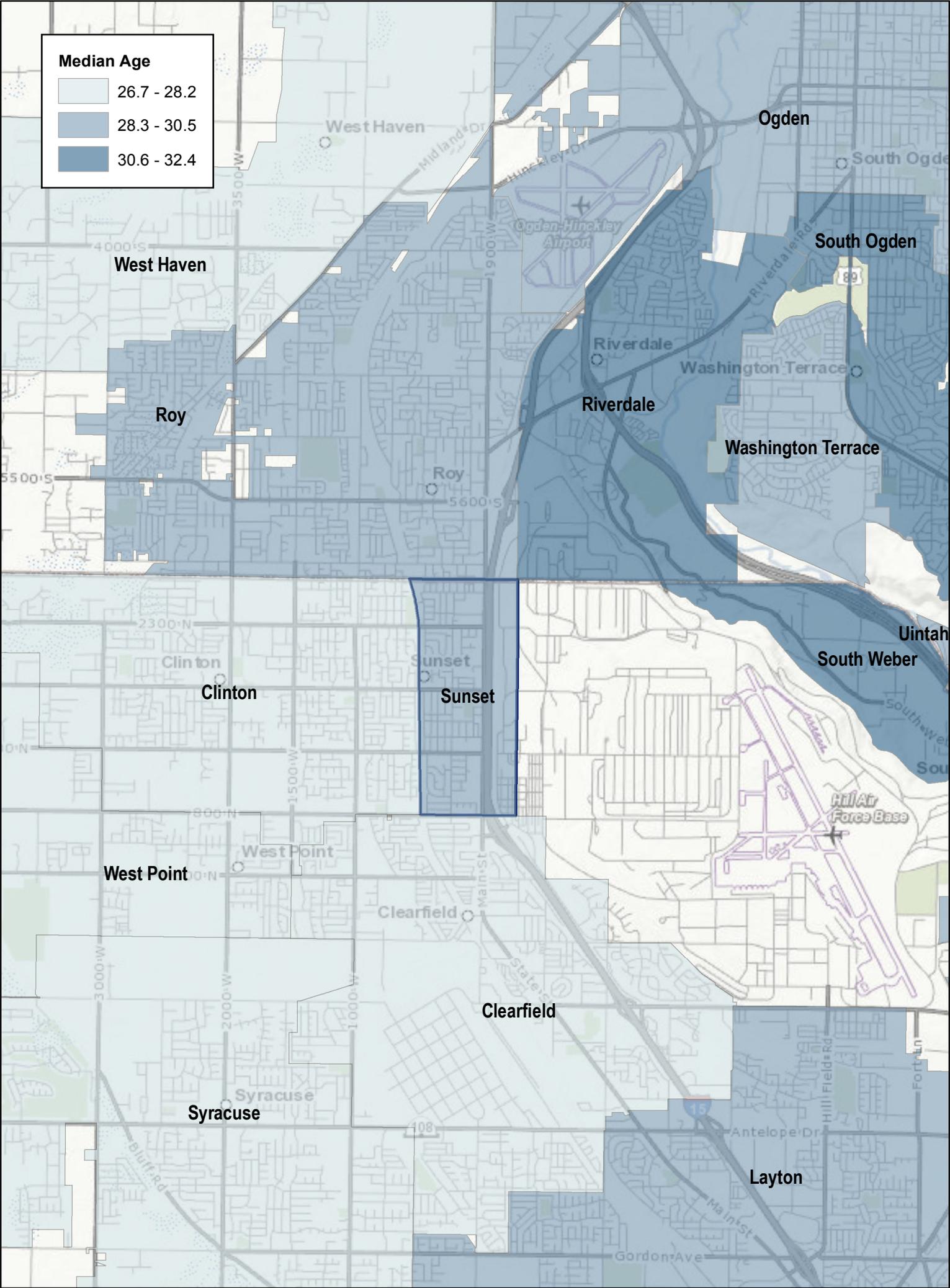
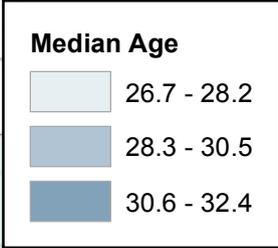
-  Frontrunner Stations
-  Frontrunner Line
-  Bus Stops
-  Bus Routes
-  Sunset Boarder

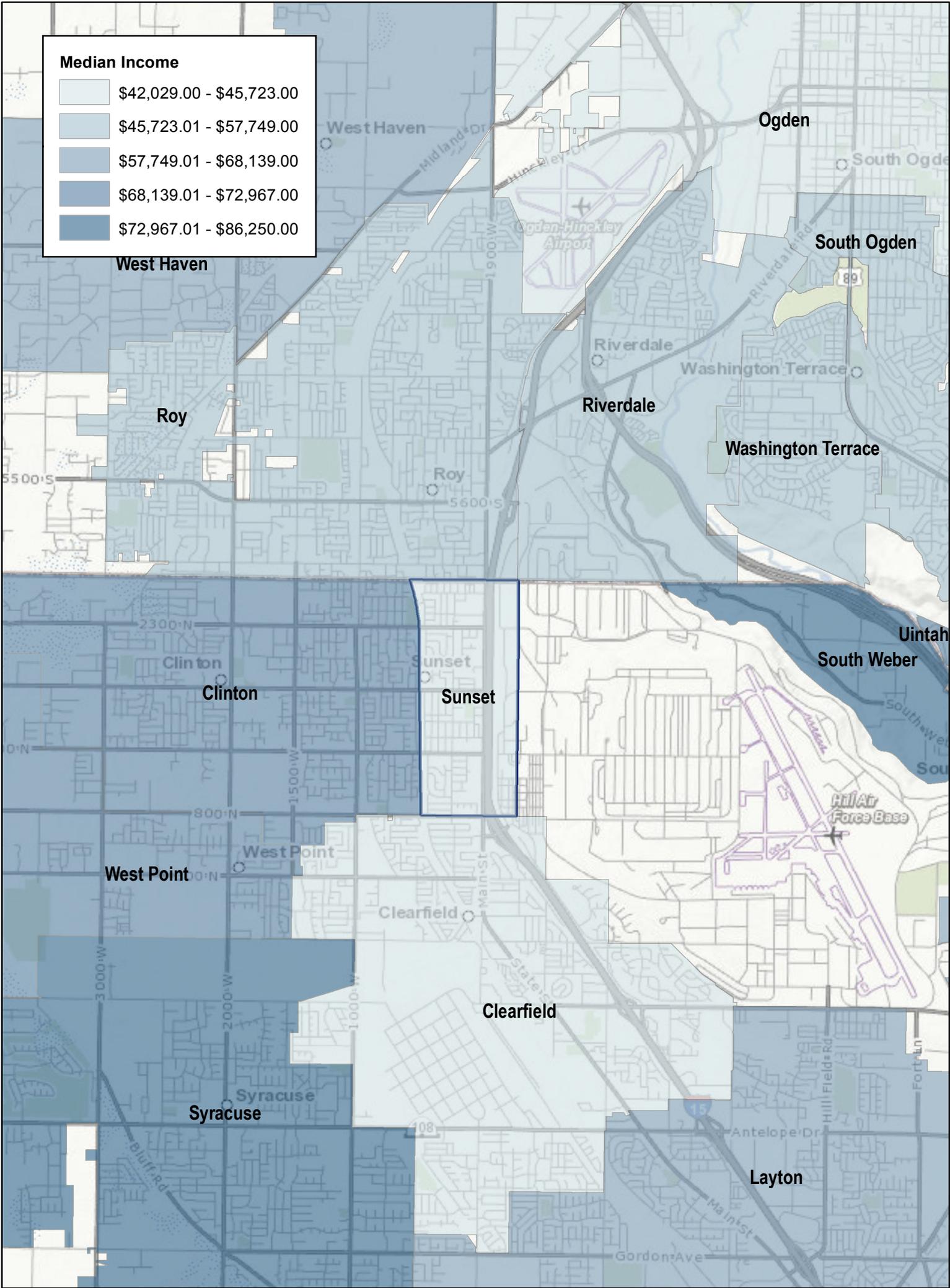
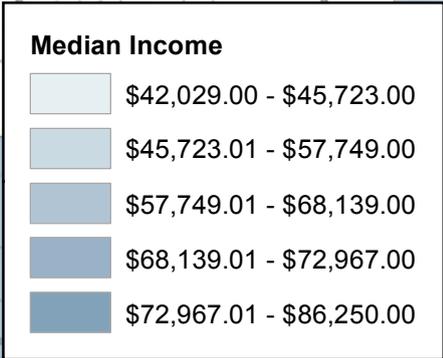


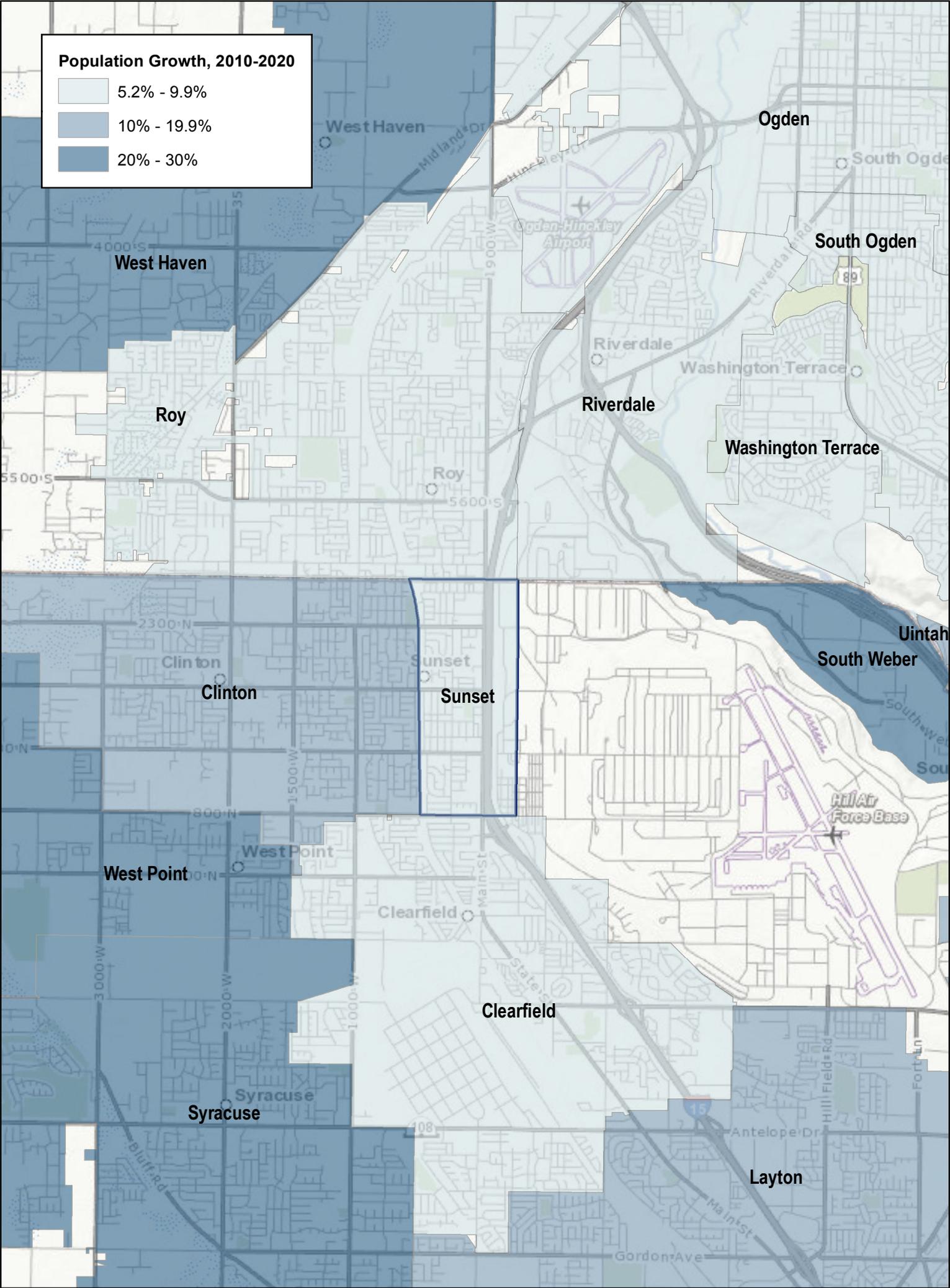
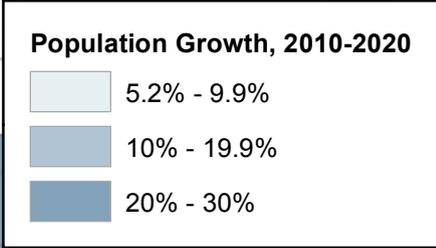
 Sunset Border
 Potential Housing Development



0 0.05 0.1 0.2 Miles









Sunset Boarder

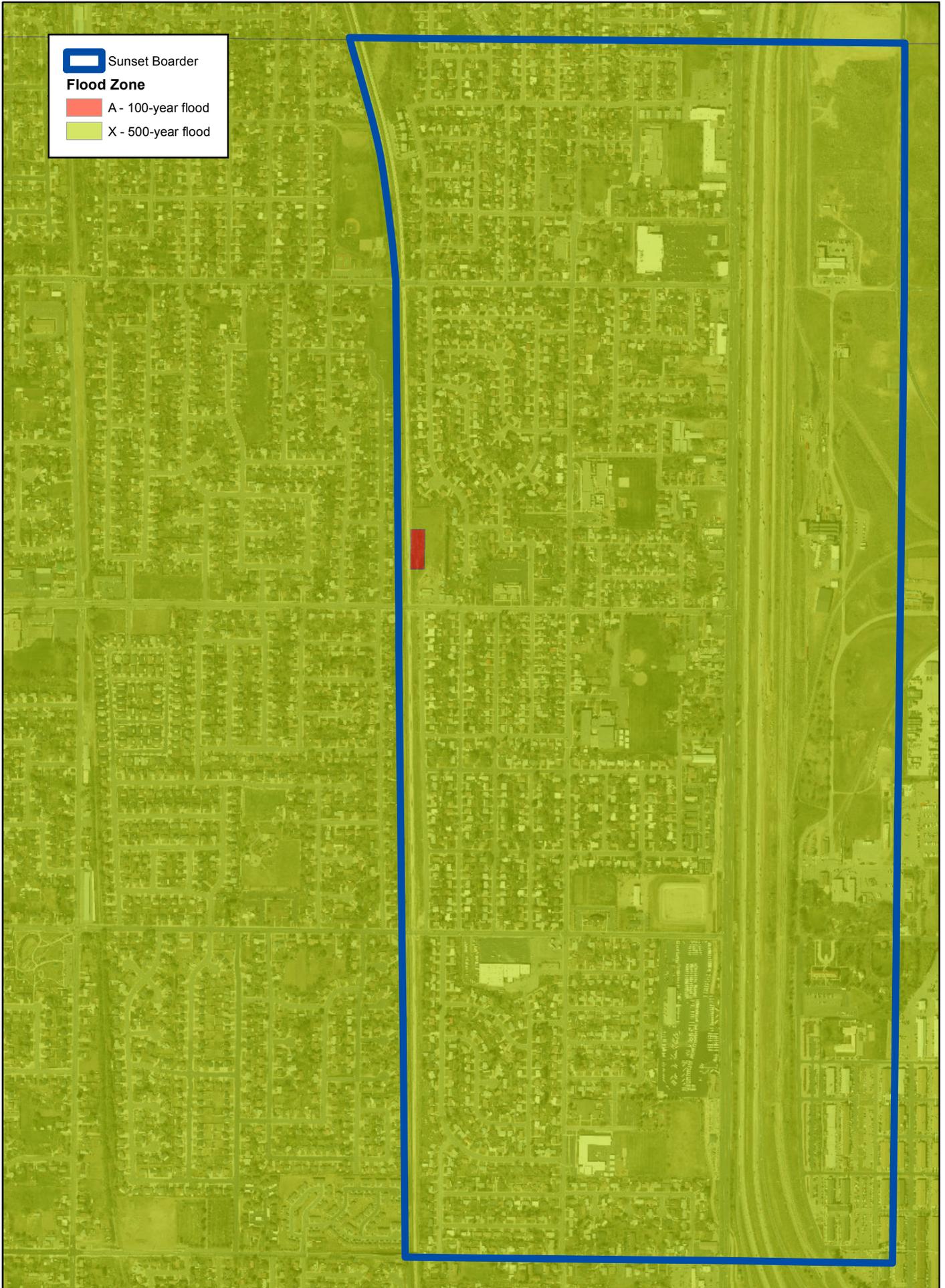
Flood Zone



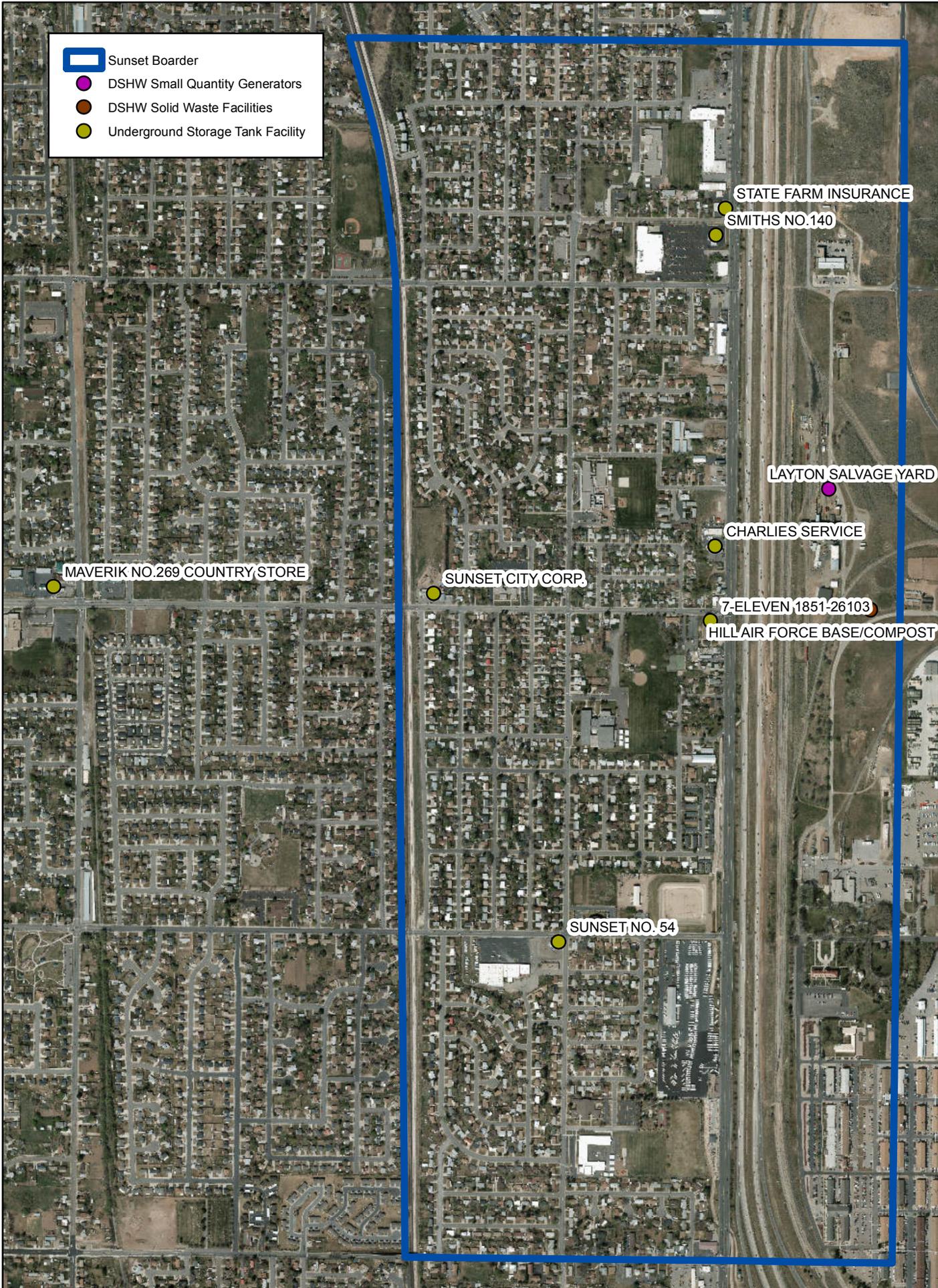
A - 100-year flood

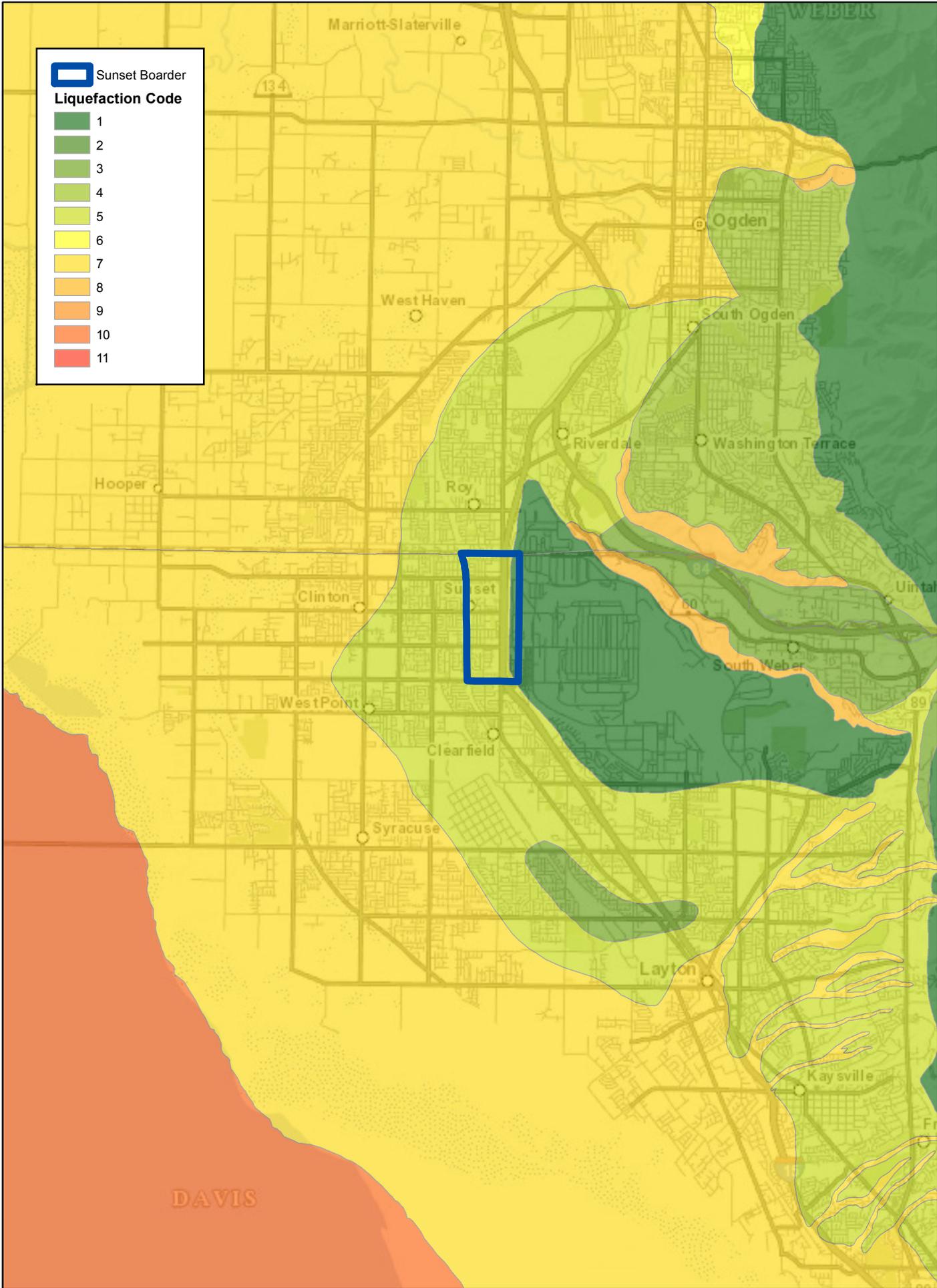


X - 500-year flood



-  Sunset Border
-  DSHW Small Quantity Generators
-  DSHW Solid Waste Facilities
-  Underground Storage Tank Facility





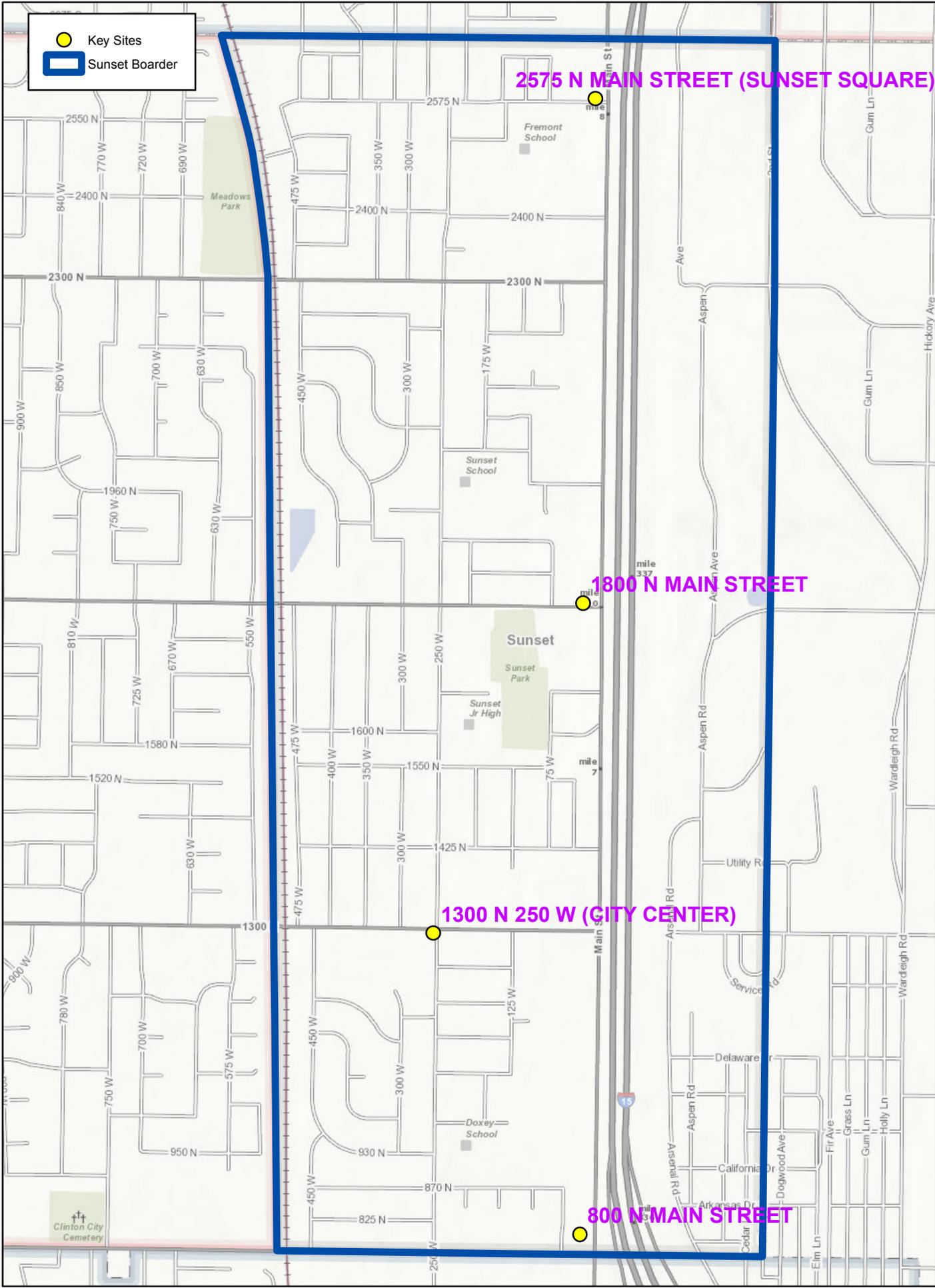
Key Sites
Sunset Boarder

2575 N MAIN STREET (SUNSET SQUARE)

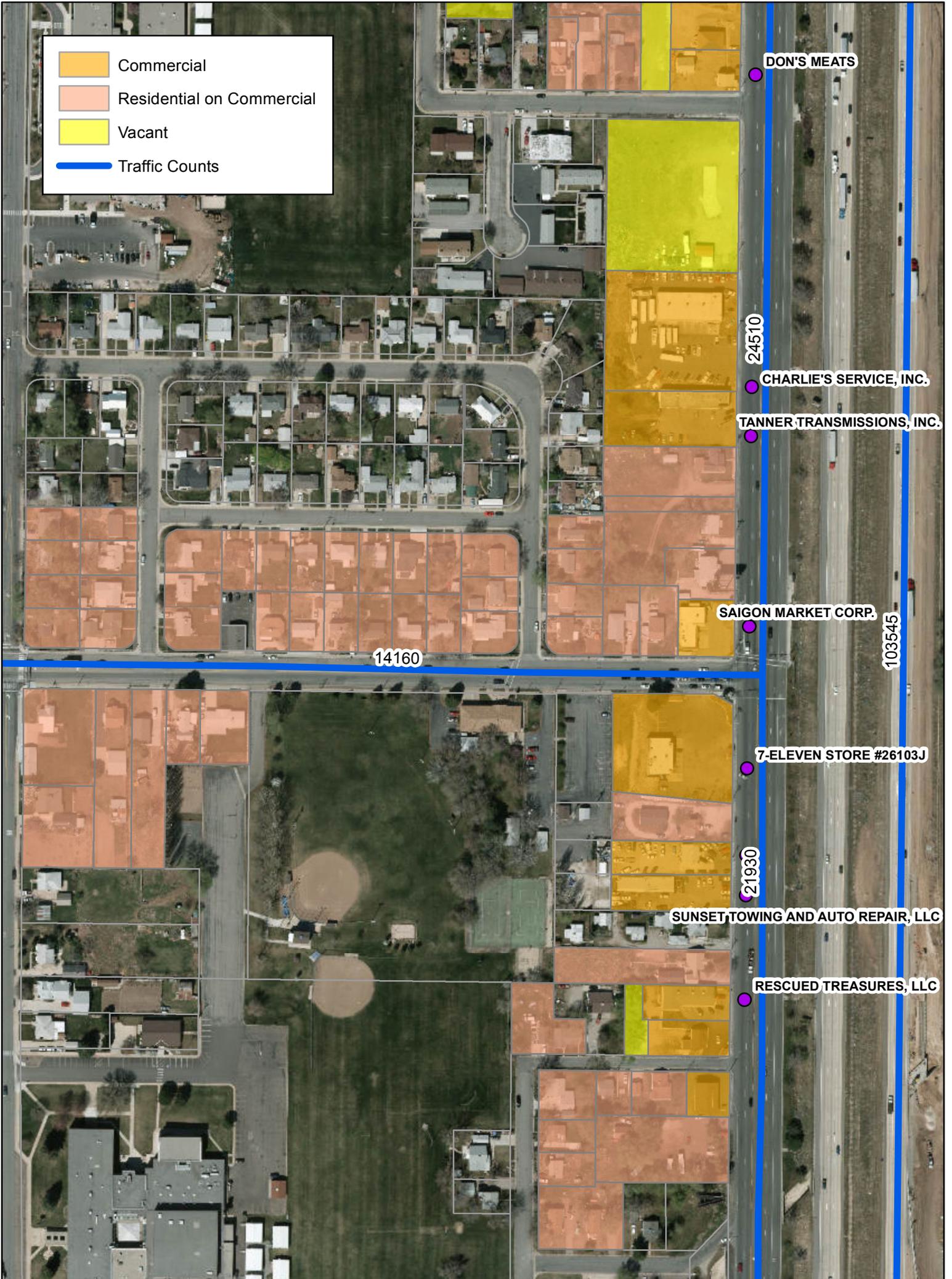
1800 N MAIN STREET

1300 N 250 W (CITY CENTER)

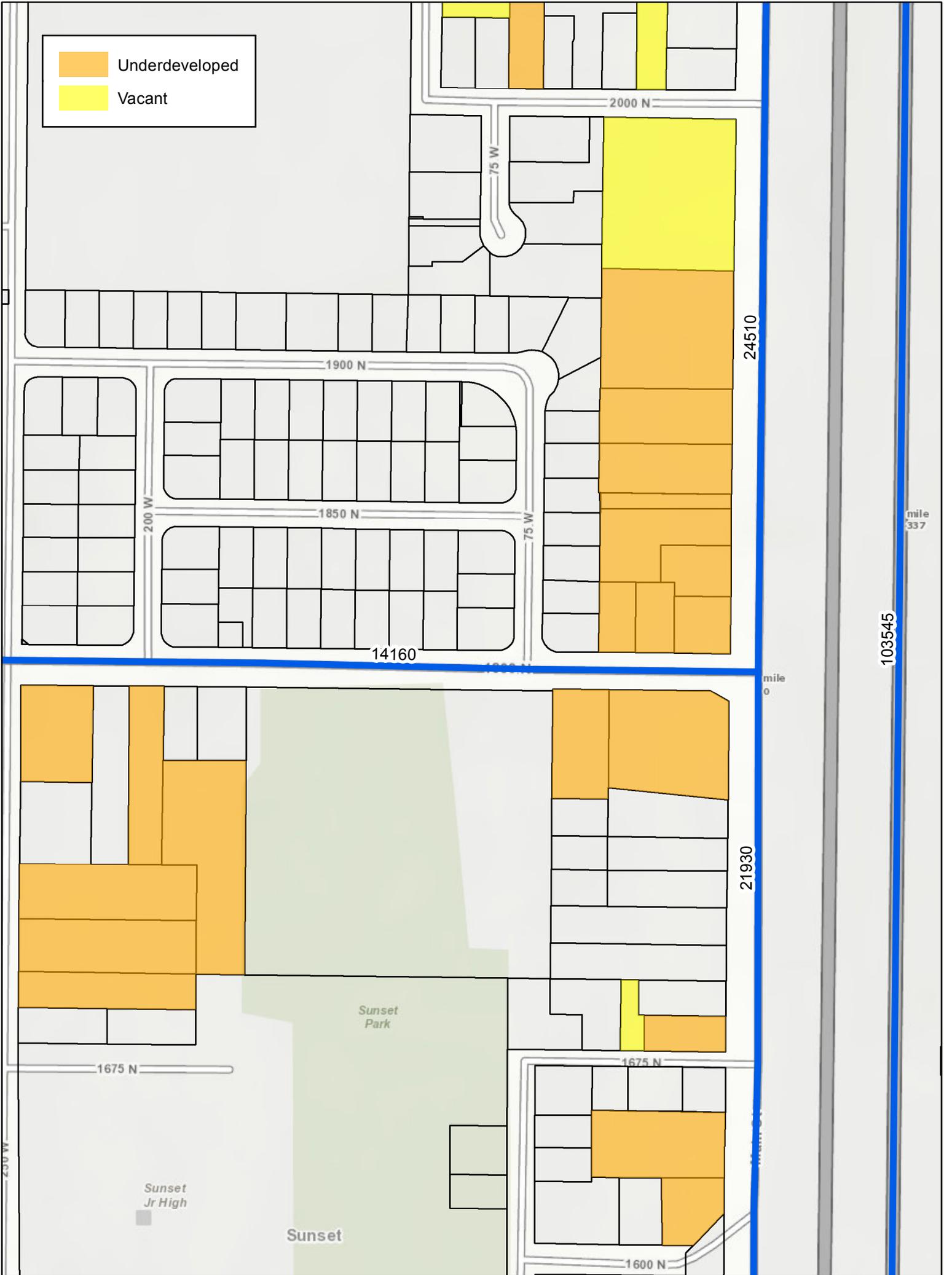
800 N MAIN STREET



	Commercial
	Residential on Commercial
	Vacant
	Traffic Counts

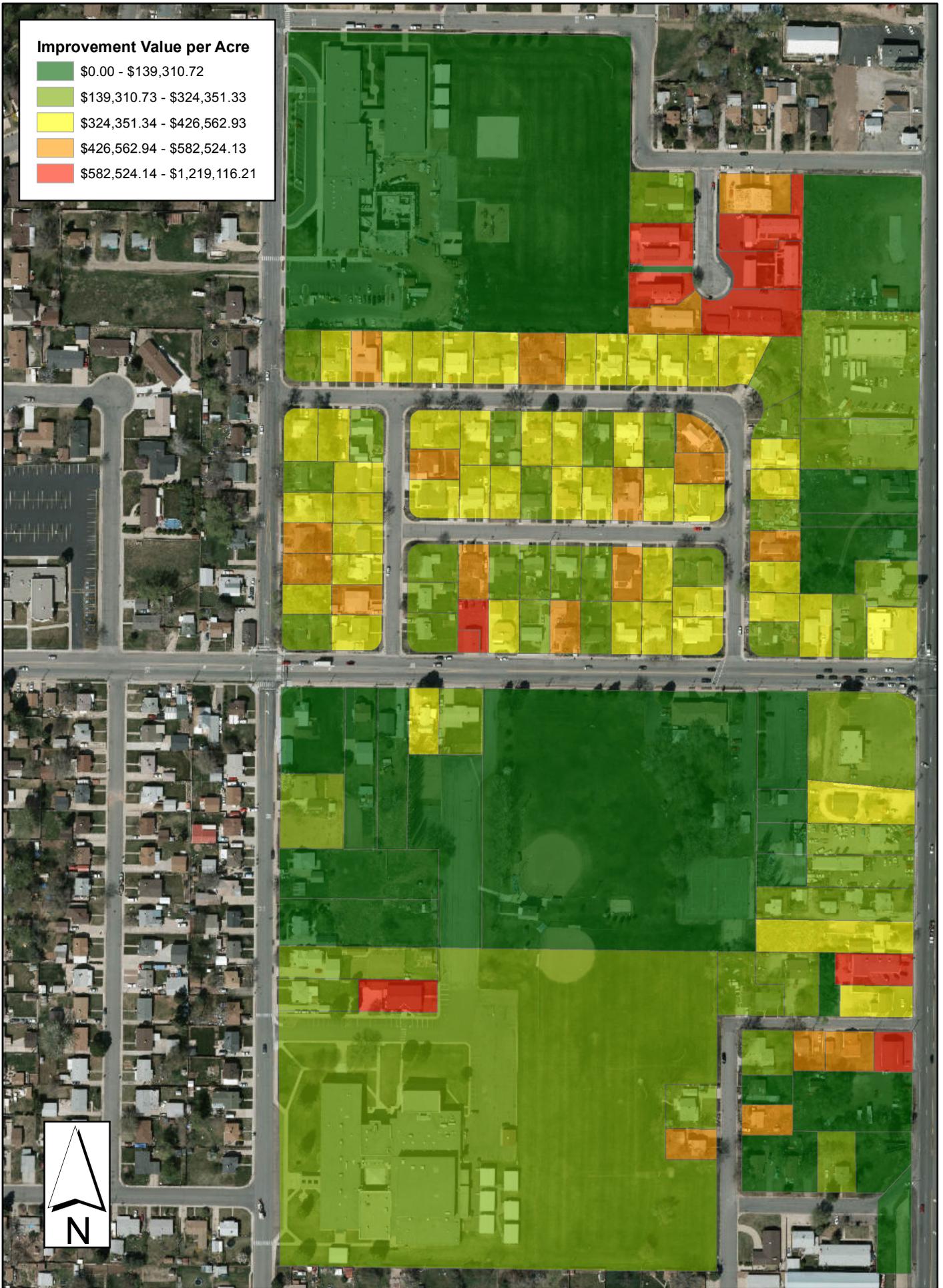


Underdeveloped
 Vacant

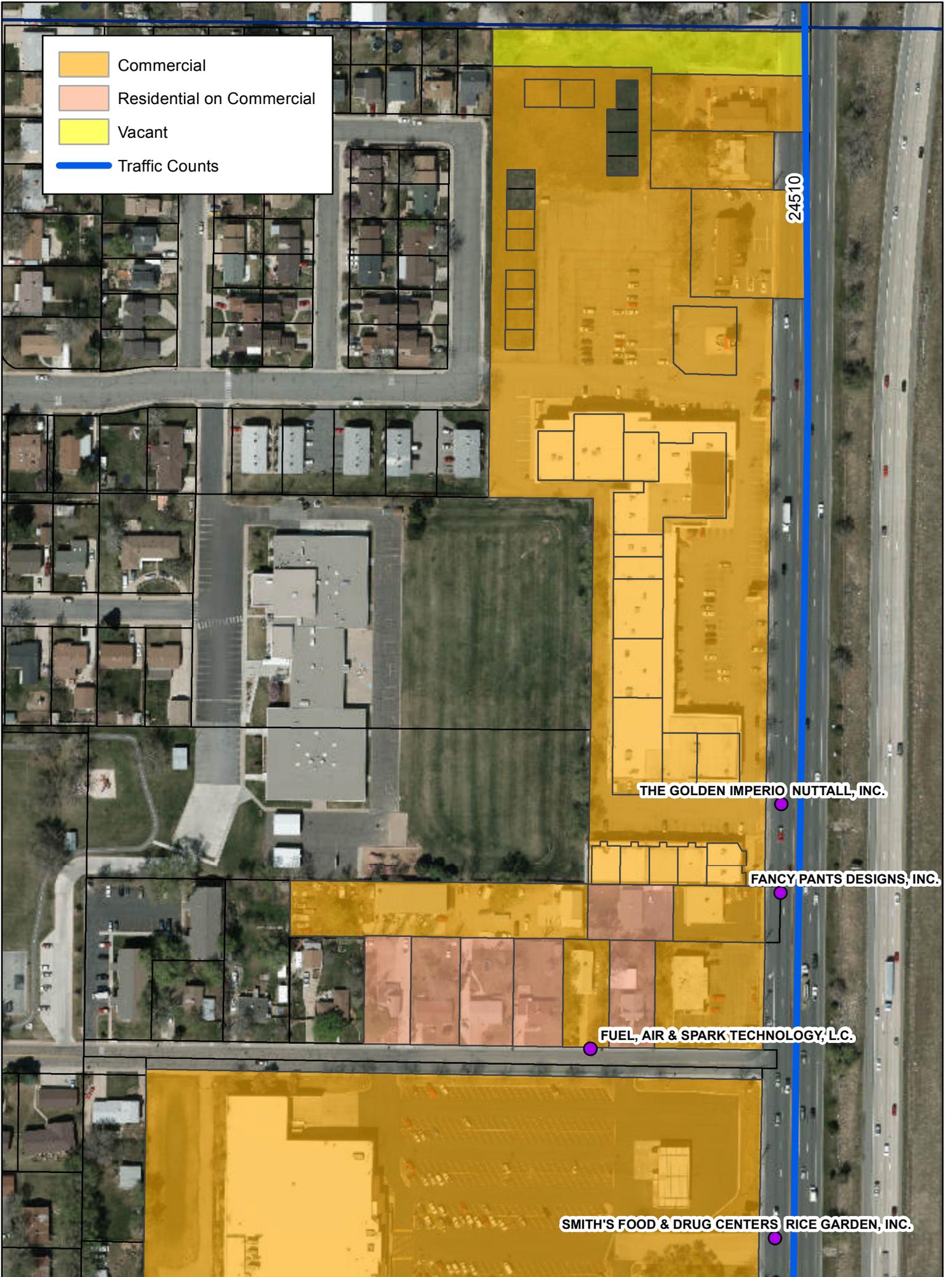


Improvement Value per Acre

- \$0.00 - \$139,310.72
- \$139,310.73 - \$324,351.33
- \$324,351.34 - \$426,562.93
- \$426,562.94 - \$582,524.13
- \$582,524.14 - \$1,219,116.21



	Commercial
	Residential on Commercial
	Vacant
	Traffic Counts



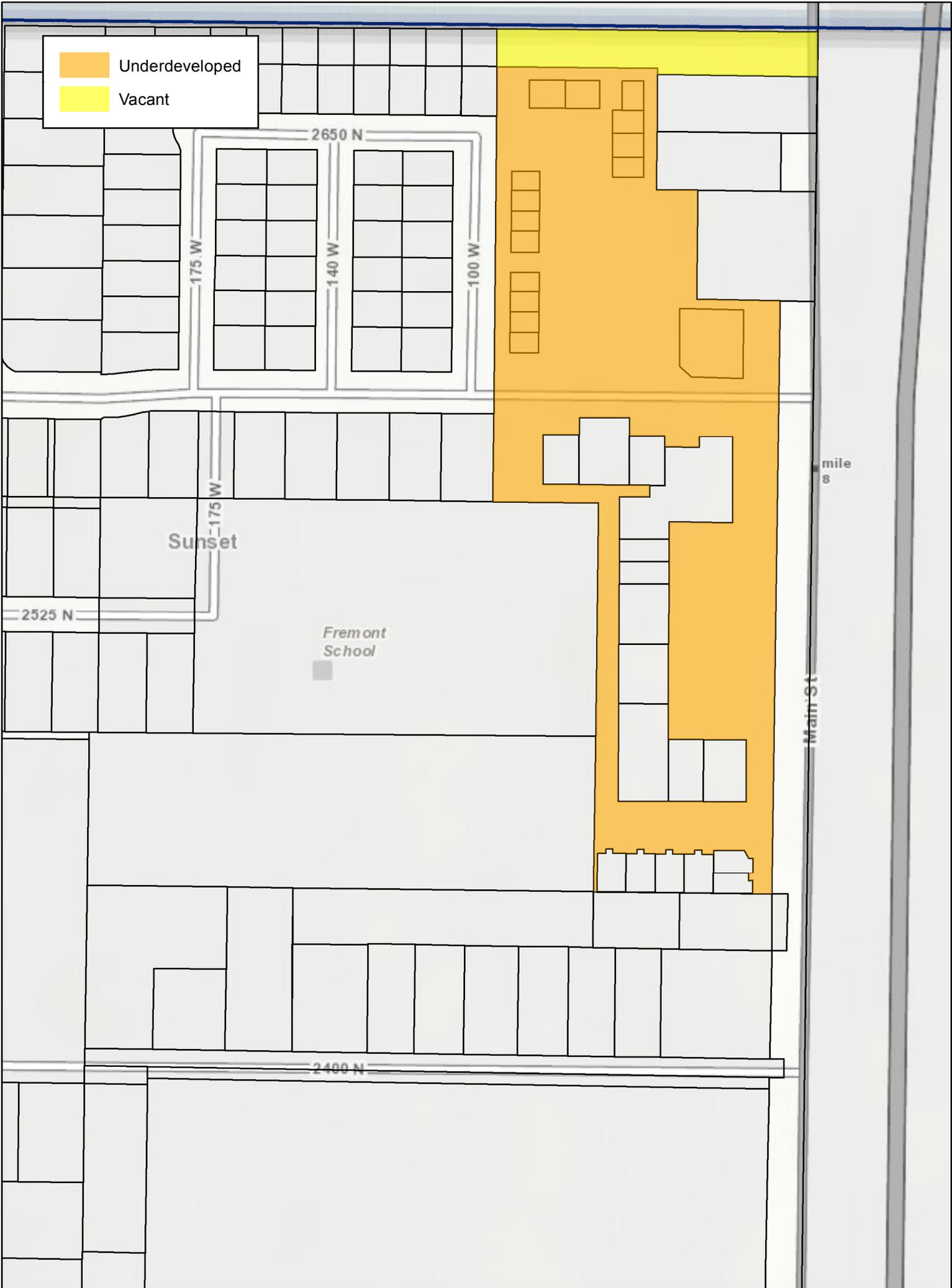
24510

THE GOLDEN IMPERIO NUTTALL, INC.

FANCY PANTS DESIGNS, INC.

FUEL, AIR & SPARK TECHNOLOGY, L.C.

SMITH'S FOOD & DRUG CENTERS RICE GARDEN, INC.



Underdeveloped
Vacant

2650 N
175 W
140 W
100 W

Sunset

2525 N

Fremont School

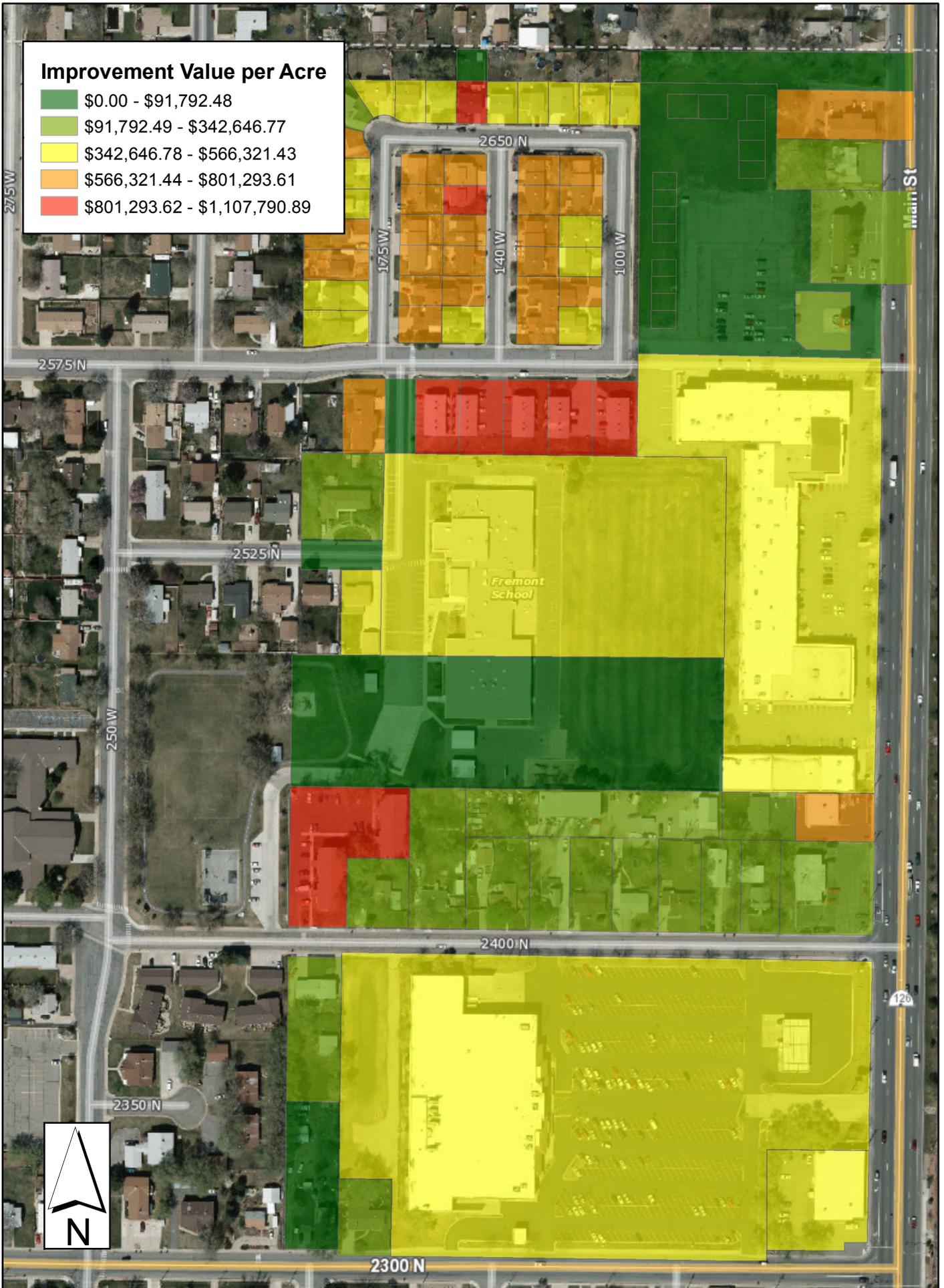
2400 N

mile 8

Main St

Improvement Value per Acre

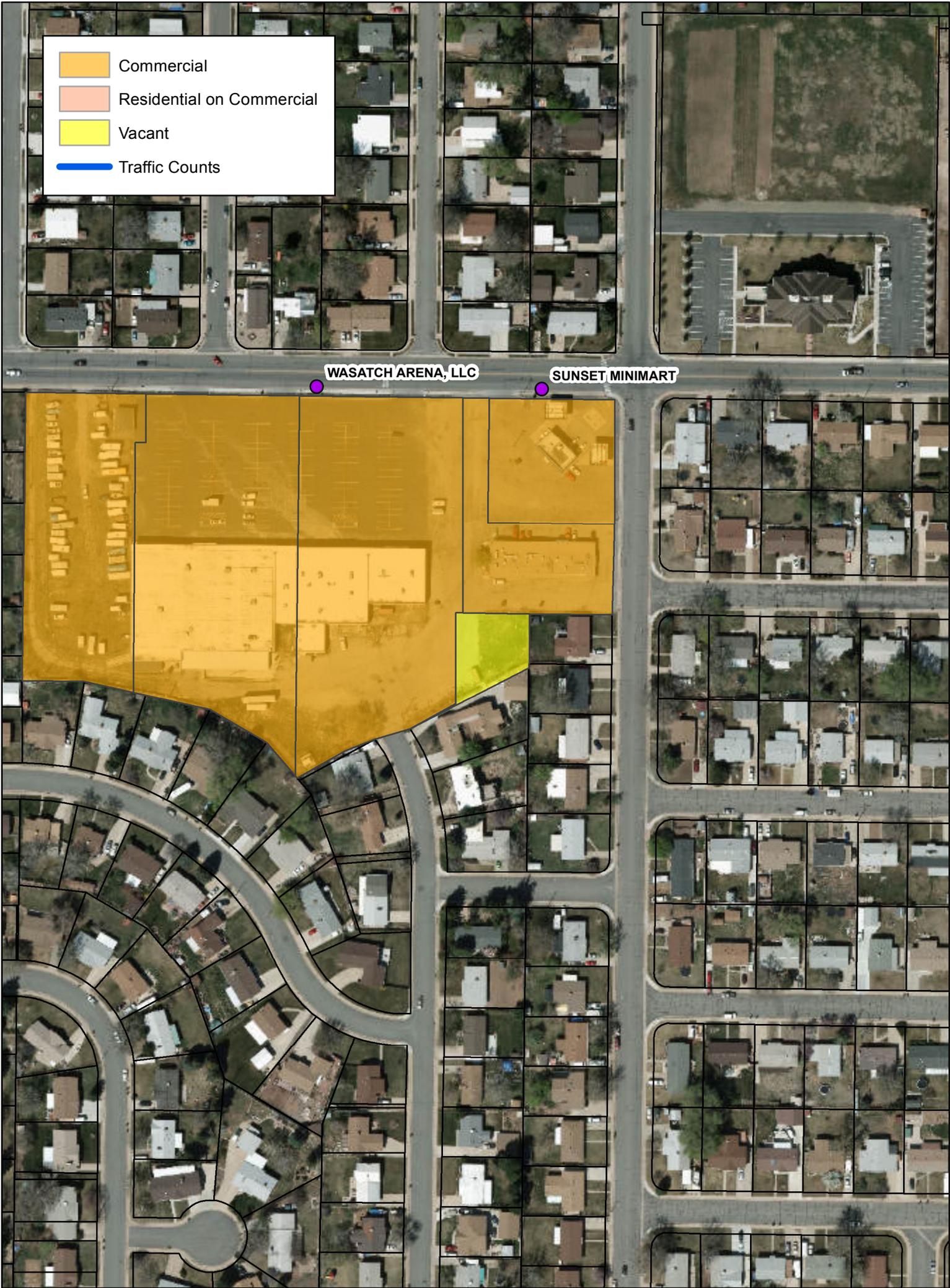
- \$0.00 - \$91,792.48
- \$91,792.49 - \$342,646.77
- \$342,646.78 - \$566,321.43
- \$566,321.44 - \$801,293.61
- \$801,293.62 - \$1,107,790.89



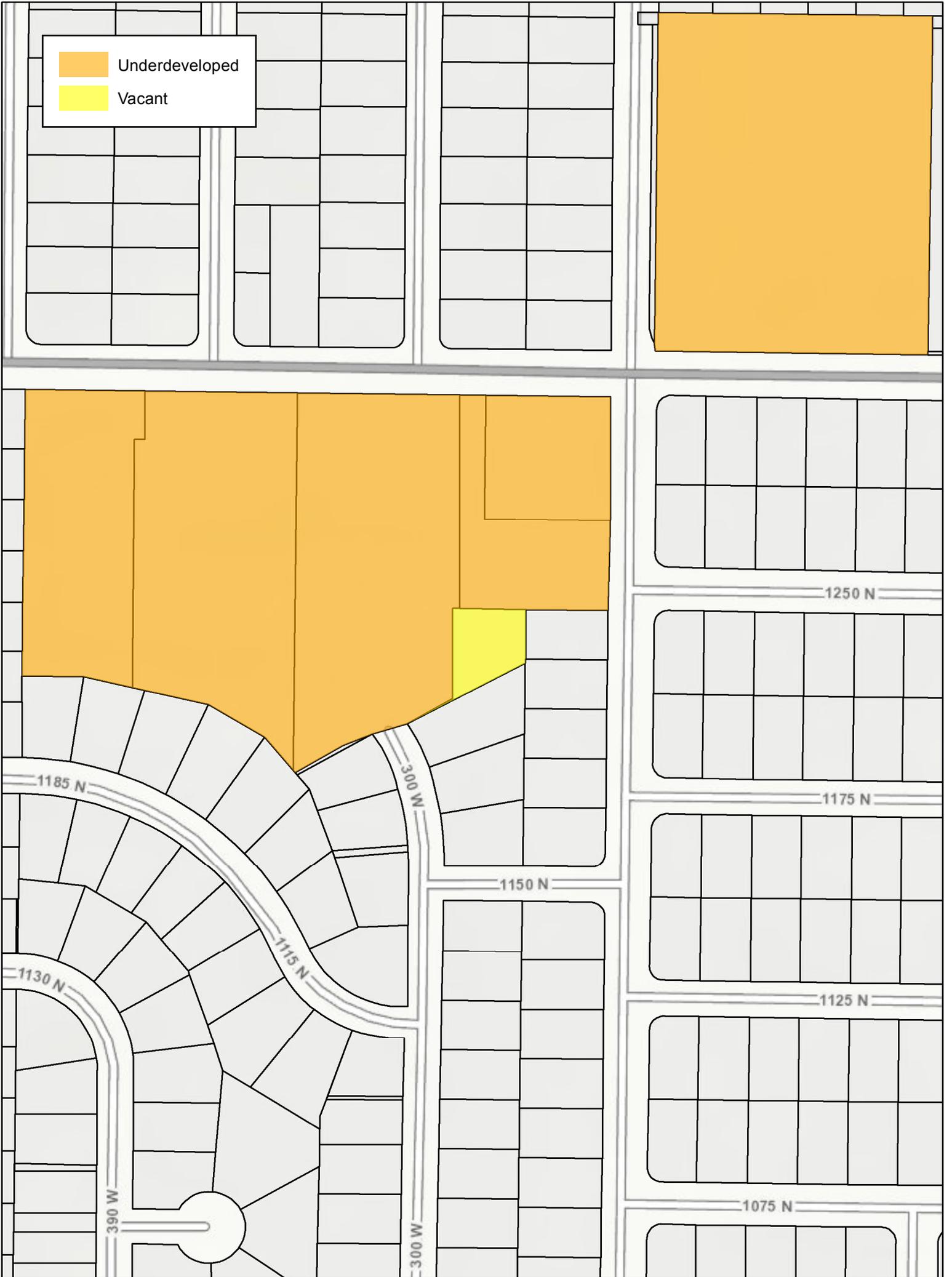
Commercial
Residential on Commercial
Vacant
Traffic Counts

WASATCH ARENA, LLC

SUNSET MINIMART

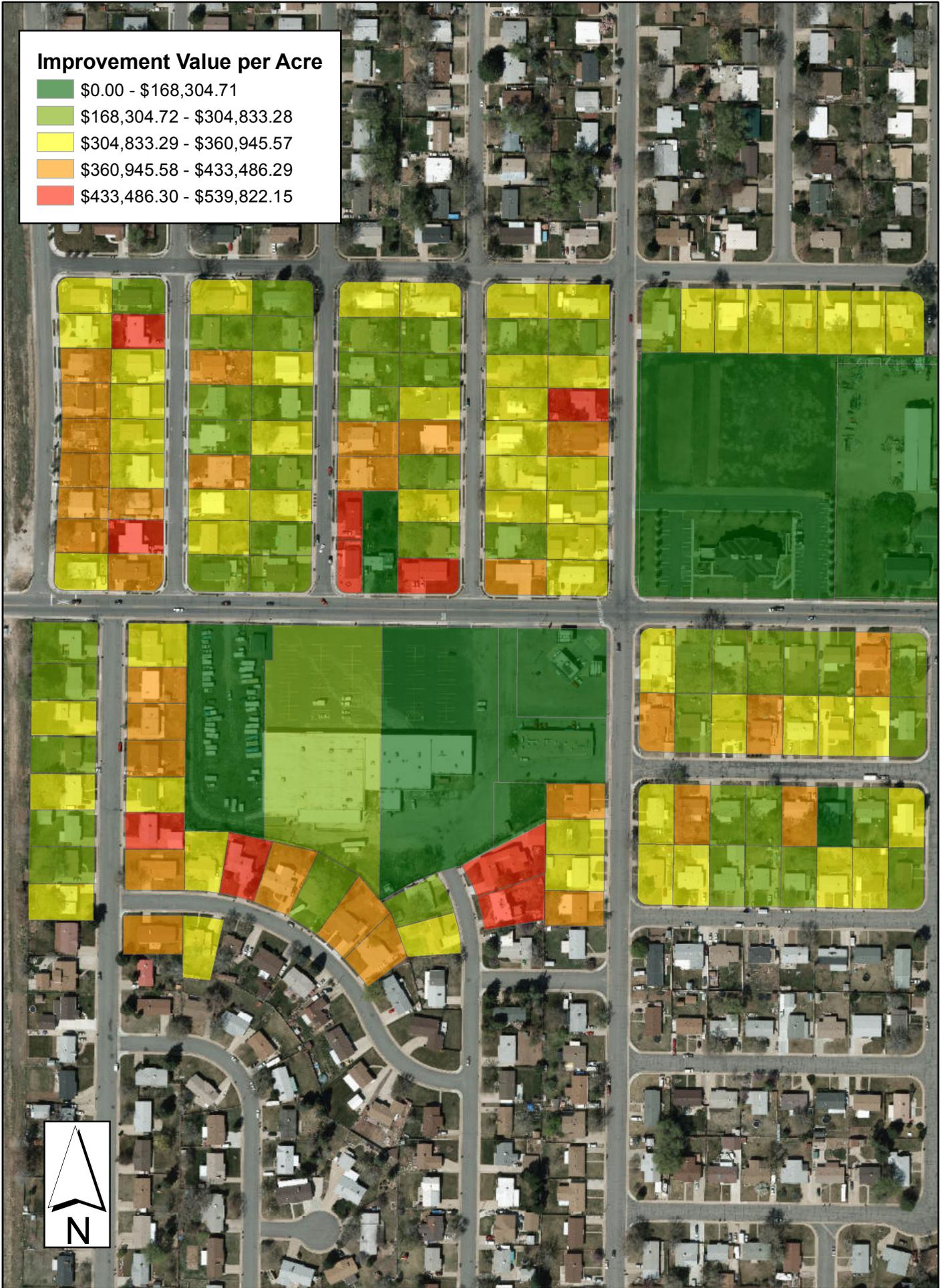


- Underdeveloped
- Vacant



Improvement Value per Acre

- \$0.00 - \$168,304.71
- \$168,304.72 - \$304,833.28
- \$304,833.29 - \$360,945.57
- \$360,945.58 - \$433,486.29
- \$433,486.30 - \$539,822.15



Improvement Value per Acre

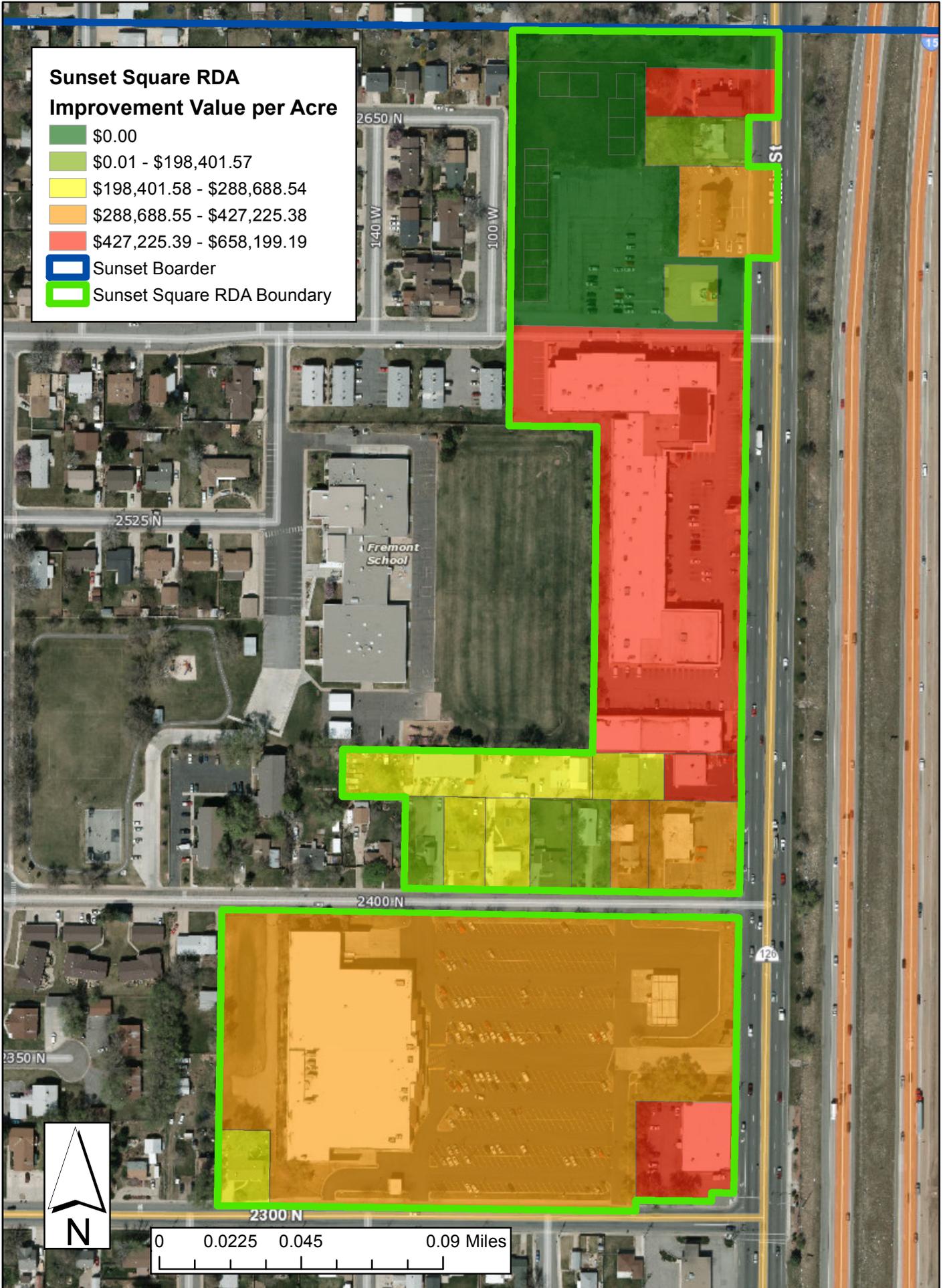
- \$0.00 - \$155,734.95
- \$155,734.96 - \$319,594.22
- \$319,594.23 - \$412,097.31
- \$412,097.32 - \$547,838.07
- \$547,838.08 - \$1,360,458.52

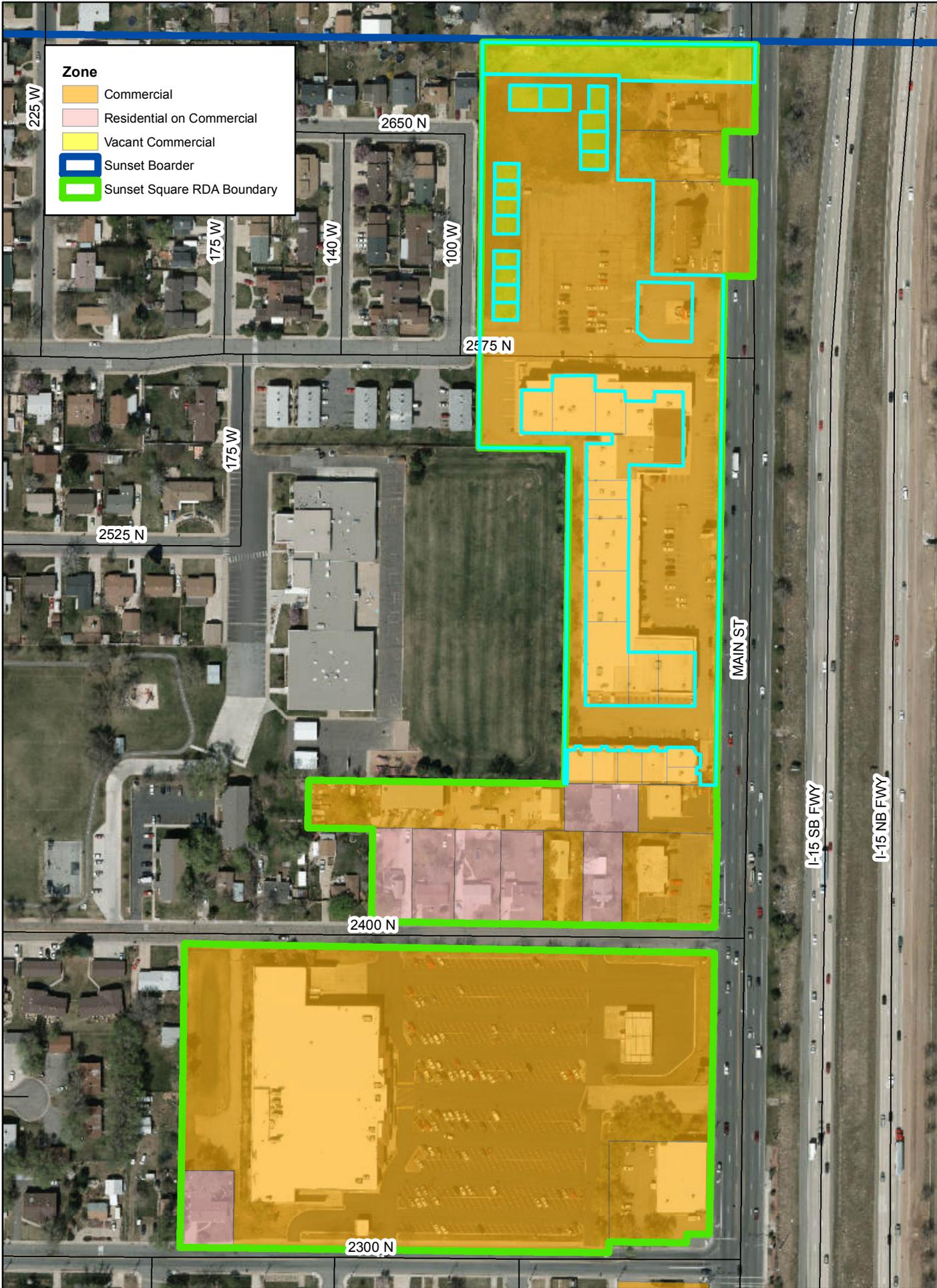


Sunset Square RDA

Improvement Value per Acre

- \$0.00
- \$0.01 - \$198,401.57
- \$198,401.58 - \$288,688.54
- \$288,688.55 - \$427,225.38
- \$427,225.39 - \$658,199.19
- Sunset Boarder
- Sunset Square RDA Boundary





**Sunset City Center
Scenario (w/ total acres)**

-  City Center Park
-  City Offices
-  Fire Station

8.1 acres

2.4 acres

1.8 acres



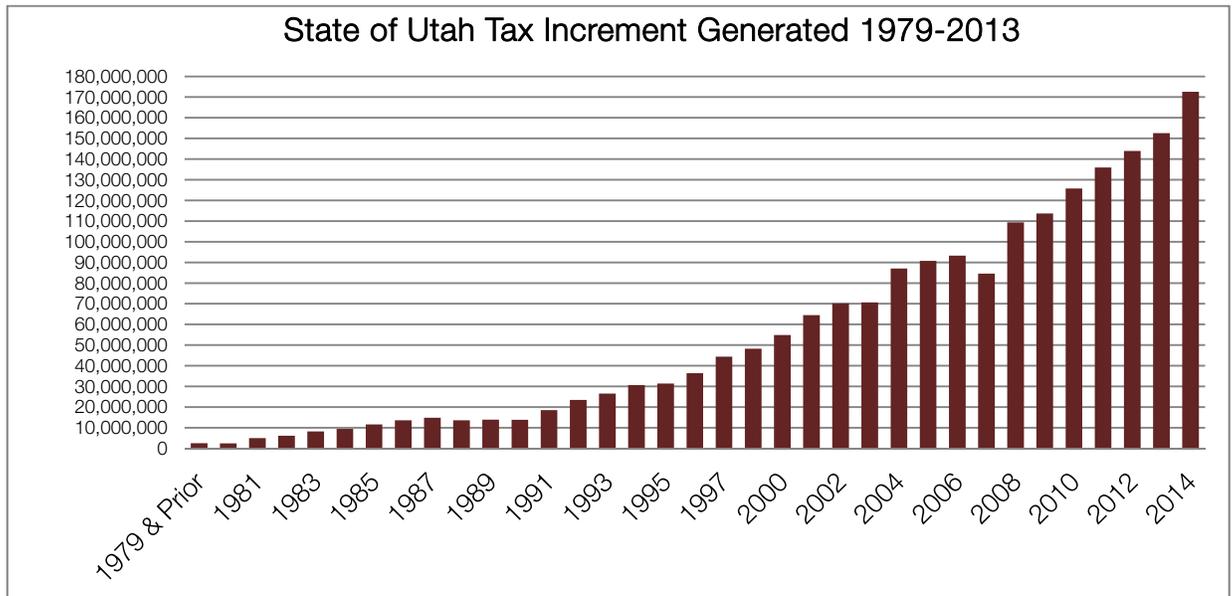
Appendix N: Funding Options

There are a wide variety of tools available to help the City in achieving its goals. Several of these tools have been discussed in more detail below

Redevelopment Areas – Tax Increment Project Areas

By far and away the most widely-used tool for economic development is the creation of some form of tax increment district – URA, EDA or CDA. The use of tax increment has increased dramatically throughout the State of Utah over the past 30 to 35 years. In 1980, only about \$2.5 million of tax increment was generated statewide; by 2013, this figure had increased to over \$170 million. There are many more communities participating today than there were 30 years ago, and those communities who are not actively involved are at somewhat of a disadvantage compared to those who participate.

State of Utah Tax Increment Generated 1979-2013. *Source: Utah State Office of Education*



If the State of Utah provides economic development incentives, known as EDTIF, it requires that local communities participate with some kind of contribution. Local tax increment is the most commonly-used form of local contribution.

Urban renewal areas require a finding of blight, and require taxing agency approval of project area plans and budget. Economic development areas require the proof of job creation (not transference) and also require taxing agency approval of project area plans and budget. Community development areas are targeted to general municipal development, are more flexible in their formation, but are limited to the use of municipal sales and municipal property tax, unless other taxing entities opt-in.

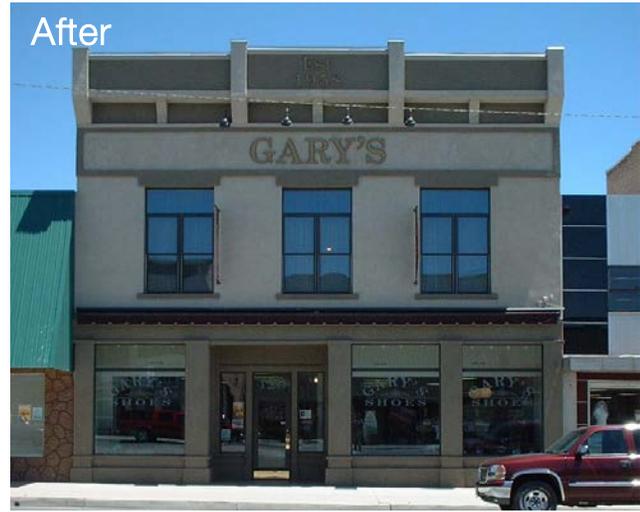
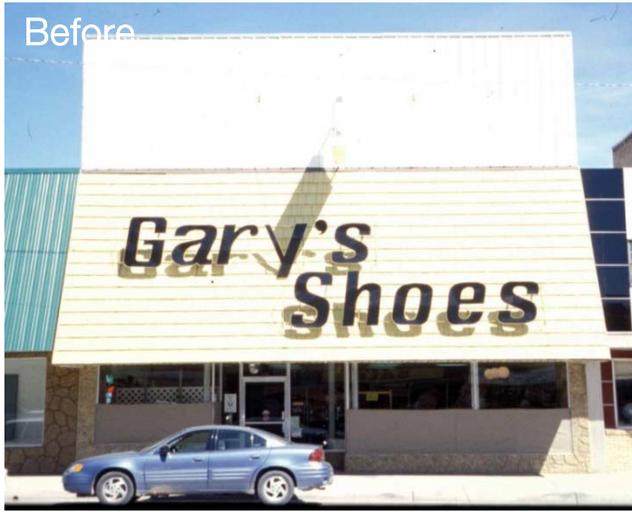
Sunset may award incentives to companies locating in CDA, RDA or EDA districts. Incentives are generally based on a percentage of the property tax increment generated by a specific development or within the project area. Tax increment dollars are often returned to the developer in the form of infrastructure development, land cost write-down, or other appropriate means. Tax increment financing is dependent on *increment* – additional property value over the baseline property value at the time that the project area plan and budget are approved. Tax increment from a project area is available for a specific number of years only or to a specified increment amount as agreed upon with the taxing entities. Therefore, timing becomes especially important in the creation of project areas, in order to maximize the amount of increment generated and returned to development within the project area boundaries.

Revolving Loan Funds and Grants

A revolving loan fund (“RLF”) is a source of money from which loans are made for small business development projects. A loan is made to a business and, as repayments are made, funds become available for new loans to other businesses. The major purpose is to provide a source of financing, which may not otherwise be available within the community, for local, expanding, or start-up businesses. Often they are used to fill a “financing gap” in a business development project. A gap occurs when the business lacks the funds to meet the equity requirements of bank financing or needs a lower interest rate.

The source of capitalization (the funds used to create the RLF) may have regulations governing program design. For example, RLF’s which are capitalized with Community Development Block Grant (CDBG) funds must follow the rules and regulations established by the U.S. Department of Housing and Urban Development (HUD), and must show some benefit to low- and moderate-income households. It is our experience that revolving loan funds are more successful during periods when interest rates are relatively high, rather than in the recent marketplace where low-interest loans have been fairly easy to obtain from the private sector. Matching grants or revolving loan funds have been highly successful in a wide variety of communities. Businesses that choose to participate generally report increased sales from the improved appearance of their properties. Research shows that improvements that create more of a place increase property values and sales generation.

“Before” and “After” Façade Renovations



ZAP or RAP Taxes

Many communities have initiated Zoo, Arts, and Parks (ZAP) or Recreation, Arts, and Parks (RAP) taxes which have been very effective in raising funds to complete parks, recreation, trails and open space projects. They are generally administered by a municipality or county.

Business Improvement District

Sunset business owners could potentially benefit from forming a Business Improvement District to facilitate projects, including joint marketing opportunities, ad campaigns, festivals and events in the area, signage, assistance with business recruitment, planning for parking facilities, and storefront improvement programs.

Community Development Block Grants

Community Development Block Grants (CDBG) can be used for development in areas that qualify as low and moderate income areas, including projects that remove barriers to access for the elderly and for persons with severe disabilities.

Utah Arts Council

The Utah Arts Council offers grants to non-profit organizations and entities for arts education programs and program grants. The funding is limited and requires a match, and may be useful in developing a program or event within the community; however, these funds are not designed to develop arts facilities or enhance building programs.

Utah Historic Preservation Tax Credit

Historic homes can benefit from a 20 percent nonrefundable tax credit for the rehabilitation of historic buildings which are used as owner-occupied residences or residential rentals. Twenty percent of all qualified rehabilitation costs may be deducted from Utah income or corporate franchise taxes.

Retail Incentives

For businesses that are highly desirable to the City, sales tax incentives could be provided for a period of time. These would be considered on a case-by-case basis for a major tax-generating retailer to retain or improve the business.

HUD Build American Initiative

Monies from this program are meant to be used for pre-development projects in order to attract investment in resilient infrastructure projects.

US Small Business Administration – 504 Loan Program

This program can be used for a variety of projects and qualifies for CRA.

National Endowment of the Arts

This federal agency has an Art Works program that funds public art projects.

www.artplaceamerica.org has additional information regarding the types of projects and funding.

Bonding

Prior to summarizing the financing mechanisms that may be used for each type of capital project,

key federal tax laws that come into play when contemplating the issuance and timing of issuance of tax exempt bonds are listed below:

- With the exception of some facilities that can be funded through tax-increment bonds, all facilities funded must be owned by the tax-exempt issuer and generally cannot be utilized for the benefit of a single private entity unless allowed to do so free of charge;
- If the issuer chooses to utilize capitalized interest in the structuring of the debt, the capitalized interest can only be funded for a three-year period or less;
- With the exception of general obligation bonds, revenue bonds will sometimes require a debt service reserve fund, either funded from bond proceeds or with a surety policy;
- Generally, debt service can be structured to match estimated available revenues that will be used to pay the debt; and
- State law does not allow for the use of “double-barrel” bonds, those that pledge both an asset and a revenue stream.

Financing alternatives that are available to local governments in Utah are summarized as follows:

General Obligation Bonds. General Obligation bonds (“GO”) are subject to simple majority voter approval by the constituents of the issuing entity. General obligation elections can be held once each year, in November, following certain notification procedures that must be adhered to in accordance with State Statutes in order to call the election (pursuant to Utah State Code 11-14-2 through 12). Following a successful election, it is not necessary to issue bonds immediately, but all bonds authorized must be issued within ten years. Once given the approval to proceed with the issuance of the bonds, it would take approximately 90 days to complete the bond issuance.

General obligation bonds can be issued for any governmental purpose as detailed in Utah Code §11-14-1. The amount of general obligation debt is subject to the following statutory limitations:

- Counties are limited to two percent (2%) of the total taxable value of the County;
- School Districts are limited to four percent (4%) of the total taxable value in the District;
- Cities of the 1st and 2nd class are limited to a total of eight percent (8%) of the total taxable value, four (4%) for general purposes and four (4%) for water, sewer and lights; and
- Cities of other classes or towns are limited to a total of twelve percent (12%) of total taxable value, four percent (4%) for general purposes and eight percent (8%) for water, sewer and lights.

Notwithstanding the limits noted above, most local governments in Utah have significantly less debt than the statutory limitations. Practical limitations imposed on the market will be based on

ratios such as general obligation debt per capita and general obligation debt compared to total taxable value. Medians vary somewhat depending on the size of the issuer. A summary of medians can be provided upon request.

Pursuant to state law, general obligation bonds must mature in not more than forty years from their date of issuance. Typically, however, most GO bonds mature in 15- 20 years.

Advantages of G.O. Bonds:

- Lowest cost form of borrowing
- ‘New’ source of revenues identified
- No encumbrance of utility system revenues
- No requirement to raise utility rates to meet debt service coverage requirements
- Lowest bond issuance costs
- No Debt Service Reserve Fund requirement

Disadvantages of G.O. Bonds:

- Timing issues; limited date to hold required G.O. election
- Risk of a “no” vote while still incurring costs of holding a bond election
- Possibility of election failure due to lack of perceived benefit to majority of voters
- Must levy property tax on all property even if some properties receive limited or no benefit from the proposed improvements
- Can only bond for physical facilities, not ongoing or additional operation and maintenance expense

Utility System Revenue Bonds. To some extent, a city operates in a manner similar to a private business in that it provides utility services for which city residents and businesses pay fees. The fees charged for service should be sufficient to allow a city to pay ongoing operation and maintenance costs, fund periodic replacement of capital facilities, issue debt when prudent and construct new facilities as demand for its services increase.

State law allows a city to issue debt secured by a pledge of the net revenues⁶⁸ generated by the operation of the system. Bonds structured in this manner are typically referred to as System Revenue Bonds or Revenue Bonds and are commonly used by utility service providers to finance capital costs.

Under Utah law, Revenue Bonds may not be secured by a pledge of the physical assets of a city. Bondholders can look only to system revenues as the source of bond repayment. A city is obligated to (i) maintain the system in good operating condition such that the revenue stream is maintained and (ii) charge user rates sufficient to operate the system, service the debt and maintain net revenue coverage levels as required under the terms of such debt.

Revenue bonds do not require a bond election and may therefore be issued much more quickly than G.O. bonds. If revenue sufficiency exists, Revenue Bonds can typically be issued in as little as 90 days. Generally, entities that issue Revenue Bonds are required under the terms of the bond documents to maintain a rate structure that will insure net revenues are sufficient to provide debt

⁶⁸ Net Revenues: Total system revenues less operation and maintenance expenses.

service coverage of 125 percent. In other words, there should be net revenues of \$1.25 for each \$1.00 of Revenue Bond debt service.

Because Revenue Bonds are not secured by a city's ability to levy property taxes, but solely from revenues generated by the utility system, bond purchasers are likely to require a slightly higher interest rate to compensate them for the perceived increase in the risk related to the underlying security. Historically, the interest rate differential between a G.O. bond and a Revenue bond is between 10 and 25 basis points.⁶⁹ Large cities that serve a wide customer base, including a diverse mix of residential and commercial users, and are not overly reliant on a small percentage of its users to generate the majority of its revenues, will be able to issue bonds at interest rates much closer to G.O. rates.

While G.O. bonds require that a city impose a property tax on all property within a city, System Revenue bonds are repaid from the service charges paid by all system users regardless of whether or not the individual system user benefits from a particular system addition or upgrade. Typically, all system revenues are pledged for the bond repayment and not just those within various service areas within a city even if the rate structure is different in different areas. Additionally, no revenues would be collected from properties until they are developed and using the utility services, which is unpredictable. Also, a city would be pledging all of its system revenues and would be required to covenant to raise its rates to meet the debt covenants. If revenues were insufficient to make the debt service payments, system rates would likely need to be increased.

Revenue bonds can be issued for any capital facility associated with the operation of the utility enterprise of the issuer. The amount of revenue bonds that a local government can issue is not subject to any specific statutory limitations. That stated, there are many practical limitations imposed by the tax-exempt bond market that may limit the capacity of an issuer to issue utility system revenue bonds. In addition, there are legal restrictions, including an Additional Bonds Test coverage ratio established in the bond documents that limits issuance. Credit considerations include, but are not limited to, the following;

- Availability of source (water, gas, electricity) to run the enterprise and meet projected demand
- Comparability of utility system user rates to the surrounding area
- Number of system users
- Revenue and expense history
- Reasonable debt service coverage ratios (1.25x coverage is typical but lower coverage factors have been negotiated down to as low as 1.10x)
- Utility system not being overly dependent on impact fees
- Cash balances

In order to strengthen its credit or provide enough net revenues to support the issuance of bonds, an issuer, prior to the issuance of utility system revenue bonds, may need to go through a rate study and adjust its rate structure. New utility rates are implemented by resolution under the requirements of Utah Code Section 10-3-7. The Resolution may become effective any time within three months of passage of the Resolution, as determined by the governing body (10-3-719). The form of the Resolution will follow that of an Ordinance, as described in 10-3-704.

⁶⁹ Basis Point: 1/100th of a percent. (i.e. 25 basis points equals ¼ percent)

Since net revenues can, to a large degree, be controlled by the issuer, revenue bonds are considered low risk investments and generally viewed as strong credits in the bond market. Pursuant to state law, utility system revenue bonds, like G.O. bonds, must mature in not more than forty years from their date of issuance. Typically, however, most system revenue bonds mature in twenty to twenty-five years and are always constrained by the useful life of the facilities being financed that will be used to produce the system revenues.

In addition to issuing bonds through the public markets, the State of Utah has four state revolving loan funds that obtain funding through both state and federal sources that may be available. These entities are the Board of Water Quality, the Drinking Water Board, the Board of Water Resources, and the Community Impact Fund Board. Depending on the type of project, perceived need and benefits, and the current availability of funds at each of the boards, they may provide significant no or low interest loan funding or possibly some grant funding. The level of interest charged is generally a function of the utility rates being charged compared to the median gross household income in the area.

Advantages of Utility System Revenue Bonds:

- Low cost form of borrowing only slightly higher than G.O. Bonds
- No requirement to hold a bond election
- Can be completed relatively quickly

Disadvantages of System Revenue Bonds:

- Non system-wide improvements could end up being paid for by all users even though no benefit is realized by those outside the specific development area
- May require a user rate increase to all City residents to meet debt service coverage tests
- Revenues may be slow to materialize since they are somewhat dependent on new construction
- Typically require a Debt Service Reserve Fund

Excise Tax Revenue Bonds. Revenue bonds payable from excise tax revenues are governed pursuant to Utah State Code Section 11-14-307. Without the need for a vote, Cities and Counties may issue bonds payable solely from excise taxes levied by the City, County or those levied by the State of Utah and rebated to the City or County such as gasoline taxes or sales taxes. State law limits the amount of bonds that can be issued through this mechanism by limiting annual bond debt service to a maximum of 80 percent of the preceding fiscal year's receipts.

Class B&C Road Bonds. Gasoline taxes are collected and distributed pursuant to cities and counties in a formula that is based upon population and number of City or County road miles within the local government's boundaries. These funds can be utilized by cities and counties to construct, repair and maintain City and County roads and can be utilized as a sole pledge for repayment of debt issued for those purposes.

State law limits the amount of bonds that can be issued through this mechanism by limiting annual bond debt service to a maximum of 80 percent of the preceding fiscal year's receipt of Class B & C road funds. These bonds may not exceed ten years. This state law matches well with the general requirements of the market relative to revenue bonds as it automatically serves to create a

1.25X debt service coverage ratio.

Practical consideration for the issuance of this type of debt for most cities and counties lies with the fact that most local governments spend these funds and more on the maintenance of roads. Therefore, while it is used as the means for securing the debt, other general funds may actually be utilized by the issuer to make the annual payments or to pay for maintenance while the excise tax bonds are being retired with Class B&C road fund revenues.

While toll roads are common in the east, they have only been used rarely in Utah for two specialized road projects.

Depending on the ownership of the road(s) being financed, the City or possibly the County could issue the excise tax revenue bonds. The issuer would need to adopt a Notice of Intent to Issue Bonds, hold a public hearing, and allow for a thirty-day contestability period prior to closing on the bonds. Once the Notice of Intent has been adopted it would take approximately 90 days to complete an issuance of these bonds.

While neither the City nor the State can control the amount of gas tax generated, there exists in State law a non-impairment clause (11-14-307 (a)) that restricts the State's ability to change the distribution formula in such a way that would harm bondholders while local governments have debt outstanding.

Sales Tax Revenue Bonds. Sales taxes are also collected and distributed by the State of Utah. With a change in the State's constitution in November of 2000, and with a clarification from the Attorney General's office regarding a technical matter, the first non-voted sales tax revenue bond was issued in July 2001. Sales tax revenues can also be utilized as a sole pledge for repayment of debt without a vote of the constituents and funds can be utilized for the acquisition and construction of any capital facility owned by the issuing local government. They are frequently used for parks and recreation facilities or other city buildings such as City Hall or Public Safety buildings.

Just as with Class B&C road bonds, state law limits the amount of bonds that can be issued through this mechanism by limiting annual bond debt service to a maximum of 80 percent of the preceding fiscal year's receipt of sales tax revenues. However, sales taxes are not limited to a pledge for a ten-year period but can legally be issued for up to forty years. While this state law provides an 1.25X debt service coverage ratio, due to the elasticity of sales tax revenues and local governments typical heavy reliance on these revenues for general government operations, the market will usually demand a significantly higher debt service coverage ratio of at least two or three times revenues to debt. Most sales tax revenue bonds are structured to mature in twenty-five years or less.

Depending on the ownership of the capital facilities to be financed, the City or the County could issue sales tax revenue bonds. The issuer would need to adopt a Notice of Intent to Issue Bonds, hold a public hearing, and allow for a thirty-day contestability period prior to closing on the bonds. Once the Notice of Intent has been adopted it would take approximately 90 days to complete an issuance of these bonds.

Municipal Building Authority Lease Revenue Bonds ("MBA"). Pursuant to the Utah Municipal

Building Authority Act (17D-2-1) cities, counties and school districts⁷⁰ are allowed to create a non-profit organization solely for the purpose of accomplishing the public purpose of acquiring, constructing, improving and financing the cost of a project on behalf of the public body that created it.

The security for a MBA bond is a first trust deed on the real property, any buildings or improvements and a security interest in any furniture, fixtures and equipment financed pursuant to a particular MBA transaction and an annual lease payment from the City to the MBA. Bonds structured in this fashion are not considered long-term debt as the lease payments are subject to an annual appropriation by the City.

Due to the security structure, the best types of capital facilities to finance under this mechanism are those that are deemed as “essential purpose” by the bond market. Municipal buildings such as city halls, public safety buildings and public works buildings are typically considered essential public purpose. That stated, many other capital improvements and facilities have been funded using MBA bonds including parks and recreation facilities. To strengthen the credits of facilities that are not deemed as essential purpose, it is common to cross collateralize facilities. However, under Utah law once a facility has been completely paid for and is owned outright by the local government it cannot be utilized to collateralize debt on another facility.

The legal limitation for maturity on bonds issued pursuant to the Building Authority Act is forty years. From a market perspective however, the final term on this type of debt will be governed by the maximum useful life of the facility(ies). Most MBA bond transactions are structured to mature in 25 or less.

Due to the real property nature of the transaction it may take some additional time to process and close an MBA bond due to the need to run a title report and clear any liens or encumbrances that may appear on the title so that clear title policies can be provided to the owner and lenders.

Impact Fee Revenue Bonds. Utah State law allows the City to charge new development for the cost of providing service to newly-developed areas through the imposition of Impact Fees once a complete impact fee analysis has been completed and adopted. Impact fees are calculated to cover the cost of bringing new development up to the same or proposed service standard (if less than the existing standard), often referred to as the “level of service.”

Although impact fees can technically be pledged as a repayment source on bonds, due to the uncertainty related to timing of collection of impact fees, they are not considered a secure enough source of revenue on their own to secure financing at a reasonable cost. Typically impact fee revenues are utilized as one portion of the funding available to make debt payments when system revenue bonds are issued, with the bulk of the revenues coming from user fees. A city, if it wished to finance a capital project using impact fees, would still need to issue either G.O. Bonds or Revenue Bonds as previously discussed to secure the bonds and then use any impact fees received to offset the debt service payments due from the actual pledged sources. In this case, the city takes the risk that the impact fees will materialize and be available for debt repayment rather than investors.

Advantages of Impact Fee Revenue Bonds:

⁷⁰ Although available for use by school districts, the mechanism is rarely utilized by them.

- Those benefiting from the improvements, pay for the improvements
- No requirement to hold a bond election

Disadvantages of Impact Fee Revenue Bonds:

- Unpredictable nature of source of revenues would significantly drive up the cost of financing and in today’s market may be difficult
- In order for this type of financing to be marketable, the City would most likely have to pledge other revenue sources (such as user fees) as a backstop
- Would require a Debt Service Reserve Fund

Special Assessment Area Bonds. Special Assessment Areas (“SAAs”), formerly known as Special Improvement Districts or “SID”s, are a financing mechanism that allows governmental entities to designate a specific area which will be benefited by public improvement(s) and levy a special assessment, on parity with a tax lien, to pay for those improvements. The special assessment is then pledged to retire bonds, known as Special Assessment Bonds, issued to finance construction of the project.

The underlying rationale of an SAA is that only those property owners who benefit from the public improvements will be assessed for the improvement costs as opposed to previously discussed financing structures in which all City residents pay either through property taxes or increased service fees.

While not subject to a bond election as is required for the issuance of General Obligation bonds, SAAs may not be created if 50 percent or more of those liable for the assessment payment⁷¹ protest its creation. Despite this legal threshold, most local government governing bodies tend to find it difficult to create an SAA if 10-20 percent of property owners oppose the SAA.

Once created, an SAA’s ability to levy an assessment has similar collection priority / legal standing as a property tax assessment. However, since it is not a property tax, any financing secured by that levy would likely be done at higher interest rates than either of the other options discussed in this analysis. Interest rates will depend on a number of factors including the ratio of the market value to the assessment bond amount, the diversity of property ownership and the perceived willingness and ability of property owners to make the assessment payments as they come due. Even with the best of special assessment credit structure, the bonds are likely to be non-rated and therefore would be issued at rates quite a bit higher than similar General Obligation Bonds that would likely be rated. Compared to an ‘A’ rated GO bond, a special assessment bond will likely carry an interest rate about 300 basis points (three percent) higher. All improvements financed via an SAA must be owned by the City and the repayment period cannot exceed twenty (20) years.

If an SAA is used, the City will have to select a method of assessment (i.e. per lot, per unit (ERU), per acre, by front-footage, etc.) which is reasonable, fair and equitable to all property owners within the SAA. Typically for utility improvements, we would expect the City to utilize an assessment based on acreage, buildable acreage, or equivalent residential units (“ERUs”) rather than basing assessments on such factors such as front-footage which have no correlation to the utilization of utility services. State law does not allow property owned by local government entities such as

⁷¹ Based on the method of assessment selected, i.e. acreage, front footage, per-lot, etc.

cities or school districts to be assessed.

One possible advantage of SAA's is their ability to finance the project during its construction phase through the use of Interim Warrants or Bond Anticipation Notes which work in a fashion similar to a construction loan on a new house. In our current market it is difficult to find buyers willing to take the construction risk without actual assessments levied, however, a lender is secured through either a negotiated or a competitive process and, as construction proceeds, advances are taken by the City against a pre-authorized loan amount. The use of Interim Warrants has two compelling advantages over bonding for all of the construction costs before actually beginning construction. First, interest accrues only on the amount actually drawn upon for actual construction whereas a bond begins to accrue interest on the entire par amount of the bonds as soon as the bonds are issued. Second, it allows the City to complete all construction, gather accurate cost data and calculate the assessment on each property once all actual costs are known rather than estimating the costs in advance. This second advantage is most pronounced in a time of escalating construction costs because once the assessment is levied on each property, it cannot be increased even if the actual construction costs exceed the original estimate on which the assessment was based. In such a circumstance, the City would have to pay any cost over-runs.

Advantages of Special Assessment Bonds:

- Tax-exempt interest cost although not as low as a GO or revenue bond but interest cost is passed along to the property owners who are assessed
- No requirement to hold a bond election but the City must hold a meeting for property owners to be assessed before the SAA can be created
- Only benefited property owners pay for the improvements
- Improvements are owned by the City
- Assessment lien is on parity with tax levy
- Expedited foreclosure procedures in the event of non-payment of assessment
- Limited risk to the City as there is no general tax or revenue pledge
- City controls the construction and can insure work is done to City standards
- Flexibility since property owners may pre-pay their assessment prior to bond issuance or annually thereafter as the bond documents dictate
- Diversity of property ownership reduces default risk
- Ability to issue interim warrants during construction phase
- Assessments can begin as soon as construction is completed

Disadvantages of Special Assessment Bonds:

- Fifty percent of the assessed liability, be it one property owner or many could defeat the effort to create the SAA if they do not want to pay the assessment
- Some increased administrative burden for the City although State law permits an additional amount to be included in each assessment to either pay the City's increased administrative costs or permit the City to hire an outside SAA administrator
- The City cannot assess certain government-owned property within the SAA (none or little anticipated)

Community Development (CDA), Urban Renewal (RDA) and Economic Development Area (EDA) Tax Increment Revenue Bonds. Under Utah law, redevelopment agencies may create Community Development Project Areas (CDA's), Economic Development Areas (EDA's) and Urban Renewal Areas (URA's). Urban renewal areas are governed by Title 17C of the Utah State Code and can be created by a city or county for the general purpose of providing for redevelopment and economic development through various tools associated with the buying and selling of property and utilizing tax increment as a means to promote development.

The availability of property tax increment for urban renewal and economic development project areas is impacted by a number of matters including the date of adoption of the project area plan budget, the first taking of increment and the rate at which development occurs and property tax values increase.

Unfortunately, but understandably, the bond market will severely discount the projected tax increment cash flows due to the fact that they are solely reliant on tax-increment as the source for repayment of the debt and at the outset of a new project, little if any tax-increment is being generated. Without multiple years of historical tax-increment revenue receipts, the bonds may not be marketable at reasonable rates and at best projected increment will be discounted by at least half, if buyers are willing to buy at all.

One method that has been used to overcome the market challenges posed by direct tax-increment financing is to use a SAA in conjunction with the use of tax increment. This provides a means to leverage the potential tax-increment at an earlier stage in the development process by collateralizing land as opposed to immaterial future incremental dollars.

Under this structure, a tax increment project area (URA, EDA or CDA) is created and the developer / landowner enters into an Agreement to Develop Land ("ADL") with the local government wherein the developer negotiates receipt of a portion of the tax increment to be generated. Then, SAA bonds are issued and assessments are placed on the benefited property of the developer / landowner who provide security to the bonds noting that the property then serves as the ultimate security for the debt (not projected increment receipts). If the developers proceed with development and building in a timely fashion, they can utilize the increment received to make the assessment payments, although they are not pledging this stream of revenues.

Industrial Revenue Bonds. Industrial revenue bonds can be issued by a city. There is a \$10 million cap per issue for small manufacturing facilities and a \$150 million total annual state allocation cap. Industrial revenue bonds have strict regulations regarding business types that are eligible; a 501(c)(3) can generally use them for a wider variety of projects.

Bond or Tax Anticipation Notes (BAN's or TAN's). State statute (11-14-311) allows for the issuance of Notes in anticipation of a bond issue or future tax receipts if the legislative body of a City, County or School District deems it advisable and beneficial. These are sold in advance of bonds being sold and may only have to do with time.

TAN's are typically utilized by school districts that receive nearly all of their revenues in one lump sum in November when property tax revenues are received. Knowing that expenses occur monthly, or more frequently, the timing of revenues and expenses may not always be synchronized.

Special Service Districts (SSD's). Special Service Districts are not a type of debt security, but rather the creation of a legal entity that can provide some governmental services and issue debt. Special Service Districts have been widely used throughout the State for water, sewer and fire protection services.

Special Service Districts can be created by a county, city or town for the purpose of providing water service, sewer service, storm retention, electrical or natural gas services, fire protection, recreation, mosquito abatement and public transit.

Creation and appointment of board members is dependent on the type of district, who forms the district and when it is formed.

Local Districts. Local districts were authorized by the Utah Legislature to provide services for: 1) the operation of an airport; 2) the operation of a cemetery; 3) fire protection, paramedic, and emergency services; 4) garbage collection and disposal; 5) health care, including health department or hospital service; 6) the operation of a library; 7) abatement or control of mosquitoes and other insects; 8) the operation of parks or recreation facilities or services; 9) the operation of a sewage system; 10) street lighting; 11) the construction and maintenance of curb, gutter, and sidewalk; 12) transportation, including public transit, streets and roads; 13) operation of a system for the collection, storage, retention, control, conservation, treatment, supplying, distribution, or reclamation of water, including storm, flood, sewage, irrigation, and culinary water, whether the system is operated on a wholesale or retail level or both; 14) extended police protection; and 15) underground installation of an electric utility line.

A local district may not be created to provide, and may not after its creation provide, more than four of the services listed above.



Appendix O: RFP

SUNSET CITY CORPORATION

Request for Proposals

to

**REDEVELOPMENT PLAN FOR BLIGHTED
COMMERCIAL AREA WITHIN THE CITY
OF SUNSET.**

Request for Proposals

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Section 1: General Information

Request For Proposals TO create a redevelopment plan for blighted commercial area within the City of Sunset (the “City”)

THE ABOVE DESCRIPTION MUST APPEAR ON ALL PROPOSALS AND RELATED CORRESPONDENCE.

THIS IS NOT AN ORDER

<p>RESPOND NO LATER THAN:</p> <p>February 28, 2014 5:00 p.m. MST</p>	<p>RFP INITIATIVE:</p> <p>Redevelopment plan for blighted commercial area within Sunset City</p>	<p>All consultants must respond in detail to each element of this RFP in order to be considered for contract award.</p> <p>Five (5) hard copies and five (5) compact discs or five (5) USB drives of the proposal should be mailed to the contact person at the address below.</p>
<p>Proposer Name:</p>		<p>SEND ALL CORRESPONDENCE TO THE CONTACT BELOW:</p> <p>Sunset City Corporation 200 West 1300 North Sunset, Utah 84015 ATTENTION: Linda Youngdell</p> <p>Email: linday@sunset-ut.com PHONE: 801-614-9102 FAX: 801-775-0975</p>

NOTICE: GRANT MONIES WILL BE USED TO FUND CONTRACTS EXECUTED UNDER THIS RFP. THE SELECTED CONSULTANT **MUST SATISFY** THE REQUIREMENTS OF **ALL GRANTORS** IN ORDER FOR FUNDS TO BE RELEASED.

THE BUDGET FOR THIS PROJECT IS \$20,000.00.

PROPOSALS EXCEEDING THIS AMOUNT WILL NOT BE CONSIDERED.

Section 2: Objectives

Introduction and Objectives

This RFP is issued by Sunset City Corporation for the purpose of creating a Redevelopment plan . The objectives of the redevelopment plan, is to create a plan for redevelopment of blighted commercial area within Sunset City.

Section 3: Information for Consultants

Disclaimer

This RFP does not form or constitute a contractual document. Sunset City Corporation shall not be liable for any loss, expense, damage or claim arising out of the advice given or not given or statements made or omitted to be made in connection with this RFP. Also, Sunset City Corporation will not be responsible for any expenses which may be incurred in the preparation of this RFP.

A professional consulting contract will be required of the selected consultant and if the contract fails to be negotiated, Sunset City Corporation reserves the right to contract with another consultant.

Instructions to Proposers

EXAMINATION OF DOCUMENTS

Before submitting the proposals, the proposer shall:

- (a) Carefully review the terms of this request as well as the attachments;
- (b) Fully inform yourself of the existing conditions and limitations;
- (c) Include with the proposal sufficient information to cover all items required in the specifications.

NON-RESPONSIVE PROPOSALS

Consultants are expected to provide their best and most competitive proposal. Proposals that offer no response or a “to be determined” response to any item will be deemed “non-responsive” and will not be scored.

PROPOSAL MODIFICATIONS

In addition to any other information and documentation requested in this RFP, any forms provided herein shall be included in the submitted proposal. Modifications, additions or changes to the terms and conditions of this request for proposals may be cause for rejection of the proposal. Proposals submitted without required forms may be rejected. No oral, telephone, email, fax or telegraphic proposals or modifications will be considered.

CERTIFICATION OF ALTERATION OR ERASURE

A proposal shall be rejected should it contain any material alteration or erasure, unless, before the proposal is submitted each such alteration or erasure has been initialed in INK by the authorized agent signing the proposal.

SIGNATURE

All proposals shall be typewritten or prepared in ink and must be signed in longhand by the proposer or proposer’s agent or designee, with his/her usual signature. A proposal submitted by a partnership must be signed with the partnership name to be followed by the signature and designation of the partner signing. Proposals by corporations must be signed with the legal name of the corporation, followed by the name and signature of an authorized agent or officer of the corporation. Proposals submitted by a proprietorship must be signed by the owner and the name of each person signing shall be typed or printed legibly below the signature.

WITHDRAWAL OF PROPOSALS

Proposers may withdraw their proposal either personally or by written request at any time prior to the due date set for receiving proposals. No proposal may be withdrawn or modified after the due date and time, unless and until the award of the contract is delayed for a period exceeding ninety (90) days.

QUOTE VALID

The proposer must honor its quote for a period of ninety (90) days after the RFP due date.

CERTIFICATION

The proposer certifies that the proposal has been arrived at independently and has been submitted without any collusion designed to limit competition. The proposer further certifies that the materials, products, services and/or goods offered herein meet all requirements of the stated specifications and are equal in quality, value and performance with highest quality, nationally advertised brand and/or trade names.

INSURANCE REQUIREMENTS

The proposer certifies that it/they must maintain in good standing the insurance described in this Section. Before rendering any services, the proposer must furnish Sunset City Corporation with proof of insurance in accordance with this Section.

1. Workers' compensation and employer's liability coverage as required by Utah law.
2. Commercial general liability, including contractual and personal injury coverages — \$750,000 per claim and \$1,500,000 per occurrence.
3. Commercial automobile liability — \$1,500,000 per accident.
4. Professional liability in the amount of \$1,500,000 per claim.

Each policy of insurance required by this Section shall provide for no less than 30 days' advance written notice to Sunset City Corporation prior to cancellation. Sunset City Corporation shall be listed as an additional insured on all policies except Professional Liability and Worker's Compensation Policies.

DISPOSITION OF PROPOSALS

All materials submitted in response to this RFP become the property of Sunset City Corporation. One copy of each proposal submitted must be retained for the official files of I Sunset City Corporation and will become public record.

QUESTIONS

Questions regarding the Request for Proposals contents may be sent to the contact person listed in Section 1 via email no later than 2 business days prior to due date for proposals. Sunset City Corporation will make every effort to provide a written response within 2 business days. Whenever responses to inquiries would constitute a modification or addition to the original RFP, the reply will be made in the form of an addendum to the Request for Proposals, a copy of which will be forwarded to all consultants who have submitted an "*Intent to Respond*" form (Attachment E).

Consultants must submit their questions using the “Master Q & A” form found in **Attachment D**, and provide, at a minimum, the following:

- Supplier’s name, requester, and appropriate contact information
- The question, clearly stated
- Specific reference to the applicable Request for Proposals section(s)

RFP Submission

Upon the submission of the RFP response, the consultants acknowledge that all information is accurate and complete. Please send five (5) hard copies via mail to the point of contact listed in Section 1.

RFP Process Timeline Dates

Proposals (Due by 5:00 PM MST)

February 28, 2014

Section 4: RFP Evaluation and Selection Processes

Initial Evaluation

Proposals received will undergo an initial review by a three-member steering committee to determine:

- Compliance with instructions stated in the RFP; and
- Compliance with proposal submittal date.

Section 5: Scope of Work

1. Strategic Redevelopment Plan

- A. The Consultant(s) will identify an agenda for the report that outlines all of the items necessary to complete the strategy, including:
- a. **Community Participation:** Facilitate public meetings and focus groups, particularly including key stakeholders, such as property owners, residents, real estate developers, and other interested groups and individuals, in order to formulate key recommendations on redevelopment options and ensure community support for plan adoption.
 - b. **Data Gathering:** Gather background information that includes demographics, economic data, geography, workforce development and use, transportation access, resources, environment, and other pertinent information including the documentation of the blighted areas within the region.
 - c. **Analysis of Local Economy:**
 - (i) Analyze economic development problems and opportunities,
 - (ii) Identify strengths and weaknesses in the regional makeup of human and economic assets, and
 - (iii) Determine problems and opportunities posed by external and internal forces affecting the regional economy.
 - d. **Inventory of Local Economic Development Tools:**
 - (i) Consider and inventory existing plans and planning processes in the region. The analysis may incorporate relevant material from other government supported plans.
 - (ii) It should also demonstrate consistency with applicable state and local strategies, identify past, present and projected economic development in the region, and identify and analyze economic clusters in the region.
 - (iii) Show recommended phasing and the estimated equity requirements for each phase of development.
 - e. **Blighted Areas:**
 - (i) Determine those areas that are suffering from blight and disinvestment.
 - (ii) Create a plan to stabilize or redevelop these areas, including suggested realignment or adjustment to RDA boundaries.
 - f. **Redevelopment Capability:**

- (i) Evaluate latent resources in redevelopment areas to determine economic development readiness.
 - (ii) Identify regional capacity and determine site acreage and redevelopment requirements for accommodating basic sector economy businesses
 - (iii) Determine the minimum infrastructure investment requirements needed to catalyze immediate private investment and job creation within the next eighteen months
- g. Goals and objectives:**
- (i) Determine goals and objectives necessary to solve the economic problems or to capitalize on the resources in the region.
 - (ii) Identify barriers to meeting those goals and establish priority programs or activities to fulfill these goals and objectives.
- h. Prioritization of Goals:** Prioritization of goals may include the impact each goal will have on the development potential and problems in the area, whether the goal will produce short, intermediate or long term results, actions related to the goal that are already underway or planned, and the relationship of any goal to the accomplishments of the other goals.
- i. Implementation Plan:** Describe a plan of action that implements the goals and objectives in a manner that
- (i) Promotes economic development and opportunity,
 - (ii) Fosters effective transportation access,
 - (iii) Enhances and protects the environment,
 - (iv) Maximized effective development,
 - (v) Uses the workforce consistent with other strategies,
 - (vi) Promotes the use of technology, balances resources, and
 - (vii) Obtains and utilizes adequate funds and other resources
- j. Perform/Evaluation:** Determine a process for ongoing evaluation of the outcomes of the report that may include
- (i) Number of jobs created,
 - (ii) Number of types of investment undertaken,
 - (iii) Number of jobs retained in the region,
 - (iv) Amount of private sector investment, and
 - (v) Changes in the economic environment

Also recommended timeframes and methodologies for updating the report.

- k. **Final Report:** An electronic copy containing the final report in a searchable image Adobe Acrobat (pdf) format will be provided to the city

2. Administration/Reporting/RFP/Process/Dissemination of Information

- A. Coordinate with Sunset City Corporation to ensure that the work completed is documented appropriately and the work narratives thoroughly address all of the items in the scope of work.
- B. Provide coordination between the Consultant(s) and Sunset City Corporation
- C. Coordinate and facilitate a presentation to be provided to the Sunset City Corporation
- D. Submit monthly invoices to Sunset City Corporation that documents the date, work completed and the dollar amount associated with work completed
Provide a Mid-Point Progress Report to EDA addressing accomplishments on each element in the scope of work.
- E. Provide a Mid-Point Progress Report to Sunset City Corporation addressing accomplishments on each element in the scope of work.
- F. Provide a Draft Final Report to Sunset City Corporation which follows the Final Report guidelines
- G. Provide a Final Report to the Sunset City Corporation and Sunset City Corporation which follows the Final Report Guidelines.
- H. Provide information gathered to the Wasatch Front Regional Council (WFRC) for inclusion in the Comprehensive Economic Development Strategy (CEDS).
- I. Document how Sunset City Corporation can partner with other economic development organizations, federal or state partners to implement the redevelopment plan that can benefit the blighted areas within the region.
- J. Identify next steps and several priorities that can be implemented in the short term.
- K. Place a copy of the feasibility study Final Report and results on the Sunset City Corporation's website and produce hard copies for distribution.

It is the intent of Sunset City Corporation to review and assess the RFP responses to determine if the response from solicited consultants can meet the needs Sunset City Corporation.

Please Note:

The consultant is required to provide 10 printed copies of the final study and 10 compact discs or 10 USB drives.

ATTACHMENT A VALIDATION QUESTIONS FOR CONSULTANT

GENERAL INFORMATION

1. Company Name
Address:
Contact Name:
Contact Phone:
Contact Email:
Website/URL:

2. How many years has your company been doing business in the community planning field?
3. Total full-time employees.
4. Do you have a Business License? If yes, can you provide documentation?
5. What are your standard payment terms?
6. References - Please attach a word document with all contact information for at least the following three references:
 - a) Communities for which you have worked in the last three years
 - b) Former clients for whom you have performed community planning services in the last two years
7. Can you provide documentation that your firm can meet Sunset City Corporations minimum insurance requirements?

FUNCTIONALITY

1. A certificate of insurance must be provided prior to signing the contract, commencing on the day the contract begins. Are you willing to comply with these requirements?
2. You must instruct your insurance broker/carrier to notify Sunset City Corporations should your coverage change. Are you willing to do this?

QUALITY AND SERVICE

1. Do you have a quality assurance program? If yes, please attach a copy.
2. Are your employees required to take a mandatory drug test?

LEGAL ISSUES

- 1) Are there any pending lawsuits against your company? (Include current mediation or arbitration matters.) If yes, please explain.

ATTACHMENT C

CONDITIONS AND NON-COLLUSION FORM

To receive consideration, this form must be signed in full by a responsible, authorized agent, officer, employee or representative of your firm.

CONDITIONS AND NON-COLLUSION AGREEMENT

We have read and agree to the conditions and stipulations contained herein.

We further agree to furnish the services specified at the prices stated herein, to be delivered to the location and on that date set forth herein.

In signing this proposal, you also certify that you have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the due date and time to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

Legal Name of Firm/Corporation

Authorized Signature

Address

Printed Name

City/State/Zip

Title

Telephone Number

Date

ATTACHMENT D MASTER Q & A FORM

Master Q&A	Any questions regarding this Request for Proposal should be submitted according to the process outlined below. Sunset City Corporation will make every effort to answer within two (2) days of receiving the questions.
Q&A Process	<ol style="list-style-type: none"> 1. Prepare questions or concerns on the template provided. 2. Complete the table in full, providing a date for each question and a section of the RFP to reference (if applicable). 3. Submit the completed form via email to Linda Youngdell, lindsay@sunset-ut.com. Attach associated documents as necessary. <p>Please contact Sunset City Corporations with any questions regarding this process.</p>

#	Date	Reference Section and Page	Question or Comment	Big Sky EDA Response
1				
2				
3				
4				
5				

Questions from: _____ **Company:** _____

Email Address: _____ **Date:** _____

ATTACHMENT E

CONSULTANT CONTACT INFORMATION

A. Company Contacts

Primary Contact Person (Name):	
Title/Function:	
Address	
Business Hours Phone:	
Fax:	
Internet E-mail Address:	
Name of Person Responding to Request:	
Title/Function:	
Address:	
Phone:	
Fax:	
Internet E-mail Address:	

B. General Company and Financial Information

Company Name:	
Headquarters Address:	
City, State, ZIP	
Headquarters Phone:	
Headquarters FAX:	
Company Owned By:	
Percent % Ownership:	
Years In Business	
Name of CIO	
Name of CEO/President:	

Appendix P: Contract

Consulting Services Agreement

THIS CONSULTING AGREEMENT (this "*Agreement*") is made effective this 11th day of June, 2014 (the "*Effective Date*") by **SUNSET CITY**, whose address is 200 West 1300 North, Sunset, UT 84015 ("*City*"), and by **ZIONS FIRST NATIONAL BANK, d/b/a ZIONS BANK PUBLIC FINANCE**, whose address is One South Main Street, 18th Floor, Salt Lake City, UT 84133 ("*Consultant*"). City and Consultant are sometimes collectively referred to herein as the "*parties*," and each individually as a "*party*."

The City desires to retain Consultant, and Consultant desires to be retained by City, to perform consulting services to prepare a Redevelopment Plan for a Blighted Commercial Area which is incorporated by this reference, in accordance with the terms of this Agreement.

NOW, THEREFORE, in consideration of the mutual covenants herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **Scope of Services.** Consultant shall complete the services described on Exhibit "A," referred to as "Scope of Services" or the "Services" in a manner outlined on Exhibit "A" and such other services as may be mutually agreed to between the parties in writing; and Consultant shall provide the deliverables identified in this Agreement, together with such other documentation and deliverables as City reasonably may request for compensation and upon other terms set forth herein.
2. **Performance of Services; Agency Cooperation.** Except as otherwise provided in this Agreement, Consultant shall furnish all supervision, personnel, labor, materials, supplies and shall obtain all licenses and permits required for performance of the Services. The Services shall be performed at Consultant's offices and other mutually-agreeable places. City will designate a representative of City to act as Consultant's point of contact with respect to the Services and provide to Consultant access to all information in the City's possession or is reasonably available to City. Consultant shall not be responsible for errors or omissions in any City-provided information, nor for delays in completing the Services attributable to City's delay in providing required information.
3. **Compensation; Invoices; Remittance.** For satisfactory performance, City shall pay to Consultant a fee of Twenty Thousand Dollars (\$20,000.00), and such other compensation as may be agreed to in writing between the parties. Consultant shall invoice City for the Services performed upon completion. All invoices submitted to City shall contain references to this Agreement. Invoices shall detail the Services performed and shall contain copies of all supporting documents or proof of any expenditures on behalf of City. Any questions or objections by City concerning Consultant's charges under an invoice shall be submitted within fifteen days after City's receipt of the subject invoice. All undisputed invoiced amounts due for Services performed shall be paid by City within thirty days after City's receipt of the subject invoice. If payment is not remitted to Consultant when due, Consultant shall be entitled to recover interest thereon at the rate of ten percent per annum from and after the date the remittance is due and payable.
4. **Change in Level of Services.** City shall be freely entitled to modify (increase or decrease) the level of the Services by providing at least ten days' prior written notice to Consultant of such change. Consultant's compensation shall be reasonably modified in connection and consistent with any such change.
5. **Term; Termination.** This Agreement shall commence on the Effective Date and shall continue until completion of the Services and deliverables hereunder, but not to exceed twenty weeks. If additional time is needed, it will be agreed upon by both parties. Notwithstanding the foregoing, Consultant may terminate this Agreement upon fifteen days prior written notice to City if the City is in material breach of the provisions of this Agreement and fails to cure such breach within thirty days.

City may terminate this Agreement (including the Services), or any part hereof, at any time with or without cause upon fifteen days prior written notice to Consultant. Upon any termination by Consultant or City pursuant to this Section, City shall promptly pay to Consultant the full amount due for all Services satisfactorily performed by Consultant as of the date of termination, excluding damages or anticipated profits on work not yet completed or performed.

6. **Nondisclosure; Conflict of Interest.** Consultant shall not divulge to third parties without City's prior written consent any non-public information obtained from or through City in connection with the performance of this Agreement, and shall safeguard the same to the same extent as Consultant safeguards the confidentiality of its own confidential information. Unless waived by City, Consultant shall require its employees and subcontractors of any tier to adhere to the same covenant of nondisclosure.

7. **Compliance with Laws.** Each party agrees to comply with all applicable federal, state and local laws, statutes, rules, regulations, and ordinances in performance of its duties and obligations under this Agreement.

8. **Patent and Copyright.** If Consultant's employees, officers, agents, or subcontractors in the performance of the Services or as a result of performing the Services develop any trade secret, prepare any copyrighted material, make any improvement, originate any invention, or develop any process or the like, such innovation shall be the property of Consultant, but upon the City's written request, Consultant shall grant the City a license or similar right to use the innovation for so long as City reasonably desires.

9. **Subcontracts.** Except for those subcontractors which are specified in Consultant's proposal, Consultant shall not award any work to any subcontractor without City's prior written approval. Consultant shall be responsible to City for the acts and omissions of Consultant's subcontractors, and of persons either directly or indirectly employed by such subcontractors, in the same manner as Consultant is liable for the acts and omissions of its own employees. Nothing in this Agreement, and no course of dealing, shall create any contractual relationship between City and any of Consultant's subcontractors.

10. **Indemnification.**

(a) Consultant shall indemnify and hold harmless City and City's elected and appointed officers, employees, successors and assigns ("City Parties"), from any and all of any of City Parties' actual losses, damages, deficiencies, penalties or fines ("Losses"), directly related to the willful breach by Consultant of its obligations under this Agreement or grossly negligent acts or omissions of Consultant hereunder unless and to the extent such Losses are caused by, or arise from Consultant's good faith reliance upon, the instruction, direction, negligence or misconduct of any of the City Parties.

(b) City shall indemnify and hold harmless Consultant, its affiliates and each of their respective directors, officers, employees and subcontractors ("Consultant Parties") from any and all of any of Consultant Parties' Losses directly related to the willful breach by City of its obligations under this Agreement or the grossly negligent acts or omissions of the City hereunder, unless and to the extent such Losses are caused by, or arise from the City's good faith reliance upon, the instruction, direction, negligence or misconduct of any of the Consultant Parties.

11. **Insurance.** Consultant shall, prior to commencing work, secure and continuously carry insurance in accordance with the RFP. Workers' compensation and employer's liability coverage as required by Utah State Law. Commercial general liability, including contractual and personal injury coverages - \$750,000 per claim and \$1,500,000 per occurrence. Commercial automobile liability - \$1,500,000 per accident and Professional liability in the amount of \$1,500,000 per claim.

12. **Examination of Work.** All Services shall be subject to examination by City at any reasonable time(s). City shall have the right to reject any work that City reasonably deems unsatisfactory given the scope and description of Services and Deliverables in this Agreement.

13. **Notice.** Any notice required or permitted to be given hereunder shall be given in writing and shall be deemed to have been received upon actual receipt thereof, or within three days after such notice is deposited in the United States Mail, postage prepaid, and certified and addressed to the parties as set forth below.

Consultant: ZIONS FIRST NATIONAL BANK
Attn: Susan Becker
One South Main Street, 18th Floor
Salt Lake City, UT 84133

Municipality: Sunset City
Attn: Linda Youngdell
200 West 1300 North
Sunset, UT 84015

14. **Conflicts.** In the event of inconsistencies within or between this Agreement and applicable legal requirements, applicable legal requirements shall prevail.

15. **Additional Provisions.** This Agreement constitutes the entire agreement between the parties pertaining to the subject matter hereof, and supersedes any and all prior or contemporaneous negotiations and/or agreements, oral and/or written, between the parties. Time is of the essence hereof. No failure by any party to insist upon the strict performance of any provision of this Agreement or to exercise any right or remedy upon a breach thereof shall constitute a waiver of its rights. In the event that any provision hereof is held to be invalid or void, the same shall be deemed severable from the remainder of this Agreement and shall in no way affect any other provision herein contained. Neither party shall assign this Agreement, or any part thereof, without the other party's prior written consent. Any attempted assignment in violation of this Section shall be void from its inception. This Agreement may be executed in counterparts, each of which shall be deemed an original, and all of which together shall constitute one instrument. By signing below, each party represent that it has proper authority to enter into this Agreement.

DATED effective the date first-above written. CONSULTANT:

ZIONS FIRST NATIONAL BANK, d/b/a ZIONS BANK PUBLIC FINANCE

By: *Susan Becker*
Susan Becker, Vice President

AGENCY:

SUNSET CITY

By: *Beverly Macfarlane*
Beverly Macfarlane, Mayor

ATTEST:

Dwain R. Hale

