
DUNSMUIR, CA

DOWNTOWN REVITALIZATION STRATEGY

February 2024



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DISCLAIMER

The analyses, projections, assumptions, rates of return, and any examples presented herein are for illustrative purposes and are not a guarantee of actual and/or future results. Project pro forma and tax analyses are projections only. Actual results may differ from those expressed in this analysis, as results are difficult to predict as a function of market conditions, natural disasters, pandemics, significant economic impacts, legislation and administrative actions.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

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BACKGROUND

- The City of Dunsmuir (“City”), in consultation with the Siskiyou Economic Development Council (SEDC), retained Kosmont Companies (“Kosmont”) to provide downtown revitalization strategies and retail recruitment services to implement its Community Development Block Grant (CDBG).
- The City of Dunsmuir is a rural town known for the Best Water on Earth with a population of 1,700 residents in Siskiyou County, located along Interstate 5. The City has small town charm, and it attracts some visitors as a tourist destination, due to its location near Mount Shasta and its appreciation as a historic hub for railroads and outdoor recreation. The historic downtown area is the primary business district of the City, maintaining architecture / design of the 1920s and 1930s. However, population and workforce loss over the past few decades have led to increasing vacancy / underutilization of commercial spaces. Regional economic, financial, and market conditions create challenges for the City’s economy and impact new commercial development.
- Kosmont’s approach to this assignment includes:
 - Kickoff Meeting / Tour of key sites in the City
 - Existing Conditions and Community Assets / Opportunities Analysis
 - Community Visioning Workshop
 - Downtown Revitalization and Retail Recruitment Strategy
 - Initial Implementation Services

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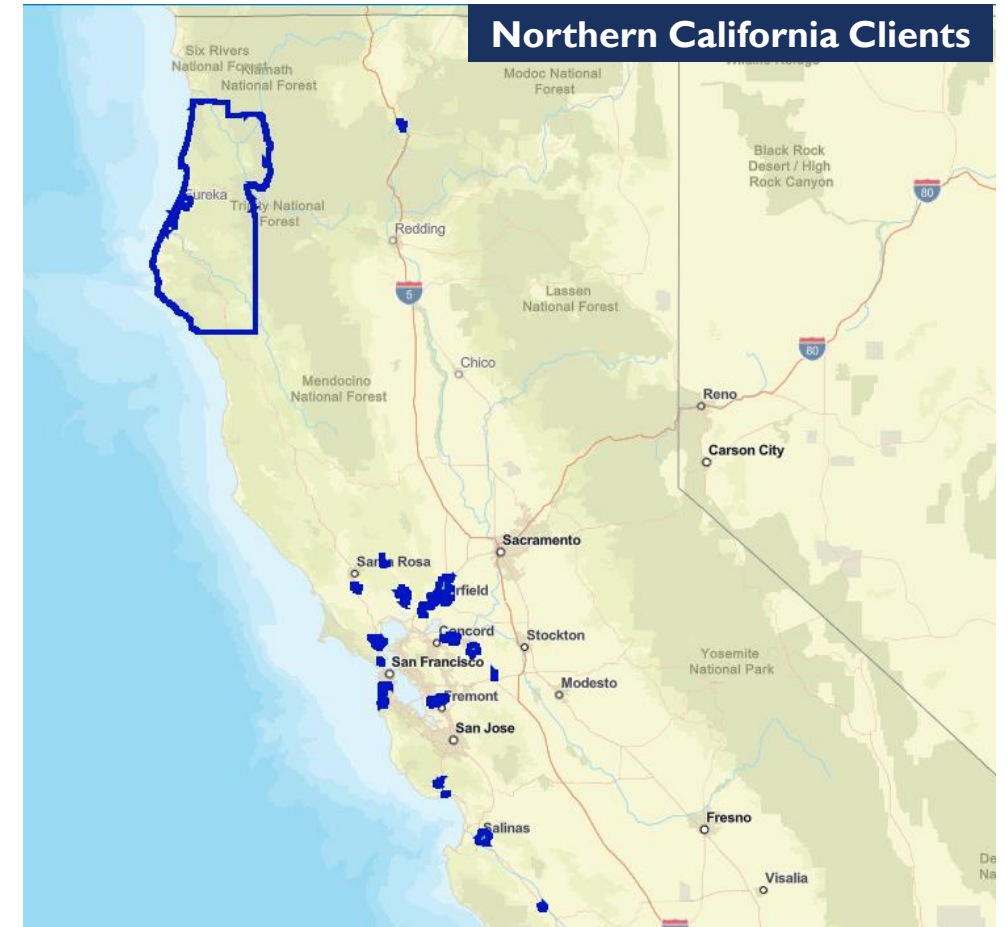
KOSMONT COMPANIES

Kosmont is a nationally-recognized real estate & economics advisory firm specializing in public-private transactions for over 37 years.

Kosmont works with communities – large and small – across California, such as Mount Shasta, Humboldt County, Napa, Rohnert Park, Sausalito, Pacifica, Seaside, Scotts Valley, and St. Helena.

Kosmont has strong experience in assisting communities with innovative and customized economic development advisory services, and will assist Dunsmuir in successfully achieving its objectives.

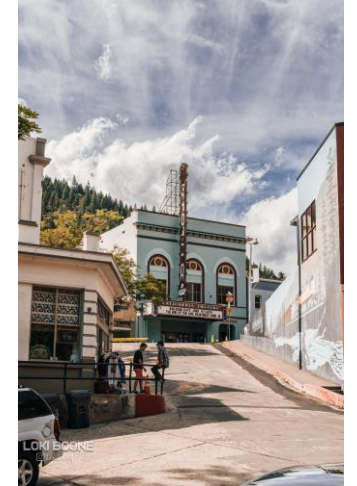
Kosmont also brings extensive experience developing implementable policies and plans that attract private investment, and provides support to cities with business and developer attraction including public-private partnerships (e.g., RFQ/Ps for hotel, retail, and mixed/blended-use development).



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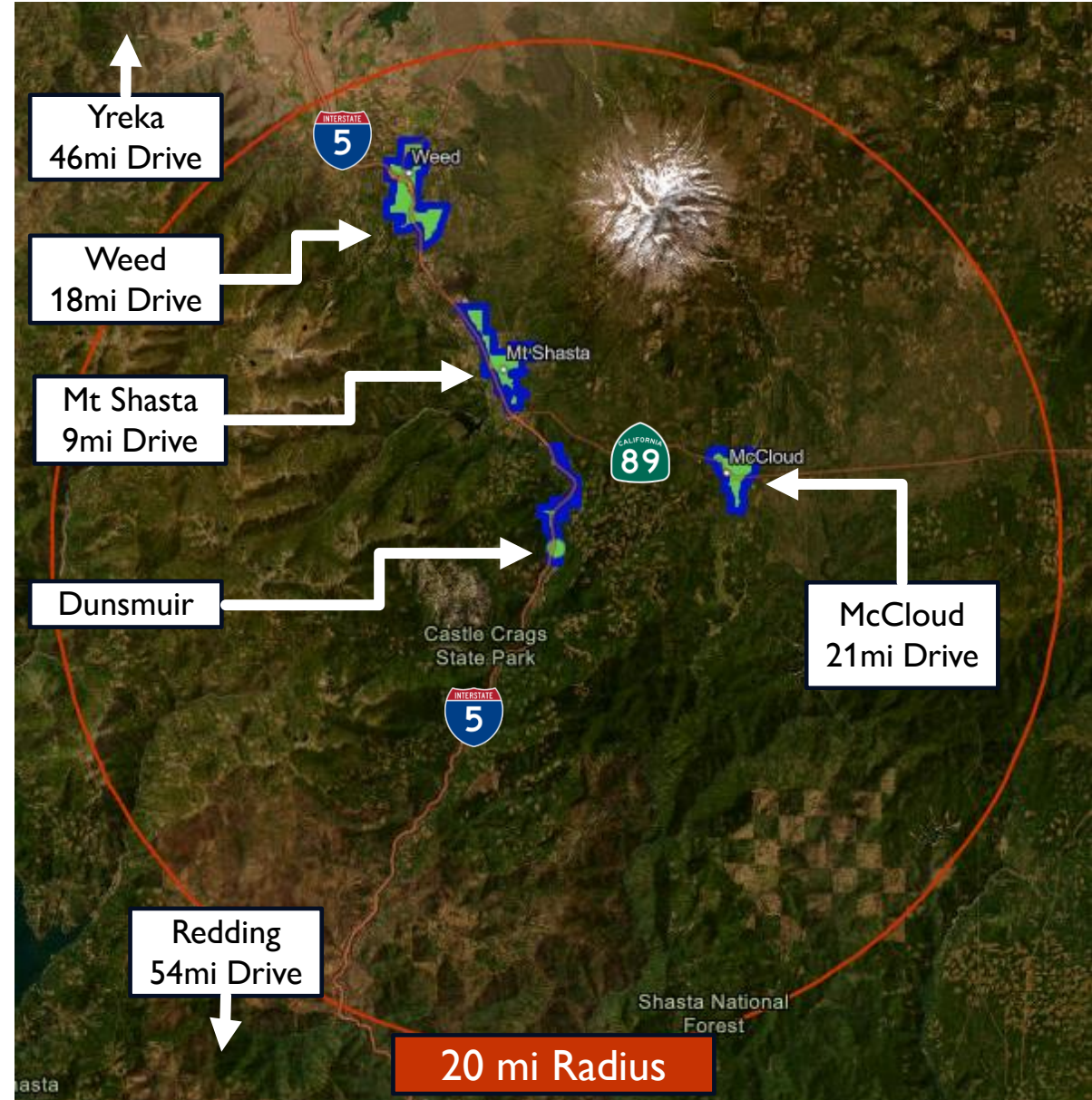
DUNSMUIR CITY BACKGROUND

- Dunsmuir is a small city located in Siskiyou County, California with a picturesque setting along the Sacramento River and proximity to the majestic Mount Shasta and Castle Crags. The City's planning history is influenced by its railway heritage and the timber industry. Like many towns in the region founded in the late 19th and early 20th centuries, Dunsmuir's development was initially shaped around the railroad and resource extraction.
- The construction of the Central Pacific Railroad in the late 1800s played a pivotal role in the City's growth, attracting settlers and businesses. As the timber industry boomed in the region, Dunsmuir became a center for logging and milling operations. Over the years, the City's planning has evolved to accommodate residential areas, businesses, and services needed to support the population.
- Currently, the City has been recognized as an attractive place for people seeking the lifestyle of a small community, and also attracts visitors who travel to the area to enjoy nearby trails, natural wonders, and parks.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

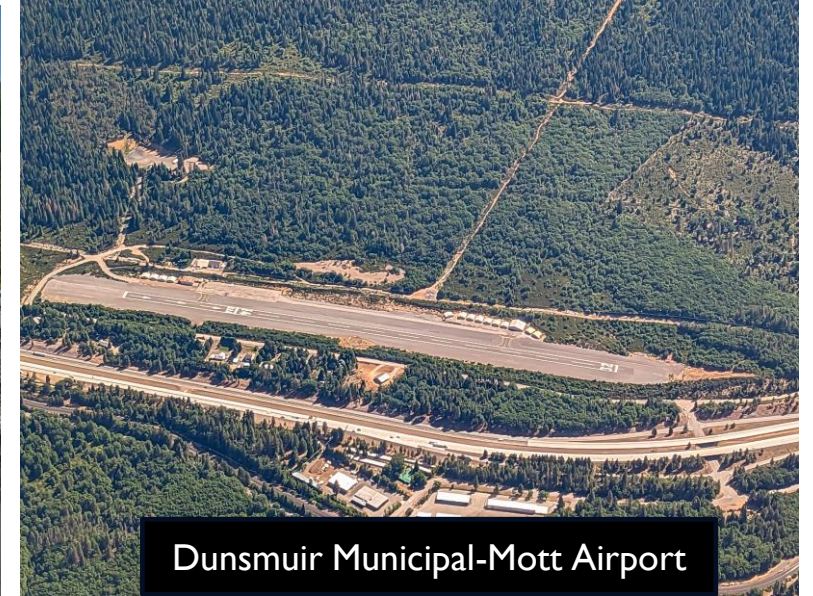
DUNSMUIR AREA MAP AND DRIVING DISTANCES TO NEARBY CITIES



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

COMMUNITY ASSETS

The Dunsmuir area is home to several community assets that can be further leveraged for activities, attractions, events, and other economic development efforts.



DEMOGRAPHIC FUNDAMENTALS

- Dunsmuir City has a population of ~1,600, with population declining by 13% since 2000
- **Average Household Size** is 2.1 persons, the **Median Age** is 50.5 years, and, with ~20% achieved at least a Bachelor's degree
- City **Average Household Income** is \$56,734, almost 25% lower than County level; City **Median Household Income** is \$41,786.
- Dunsmuir sees ~144 people coming into City to work with ~500 commuting outside for Net **Outflow** of ~364 jobs, with many workers coming in from within Dunsmuir City, Mount Shasta City, and Redding City amongst others.
- Placer.ai data shows ~69,400 overnight visitors in 2022 and 2023, representing ~\$36 million in spending potential; 69% of these visitors spend 1-2 days in the City, and ~45% have median household incomes over \$90,000.
- According to Placer.ai data, approx. half of visitors are from Bay Area / Redding / Sacramento area; others come from Portland, Seattle, other northwest metros, and beyond. Placer data also shows that key nearby natural destinations attract a significant number of visitors (Hedge Creek Falls ~53,100 annual visits, Mossbrae Falls ~25,900 annual visits); visitors commonly visit other natural destinations in the area as well as businesses in Dunsmuir.

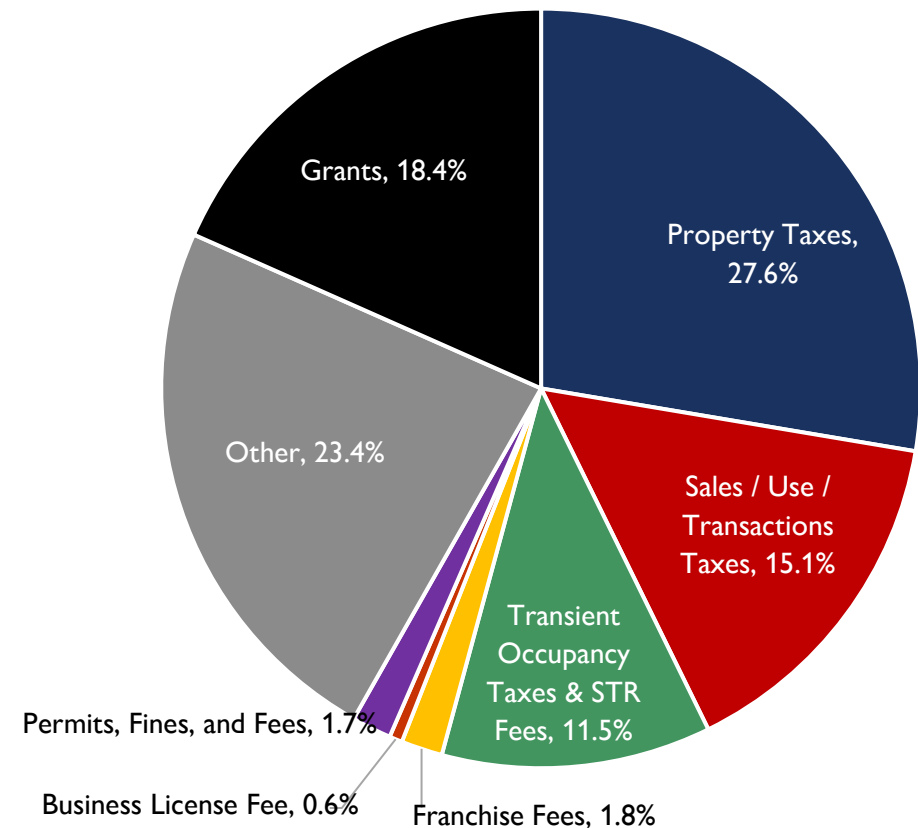
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

FISCAL & BUDGET FUNDAMENTALS

Dunsmuir collects ~28% of general fund revenues from property taxes, 15% from sales and use taxes, and 11.5% from hotel taxes / STR fees.

Taxable sales in the City grew ~15% between 2017 and 2022 to \$5.3 million, lower than the ~45% taxable sales growth in Siskiyou County.

The City should identify opportunities that can spur economic development and increase revenues.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MARKET FUNDAMENTALS

Retail	Hotel	Multifamily
<ul style="list-style-type: none">• Small retail market, primarily locally serving / dining• Downtown property vacancy / underutilization• No new development activity in 30mi Trade Area• Small market and e-commerce limits demand for new space• Opportunity: freeway, visitor-serving, and local essential uses	<ul style="list-style-type: none">• Small hotel market – primarily small independent properties, bed and breakfasts• Some vacant properties / in need of renovation• Limited new development activity in 30mi Trade Area• Opportunity: add / renovate hotel rooms to increase tourism and visitor spending	<ul style="list-style-type: none">• Small multifamily market – primarily smaller buildings• Limited development activity in 30mi Trade Area; one major project is Travelers Hotel property, currently under construction.• Opportunity: new housing units may be a strategy to increase local demand / attract new businesses

STAKEHOLDER OUTREACH SUMMARY

POTENTIAL STRENGTHS

- **Accessibility & Infrastructure:** City has direct access and frontage along I-5 (~22,000 daily traffic), and serves as a Gateway to Siskiyou County from the south. The City is equidistant between the Bay Area and Portland. The Dunsmuir Municipal-Mott Airport is home to nine based aircraft and had 2,200 aircraft operations in 2022 and features a newly repaved runway. Dunsmuir Station is on the Coast Starlight Amtrak line and had a ridership of 3,500 in 2022.
- **Natural & Cultural Assets:** Beautiful natural landscapes, including Mount Shasta, the Sacramento River, Mossbrae Falls, Hedge Creek Falls, Tauhindauli Park, Pacific Crest Trail, and other trails. Castle Rock Water Company has distribution across western US, improves Dunsmuir's recognition, and could be an opportunity to attract visitors from Hedge Creek Falls. World class fishing in the river. The region also has tourism and recreation potential—opportunities for nature-based businesses like eco-tourism, outdoor adventure companies, and nature retreats. Events include Railroad Days in June and softball tournament.
- **Artistic Community & Lifestyle:** The town's creative atmosphere and artistic community encourages some niche businesses in arts and crafts, local galleries, and events. City has a unique culture, walkable community, and a small town feel with friendly people. Historic downtown rooted in old railroad culture. City features a full-access library. Mild summer temperatures make the season pleasant. Less expensive housing and pleasant location could be attractive for remote workers.
- **Tourism and Hospitality:** Dunsmuir's attractive natural attractions and location along the I-5 corridor could lead to employment opportunities in accommodations, restaurants, and hospitality services.
- **Infrastructure Investment:** City benefitting from infrastructure improvements / grants, such as major construction projects to improve the I-5 corridor, runway improvements, water, public works, railyard / rail line cleanup, sewer upgrades. City has very good broadband access due to fiber lines that run through City; downtown WIFI.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STAKEHOLDER OUTREACH SUMMARY POTENTIAL CHALLENGES

- **Downtown Development:** The downtown appears “shuttered”, with vacancy and property maintenance issues – needs rejuvenation. Business hours of existing businesses can be inconsistent, and seasonality impacts (such as closures in the winter) can make it harder to sustain a business environment. Certain key categories are missing. Need to attract business-savvy entrepreneurs and investors that can secure funding / financing for building and business rehabilitation. Concerns about serving needs of residents vs. serving needs of tourists.
- **Infrastructure and Beautification:** Recent infrastructure investment has been great, but the City could benefit from some infrastructure / street beautification improvements to continue to drive economic activity in the City.
- **Local Economy & Housing Market:** Housing in short supply - City needs more / new / renovated housing opportunities. According to Census ACS data, ~20% of housing units in the census tract that includes Dunsmuir are vacant homes that are used for seasonal /recreational / occasional use; leads to smaller population off-season and challenges for housing availability. Low income levels in City can limit market potential for commercial development.
- **Remote Location & Limited Market Size:** Dunsmuir's small population and remote location may limit the local customer base, posing challenges for new businesses aiming for rapid growth or scale. High property insurance costs / challenges for coverage due to fire danger. Snow and winter conditions in winter limit economic activity in the City. Hard to find available spaces in desired sizes. Restaurants face supply chain / distributor challenges.
- **Workforce Challenges:** Attracting businesses that require specialized skills may pose a challenge as the local workforce might lack specific technical expertise. Many residents seek employment opportunities in nearby towns or cities, leading to a potential drain of skilled labor from Dunsmuir. Firms in Dunsmuir can have trouble attracting / maintaining workers from other communities.
- **Property Owners:** Some property owners have high value expectations / prioritization; high maintenance costs for historic properties are a challenge for upkeep and rehabilitation; some property owners are uncooperative / absentee – often contributes to building vacancy and maintenance issues.
- **Rail Tourism Challenges:** Union Pacific will no longer allow operation of vintage equipment on their tracks, which removed the railroad operations component of Railroad Days and could limit potential for some future railroad tourism. Amtrak schedule not convenient (late night stops in City, limited amenities / businesses available for train travelers).
- **Tourism Challenges:** Can be hard to attract / retain travelers along the I-5 to stop / stay / spend in City. Pacific Crest Trail brings a lot of hikers through City, but limited services geared toward them.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STAKEHOLDER OUTREACH SUMMARY POTENTIAL OPPORTUNITIES

- **Business / Property Revitalization:** Improve built environment in downtown area, including pedestrian access and outdoor amenities (e.g. conversion of Pine Street to public plaza, improve waterfront access / amenities). Key properties – Travelers Hotel, former bank, Dunsmuir Hotel, California Theater. Explore converting old properties (such as hotels) into housing / condos, as well as mixed-use retail spaces. Consider annexing Railroad Park Resort for expansion. Capitalize on airport land for new business opportunities.
- **Downtown Retail Environment:** Potential to expand outdoor dining can be an amenity for locals as well as attract more visitors to the downtown district. Some key retail voids – laundromat, office supplies, clothing store, restaurants, fitness, meeting / event spaces. Service businesses for Pacific Crest Trail users / other nature tourists (e.g. supplies, package delivery, showers). Mixed-use retail spaces with small retail up front and office in the rear.
- **Business Promotion:** Greater promotion of high-quality City bottled water can increase name recognition and bolster Dunsmuir’s reputation as a nature destination (“Come see where the Best Water on Earth Comes From”). Explore additional product lines (flavors, sparkling, other beverage product lines), distribution at local restaurants / hotels, small retail space to capture hikers. Explore other marketing / omnichannel opportunities for other businesses.
- **Recreation and Tourism:** Promote and serve visitors to natural amenities and activities (hiking at Castle Crags, fishing in the river, etc). Tours of local production businesses (e.g. water bottling plant, sauerkraut manufacturer, etc). Explore bottling plant renovations to facilitate tours / observation gallery / improved site appearance / restaurant partnership – location next to trail parking lot can encourage activity. Potential for new mountain bike trails. City can pursue rail-based tourism and events with Union Pacific – engage UP in joint planning efforts to encourage greater opportunity for visitor activities. City can explore opportunities for a spur line for vintage operations, or using abandoned railroad right-of-ways for vintage operations / rail activities (such as rail-bikes and hi-railers). Explore train travel opportunities from Sacramento, Bay Area, and Portland. Self-guided historic walking tours, trails / passive recreation, and other low-cost historic tourism services can help to attract / retain tourists. Events and performances - attract touring bands between major venues, explore partnership with Ashland for occasional Shakespeare performances, other low-cost events and activities to drive engagement in downtown area.
- **Small Business Support:** Enhance local entrepreneurship by supporting local businesses through regulatory processes, assisting with access to capital (loan programs, grants, façade improvement), aiding with technical assistance (business planning, financial management, legal services), and supporting marketing / networking activities.
- **Regional Collaboration:** By coordinating with neighboring communities, as well as utilizing other organizations such as the Siskiyou EDC, SBDC, Dunsmuir can pursue joint tourism initiatives, infrastructure projects, regional branding efforts, and other initiatives to drive economic activity to the City.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

ECONOMIC DEVELOPMENT STRATEGIC CATEGORIES

To build off Dunsmuir's strengths, address its challenges, and pursue opportunities, the City can pursue several strategies; these strategies capitalize on existing assets, aim to attract new investment, and cultivate a workforce that is prepared for the future. Dunsmuir's economic opportunities center around three key Economic Development Strategic Categories:

Natural Assets	I-5 Corridor	Historic Downtown & Rail Assets
Dunsmuir's scenic landscapes, including proximity to the Pacific Crest Trail and pristine rivers, offer a wealth of outdoor activities. Capitalizing on these natural assets can enhance the quality of life for residents and attract regional tourists interested in hiking, fishing, and nature exploration.	The I-5 Corridor, with significant traffic flow, presents opportunities to capture retail sales, hotel stays, and other business activity. It's a vital link for visitors to Dunsmuir's natural and historical attractions.	Dunsmuir's historic downtown and rich railway heritage are unique assets that can be leveraged for economic development. Revitalizing these areas with rail-themed attractions, events, and accommodations can enhance resident quality of life and attract visitors / tourists.

The following section identifies potential Strategies for the City to consider to pursue the goal of economic development. Specific Action Items are also identified; these Action Items are meant to summarize potential actions the City can take to pursue the strategies, and are not listed in order of importance or chronologically.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 1: IMPROVING DOWNTOWN BUSINESS ENVIRONMENT STRATEGY OVERVIEW

Improving the downtown business environment is an integral part of Dunsmuir's opportunity to leverage its community and assets, attract new investment, increase recreational / tourism activities, and encourage greater economic activity in the City.

- **Infrastructure & Amenities:** Improve City infrastructure and built environment in downtown area such as roads / sidewalks, streetscape / design, façade improvement, plazas / gathering places, and signage. Improving facilities and appearance of commercial districts can help to encourage more visitors to stop and spend in Dunsmuir, as well as attract private sector investment. Develop strategies to capture a larger share of traveler spending and increase the visit duration of visitors by promoting local businesses and activities.
- **Business Mix:** Foster a range of retail, dining and shopping options and amenities to enhance the resident, visitor, and tourist experience. Encourage pop-up uses in vacant storefronts, public spaces, and other available areas to improve streetscape experience. Encourage restaurant development with nature views of Sacramento River and other scenic areas. Explore possibility of creating more meeting / event space (such as potentially utilizing old bank building). Recruit other desired businesses such as services (dining, laundromat, mail / office supplies, veterinarian, fitness), car rental / car share, child care / indoor recreation.
- **Priority Properties:** Several properties have larger catalytic potential to revitalize downtown Dunsmuir – place a priority on unlocking projects at these sites. Understand the unique challenges and actively pursue opportunities for the Travelers Building, Dunsmuir Theater / adjacent properties, Hotel Dunsmuir, and former Bank Building.
- **Public Spaces:** Create pedestrian-oriented areas for parklets / outdoor dining / events that can create a more inviting and engaging atmosphere in the downtown area. Consider reconfiguring Pine Street to include a plaza / amphitheater.
- **Events & Activities:** Events – from the large Railroad Days festival to smaller monthly / weekly events – can build community, draw crowds, attract regional visits from other nearby towns, and attract tourists. Fairs, music festivals, art exhibitions, theater performances, fishing competitions, food events, and other activities based in the downtown area can help to create a lively atmosphere in Dunsmuir and attract trips (and spending) to the City. Consider moving farmers market to downtown area to encourage visits to downtown.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 1: IMPROVING DOWNTOWN BUSINESS ENVIRONMENT CALIFORNIA MAIN STREET OVERVIEW

- California Main Street (CAMS) is an affiliate of Main Street America – a national program that utilizes a public-private partnership of private investment, local government support, and local non-profit assistance to revitalize historic commercial districts. The program's approach is centered around Transformation Strategies that focus on four points: organization, promotion, design, and economic restructuring.
- Communities that participate in the program use the Main Street Approach to guide revitalization efforts – a comprehensive framework that helps communities identify their assets and competitive advantage, and build from those strengths.
- Over 40 communities in California have joined CAMS, which gives the cities access to grants / special programs, discounted technical services and support, promotional support, and access to resources (conferences, webinars, newsletters, and online courses).
- Dunsmuir can consider joining CAMS, or otherwise incorporating aspects of the CAMS strategic approach and resources as it pursues downtown revitalization (such as joint marketing / promotion efforts, program manager and organization, enhanced design).

Economic Vitality

Focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

Organization

involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

Promotion

positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

Design

supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 1: IMPROVING DOWNTOWN BUSINESS ENVIRONMENT MAIN STREET PROGRAM – CASE STUDIES

■ Successes

- **Fort Bragg, CA:** One of the first five Main Street Programs in California. Jointly sponsored by the City and the Chamber of Commerce. Office initially located in Chamber office. City provided three-year funding to hire Executive Director. Strong commitment from downtown property owners and businesses. Active committees in all four focus areas. Not City-driven. City adopted downtown design guidelines. New business attracted to the area and older businesses improved marketing techniques.
- **South Gate, CA:** Main Street program replaced failing downtown merchants association. City facilitated re-engagement, funded downtown improvements and public safety enhancements. Merchant-driven program utilizing the Main Street program model. Competing with shopping mall. Focus on providing services and retail to local market.
- **Port Orford, OR:** Main Street program replaced defunct Chamber of Commerce. Engaged in tourism promotion, volunteer façade improvements, street furniture, nature walk. Several local investors purchased derelict property and did rehab or demolition for transition to re-use.

■ Failures

- **Brookings, OR:** City arranged for presentation by State Main Street Director. Secured designation as a community that was investigating becoming a Main Street City. Several City-hosted informational meetings generated little interest among downtown merchants and property owners. Chamber of Commerce did not support the effort as it was viewed as competition for membership and resources. Insufficient interest and lack of leadership from downtown merchants and property owners resulted in discontinuing the effort. City offered a façade improvement grant program and funded downtown street/sidewalk/lighting/parking improvements through its Urban Renewal Agency.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 1: IMPROVING DOWNTOWN BUSINESS ENVIRONMENT PLACEMAKING IN DOWNTOWN DISTRICTS

Placemaking efforts and programming downtown areas via the use of streetscape improvements and micro-districts can encourage nodes / clusters of focused business activity – such as areas focused on arts / entertainment, hospitality, and dining / restaurants.

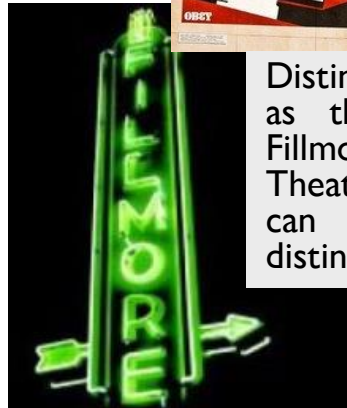
While downtown areas should still aim to integrate many different uses in mixed-use districts, micro-districts that place some emphasis on particular themes can allow business clusters to thrive and improve the overall downtown experience.



Art – such as pop-up exhibits in vacant storefronts / public plazas and murals in downtown Providence, RI add character, highlight local artists and themes, and can be features for art walks and tours.



Distinctive signs – such as the neon signs in Fillmore and the Star Theatre in Oceanside – can give an area a distinctive sense of place.



Events like the CicLAvia bike / walk fairs in Los Angeles and the Mission Inn Festival of Lights in Riverside, CA are memorable and engaging activations of public spaces.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 1: IMPROVING DOWNTOWN BUSINESS ENVIRONMENT PEDESTRIAN-CENTRIC AREAS IN DOWNTOWN

Pedestrian-oriented design and public spaces help activate downtown districts through vibrant / engaging activity.

Even before Covid-19 pandemic, increasing the amount of public space dedicated to pedestrians became popular, with many cities allowing parking spaces, sidewalks, and roadways to be used for commercial activity.

Many cities have found these changes have contributed to more vibrant and enjoyable commercial districts and have found ways to make some of these changes permanent.

Components of Successful Pedestrian-Oriented Downtown Areas

Variety of Uses and Services	Downtowns need a vibrant mix of active uses: retail, residential, & commercial; late-night services (bars & restaurants, movie theater) to attract crowds all day; convenience-related businesses, unique shopping experiences, entertainment attractions, programming/public events; balance of chains & independents, retail & restaurants, indoor & outdoor.
Amenities	Attractive landscaping (parklets, gardens, fountains, monuments), public art, outdoor dining, public tables / chairs, stages, artists, and vendors
Programming	Festivals, concerts, sports, food trucks, performers drive vibrancy and create a sense of place and destination
Accessibility, Walkability, and Visibility	Centralized parking allows convenient access to visitors; successful pedestrian-oriented downtown areas need to be easily reachable and accessible, with numerous entrances, cross-streets, nearby parking, public transit. They should also incorporate walkable neighborhood structures, amenities, and visible interest. Visibility of the pedestrian areas should not be overly blocked by buildings or landscaping.
Management	Coordinated activities can ensure area management / maintenance; dedicated agency/business improvement district to oversee maintenance, security, planning, programming, retail mix, etc.

STRATEGY 2: LEVERAGING NATURAL RECREATION / TOURISM STRATEGY OVERVIEW

The City's opportunity to increase recreational and tourism activities in the City is centered around the area's bountiful natural / cultural resources as well as the access to travelers from the I-5 Corridor. Leveraging these assets will allow Dunsmuir to attract more visitors and encourage them to stop, stay, and spend time / money in the City.

- **Natural Assets:** Tourism ventures can help to showcase the area's natural beauty and resources. Promote and serve visitors to the area's natural resources / sites – such as Mossbrae Falls, Hedge Creek Falls, the Dunsmuir Botanical Gardens, Castle Crags State Park, Mount Shasta, and Lake Siskiyou. Promote access to the Sacramento River, including water-based recreational activities and improved amenity areas with a view of the river that can serve the community as well as visitors. The town is known for the Best Water on Earth, but the bottling facility needs improvements to capitalize on this branding. A remodel of the bottling facility can enhance the “Best Water” brand and offer tours of the facility / water source – marketing strategy could be similar to a winery or brewery. Expand / promote tours, educational / visitor centers, travel packages / itineraries, excursions / competitions, equipment rentals, waterfront dining / entertainment, nature-themed hospitality concepts (cabins, “glamping”).
- **Pacific Crest Trail:** The Pacific Crest Trail runs from the Canadian to the Mexican border and passes near Dunsmuir. Hikers along the trail – from casual day-trippers to the hundreds of thru-hikers that attempt the whole trail – can be attracted to resupply, rest, and spend in Dunsmuir. Improve resupply / package pickup opportunities, provide facilities (such as hot showers / laundry), and enhance shuttle services / hotel accommodations.
- **I-5 Corridor:** Improving I-5 visibility and establishing new rest / fuel / food stations can encourage more travelers along the I-5 to stop and spend in Dunsmuir. Electric Vehicle / alternative fuel stations can also serve the next generation of vehicle traffic (and combine EV charging with retail / dining opportunities). Enhance tourist information centers and marketing campaigns that promote local businesses / attractions / activities / events.
- **Events & Activities:** Events – from large annual fairs to smaller monthly / weekly events – can build community, draw crowds, attract regional visits from nearby towns (such as Redding and Mount Shasta), and attract tourists. Fairs, concerts, farmers markets, music festivals, fishing competitions, and other events can create a lively atmosphere in Dunsmuir and attract trips (and spending) to the City.

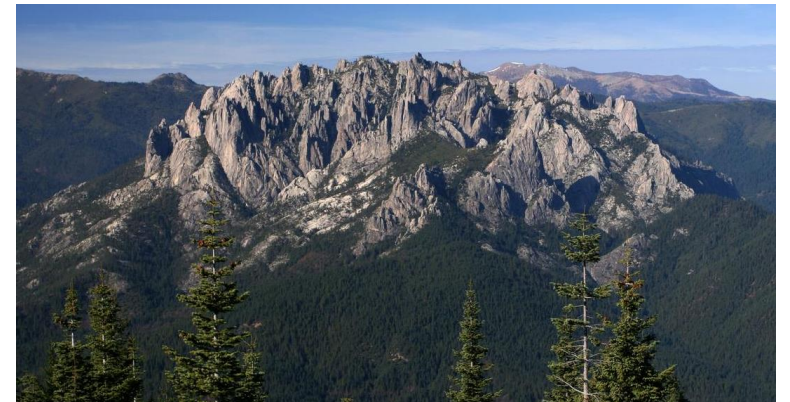
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 2: LEVERAGING NATURAL RECREATION / TOURISM NATURAL ASSETS

Nestled in the scenic Shasta Cascade region, the City is situated along the Sacramento River at the base of Mount Shasta and features many natural wonders that attract nature enthusiasts for tourism.

- **Sacramento River:** The Sacramento River area near Dunsmuir is renowned for fishing and is a destination for fishing enthusiasts. The river also provides opportunities for rafting / kayaking and other water-based activities.
- **Hiking / Pacific Crest Trail:** Dunsmuir is close to the Pacific Crest Trail, a 2,650-mile long trail that runs from Mexico to Canada. Additional trails nearby offer a variety of hiking / biking experiences.
- **Mossbrae Falls and Hedge Creek Falls:** These iconic waterfalls are near Dunsmuir and are popular attractions, featuring springs that cascade into the Sacramento River from moss-covered canyon walls.
- **Castle Crags State Park:** This nearby state park is known for its dramatic granite spires, hiking, rock climbing, and vistas.
- **Mount Shasta:** This dormant volcano is the second-highest peak in the Cascades Range, offering recreational opportunities such as skiing, snowboarding, mountaineering, and hiking.

Dunsmuir can continue to leverage these natural assets to attract regional visitors and tourists to the City and its hotels / commercial areas.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 2: LEVERAGING NATURAL RECREATION / TOURISM WATER CASE STUDY

Butte Falls, Oregon

The small town of Butte Falls, Oregon bottles its own spring water (Cascade Mountain). The City is preparing to upgrade its facilities as part of a tourism promotion plan, and have secured funding from investors. As the bottling operation has grown over the years and distribution has extended throughout the country, the operation has become a significant employer in the City.

The City is also in the process of purchasing 430 acres of forest properties near the bottling plant, with draft plans for recreation-related improvements, trails, campgrounds, and other amenities – aiming to attract outdoor tourism, build off of the success of the water bottling operation, and increase resiliency by protecting the City from forest fires.



STRATEGY 3: LEVERAGING RAIL RECREATION / TOURISM STRATEGY OVERVIEW

Further developing rail assets and rail enthusiast-based tourism can help to build off of Dunsmuir history, bring new activity and visitors to the City, and extend the amount of spending that occurs in the City.

- **Amtrak & Dunsmuir Station:** Dunsmuir Station is an Amtrak Station near downtown Dunsmuir, connecting the City to major cities along the west coast. Station facility / track is owned by Union Pacific Railroad, who also uses the station as a crew change point. Exploring new opportunities with Amtrak, Union Pacific, and other partners can help to better utilize these rail assets (marketing routes, promotions, “ski train” to link travelers to nearby ski areas). Seek funding from the National Rail Passenger Association to develop strategy for increasing ridership and possibly fund rail passenger amenities at or near the Dunsmuir station. The National Rail Passenger Association may also be a source of funding to explore enhancements to rail service such as ski resort shuttles.
- **Rail History:** The City’s origins and growth are closely linked to the expansion of the railroads in the region and Dunsmuir’s role as a local hub, and the city’s cultural identity is closely tied to its railroad history. Dunsmuir has capitalized on its rail history – showcasing vintage locomotives / railcars and railroad artifacts. Expanding railroad museums & exhibits to showcase history, artifacts, and equipment can make an engaging museum experience. Incorporating rail equipment into park / public spaces can emphasize Dunsmuir’s rail history and add character to public spaces.
- **Events:** The City also hosts the Railroad Days festival, which attracts local residents, tourists, and rail enthusiasts for entertainment, music, food, and events centered around trains. Some railroad enthusiasts travel to Dunsmuir to enjoy scenic rail experiences enhanced by the rivers / forests / mountains. Enhancing Railroad Days events with additional activities and exhibits, increasing marketing toward railway enthusiasts, and aiming to attract other visitors (e.g. nature / recreational visitors) can drive more visits and participation.
- **New Rail Activities:** Adding new rail-based activities and attractions can enhance rail-based tourism. Explore possibility of converting railway tracks and rail areas into walking / rail-cycling trails that offer scenic views; offer tours of historical sites, vintage train equipment and rides / demonstrations; consider installing a spur line / rail loop for steam engine rides and other rail activities; explore feasibility of track bikes (e.g. Oregon Coast Railriders and affiliates in Joseph, OR and Shelton, WA) and tourist rail operators; Promote train-themed hospitality, such as sleep-car style rooms and diner car restaurants.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 3: LEVERAGING RAIL RECREATION / TOURISM RAIL ASSETS

Nestled in the scenic Shasta Cascade region, the City is situated along the Sacramento River at the base of Mount Shasta and features many natural wonders that attract nature enthusiasts for tourism.

- **Dunsmuir Station:** The Station is on the Coast Starlight Amtrak line that connects Los Angeles, San Francisco Bay Area, Portland, and Seattle. Station data is provided on the next page.
- **Dunsmuir Railroad Depot :** The Station is also home to a museum that highlights the area's railroad history – featuring art, photographs, and memorabilia. The Dunsmuir Railroad Depot Historical Society manages the Dunsmuir Museum, the Railroad Display Room, and the Shasta Division Archives.
- **Rail-based Hospitality:** The Railroad Park Resort, located just outside of City limits, is an independent rail-themed hotel that includes vintage railroad cabooses that were converted into rooms, offering guests a unique experience.
- **Railroad Days Festival:** This annual event celebrates Dunsmuir's railroad heritage is an important part of the City's cultural calendar. It includes railroad equipment displays, vendors, live music, a parade, car show, soapbox derby, and other contests and activities.

Dunsmuir can continue to leverage and enhance these rail assets to attract regional visitors and tourists to the City and its hotels / commercial areas.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 3: LEVERAGING RAIL RECREATION / TOURISM AMTRAK RAIL DATA

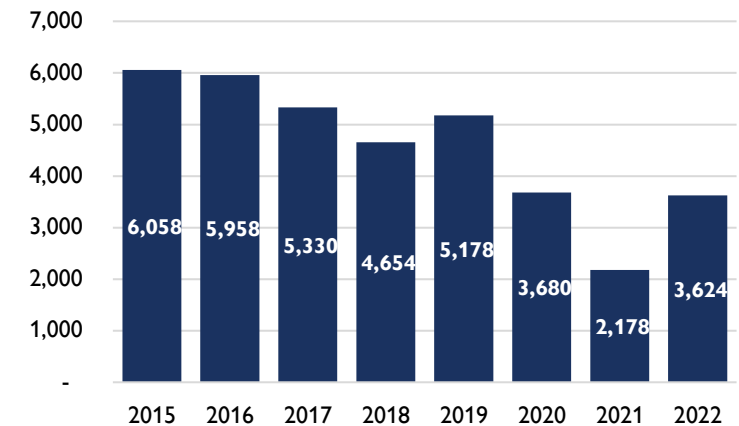
Dunsmuir Station (DUN) is an Amtrak station on the Coast Starlight Amtrak line that connects Los Angeles, San Francisco Bay Area, Sacramento, Portland, and Seattle. It is the only Amtrak stop in Siskiyou County; the nearest stops on the line are Redding, CA to the south and Klamath Falls, OR to the north. The City receives daily Amtrak service, with direct service (no train transfers) to 29 cities along the west coast. The northbound train arrives/departs DUN at 4:58am, and the southbound train arrives/departs DUN at 12:45am (as of Nov. 2023).

Data gathered by the Rail Passengers Association shows a few key highlights:

- Population in the primary catchment area (25-mile radius) is 20,662; population in the catchment area (50-mile radius) is 191,758.
- In 2022, the station had ridership (arrivals and departures) of 3,496 – recovering from a covid-era low of 2,178 in 2021 but substantially lower than 2015 at 6,058.
- The vast majority of passengers (~96%) travel by coach or business class, with average fares of ~\$69; the remainder travel by first / sleeper with average fares of ~\$352. ~47% of passengers travel between 200-299 miles, and ~46% of passengers travel greater than 300 miles.

Amtrak generally relies on the State of California to market specific routes, with Amtrak's marketing focused on national marketing / northeast service.

**Passengers Using DUN Station
(Arrivals and Departures)**



Top City Pairs by Ridership (2022)

1	Sacramento, CA	6	Los Angeles, CA
2	Emeryville, CA	7	Oakland, CA
3	Portland, OR	8	Seattle, WA
4	Martinez, CA	9	Klamath Falls, OR
5	San Jose, CA	10	Eugene, OR

STRATEGY 4: SMALL BUSINESS ASSISTANCE & ENTREPRENEURSHIP STRATEGY OVERVIEW

Assisting small businesses and fostering entrepreneurship are essential components to improving economic opportunities and outcomes for Dunsmuir's residents.

- **Fostering Entrepreneurship & Assisting Small Businesses:** Encourage business formation by providing enhanced customer service to support business development and creating programs that can assist entrepreneurs and small business owners. Assist with utilization of downtown buildings by small businesses and incubator spaces. Improve coordination between businesses (assisting with restaurant schedules / supply chains, encouraging information sharing and joint marketing with local businesses).
- **Capitalizing on Existing Programs and Partnerships:** Build off existing programs / partnerships, collaborate with other partners, and build new strategic partnerships with other organizations to continue delivering assistance that help Dunsmuir's small businesses thrive. Continue to leverage partnership with Siskiyou EDC to assist with small business development, brown field / infrastructure investment, tourism marketing, EDA funding opportunities, and other economic development / resiliency planning. Work with other nearby organizations such as the Small Business Development Center (SBDC) and JEDI for a variety of services and resources, supporting small businesses with classes / workshops / training, advising services, professional assistance, and access to capital.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

STRATEGY 4: SMALL BUSINESS ASSISTANCE & ENTREPRENEURSHIP STRATEGY OVERVIEW

Category	Description
Small Business Liaison / Ombudsman	Designate a city liaison / ombudsman to provide assistance regarding city processes / regulations / policies, such as permitting, license, compliance, and development standards.
Access to Capital	Connect firms with capital through loan programs, grants, and other financing opportunities for businesses to start / grow / expand.
Business Incubators / Accelerators	Support business incubator / accelerator programs to provide early-stage companies with resources, workspace, mentorship, and networking.
Networking / Joint Marketing	Host / support networking events, workshops, and other opportunities that connect small businesses / entrepreneurs with other firms, potential customers / clients, investors, and workers.
Technical / Business Assistance	Seek mentors with business expertise, including business planning, financial management, legal services, market research, e-commerce strategies, etc.

STRATEGY 5: WORKFORCE DEVELOPMENT STRATEGY OVERVIEW

Workforce Development initiatives aim to improve and diversify a City's workforce. These programs address the needs of workers to be better prepared for higher-paying jobs, and they also help local employers attract and retain the talent needed for their businesses to be successful. By working with existing employers and potential new employers, the City and its educational partners can provide training to assist current workers with upgrading their training as well as provide new workers with the training needed by area employers. Workforce development initiatives generally focus on four key areas:

- **Collaboration** – Fostering relationships between current / potential employers, educational institutions, and local nonprofits to identify and address worker skill gaps.
- **Training** – Connecting workers to programs to build specific skills that improve workforce readiness (certification programs, licensure, English as a Second Language, etc.)
- **Networking** – Connecting employers, educational / training institutions, and workers via networking programs, mentorship programs, internships / apprenticeships.
- **Addressing Barriers** – Encouraging programs that will alleviate pressures on workforce readiness, such as childcare, transit, and internet / computer accessibility.

ACTION ITEMS OVERVIEW

Action Item 1 Investing in Infrastructure: Identify infrastructure improvements needed in targeted areas for economic development.

- **1.1:** Identify infrastructure needed in target commercial / recreational areas (Downtown area, river / nature destinations, hospitality areas, freeway-serving areas) to improve facilities and encourage additional private-sector investment.
- **1.2:** Assess key industrial development target sites near Airport Area and ensure that roads and utilities are maintained and upgraded (as needed) to provide reliable services for potential industrial development.
- **1.3:** Evaluate a variety of funding sources – such as special districts / tax increment financing partnerships, grant funds, impact fees, user fees, business improvement districts, and other sources – to pay for infrastructure / amenities needed to catalyze projects and new economic activity.
- **1.4:** Invest in physical improvements, amenities, and infrastructure that align with economic development strategies.

Action Item 2 Improving Built Environment: Improve the streetscape aesthetics, pedestrian accessibility, business façades, and public spaces to make the commercial / recreational areas of the City more appealing for businesses, shoppers, and travelers.

- **2.1:** Rejuvenate city commercial streets and recreational assets through investment, code enforcement, and nuisance abatement.
- **2.2:** Collaborate with community groups to develop community-based ways of addressing issues.
- **2.3:** Invest in existing streetscape, building / façade improvements, pedestrian access, public spaces, and other amenities.

ACTION ITEMS OVERVIEW

Action Item 3 Encouraging & Attracting Private Investment: Ensure that City policies (e.g. zoning, building requirements, and other policies / programs) are aligned with market conditions and address hurdles to development.

- **3.1:** Work with property owners, businesses, and developers to understand the opportunity / constraints for high-priority sites and projects (e.g. site / building challenges, market conditions, policy / regulatory issues) and take proactive approach to keep project moving, overcome hurdles, and get projects completed.
- **3.2:** Facilitate changes to policies needed to facilitate new development, such as lodging, camping facilities, restaurants / other commercial uses, rail- and nature-based projects, and industrial projects.
- **3.3:** Consider incentive programs to attract new development – fee waivers, tax incentives, grants, subsidized loans, zoning / land use tools and other tools to close project financing gaps and catalyze development.

Action Item 4 Pursuing Partnerships & Collaborating with Local Groups: Foster relationships / coordinate / collaborate with other local government entities, community / business / recreational groups, and other partners to bring development projects, programs, events, and other activities that build on Dunsmuir's strengths.

- **4.1:** Leverage Siskiyou EDC as a resource to enhance small business development, brownfield / infrastructure predevelopment activities and investment, tourism strategies / marketing, EDA funding opportunities, and other economic development activities.
- **4.2:** Explore rail-based partnerships that can enhance rail recreation and tourism. Continue discussions with Union Pacific to find ways to utilize rail resources for recreational activities in Dunsmuir. Seek relationship with Amtrak / State of California / National Rail Passenger Association to market routes / destination, arrival / departure times, resources for travelers, fund passenger amenities, explore rail service enhancements. Build relationship with other rail partners, such as Sierra Railroad, to explore possible tourist rail operations and other development investment.
- **4.2:** Expand partnerships with Pacific Crest Trail organizations to provide services to trail users and attract them to Dunsmuir.
- **4.3:** Partner with businesses and neighboring communities for joint marketing efforts and development initiatives to attract investment and activity to the region. Explore recreational / tourism initiatives such as festivals, farmers markets, ski visits, music / theater / art festivals, hunting / fishing, and nature exploration.

ACTION ITEMS OVERVIEW

Action Item 5 Pursuing Grant Funds: Identify grant opportunities that align with Dunsmuir's economic development goals. Grants are often available through state / federal sources for parks / recreation / environmental projects, housing development, EV charging infrastructure and other infrastructure / amenities. Engage with firms / organizations that specialize in grant writing to maximize grant dollars.

Action Item 6 Utilizing Public Property: Invest in improvements on key publicly owned properties – such as the Airport Area and Downtown – to catalyze additional activity at / around those sites.

- **6.1:** Evaluate strategies such as performance-based leases / ground leases, monetizing assets, and acquisition / sale of property for City owned sites.
- **6.2:** Explore public-private partnerships and collaborations with the private sector that meet private-sector market needs as well as provide community benefits by utilizing publicly-owned sites.

Action Item 7 Marketing Dunsmuir: Highlight Dunsmuir's unique offerings and opportunities through marketing efforts.

- **7.1:** Coordinate with local business groups, Siskiyou EDC, Chamber of Commerce, Siskiyou Revitalization Network, and nearby communities to develop marketing / branding campaigns, offer tours / promotions, sample itineraries, package deals, and other efforts to encourage tourism and recreation in the City.
- **7.2:** Engage the State of California to improve marketing for Castle Crags. Engage with Amtrak / State of California to improve marketing of Dunsmuir as a rail destination.
- **7.3:** Utilize social media / other marketing channels to showcase Dunsmuir's attractions and events to drive engagement. Provide assistance to local businesses to utilize social media & e-commerce platforms.
- **7.4:** Develop marketing collateral and conduct business expansion / attraction / retention (BEAR) services, such as outreach to retail, industrial, and residential developers and businesses to promote opportunities and understand developer needs / constraints. Attend industry conferences / trade shows / conventions to attract potential investors and reach out to retailers / businesses / developers. Promote Dunsmuir's assets, resources, and incentives for development in key sectors.

ACTION ITEMS OVERVIEW

Action Item 8 Evaluating Finance Strategies: Evaluate finance / budgeting strategies – such as improved cash flow management, customized cash flow modelling, and bond refunding -- to potentially generate savings and build capacity for economic development initiatives.

Action Item 9 Improving Workforce Development: Collaborate with local educational institutions / vocational training centers to develop training programs and job pipelines tailored to the needs of target industries – including upskilling existing workers in the area and training new workers.

- **9.1:** Conduct outreach to existing businesses to assess worker / training needs; identify opportunities for upskilling existing workforce, training new workers. Conduct outreach to potential new businesses to understand worker / training needs for target industries.
- **9.2:** Collaborate with educational partners. Work with Siskiyou EDC, SBDC, JEDI, EDD, Shasta County, and other partners to develop programs that develop skilled workers for existing and potential future businesses.
- **9.3:** Conduct marketing efforts to highlight training / career opportunities for Dunsmuir residents.
- **9.4:** Explore ways to alleviate challenges to worker readiness (such as transportation, housing availability, equipment accessibility, and other services).

ACTION ITEMS OVERVIEW

Action Item 10 Fostering Entrepreneurship & Helping Small Businesses:

- **10.1:** Designate a city liaison / ombudsman to provide assistance regarding city processes / regulations / policies, such as permitting, license, compliance, and development standards.
- **10.2:** Assist businesses with accessing capital by connecting firms with loan programs, grants, and other financing opportunities for businesses to start / grow / expand.
- **10.3:** Support business incubator / accelerator programs to provide early-stage companies with resources, workspace, mentorship, and networking.
- **10.4:** Host / support networking events, workshops, and other opportunities that connect small businesses / entrepreneurs with other firms, potential customers / clients, investors, and workers.
- **10.5:** Assist firms with accessing technical / business assistance. Seek mentors with business expertise, including business planning, financial management, legal services, market research, e-commerce strategies, etc.

IMPLEMENTATION NEXT STEPS

- **Community Engagement:** Solicit resident / business feedback through multiple channels (surveys, meetings, workshops, outreach events) – important to learn, develop vision, build support, and generate energy for future efforts
- **Building Partnerships:** Reach out to existing and new partners to pursue economic development goals (e.g. Amtrak / Union Pacific / Sierra Railroad, small business / workforce development organizations, tourism marketing, etc.)
- **Business Attraction:** Conduct BEAR activities to bring new businesses / developers / investors to Dunsmuir
 - Downtown Area – retail, hotel, and blended-use and residential developments
 - Airport Area – Travel center, hotel, industrial, air-related
 - I-5 Areas – hotel, retail, EV charging
- **Infrastructure:** Prioritize development areas, assess infrastructure needs, and explore funding strategies
- **Property Owner Collaboration & Project Shaping:** Get projects across the finish line
 - Property owner, business, and developer engagement to understand and address barriers
 - Explore economic development strategies to facilitate desired projects in target areas
- **Financial Strategies:** Cut financing costs and build capacity for economic development initiatives

DUNSMUIR

IMPLEMENTATION CASE STUDIES *FORT BRAGG*

- **Public / Private Partnership**
The Depot Mall
- **Town Center**
A reuse story involving historic buildings and spaces
- **Downtown Design Guidelines**
Establishing a sense of place
- **Infrastructure Expansion & Annexation**
Preparing the way for future private development
- **North Coast Brewing**
Making an industrial use a tourist attraction



DUNSMUIR

IMPLEMENTATION CASE STUDIES BROOKINGS

- **Public / Private Partnership**
Bi Mart & Superfly
Façade Improvement Program
- **Major Project Facilitation**
Curry Medical Center
Southwestern Oregon
Community College
- **Downtown**
Modifying development standards
to promote infill
- **Azalea Park**
Turning an underutilized park
into an event venue



DUNSMUIR

IMPLEMENTATION CASE STUDIES *COTATI*

- **Midway Entertainment Venues**

The Inn of the Beginning
Cotati Cabaret
Cotati Downtown Plaza

- **Downtown Placemaking**
Façade and infrastructure improvements



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY AREAS



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY AREA DOWNTOWN MAP

	Description
1	Travelers Building
2	Hotel Dunsmuir
3	Former Bank Building
4	California Theatre and Adjacent Props.
5	Sacramento Ave Area



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY SITE TRAVELER BUILDING

- The Travelers Hotel Building was built in 1924 and is currently under renovation – planning to feature 38 apartment units in 2023 to feature 30 condo units with ground floor retail and restaurant space. The property is currently for sale at \$1.25 million, or ~\$33,000 per unit. Owner is seeking investors to continue project.
- Building is in the heart of Downtown Dunsmuir, and the building's success can help to catalyze additional interest and investment in the downtown area.
- The City can utilize several strategies to encourage investment at the Site:
 - **Offsite / Streetscape Improvements:** redevelop fountain / median / parking area and streets to create an enhancement / new outdoor feature (outdoor dining, entertainment, plaza).
 - **Façade Improvement:** City can obtain a façade easement on the building to assume responsibility for exterior maintenance, or can otherwise provide a façade improvement grant.
 - **Tax Incentives:** City can provide tax rebates and other incentives, but this may trigger prevailing wage requirements.
 - **Financing Assistance:** City can work with Owner to provide gap-financing loan.
 - **Historic Tools:** The Historic Building Code can be used to save on construction costs; historic building designations can provide some tax benefits.



APN	AC	Owner	Use
058-112-010	0.34	Gregory Menghis	Travelers Building (Multifamily)

POTENTIAL OPPORTUNITY SITE FORMER BANK BUILDING

- The former PremierWest Bank building was built in 1926 and is currently vacant. The building features interesting architectural elements as well as the original vault.
- The building is on a 0.12 AC lot.
- Property is currently for sale, and owner is interested in selling or partnering with an investor / developer.
- **Opportunity**
 - Property could be well-suited for conversion into a restaurant / event venue – can host art shows, vendor fairs, small performances, weddings / receptions, and public meetings.

APN	AC	Owner	Use
058-113-010	0.12	Bombs Away LLC	Bank (closed / vacant)



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY SITE HOTEL DUNSMUIR

- The Hotel Dunsmuir building was built in 1904, and was renovated in the 1940s in an Art Deco style. Sacramento Ave side features a theater space; parking structure on the roof. Hotel is currently vacant and in need of renovation, with no active building permits.
- Further investment and improvement or partnership with an investor / developer can help to further improve the Site.
- **Opportunity**
 - Property is at a key location and its success can be catalytic to revitalizing the downtown.
 - Utilize hotel rooftop for amenities (e.g. outdoor dining, events).
 - Close portion of Pine St. and make it an outdoor plaza / amphitheater.



APN	AC	Owner	Use
058-092-050	0.47	Hotel Dunsmuir Trust	Hotel Dunsmuir

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY SITE CALIFORNIA THEATRE & ADJACENT PROPERTIES

- The California Theatre is a historic 280-seat theater originally built in 1926; the theater has been closed for most of the past two decades, and adjacent commercial buildings have also struggled with vacancy.
- Owner is interested in partnering with investors / developers to improve / renovate the building to revitalize the downtown.
- **Opportunity**
 - Theater and event space could be a good driver of activity and attract visitors, but faces challenges due to low population / remote location. Could be used for occasional events – periodic film festival, live theater, mid-stop venue for entertainers travelling between Bay Area and Portland; potential partnership with nearby theater organizations (e.g. partners with Oregon Shakespeare Festival in Ashland as a junior performance theater).
 - Reuse concepts could maintain certain aspects of the theater (e.g. façade) while introducing new uses.

APN	AC	Owner	Use
058-084-060	0.17	California Theatre LLC	Theatre (closed)
058-084-070	0.17	CALIFORNIA THEATRE TRUST	Vacant commercial space
058-084-050	0.17	Bombs Away LLC	Vacant commercial space / apartments
058-084-040, -100	0.09	Bombs Away LLC	Vacant (community garden)
058-084-120	0.09	Aaron Greener	Outdoor Dining area



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY AREA SACRAMENTO AVE CORRIDOR

- The area along Sacramento Ave between Pine St and Cedar St. is one of the centers of activity in the downtown area, located steps away from Dunsmuir Station. Current anchor institutions the Pops Performing Arts and Cultural Center as well as restaurants such as Café Maddalena, The Wheelhouse, and Bee Kind Bakery & Catering.
- Further investment and improvement or partnership with an investor / developer can help to further improve the corridor.
- **Opportunity**
 - Properties are at a key location and its success can be catalytic to revitalizing the downtown.
 - Improving infrastructure and outdoor amenities.

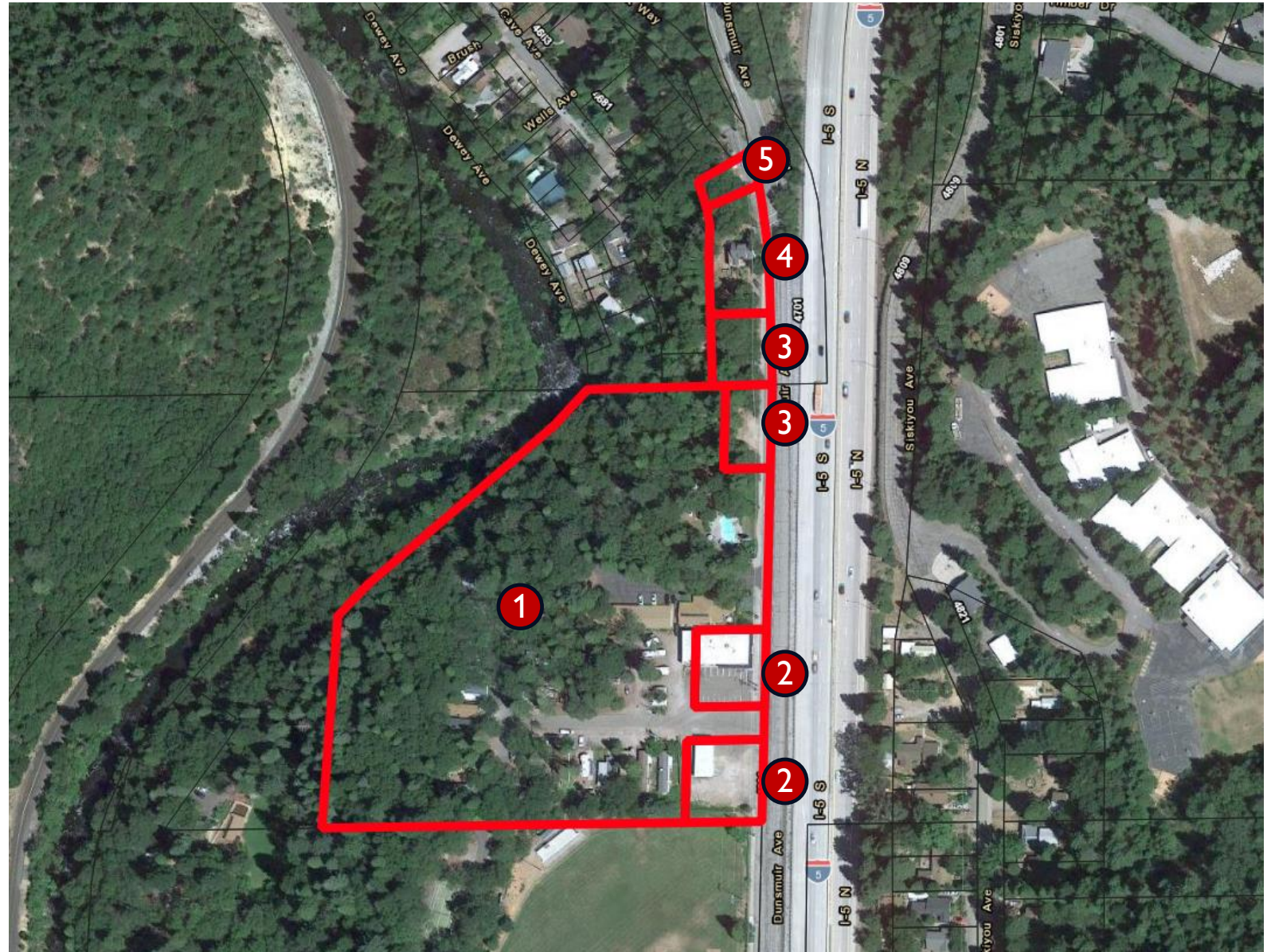
#	APN	AC	Owner	Use
1	058-113-220	0.61	LAMOTT BRETT J & NANCY RATZESBERGER TRUST	Café Maddalena
2	058-113-100	0.12	FRYER FINLEY LOFTUS & BRUCK-FRYER JAYNE TRUSTEE	
3	058-113-110	0.62	RILEY JULIA	Pops Performing Arts & Cultural Center
4	058-113-120	0.63	ARTH PETER JR	
5	058-113-130	0.54	ARTH PETER JR	
6	058-113-140	0.54	FRYER FINLEY LOFTUS & BRUCK-FRYER JAYNE TRUSTEE	
7	058-113-150	0.14	CASTLE ROCK LLC	
8	058-113-200	0.15	BOMBS AWAY LLC	The Wheelhouse
9	058-113-160	0.21	BOMBS AWAY LLC	Bee Kind Bakery & Catering
10	058-113-170	0.35	BOMBS AWAY LLC	
11	058-113-230	0.80	ARTH PETER JR TRUSTEE	
12	058-113-240	0.95	ARTH PETER JR TRUSTEE	

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

NON-DOWNTOWN POTENTIAL OPPORTUNITY AREA

CAVE SPRINGS HOTEL AREA

	Description
1	Cave Springs Resort
2	Drive Real Estate Company
3	Kristen A Ferreira
4	Tom & Nancy Honey
5	S&H Holding Company



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY AREA CAVE SPRINGS HOTEL AREA

- The ~5.7 acre Cave Springs Resort is located just north of the Dunsmuir Botanical Gardens / parks. The Resort features recently renovated hotel rooms, rustic cabins, modern cabins, and Airstream trailers. Owner is continuing to invest in improvements.
- Nearby properties may be good opportunities add synergistic uses.
- Two spaces currently on market for rent:
 - 4737 Dunsmuir Ave: 5,000 SF retail space, \$18.60 / SF
 - 4801 Dunsmuir Ave: 1,400 SF commercial space, \$18.60 / SF
- **Opportunity:**
 - Property is at a good location off of the I-5 freeway, and the hotel's improvements can catalyze other commercial activity / retail on other nearby sites.
 - Retail opportunities can include general store, tourism-based services (e.g. rentals), brewpub / restaurant, food concepts, meeting space.



APN	AC	Owner	Use
059-060-200	5.70	Cave Springs Resort LLC	Hotel
059-060-180	0.31	Drive Real Estate Company LLC	1.4k SF industrial bldg
059-060-050	0.28	Drive Real Estate Company LLC	5k SF retail bldg
059-060-160	0.20	Kristen Ferreira	
059-201-030	0.22	Kristen Ferreira	
059-201-020	0.35	Tom & Nancy Honey	
059-201-010	0.09	S&H Holding Company	

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

**NON-DOWNTOWN
POTENTIAL
OPPORTUNITY
AREA**

**AIRPORT
AREA**



POTENTIAL OPPORTUNITY AREA AIRPORT - MAP

- The Dunsmuir Municipal-Mott Airport is small airport that is home to nine based aircraft and had 2,200 aircraft operations in 2022. The airport currently has some private hangar space and occasionally hosts fire services.
- The airport has easy I-5 access via Mott Airport Road, and features a newly repaved runway.
- Potential development opportunities in the airport area include:
 - **Travel Center:** a service center such as Love's, Flying J, Pilot may be suited on the west site of the I-5.
 - **Hotel:** A national brand midscale hotel (e.g. Marriott or Hilton) may be suited on the east side of the I-5.
 - **Industrial:** Possible warehouse / logistics opportunity, as Dunsmuir is between Portland and the Bay Area (Fedex / UPS).
 - **Air-related:** Air ambulance (would require partnership with a ground ambulance and local hospital); fire base (e.g. CalFire base); air tourism (e.g. helicopter tours); other airport-related businesses (expanded private hangar space, small aircraft repair services, manufacturing / R&D).

Site	Description
Mott Rd. & Mott Airport Rd.	12.8 AC vacant site well located to the west of the I-5 Freeway at an off ramp. May be suited for a travel center (such as Love's, Flying J, Pilot, trucks stops).
City-Owned Airport Property	66 AC vacant City-owned site located to the east of the Airport, in close proximity to the I-5 Freeway and off ramp. Part of the property (~2 acres) may be suited for a midscale hotel.
Privately-Owned Sites South of Airport	29.6 AC of vacant privately-owned property located south of the Airport near the off-ramp area.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

**NON-DOWNTOWN
POTENTIAL
OPPORTUNITY
AREA**

**FORMER
BEST CHOICE INN
MOTEL**



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POTENTIAL OPPORTUNITY AREA 4221 SISKIYOU AVE - FORMER BEST CHOICE MOTEL

- The 1.5 AC site at 4221 Siskiyou Ave was formerly a motel that featured prominent I-5 frontage. Originally the Oak Lo Motel, it eventually became a Best Choice Motel and closed circa 2011.
- The site features prominent frontage along I-5, and is accessible from the nearby Siskiyou Ave interchange.
- Property may face some structural / site challenges
- Currently on the market: for sale for \$750,000
- Potential opportunities in the opportunity area include:
 - Hotel
 - Residential

APN	AC	Owner	Use
059-030-010	1.5	Steven & Caitlin Villegas	Motel (vacant)



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

ECONOMIC DEVELOPMENT TOOLKIT



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

ECONOMIC DEVELOPMENT TOOLKIT

Business Expansion, Attraction, and Retention (BEAR)	Focus on business and developer outreach to support existing / new businesses and deliver quality jobs and fiscal revenues.
Zoning & Land Use	Zoning and entitlements create value; capture the value from zoning changes to link new density to community benefits and public amenities.
Grants and Other Public Funding	Pursue grant funds available at the state and local level for infrastructure, housing, and other projects.
Public-Private Partnerships	Share risks and rewards of development with private sector project developers for catalytic projects.
Special Districts for Infrastructure Financing CFDs, EIFDs, CRDs	Use TIF and other district tools (such as Climate Resilience Districts or Enhanced Infrastructure Financing Districts) to capture taxes from assessed value increases to fund infrastructure needs.
Tax Incentives	Provide additional project revenues and increase project feasibility through tax agreements and incentives.
Marketing Activities	Market the City, its businesses, and events to local / regional residents and tourists.

BUSINESS ATTRACTION

Business Expansion, Attraction, and Retention (BEAR) strategies focus on business and developer outreach to deliver quality jobs and fiscal revenue.

Different strategies to consider include:

- **Support:** Help existing business through regular check-ins, assistance with resources, and networking opportunities
- **Marketing:** Highlight the city as a business-friendly destination with community assets, talented workforce, and success stories
- **Outreach:** Conduct target outreach to developers, businesses, and brokers with opportunity site marketing collateral, correspondence, meetings / site tours, and participation at industry events
- **Collaboration:** Foster a supportive environment between businesses, universities, industry groups, and government entities
- **Incentives / Regulatory Reform:** Consider regulatory reform efforts, such as permit streamlining, development code changes, and other policies to foster a business-friendly environment

PUBLIC-PRIVATE PARTNERSHIPS (P3s)

Public-private partnerships are collaborations between city governments / public entities and private developers / landowners / investors. Through these partnerships, cities can work with developers to share resources / expertise / risk and deliver projects that include public infrastructure, amenities, and other benefits to the community.

These partnerships have a number of benefits:

- **Leveraging Private Sector Expertise / Efficiency:** In some public-private partnerships, cities are able to reduce administrative burdens and increase the efficiency of delivering infrastructure projects / services by utilizing private sector expertise / management.
- **Accessing Funding / Financing:** Public-private partnerships allow cities to attract private-sector financing for development projects, and allow the public and private sector to share costs and risks – making projects more attractive and feasible to both the public and private sector participants.
- **Accelerating Project Delivery:** Some public-private partnerships can leverage the private sector's capacity to manage complex development projects, expediting the planning / design / construction of development projects. This can reduce the time and cost of completing a project.

Examples of Public-Private Partnership Strategies

- City can provide low to no cost land, investment, assist with financing (e.g. provide a revenue back-stop to assist with securing loan / reducing interest rate / increasing leverage) to improve developer return on equity.
- City can buy property and act as developer – finding partners to deliver a project with desired components. Requires substantial public investment, debt, and risk.
- City can explore public-private partnership models that utilize City buildings / properties as anchor tenant and provide additional space for private-sector tenants.
- City can buy a portion of a project's land (plaza, roads) to be public property, helping to lower the cost of developer improvements.

SPECIAL DISTRICTS FOR INFRASTRUCTURE FINANCING

Public agencies can utilize a variety of tax increment financing (TIF) district tools to fund infrastructure projects that can help to motivate private investment. This includes Climate Resilience Districts (CRDs), Enhanced Infrastructure Financing Districts (EIFDs), community facilities districts (CFDs), and business improvement districts (BIDs). These special districts are not mutually exclusive, and can work well together to advance goals of motivating private investment.

Climate Resilience Districts (CRDs) may be suited for some of the City's opportunity areas that have significant infrastructure needs related to fire risk and other climate-related challenges.

TIF districts utilize property tax revenues from new development to finance public infrastructure projects without introducing new or increased taxes.

CRD and EIFD project areas do not have to be contiguous, allowing them to target specific areas of high development and high infrastructure need.

The district commitment of revenues toward infrastructure can induce private sector investment, accelerate growth, create jobs, and capture / grow fiscal revenues.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SPECIAL DISTRICTS FOR INFRASTRUCTURE FINANCING FUNDAMENTALS OF CLIMATE RESILIENCE DISTRICTS

Purpose	Allows city, county, special district, or combination of entities to form a Climate Resilience District, which can fund projects to mitigate climate change.
Powers	<p>Broad financing powers, including the power to tax, with voter approval (and use of property tax share, with affected agency consent)</p> <ul style="list-style-type: none">• <u>Taxing power</u> – can levy a benefit assessment, special tax, property-related fee, or other service charge / fee• <u>Other funds</u> – can apply for and receive federal / state grants, receive gifts / grants / allocations from public and private entities• <u>Bonds</u> – TIF, can issue revenue bonds, incur general obligation bonds• <u>Administration</u> – powers needed to administer district, like hiring staff
Eligible Projects	<p>Wide range of eligible projects, including:</p> <ul style="list-style-type: none">• <u>Sea Level Rise / Flooding</u> – sea level rise, sea walls, wetlands restoration, erosion control, levies, structure elevation / relocation, flood easements• <u>Extreme Weather</u> – facilities / improvements for extreme heat, extreme cold, rain / snow• <u>Wildfire</u> – fire breaks, prescribed burning, structure hardening, vegetation control• <u>Drought</u> – land repurposing, groundwater replenishment, groundwater storage

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SPECIAL DISTRICTS FOR INFRASTRUCTURE FINANCING OTHER DISTRICT TOOLS

Enhanced Infrastructure Financing Districts (EIFDs)	Enhanced Infrastructure Financing Districts, governed by a Public Financing Authority, are authorized to within specific geographic areas to use an expansive financing toolkit such as property tax increment from participating taxing entities (except school districts), user fees/development fees, federal and state grants/loans, private investment, and bond issuances. The purpose of an EIFD is to finance construction of regional infrastructure, affordable housing, transit priority projects, projects that implement a Sustainable Communities Strategy, and other projects of “communitywide significance.” This tool uses incremental (new development) property tax revenues and does not increase taxes.
Property Business Improvement Districts (PBID)	Property Business Improvement Districts are special assessments levied on real property to fund improvements and promote activities the benefit the properties located within the PBID area. This includes capital improvements, parking facilities, street / streetscape improvements, lighting and landscaping, marketing and promotion, and business attraction / retention. The special assessment amount that each property owner pays must be directly proportional to the benefit received.
Community Facilities District (CFD)	Community Facility Districts are a new property assessment or “special tax” that appears as a separate line item on a tax bill and can be used to fund infrastructure / services that benefit the property. This includes transportation, parking, street / utility improvements, hazardous waste remediation, street lighting / sidewalk, and public services. CFDs are useful because they provide early financing for a variety of critical services and infrastructure. CFDs also pair well with EIFDs as a value capture strategy – with CFDs providing early funding and EIFDs providing funds as projects are constructed, and tax increment grows.
Parking Authority District	Parking Authority Districts can utilize a variety of funding sources – including bonds, ad valorem taxes, user fees, parking meter charges, parking revenues, and City / County contributions – to fund improvements such as parking lots, structures, and alterations to circulatory infrastructure to facilitate ingress and egress.

GRANTS AND OTHER PUBLIC FUNDING

There is a wide variety of grant programs and funding sources available through the state and federal government. New grant programs are added every year, many with a focus on housing and climate resiliency. Cities should periodically review available grant sources and pursue grants that align with the city's economic development goals (a grant-writing firm can provide assistance if the City's internal resources are limited).

Three current programs that give some preference to EIFDs are:

Infill Infrastructure Grants (IIG)

Grants for infill projects / areas, gap funding for infrastructure for residential / mixed-use with some affordability requirements; awards range between \$1 - \$7.5 million

Affordable Housing and Sustainable Communities Program (AHSC)

Grants for affordable housing, housing infrastructure, transportation, related amenities, and program costs; awards range between \$1 - \$30 million

Transformative Climate Communities (TCC)

Funds community-led development and infrastructure projects that achieve environmental / health / economic benefits in the state's most disadvantaged communities.

Recent Economic Development & Climate Grant / Funding Programs

- Regional Early Action Planning (REAP)
- Local Early Action Planning (LEAP)
- Infill Infrastructure Grants (IIG)
- Affordable Housing and Sustainable Communities (AHSC)
- Community Economic Resilience Fund (CERF)
- Multifamily Housing Program (MHP)
- ICARP Regional Resilience Grant Program (RRGP)
- Infrastructure State Revolving Fund (ISRF)
- Homeless Housing, Assistance, and Prevention (HHAP)
- Infrastructure State Revolving Fund (ISRF)
- Coastal Conservancy Grants
- Adaptation Planning Grant Program (APGP)
- Strategic Growth Council grants
- Infrastructure Investment and Jobs Act (IIJA)

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

GRANTS AND OTHER PUBLIC FUNDING

Funding Source / Grant	Purpose
Infill Infrastructure Grant (IIG) Program (EIFD Preference)	<ul style="list-style-type: none"> - IIG provides grants for capital improvement projects for qualifying infill projects or qualifying infill areas - Used for gap funding to infrastructure improvements for residential or mixed-use developments - Eligible activities: construction, rehab, demolition, relocation, preservation, and acquisition of infrastructure - Affordability threshold: No less than 15% of units as “affordable” units - Assistance terms: Minimum award (\$1M), maximum award (\$7.5M)
Affordable Housing and Sustainable Communities (AHSC) Program (EIFD Preference)	<ul style="list-style-type: none"> - The AHSC Program assists project areas by providing grants and/or loans to a locality, public housing authority, JPA, developer, or facilities districts, that will achieve greenhouse gas (GHG) emissions reduction and benefit Disadvantaged communities through increasing accessibility of affordable housing, employment centers, and key destinations via low-carbon transportation - Assistance terms: Minimum award (\$1M), maximum award (\$30M) - Eligible activities: new construction, acquisition, or rehab of affordable housing; housing infrastructure; sustainable transportation infrastructure and related amenities, program costs (active transportation) - Affordability threshold: 20% of homes at 80% median household income (MHI)
Multifamily Housing Program (MHP)	<ul style="list-style-type: none"> - MHP assist the new construction, rehab, and preservation of permanent and transitional rental housing for lower income households, or the conversion of a non-residential structure to rental housing - Eligible activities: property acquisition, land lease payments, construction and rehabilitation work, offsite improvements (e.g. sewer, utilities, and streets directly related to housing development) - Assistance terms: Maximum award (\$20M), base loan various from \$150K and \$175K based on type of unit
Transit-Oriented Development (TOD) Housing Program	<ul style="list-style-type: none"> - Program offers low-interest loans as gap financing for rental housing developments near transit that include affordable units. Grants are available to localities and transit agencies for infrastructure improvements necessary for the development of specified housing projects or to facilitate connections between the project and the transit station - Eligible applicants: developers for rental housing projects; municipalities/transit agencies for infrastructure projects - Assistance terms: Maximum award for a single project is \$15M

REAL ESTATE STRATEGIES PUBLICLY-OWNED PROPERTY

Public agency land is often under-utilized, offering the potential to increase value and revenues (e.g., property tax, sales tax, TOT). Local government-owned real estate can be leveraged to increase revenue and help stimulate economic development projects. The land can include former redevelopment Agency (“RDA”) properties, public use properties (civic centers, fire stations, recreation), and surplus property (city, school district, utility, other), rights of way (streets, alleys, parking lots and parking structures).

The State, in its push to have cities develop more affordable housing, has made subsequent legislative changes (e.g., AB 1486) to strengthen the Surplus Land Act (SLA). The SLA now requires all public agencies in the State of California to first offer a property for sale or lease to ‘housing sponsors’ and affordable housing developers prior to the sale or lease of the asset (unless otherwise exempt) and will assess penalties if a public agency is not in compliance.

Key Strategies include:

- **Performance-Based Leases / Ground Leases:** City can maintain ownership and leverage an income stream from an asset via a ground lease (e.g., lease revenues) as well as establish a rent structure based on specific performance benchmarks thereby reducing risk for lenders/private investors.
- **Monetizing Assets:** City can raise revenues by monetizing assets such as surface parking lots / garages.
- **Acquisition or Sale of Property:** City can make strategic acquisitions and/or sell property for preferred private development opportunities, as well as utilize strategies such as lease-back strategies, continued operation of existing use, and redevelopment of properties into new uses.

REAL ESTATE STRATEGIES PRIVATELY-OWNED PROPERTY

Cities can pro-actively reach out to select private property owners to facilitate real estate developments to advance the City's economic development goals.

- **Property Owner Outreach** – collaborate with property owners to understand their plans for properties, challenges that they face with development, and opportunities that may align with economic development goals.
- **Rehabilitation / Renovation** – encourage rehabilitation and/or renovation of facilities, signage or store-front facades; can include public programs such as façade improvement loans / grants, or assisting with identifying other sources of funding
- **Marketing** – Conduct marketing activities, such as developer or building outreach, in coordination with property owner
- **Public-Private Partnerships (P3)** – Enter into formal partnerships with property-owners that commit city resources to fund improvements that will advance both the property owner's goals for development and the City's goals for economic development

ZONING AND LAND USE STRATEGIES ENTITLEMENT AND PERMITTING PROCESSES

Permitting processing delays (i.e. Zoning Variances, Conditional Use Permits) have the potential to tie up private resources and discourage investor interest, it can have a significant impact on business formation and economic activity.

Permit processing for new businesses can be an expensive and high-risk endeavor – often featuring multiple public meetings, and uncertainty whether permits will ultimately be approved.

At the same time, planning and building departments can have strained resources and staffing, increasing application review time and limiting staff resources to assist applicants.

Key Strategies include:

- **Increase Flexibility:** Review and revamp zoning and permitting requirements to ensure flexible requirements that can accommodate market and changing business and customer dynamics.
- **Streamline Process:** Identify business and project categories that are particularly beneficial and create a fast and predictable process for review / approval.
- **Encourage Active Uses:** Provide an easy permit process for interesting and dynamic uses – such as pop-up users, live music / events, outdoor dining permits, and artistic improvements / installations – that can enhance the area.
- **Incentivize Reuse of Struggling Spaces:** Provide flexible building permit rules for properties suited for adaptive reuse and incentivize conversion of vacant commercial buildings into other uses (such as office, hotel, residential).
- **Specialize:** Tailor requirements for infill development to recognize the often-challenging circumstances involved in infill developments.

ZONING AND LAND USE STRATEGIES DEVELOPMENT OPPORTUNITY RESERVE D.O.R.®

Zoning and entitlements create value. Cities can avoid simply giving that value away, and instead capture that value as currency to support community benefits and public amenities.

Old Playbook:
Rezone Areas for New Density
and Expect New Development

Rezoning gives the value of the new density to current property owners: inflated land values, limited possibility of development

New Playbook:
Bank Density with Development
Opportunity Reserve D.O.R.®

DOR allows cities to create a “bank” of new density in zoning / specific plans, allowing them to give the density to projects that deliver **community benefits & public amenities**

ZONING AND LAND USE STRATEGIES DEVELOPMENT OPPORTUNITY RESERVE D.O.R.® - *PROCESS*

Create D.O.R.

Step 1

Conduct market / economic density analysis to understand development potential.
Identify sites and areas within community as areas targeted for new development.

Step 2

Use planning process to create a reserve bank of density to use in target areas and create an amenity list of desired community benefits and advance projects.

Implement D.O.R.

Step 3

Development Projects apply for density from the DOR in exchange for amenities and community benefits delivered.

Step 4

City & Developer sign a Development Agreement, assigning DOR density to project with contractual commitment to deliver amenities or infrastructure.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

ZONING AND LAND USE STRATEGIES DEVELOPMENT OPPORTUNITY RESERVE D.O.R.® - CASE STUDIES

Buellton Avenue of Flags

- **Goal:** Induce housing development in downtown area
- **Benefits & Amenities:** public restrooms, off-site improvements, public parking, parking district, public art, parks, green buildings, other
- **Incentives:** Increase density up to 40 units / acre, increase heights, reduce on-site parking, reduced setbacks, reduced traffic and application fees



Implementation Steps

1. Conduct market housing / economic study
2. Discuss new density and public amenities with community
3. Create DOR mechanism as new Zoning / Specific Plan provision

El Monte Downtown Main St.

- **Goal:** Increase downtown density along with community benefits and public improvements
- **Benefits & Amenities:** streets, bicycle facilities, parking, open space, beautification, transit, arts / cultural spaces, lot consolidation; developer can install amenities or pay into public improvement fund; value based on a portion of residual land value (~75%)
- **Incentives:** Increase density, heights, FAR, dwelling units per acre



SUBSIDIES / TAX-SHARING AGREEMENTS

Cities can offer property tax abatements, sales tax rebates, hotel tax rebates, and other tax-related incentives to increase project revenues and improve a project's financial feasibility. While these tools are not used frequently, they include:

- **Direct Subsidies:** a City can provide funds directly to a project, or otherwise fund on-site improvements, using general fund revenues
- **Sales Tax Reimbursement Pledges:** a City enters into an agreement with a developer / business to either reimburse or share a portion of the sales tax revenues generated by a project with the business owner or developer. The percentage of sales tax revenues committed, the duration of the pledge, and other benchmarks / performance requirements.
- **Property Tax Reimbursement Agreements:** a City enters into an agreement with a developer / business to reimburse or share a portion of the property tax revenues generated by a project with the business owner or developer. The percentage of property tax revenues committed, the duration of the pledge, and other benchmarks / performance requirements

Subsidy / Tax-Sharing Agreement Challenges

Prevailing Wage

Subsidies / tax-sharing agreements may trigger prevailing wage requirements for a project, increasing labor costs.

Cost / Impact on Tax Base

Subsidies / tax-sharing agreements may put pressure on City budgets

GOVERNMENT FUNDING AND FINANCING STRATEGIES REDUCE DEBT COSTS & PURSUE INVESTMENT OPPORTUNITIES

The following financing mechanisms can be utilized to generate savings and create general fund resources for community reinvestment, in order to encourage private investment and other tax-generating development.

Lease Revenue Bonds

Lease Revenue Bonds are issued by a public entity (e.g., Joint Powers Authority) and can be used to finance vital capital improvements to be leased to a public agency. The bonds are payable solely from lease payments paid by a public agency.

Lease-leaseback (P3) Structures

Lease-leaseback structures give cities the opportunity to cut costs and deliver public projects through strategic public-private partnership (P3) project delivery. The lease and subsequent sublease of assets between two public agencies enables lease payments to be leveraged (borrowed). These strategies can also come with procurement and project timing advantages. For example, an existing building facility can utilize lease payments immediately without the need to fund capitalized interest.

Cash-Flow Management Programs

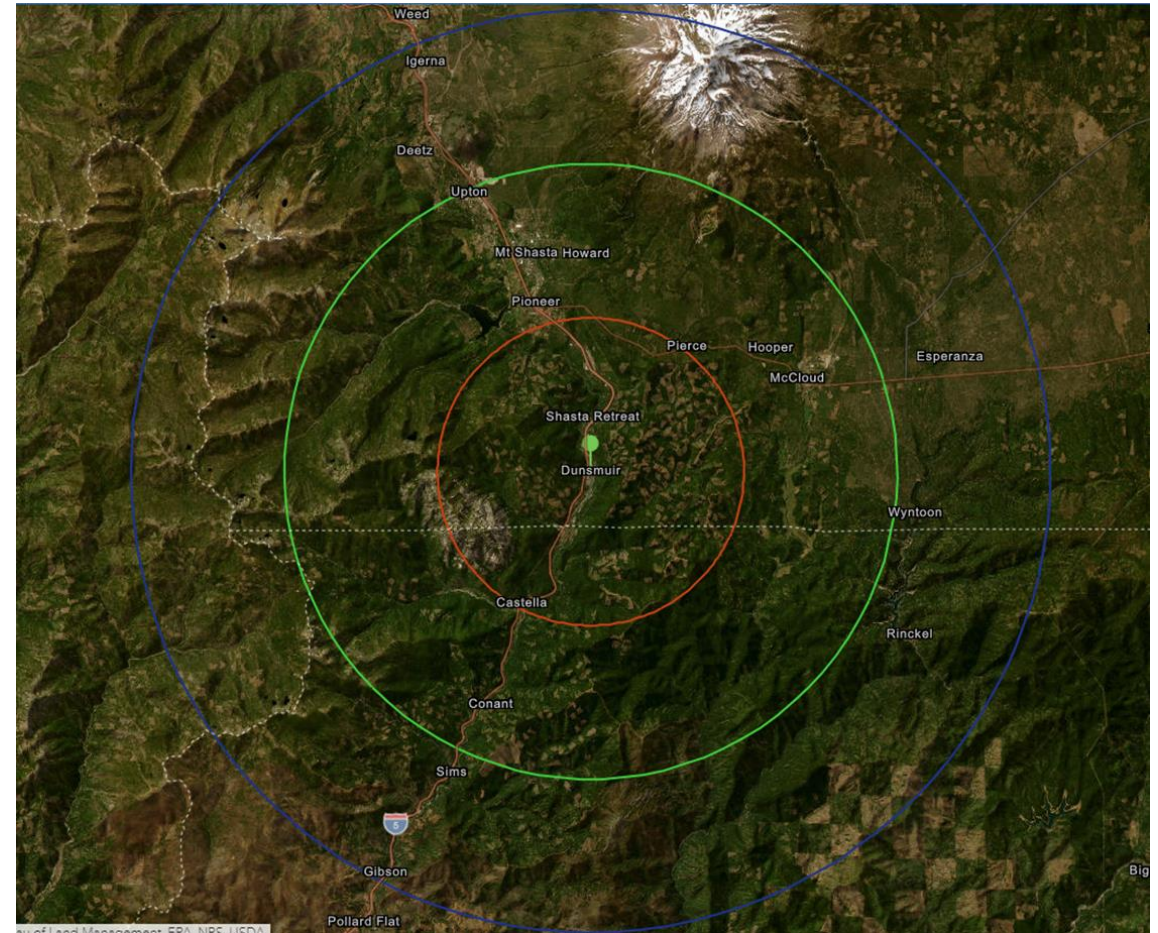
Improved cash flow management can generate enhanced revenues from cash resources. Customized cash flow modelling can maximize portfolio size and increase funds that are available to the City. Bond refunding could be a strategy that generates savings. These enhanced short-term returns can then be utilized for community revitalization projects – reducing debt payments can create capacity to pursue economic development programs.

DATA APPENDIX: DEMOGRAPHIC / ECONOMIC DATA

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DEMOGRAPHIC OVERVIEW

- Dunsmuir City has a population of ~1,600, with population declining by 13% since 2000
- **Average Household Size** is 2.1 persons, the **Median Age** is 50.5 years, and, with ~20% achieved at least a Bachelor's degree
- City **Average Household Income** is \$56,734, almost 25% lower than County level
- Dunsmuir sees ~144 people coming into City to work with ~500 commuting outside for Net **Outflow** of ~364 jobs, with many workers coming in from within Dunsmuir City, Mount Shasta City, and Redding City amongst others.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POPULATION & INCOME OVERVIEW

- Within 5 miles of the City, there are ~2,500 people in ~1,185 households, with 23.6% possessing a Bachelor's degree or higher.
- A relatively older population (median age of ~52), and average household incomes of \$63,940.
- Based on current trends, the area is projected to see a continued decline in population.

2023	Dunsmuir City	5-mile Radius	30-Mile Radius	Siskiyou County
Population	1,629	2,533	20,311	43,635
Households	783	1,185	9,404	19,128
Average HH Size	2.1	2.1	2.1	2.3
Median Age	50.5	51.8	52	49.9
% Bachelor's Degree or Higher	20.8%	23.6%	27.7%	23.5%
Hispanic Population %	13.3%	12.5%	11.1%	13.4%
Per Capita Income	\$27,270	\$30,137	\$37,279	\$33,405
Median HH Income	\$41,786	\$44,179	\$55,401	\$54,020
Average HH Income	\$56,734	\$63,940	\$80,576	\$76,150
Median Home Value	\$252,957	\$290,466	\$340,272	\$306,607

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

COMPARISON OF NEARBY CITIES

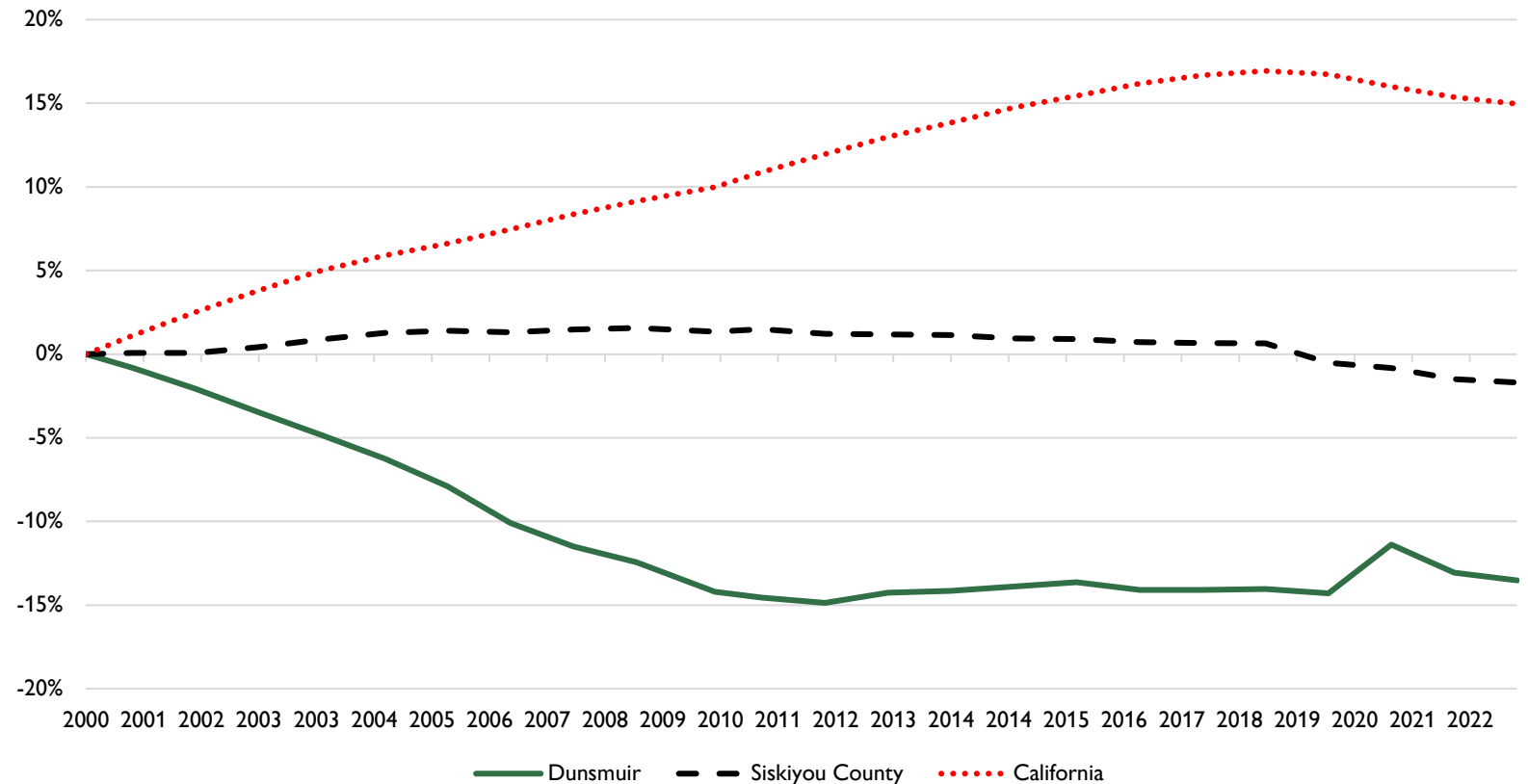
City	Demographics	Description
Dunsmuir	1,630 people \$56,700 Avg HHI	Dunsmuir is a quaint and historic city located in Siskiyou County. Renowned for its idyllic landscape, Dunsmuir is situated in the stunning Shasta Cascade region, close to Mount Shasta. The city is known for its excellent fly fishing waters, picturesque views, historic railway, and charming downtown area.
Mount Shasta	3,160 people \$75,700 Avg HHI	Named after the nearby Mount Shasta volcano, the city of Mount Shasta is a small mountain town that serves as a gateway for outdoor enthusiasts. Known for its stunning scenery and numerous recreational activities, the city attracts visitors for hiking, skiing, and mountaineering.
Weed	2,840 people \$62,700 Avg HHI	Weed is a small town in Siskiyou County located at the base of Mount Shasta. It was named after the founder of the local lumber mill and is rich in logging history. It has a welcoming, small-town atmosphere and offers beautiful views of the surrounding nature.
Yreka	7,690 people \$71,500 Avg HHI	Yreka is the county seat of Siskiyou County. Founded during the California Gold Rush, it's home to numerous historic buildings, a charming downtown, and a rich history. The city offers a mix of natural beauty, heritage, and a relaxed rural lifestyle.
McCloud	840 people \$79,700 Avg HHI	McCloud is a small town located on the southern slope of Mount Shasta. It's known for its historic district, which reflects its history as a company town built by the McCloud River Lumber Company in the early 20th century. The town offers outdoor activities like hiking and skiing, as well as events that celebrate its lumber heritage.
Redding	93,783 people \$91,200 Avg HHI	Redding is the largest city in the Shasta Cascade region and serves as an urban hub for the largely rural northern part of the state. With a larger population and more urban amenities, it's known for attractions like the Sundial Bridge, Turtle Bay Exploration Park, and its proximity to the Shasta and Whiskeytown Lakes. Redding is also a key destination for those interested in outdoor activities, including fishing, hiking, and biking.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

CUMULATIVE POPULATION GROWTH, 2000 – 2022

Dunsmuir City has seen a population decline of ~13% since 2000, lower than Siskiyou County's decline and the state's population growth over the same time period.

Population Growth 2000-2023

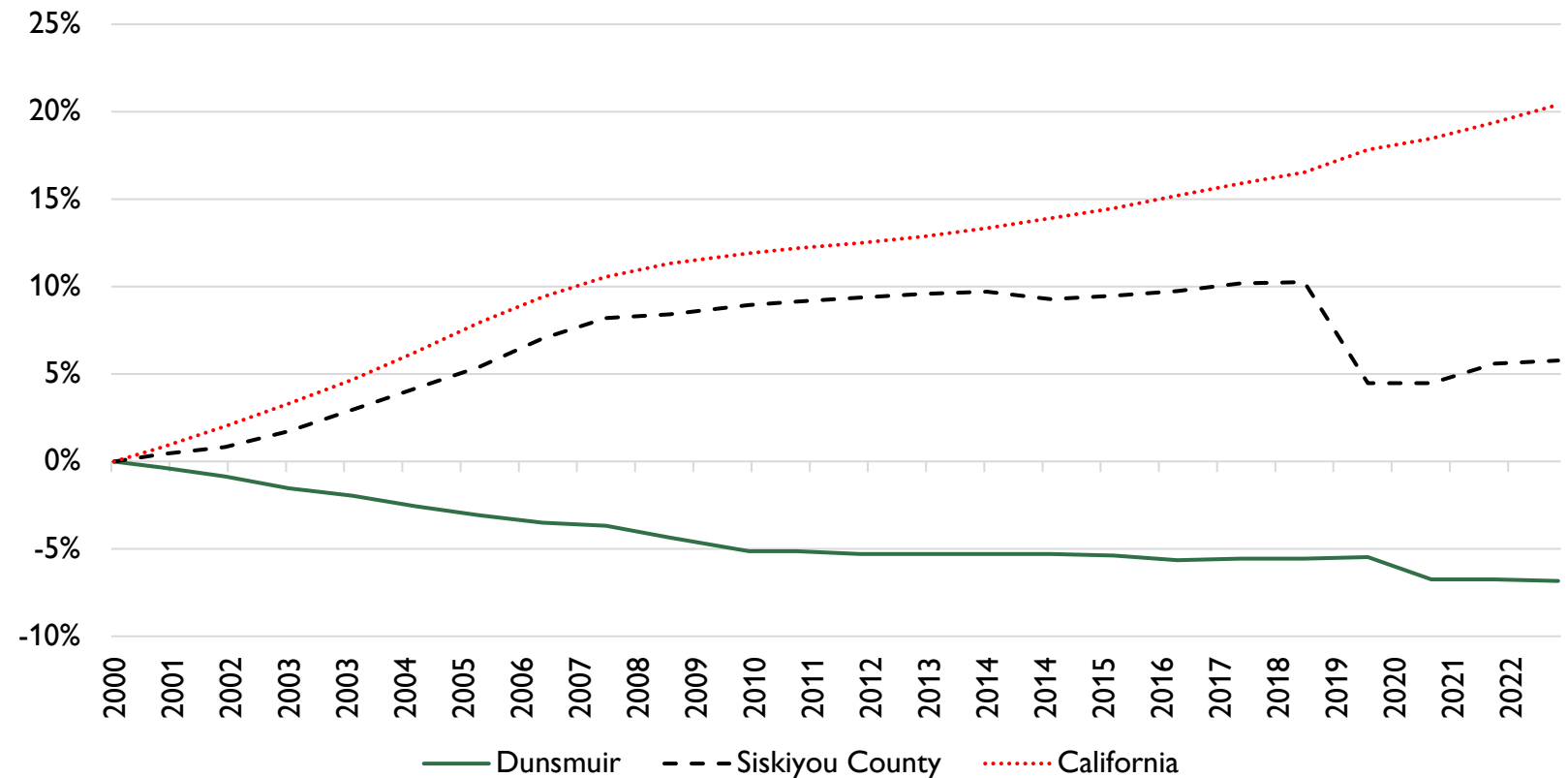


DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

CUMULATIVE HOUSING UNIT GROWTH, 2000 – 2022

Dunsmuir City has seen housing units decline ~7% since 2000, lower than Siskiyou County's slight growth of ~5% and the state's growth of ~20% over the same time period.

Housing Unit Growth 2000-2023

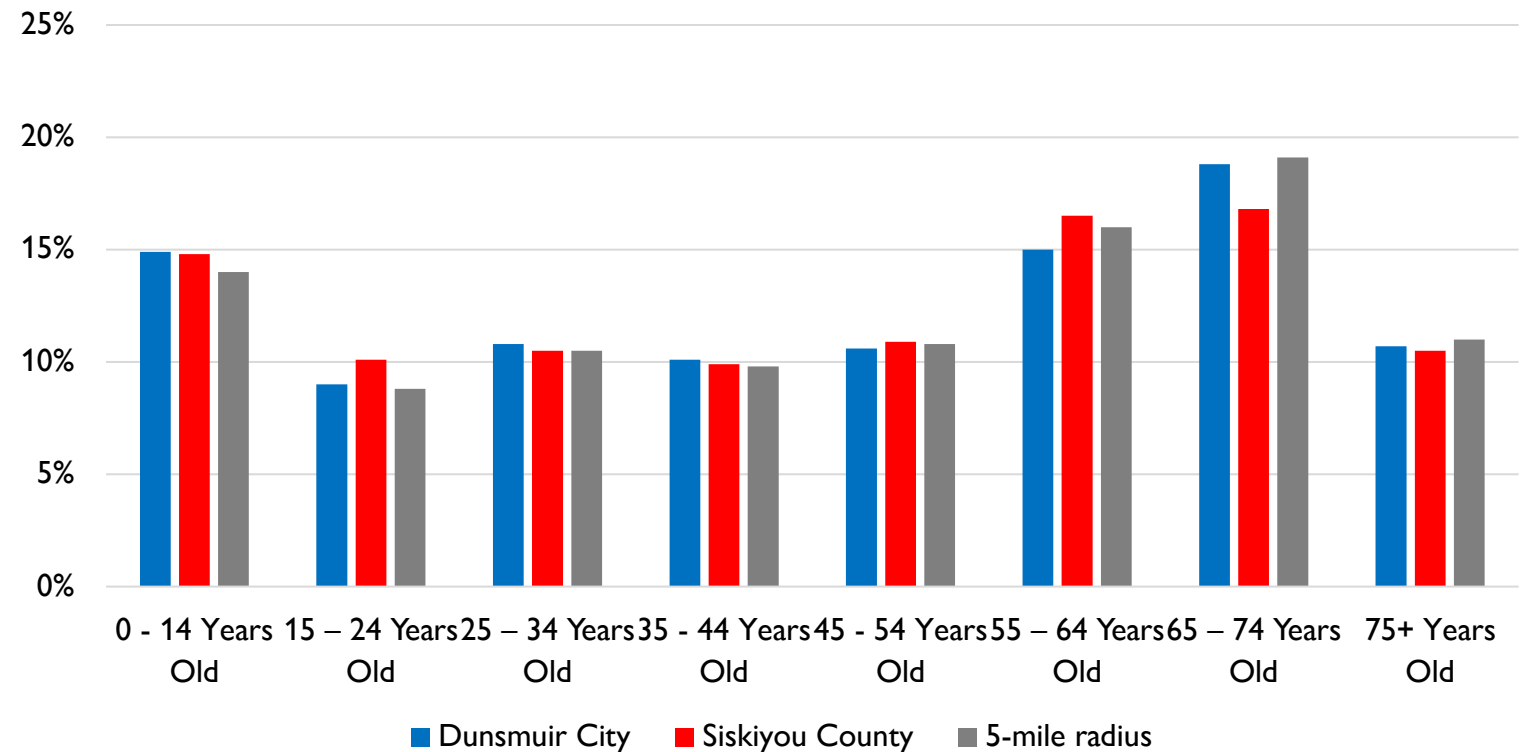


DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POPULATION BY AGE COHORT

The City and County have approximately 18% of aging population (consisting of individuals aged 65 and above) and roughly 30% of working-age population (which includes individuals between the ages of 18 and 64).

Population by Age Cohort

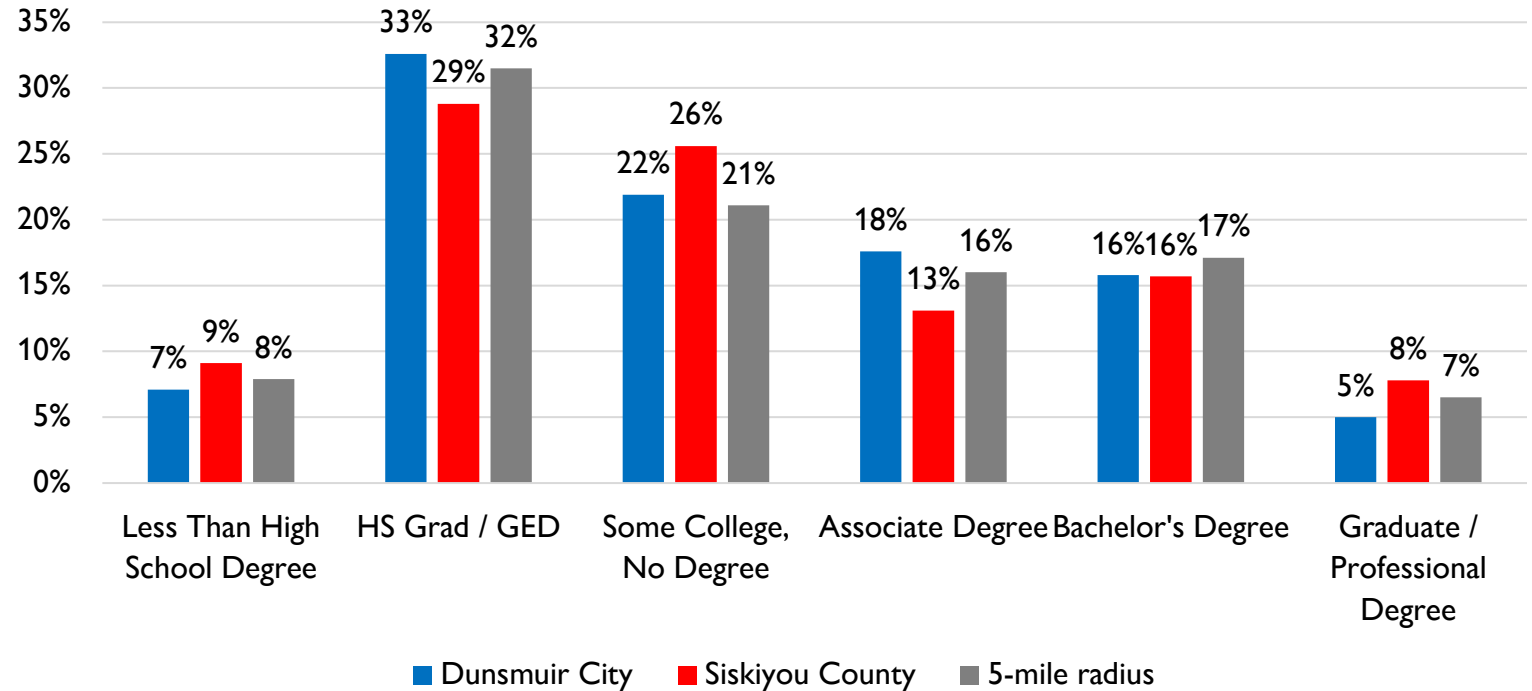


DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POPULATION BY EDUCATIONAL ATTAINMENT

Dunsmuir City has similar education levels to Siskiyou County and the surrounding area, with a slightly higher percentage of HS Grads / GED recipients, slightly higher percentage of Associates Degree recipients, and a slightly lower percentage of Graduate / Professional degree recipients.

2023 Population by Educational Attainment

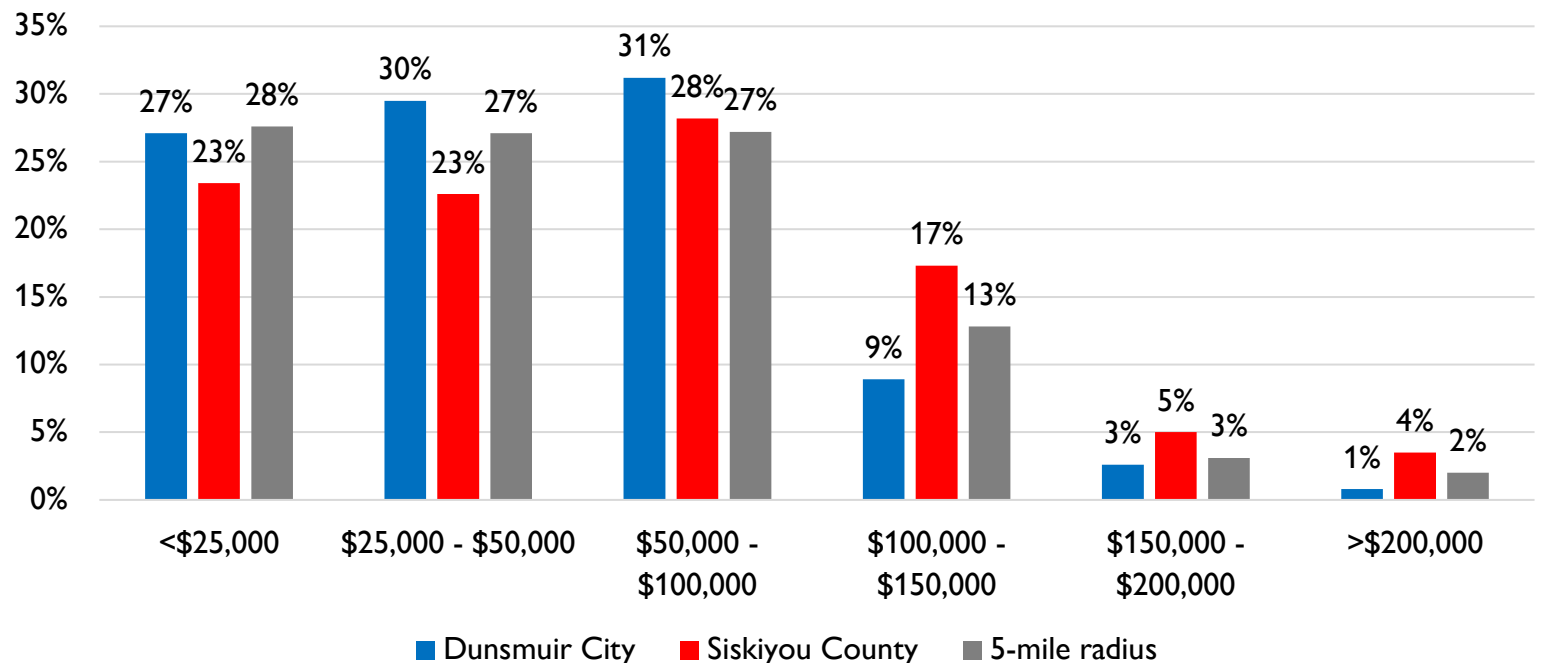


DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

POPULATION BY INCOME

Dunsmuir City generally has lower household income levels compared to Siskiyou County, with an average household income of ~\$56,700 compared to the county-wide level of ~\$76,200.

2023 Households by Income Level



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

WORKER INFLOW / OUTFLOW

Dunsmuir sees a **net outflow of jobs**, with many workers in the City commuting to Mt. Shasta, Redding, and Weed.

Worker Inflow/Outflow (2020)	
Workers Living & Working	103
Workers Coming (Inflow)	144
Workers Going (Outflow)	508
Net Outflow	-364
Employment Ratio*	0.40

Source: U.S. Census Bureau Center for Economic Studies (2020, Accessed July / August 2023)

Notes: ***Employment Ratio** = People employed within City (living and working in City + those who come into the City for work) / Employed population of City (living and working in City + workers who live in the City, but work outside of the City)



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

WORKER DESTINATIONS & ORIGINS CITY OF DUNSMUIR

Outflow: Where Dunsmuir Residents Commute To		
City	Count	Percentage
Dunsmuir city, CA	103	16.9%
Mount Shasta city, CA	87	14.2%
Redding city, CA	70	11.5%
Weed city, CA	36	5.9%
Yreka city, CA	17	2.8%
McCloud CDP, CA	16	2.6%
Castella CDP, CA	10	1.6%
Chico city, CA	7	1.1%
Arcata city, CA	6	1.0%
Sacramento city, CA	6	1.0%
All Other Locations	253	41.4%

Inflow: Where Dunsmuir Workers Come From		
City	Count	Percentage
Dunsmuir city, CA	103	41.7%
Mount Shasta city, CA	15	6.1%
Redding city, CA	8	3.2%
Weed city, CA	6	2.4%
Lake Shastina CDP, CA	3	1.2%
McCloud CDP, CA	3	1.2%
Red Bluff city, CA	3	1.2%
Palo Cedro CDP, CA	2	0.8%
Westwood CDP, CA	2	0.8%
Yreka city, CA	2	0.8%
All Other Locations	100	40.5%

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

EMPLOYMENT BY INDUSTRY

City Resident Employed Population		
Sector	Count	Share
Retail Trade	98	16.0%
Accommodation and Food Services	96	15.7%
Health Care and Social Assistance	90	14.7%
Educational Services	65	10.6%
Public Administration	56	9.2%
Construction	30	4.9%
Other Services (excluding Public Administration)	28	4.6%
Manufacturing	25	4.1%
Agriculture, Forestry, Fishing and Hunting	21	3.4%
Wholesale Trade	18	2.9%
Professional, Scientific, and Technical Services	18	2.9%
Administration & Support, Waste Management and Remediation	16	2.6%
Arts, Entertainment, and Recreation	13	2.1%
Transportation and Warehousing	10	1.6%
Finance and Insurance	9	1.5%
Utilities	7	1.1%
Information	5	0.8%
Real Estate and Rental and Leasing	5	0.8%
Management of Companies and Enterprises	1	0.2%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%

“Industries in which City residents work”

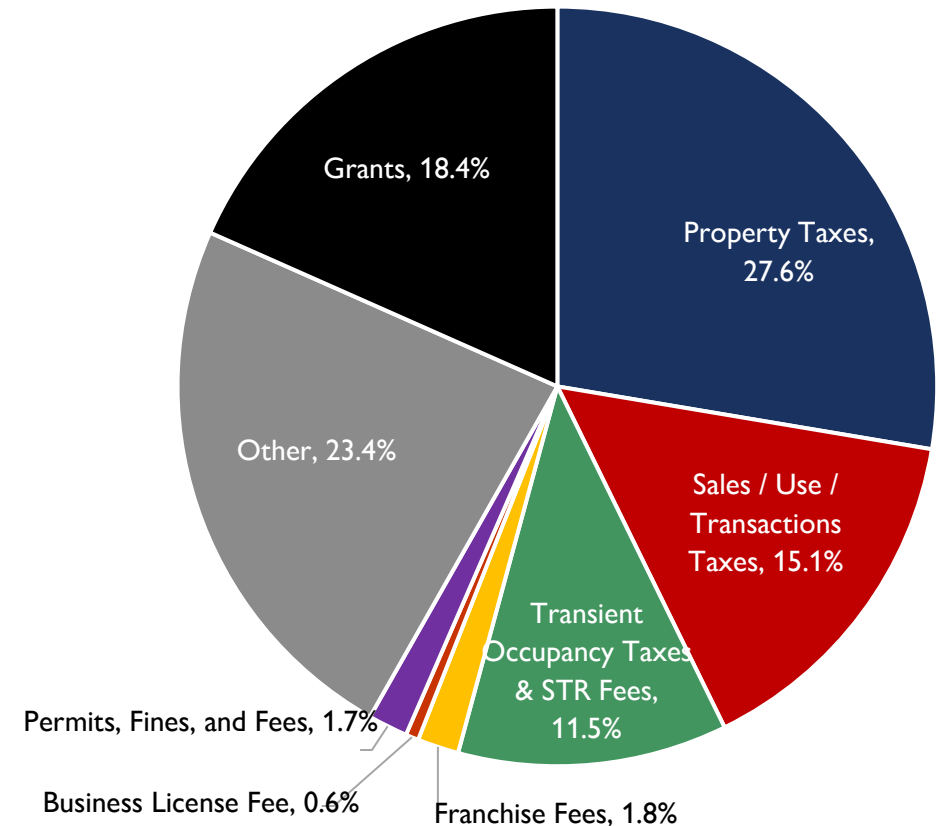
Workers Employed Within City		
Sector	Count	Share
Accommodation and Food Services	69	27.9%
Educational Services	44	17.8%
Public Administration	28	11.3%
Health Care and Social Assistance	26	10.5%
Retail Trade	24	9.7%
Professional, Scientific, and Technical Services	15	6.1%
Construction	13	5.3%
Administration & Support, Waste Management and Remediation	9	3.6%
Other Services (excluding Public Administration)	8	3.2%
Real Estate and Rental and Leasing	6	2.4%
Manufacturing	2	0.8%
Finance and Insurance	2	0.8%
Arts, Entertainment, and Recreation	1	0.4%
Agriculture, Forestry, Fishing and Hunting	0	0.0%
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%
Utilities	0	0.0%
Wholesale Trade	0	0.0%
Transportation and Warehousing	0	0.0%
Information	0	0.0%
Management of Companies and Enterprises	0	0.0%

“Jobs in the City”

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR – GENERAL FUND BUDGET FY2023-24

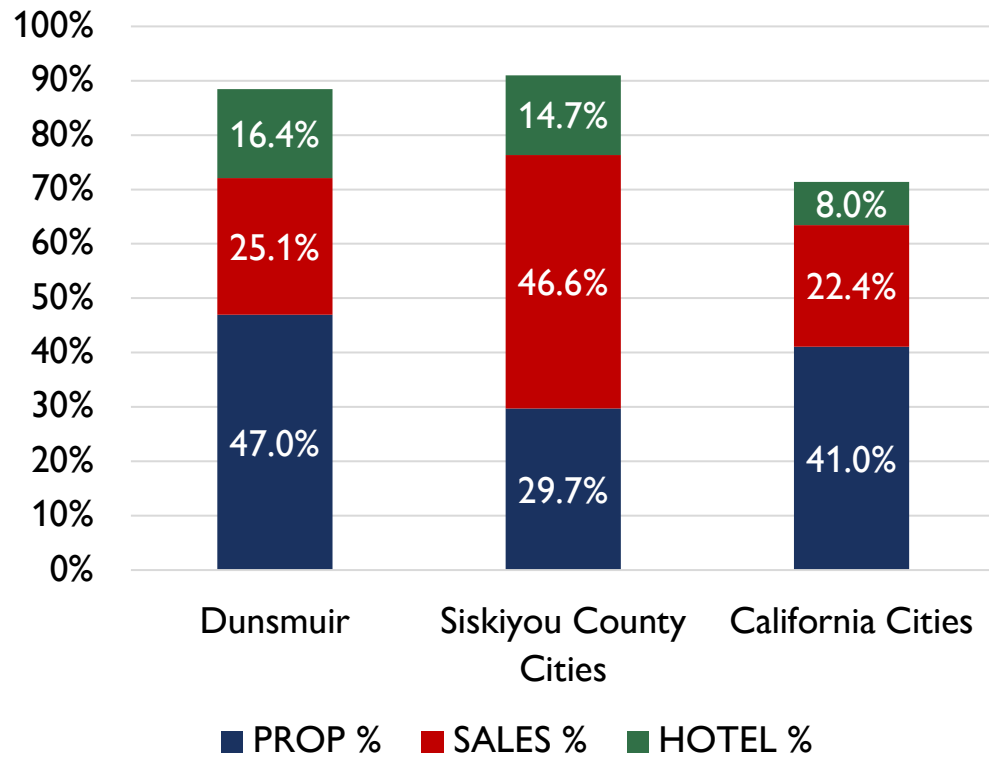
Dunsmuir General Fund	Amount	%
Property Taxes	549,500	27.6%
Sales / Use / Transactions Taxes	300,000	15.1%
Transient Occupancy Taxes & STR Fees	228,000	11.5%
Franchise Fees	35,000	1.8%
Business License Fee	11,000	0.6%
Permits, Fines, and Fees	33,500	1.7%
Other	465,500	23.4%
Grants	365,000	18.4%
Total	1,987,500	



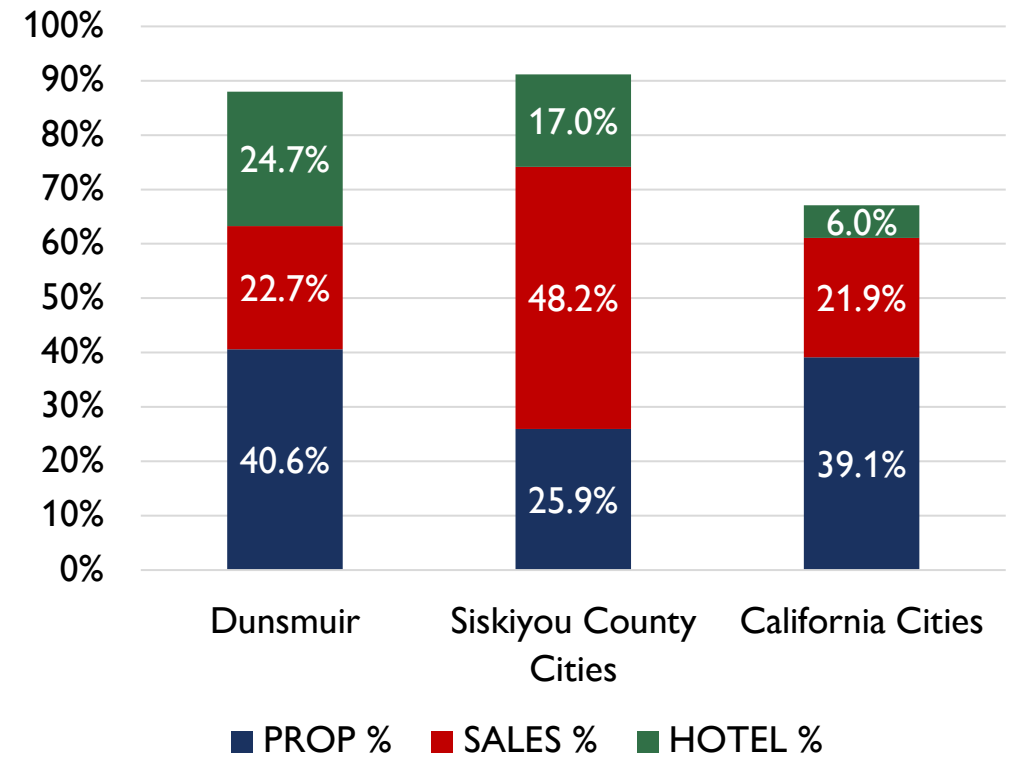
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR BUDGET DATA COMPARISON SHARE OF TAX REVENUE

2019 Tax Revenues



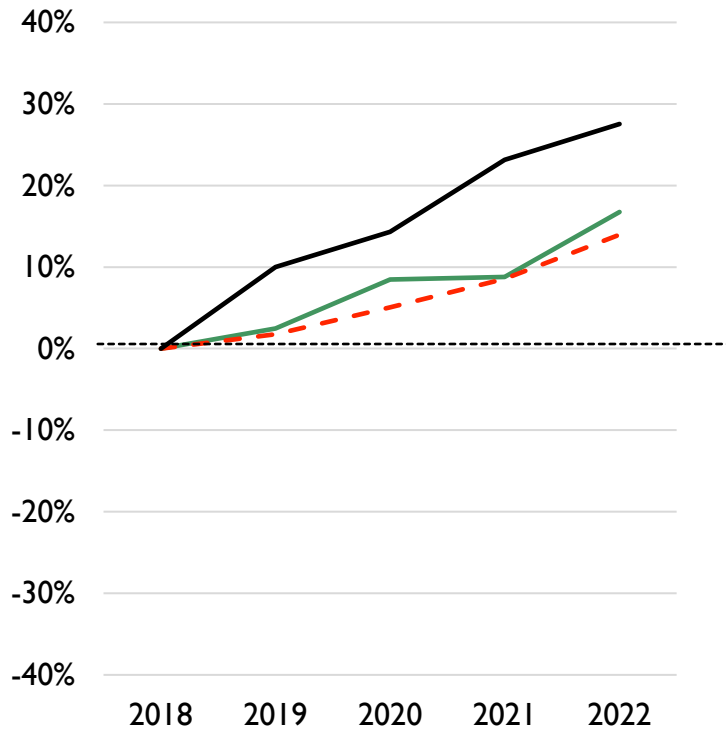
2022 Tax Revenues



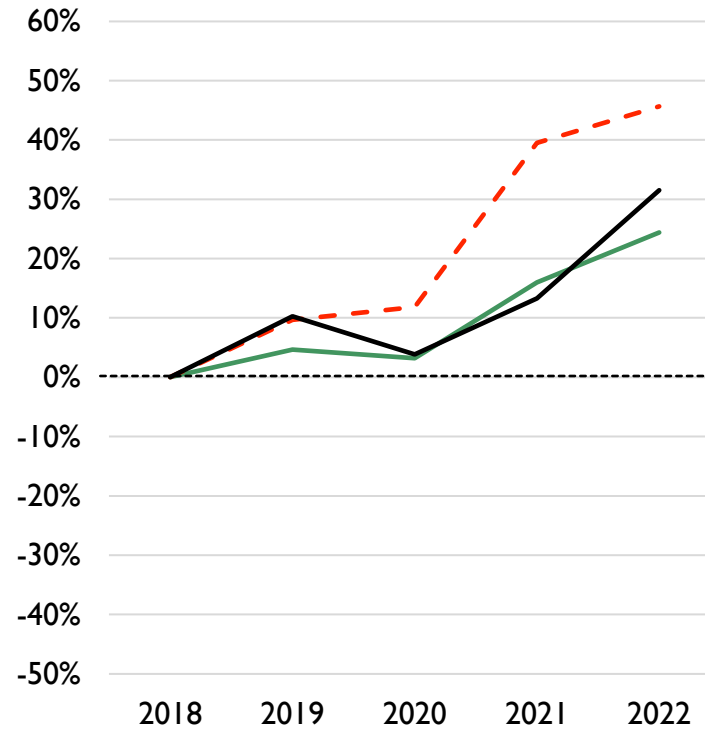
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR BUDGET DATA COMPARISON GROWTH 2018 - 2022

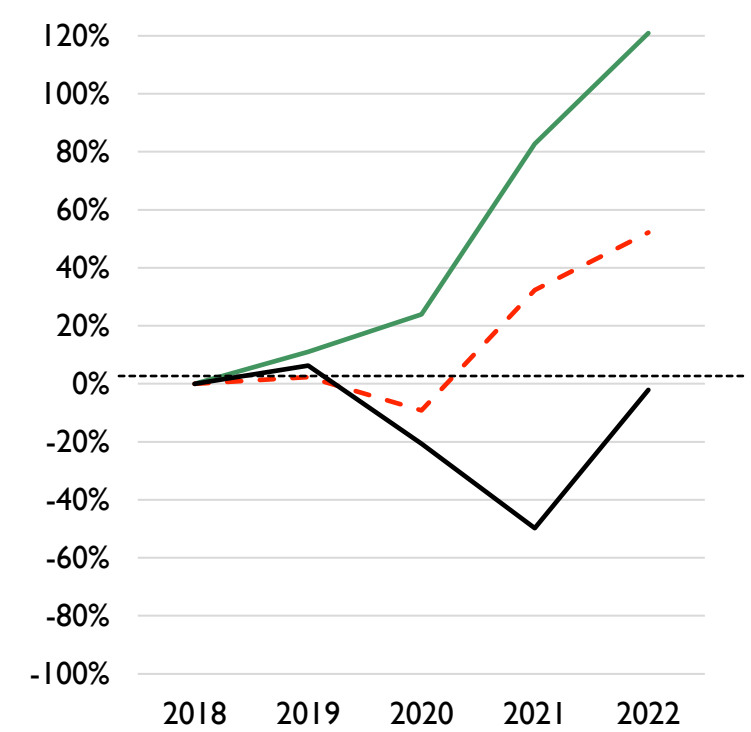
**Property Tax Revenue
Growth Since 2018**



**Sales Tax Revenue
Growth Since 2018**



**TOT Revenue
Growth Since 2018**



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

TAXABLE SALES DATA

According to data from the CA Dept of Tax and Fee Administration, the City of Dunsmuir saw ~\$11.9 million in taxable sales in 2022, with ~32% of those sales at Food Services / Drinking Places. Overall taxable sales grew ~15% since 2017.

Business Type	# of Outlets	2015	2016	2017	2018	2019	2020	2021	2022	2023*	Growth (2017 – 2022)
Food Services and Drinking Places	19	3,286,151	3,937,779	3,882,776	3,544,914	4,374,295	3,053,718	3,898,331	3,872,994	552,862	0%
Other Retail Group	49	4,265,215	3,964,783	5,607,463	5,868,141	6,022,416	6,465,275	7,106,609	6,937,456	1,407,055	24%
<i>Total Retail and Food Services</i>	77	7,551,366	7,902,562	9,490,239	9,413,381	10,396,711	9,518,993	11,004,940	10,812,106	1,959,917	14%
All Other Outlets	34	866,266	716,884	885,495	818,701	1,080,317	956,585	1,208,240	1,106,555	221,006	25%
Total All Outlets	111	8,417,632	8,619,446	10,375,734	10,232,082	11,477,028	10,475,578	12,213,180	11,918,661	2,180,923	15%

REVIEW OF PRIOR ANALYSIS SUPERIOR CALIFORNIA ECONOMIC DEVELOPMENT

- Superior California Economic Development District (SCED) represents the Counties of Modoc, Shasta, Siskiyou, and Trinity, and is a designated Economic Development District by the US Economic Development Administration (EDA). SCEDD assists with coordinating regional and local economic planning, business development, and job creation projects and programs.
- The 2021-2026 Comprehensive Economic Development Strategy serves as a roadmap to economic development initiatives in the region.

SCED Loan Programs

SBA 504 Loan Program (Real Estate
Financing)

Small Business Loans

Microloans

Business Recovery Loans

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SCED 2021-26 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: INDUSTRY HIGHLIGHTS

	Industry Insights
Tourism & Recreation	Travel-related spending in Siskiyou County was \$206 million in 2019. Tourism and Outdoor Recreation are a big part of the County's economy, driven by the 60% of the county's land designated as national forest. Discover Siskiyou is a Tourism Improvement District formed in 2014 to share in marketing efforts.
Wood Products Industry	The region is a top lumber producer in the state, with Siskiyou County's annual lumber value of \$29 million representing 35% of the SCED district's timber value. Some lumber mills being redeveloped; Sierra Pacific Industries investing heavily in mills and is experiencing high growth due to strong demand.
Agriculture	Region has diverse agriculture, with many farms using direct marketing approaches and vertical integration. Siskiyou County reported agriculture value of \$392 million in 2019. Water usage and accessibility bring some challenges to the sector. Hemp and Cannabis are potential growth areas.
Healthcare	Sector is seeing job growth throughout the region. Redding is the regional healthcare hub, with smaller community centers throughout the counties. Higher Ed focused on meeting demand for healthcare practitioners.
Energy & Utilities	Energy sources in the region include hydroelectric, solar, geothermal, and wind energy. Biomass also available for power generation and is an economic opportunity (and aids with forest fire prevention).
Professional & Technical Services	"Knowledge-based" industries tend to have higher earnings than other sectors; shifting telework trends are allowing professional workers to out-migrate from urban areas. Region has some initiatives focused on stimulating sector.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SCED 2021-26 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: SWOT SUMMARY

Strengths	Weaknesses
Outdoor recreation opportunities; strong / growing local healthcare sector; historic strength in wood products industries; growing agriculture and eco-tourism industries; high-ed training opportunities; proximity to I-5 corridor.	Limited 'goods producing' industries; high cost / limited supply of housing; large concentration of low-wage/low-skill jobs; outmigration of talented youth and adults / aging population base; some areas have broadband challenges; limited commercial air travel options; high cost of transportation and limited transit options.
Opportunities	Threats
Availability of land; positive 20-35-year-old population growth; build upon travel / tourism and wood products industries; potential for more green energy production; developing local agriculture movement.	Vulnerability to wildfires; some anti-growth sentiment; dependency on seasonal tourism; potential workforce skills mismatch; vacancies in key downtown / main street areas.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SCED 2021-26 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: ACTION PLAN

Goal	Objectives
Enhance Opportunities for residents and visitors to leverage natural and outdoor resources for recreation and industry	<ol style="list-style-type: none"> 1. Increase fire resiliency by working with agencies and private contractors on fuel reduction 2. Develop a collaborative region-wide tourism plan that includes a resource inventory, marketing/advertising, branding, and funding model 3. Improve wayfinding for outdoor adventure experiences such as trails, lakes and natural monuments 4. Develop more regional events and festivals that celebrate the outdoors and outdoor culture 5. Develop more trails on private and public lands, with clear use designations (e.g. hiking, mountain biking, ATV) 6. Improve maps and other visual aids for tourists that tie together outdoor recreation, food and beverage locations, and cultural attractions 7. Encourage experimentation and adoption of alternative (or sustainable) agriculture practices 8. Connect with local environmental organizations to ensure that land is set aside in adequate amounts and in correct locations to ensure environmental protection and sustainability
Improve employment opportunities by supporting existing businesses and encouraging local investment by job-creators	<ol style="list-style-type: none"> 1. Local economic developers will continue to focus on business retention and expansion while seizing opportunities for business attraction 2. Pursue business growth and attraction for industries in the wood products industry cluster (e.g. biomass, artisan crafts, furniture) 3. Partner with higher education and private sector on the research and development of biomass energy production 4. Pursue creative financing tools that allow local economic developers to retain and attract businesses enticed by neighboring states 5. Develop an Agricultural Sector Strategy approach that promotes direct market access / value-added opportunities for farm and ranch operators 6. Pursue green energy production (e.g. solar, wind, and geothermal) aligned with California's current and upcoming carbon emissions standards 7. Conduct a gap analysis comparing workforce skills to job openings and then develop strategies for addressing workforce shortages 8. Engage in local economic development strategic planning within all four individual counties 9. Municipal leaders must clarify and define local policies related to cannabis, particularly in Trinity County 10. Enhance economic resiliency by diversifying the region's industry mix 11. Study the feasibility of increasing digital accessibility and functionality of local permitting organizations
Broaden Interest and opportunities for young professionals to thrive within the region	<ol style="list-style-type: none"> 1. Survey young adults to determine needs for economic and community amenities and address gaps accordingly 2. Improve access to higher and continuing education opportunities through community college and four-year extension partnerships and use remote-learning tools 3. Convene and expand networks of existing makers, entrepreneurs, mentors, and capital providers through community accessible locations and events 4. Address resource needs of growing tech entrepreneurship sector in Shasta County 5. Enhance awareness and pipeline of talent to forestry and natural resource related professions 6. Identify and deploy funding for trades workers to build homes, both in areas destroyed by forest fire and in areas with critical affordable housing shortages

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SCED 2021-26 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: ACTION PLAN (CONT'D)

Goal	Objectives
Maintain and improve cost-of-living and quality of place	<ol style="list-style-type: none"> 1. Plan, invest and implement the development of broadband internet for both commercial and residential usage (i.e. broadband as a “vital utility”) 2. Invest in digital literacy campaigns for youth and adults in rural areas 3. Ensure that residents have a two-way conversation with state-level policymakers and governmental organizations 4. Improve collaboration and communication between and among local and district-level community and economic development partners 5. Pursue grants and incentives through state, federal, and non-profit entities to maintain and improve historic downtown areas 6. Address the growing issue of homelessness within the region and with the help of local government, non-profits, and other local stakeholder groups 7. Provide pathways for capable but low income workers to transition away from government assistance to self-sustainability 8. Participate in and help expand workforce development programs managed by NoRTEC such as existing Next Generation Industry Sector Partnerships
Improve additional infrastructure that enables residents to feasibly live, work, and transport within the region	<ol style="list-style-type: none"> 1. Review existing Regional Housing Needs Allocation (RHNA) assessments to determine if they adequately address the full spectrum of each county’s housing needs. If necessary, conduct additional assessment focused on best practices, solutions, and recommendations 2. Utilize state, Federal, and non-profit funding Sources to incentivize affordable and attainably-priced housing development 3. Work with government and large energy providers to reduce the likelihood and duration of Public Safety Power Shutoff (PSPS) events 4. Address water and sewer infrastructure deficiencies in small towns, particularly those experiencing growth and in-migration 5. Continue broadening passenger air service to provide residents access to a broader array of geographic areas 6. Ensure that minority and historically underserved populations have equitable access to economic opportunities 7. Seek to preserve the long-term sustainability of local public utility districts 8. Request that municipalities review planning and zoning policies to ensure non-restrictive zoning for critically needed housing types (i.e. long-term rentals, medium density, affordable housing, etc.) 9. Study commercial and residential blight solutions in the context of California communities to determine best practices and strategies for resolution 10. Study public transit needs of citizens, particularly along commuter access lines, to determine the need for further investment 11. Pursue improvements to the I-5 corridor as outlined by the “Fix 5 Cascade Gateway Project” 12. Improve winter travel reliability along State Highway 299, which is critical for commerce and commuter traffic within the District 13. Convene local economic development leaders to determine how Federal stimulus funds can be deployed to benefit regional community and economic development goals and objective

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

REAL ESTATE MARKET DATA

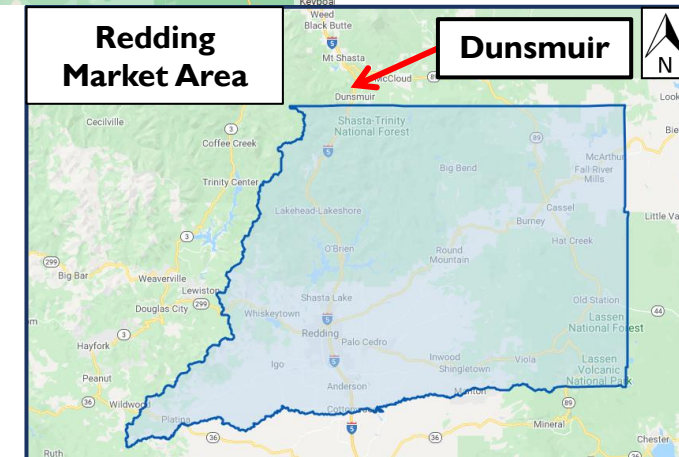
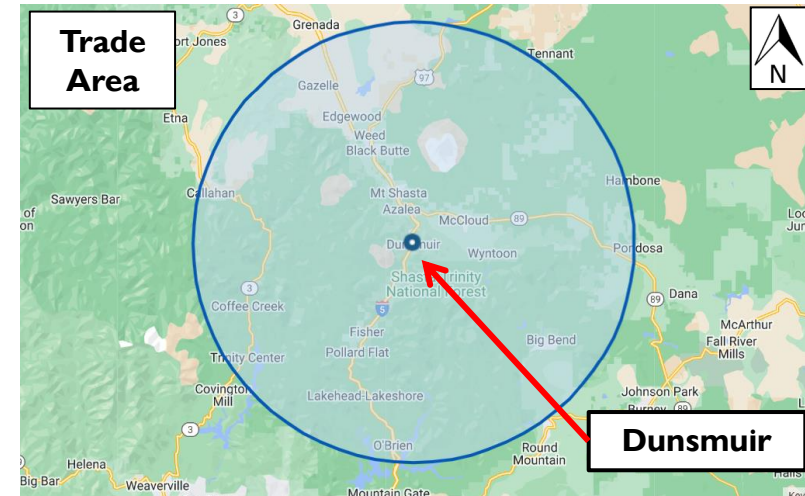


DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MARKET ANALYSIS SUMMARY

Overview

- This section observed the market demand for retail, residential (multifamily), and hospitality (hotel) land uses.
- Existing supply conditions from the most recent available data (YTD Q3 2023) for these uses were observed in the City of Dunsmuir, a 30-mile radius from Downtown Dunsmuir (“Trade Area”)* and the nearby Redding Market Area as a useful point of reference
- Historic market data, from 2007 to 2022, was used to quantify growth achieved over time and observe changes within the Trade Area**
- Demand for hospitality uses was examined by observing hotel construction within the Trade Area, along with observing occupancy, average daily rates, and supply/demand of room nights in the Market and Submarket areas



RETAIL MARKET

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

SUMMARY RETAIL MARKET

- The retail market in the City of Dunsmuir and the Trade Area is small (72,900 SF in the City, 600,800 SF in Trade Area). The retail space in Dunsmuir is 12% of all the retail space in the Trade Area.
- As of July 2023, the City had **no retail vacancy** and the Trade Area featured just 0.9% retail vacancy – significantly lower than the nearest market area. By comparison, the Redding Market Area had 3.8% vacancy for retail space
- Since 2015, 40,121 SF of retail was added to the Trade Area's retail market. Major retail development in the trade area includes:
 - 2016: 9,026 SF Dollar General built in Dunsmuir, CA
 - 2017: 2,000 SF Starbucks and 19,995 SF Grocery Outlet, both built in Weed, CA
 - 2021: 9,100 SF Dollar General built in Weed, CA
- There is no retail space currently planned, proposed, or under construction in the City or Trade Area; ~2k SF in Mount Shasta is under renovation
- Retail vacancy in the Trade Area has generally remained below 4% except for years 2014 and 2015
- The COVID-19 pandemic did not appear to have much of a negative impact on retail in the Trade Area as vacancies decreased from 1.9% in year-end 2019 to 0.3% by year-end 2021, and still remaining below 1% in 2022/2023
- Although the retail market in the Trade Area contains very low vacancy, the market is also very small, and any major change could potentially lead to large fluctuations in vacancy. Further, a small market, coupled with e-commerce retail trends, limit the demand for additional brick-and-mortar retail space

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

RETAIL MARKET SUMMARY

	2023 YTD (July)		
	City of Dunsmuir	Trade Area	Redding Market Area
Availability			
NNN Rent \$PSF/Yr.	_*	_*	\$17.62
Market Rent	\$14.57	\$15.92	\$19.56
Vacancy Rate	0%	0.9%	3.8%
Vacant SF	0	5,527	380,684
Net Absorption	-	(2,000)	3,790
Inventory			
Existing SF	72,857	600,805	9,922,486
Growth (Since 2012)	9,026 (14.1%)	89,344 (17.5%)	403,132 (4.2%)

Source: CoStar (Accessed July / August 2023); **Note:** *Most recent NNN rents were \$13.32 PSF in 2016 for City, and \$20.86 in 2022 for Trade Area. CoStar defines Triple Net (NNN) as “a lease where the tenant is responsible for all expenses associated with their proportional share of occupancy of the building, except long-lived structural components and management charges.” Vacant space refers to all space that is not occupied by a tenant regardless of availability or lease obligation.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

RETAIL MARKET NOTES

- The closest shopping center to the City of Dunsmuir is the Mount Shasta Shopping Center, a ~106k SF neighborhood center featuring Ray's Food Place, Solano's Hardware, and other local-serving retailers. Other major shopping centers are located in Redding, such as the ~645k SF Mt Shasta Mall.
- Retail space available within Trade Area:
 - 1,100 SF at 5261 Dunsmuir Ave in Dunsmuir, for sale for \$218.18/SF
 - 3,345 SF at Mount Shasta Shopping Center, est. rent \$12.04 – 13.40
 - 3,527 SF at 415 N Mount Shasta Blvd, est. rent \$17.41 – 21.27
 - 2,000 SF at 418 N Mount Shasta Blvd, est. rent \$15 + utilities
- There is no retail space in the Trade Area that is in final planning, proposed or under construction; one retail space (~2,000 SF at 418 N Mount Shasta Blvd) is under renovation.



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR RETAIL PROPERTIES



5130 Florence Loop
9,026 SF
Built 2016



5727 Dunsmuir Ave
7,100 SF
Built 1925



5837-5843 Dunsmuir Ave
6,000 SF
Renov. 2005

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

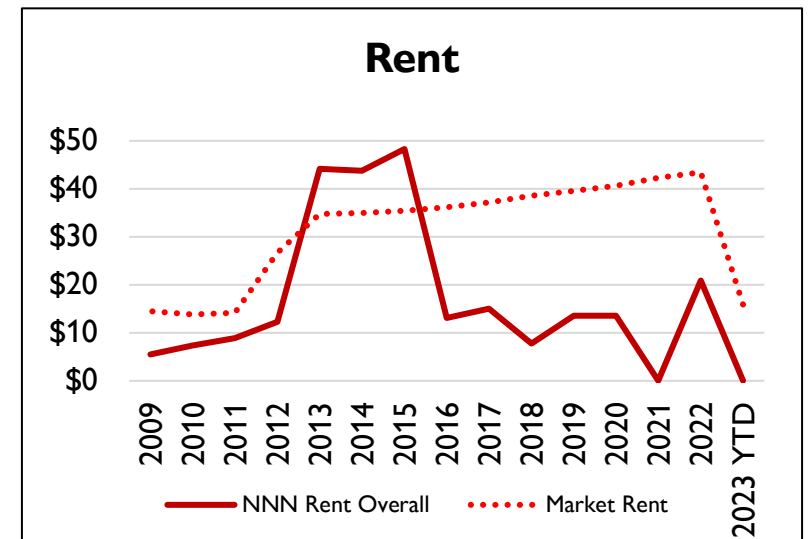
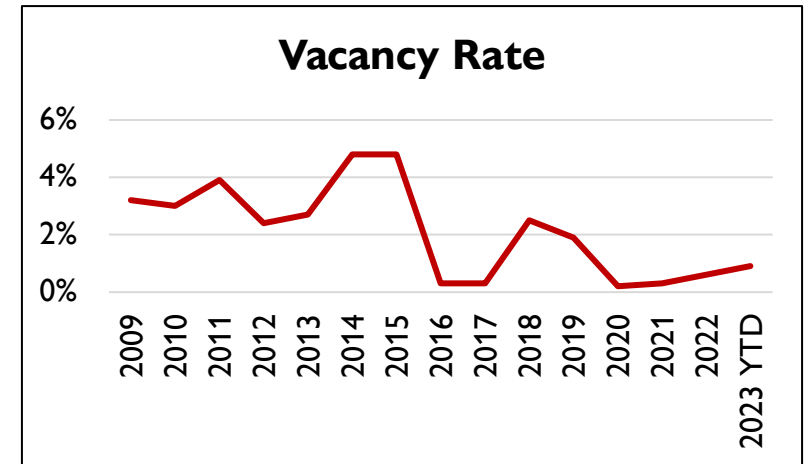
INITIAL INVENTORY OF COSTAR RETAIL PROPERTIES IN CITY

Property Name	Property Address	Secondary Type	Built / Renovated	RBA	Land Area (AC)	Star Rating	Owner Name
	4215 Pine St	Storefront Retail/Office	1930	2500	0.07	2	Dunsweed Llc
	5751 Dunsmuir Ave	Restaurant		5000	0.11	2	Klamath Cornerstone Llc
	5801 Sacramento Ave	Restaurant	1990	2000	0.06	2	Lamott Brett J
	5727 Dunsmuir Ave	Freestanding	1925	7100	0.17	2	Bombs Away LLC
Spirits Bar & Lounge	5827 Dunsmuir Ave	Bar/Nightclub	1978	3000	0.05	3	Aaron J Wimer
	5836 Dunsmuir Ave	Storefront Retail/Office	1894	4750	0.11	1	Mc Cloud Ronald & Patricia
	5718 Shasta Ave	Freestanding		800	0.10	2	Jose Quimbo
US Bank	5928 Dunsmuir Ave	Bank		1440	0.13	3	
	5621 Dunsmuir Ave	Auto Dealership	1976	1100		3	Judith L Kunkle
	5837-5843 Dunsmuir Ave	Restaurant	2005	6000	0.23	3	Phelps Sengthong
USPS	5530 Dunsmuir Ave	Freestanding	1958	4851	0.21	2	Global Capital Funding LLC
	5855 Dunsmuir Ave	Restaurant	1985	3000	0.09	3	Phelps Don & Sengthong
	4202 Ash St	Freestanding		1200	0.10	2	Judith L Kunkle
	5345 Dunsmuir Ave	Storefront Retail/Residential		1000	0.17	1	Geil Laura
	5430 Dunsmuir Ave	Auto Repair	1950	6795	0.21	2	SCHOON JAAN E TRUST
	6134 Dunsmuir Ave	Auto Repair		2800	0.11	2	Lewis Lillian J
Dollar General	5130 Florence Loop		2016	9026	0.64	2	Karen A. Emmett
	4306 Stagecoach Rd	Freestanding	1922	975	0.14	1	Valadez Sylvia J
	4905 Dunsmuir Ave	Restaurant	2017	1000		2	Wild Burger LLC
	4737 Dunsmuir Ave	Freestanding		5000	0.26	2	Valtinjos Llc

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

RETAIL MARKET HISTORY TRADE AREA – 30 MILE RADIUS

Year	Inventory SF	Vacant SF Total	Vacant Percent % Total	Net Absorption SF Total	NNN Rent Overall
2023 YTD	600,805	5,527	0.9%	(2,000)	-
2022	600,805	3,527	0.6%	(1,425)	\$20.86
2021	600,805	2,102	0.3%	8,450	-
2020	591,705	1,452	0.2%	9,893	\$13.54
2019	591,705	11,345	1.9%	3,452	\$13.54
2018	591,705	14,797	2.5%	(13,097)	\$7.72
2017	591,705	1,700	0.3%	21,995	\$15.00
2016	569,710	1,700	0.3%	34,274	\$13.06
2015	560,684	26,948	4.8%	50	\$48.35
2014	560,684	26,998	4.8%	36,193	\$43.76
2013	511,461	13,968	2.7%	(1,858)	\$44.19
2012	511,461	12,110	2.4%	7,854	\$12.26
2011	511,461	19,964	3.9%	(3,894)	\$8.86
2010	510,621	15,230	3.0%	1,026	\$7.36



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

RETAIL SALE COMPS

Property Address	City	Property Type	Bldg SF	AC	Sale Price	Sale Date	Price Per SF	Price Per AC Land	Year Built	Notes
219 N Mt Shasta Blvd	Mount Shasta		1,000	0.07	\$405,000	1/5/2023	405	5,547,736		
214 E Lake St	Mount Shasta	Storefront Retail/Residential	3,894	0.20	\$557,000	9/2/2022	143	2,772,271		
5837-5843 Dunsmuir Ave	Dunsmuir	Restaurant	6,000	0.23	\$732,500	6/27/2022	122	3,184,719		
5345 Dunsmuir Ave	Dunsmuir	Storefront Retail/Residential	1,000	0.17	\$350,000	6/24/2022	350	2,032,529		
420 Alamo Ave	Weed		3,000	1.05	\$550,000	5/27/2022	183	523,810		
420 Alamo Ave	Weed		3,000	1.05	\$327,000	5/2/2022	109	311,429		
912 S Mt Shasta Blvd	Mount Shasta	Auto Dealership	2,200	0.25	\$450,000	2/18/2022	205	1,770,732		
420 Alamo Ave	Weed		3,000	1.05	\$329,500	2/15/2022	110	313,810		
415 N Mount Shasta Blvd	Mount Shasta	Storefront Retail/Office	3,527	0.18	\$520,000	2/2/2022	147	2,888,815	1960	
1005 S Mount Shasta Blvd	Mount Shasta	Storefront Retail/Residential	1,253	0.14	\$312,000	1/25/2022	249	2,228,718	1990	
185 Boles St	Weed	Freestanding	49,223	1.13	\$2,380,000	12/30/2021	48	2,106,186	2014	
322 N Mount Shasta Blvd	Mount Shasta		4,800	0.11	\$580,000	12/21/2021	121	5,047,912	1960	
123-125 Main St	Weed		7,000	0.08	\$490,000	11/1/2021	70	6,124,648	2005	
60 N Weed Blvd	Weed	Auto Repair	1,452	0.28	\$200,000	10/27/2021	138	714,274	1970	
198-200 Main St	Weed	Movie Theatre	6,250	0.14	\$250,000	10/18/2021	40	1,785,831	1920	
20639 Big Spring Rd	Weed	Storefront	9,100	2.31	\$2,370,000	9/16/2021	260	1,025,970	2021	
5530 Dunsmuir Ave	Dunsmuir	Freestanding	4,851	0.21	\$812,000	8/11/2021	167	3,866,498	1958	
5430 Dunsmuir Ave	Dunsmuir	Auto Repair	6,795	0.21	\$150,000	8/5/2021	22	714,254	1950	
418 N Mount Shasta Blvd	Mount Shasta	Storefront Retail/Office	2,080	0.11	\$370,000	7/22/2021	178	3,363,356	1940	
211 Main St	Weed	Storefront Retail/Residential	4,225	0.07	\$115,000	7/9/2021	27	1,642,965	1908	
319 N Mount Shasta Blvd	Mount Shasta		1,062	0.06	\$180,000	6/18/2021	169	3,073,618		
416 N Mount Shasta Blvd	Mount Shasta	Storefront Retail/Office	2,400	0.06	\$445,000	5/28/2021	185	7,415,532	1930	
1005 S Mount Shasta Blvd	Mount Shasta	Storefront Retail/Residential	1,253	0.14	\$289,000	5/21/2021	231	2,064,421	1990	
30715 Crag View Dr	Dunsmuir	Storefront Retail/Residential	3,520	2.00	\$210,000	3/10/2021	60	105,000	1990	
230 N Mount Shasta Blvd	Mount Shasta	Storefront Retail/Residential	10,000	0.11	\$568,000	3/2/2021	57	4,947,427	1923	
1200 S Mount Shasta Blvd	Mount Shasta	Restaurant	8,600	1.10	\$325,000	2/10/2021	38	295,455		
4215 Pine St	Dunsmuir	Storefront Retail/Office	2,500	0.07	\$150,000	1/19/2021	60	2,142,998	1930	
5621 Dunsmuir Ave	Dunsmuir	Auto Dealership	1,100		\$240,000		218		1940	

MULTIFAMILY RESIDENTIAL MARKET

SUMMARY

MULTIFAMILY RESIDENTIAL MARKET

- The multifamily housing market in Dunsmuir is small (158 units across 11 buildings) and comprises 20% of the multifamily housing units in the Trade Area (793 units across 41 buildings)
- As of July 2023, rents in the City and Trade Area are **significantly lower** and vacancies are **significantly higher** than that of the nearby Redding Market Area
- Very limited construction of multifamily units since 2008 (123 units added to the Trade Area across three properties, including 5815 Dunsmuir Ave. property currently being renovated)
- No other multifamily units are currently planned, proposed, or under construction in the Trade Area.
- The COVID-19 pandemic appeared to contribute to a slight increase in multifamily residential vacancy in the Trade Area.

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MULTIFAMILY MARKET SUMMARY

	2023 YTD (July)		
	City of Dunsmuir	Trade Area	Redding Market Area
Availability			
Asking Rent Unit/Mo.	\$368	\$658	\$1,204
Vacancy Rate	37.2%	13.4%	4.7%
Total # of Vacant Units	59	106	441
Net Absorption	-	(2)	(2)
Inventory			
Total # of Units	158	793	9,427
Growth (Since 2013)	0 (0%)	3 (0.4%)	395 (4.4%)

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MULTIFAMILY MARKET NOTES

- Major multifamily properties located in Dunsmuir:
 - Travelers Hotel (5815 Dunsmuir Ave), 55 market rate apartments, built in 1914 and currently under renovation, for sale for \$1.53m (\$27.8k per unit), 53 units / acre
 - 5911 Sacramento Ave, 11 market rate apartments, built in 1960, 38 units / acre
 - River Wood Mobile Estates, 52 unit manufactured housing / mobile home park, built in 1970, 15 units / acre
- Major multifamily properties located in the Trade Area include:
 - Mountain View Apartments (268-272 E Lake St, Weed CA), 61 affordable units, completed 2008, 15 units / acre
 - Alta Vista Manor (625 Marjorie St.), 44 senior living, affordable units, completed 2005 [26 units/acre]
 - Shasta View Ranch (210 E. Hinckley St.), 42 affordable housing units, completed 1985 [15 units/acre]
- Only one property in trade area is under renovation (Travelers Hotel, noted above); no other multifamily housing buildings planned, proposed, or under construction in the Trade Area



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

INITIAL INVENTORY OF COSTAR MULTIFAMILY PROPERTIES IN CITY

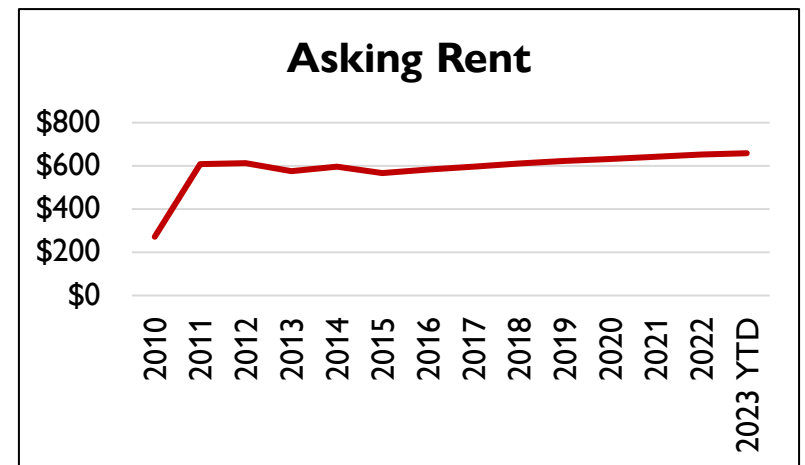
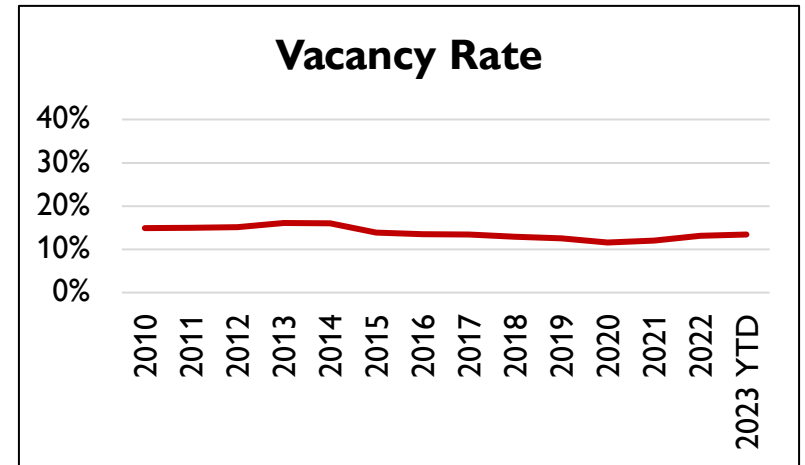
Property Name	Property Address	Secondary Type	Built / Renovated	Units	RBA	Land Area (AC)	Star Rating	Owner Name
	5724 Dunsmuir Ave	Apartments	0	3	2400	0.14	3	Hotshots Inc
Travelers Hotel	5815 Dunsmuir Ave	Apartments (Under Renovation)	2023	55	45000	1.03	3	Mengis Heating and Cooling
	4300 Pine St	Apartments	1998	4	2600	0.09	2	
	5911 Sacramento Ave	Apartments	1960	11	3000	0.29	2	Samuel R & Janelle Monique Yount
Branstetter Cottages	4316-4322 Branstetter St	Apartments	1940	3	1750	0.23	2	Swift Gary
	4125 Grover St	Apartments	2000	4	3461	0.14	3	
	4601 Dunsmuir Ave	Apartments	1940	8	1800	0.78	2	Jessica Roberts
Gray Street 6 Plex	4300 Gray St	Apartments	1970	6	4700	0.16	2	LAMPTON 2021 FAMILY TRUST
	4400 Dunsmuir Ave	Apartments	2020	4	23920	0.55	2	
	4310 Dunsmuir Ave	Apartments	1964		7426	0.60	2	

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MULTIFAMILY MARKET HISTORY

TRADE AREA – 30 MILE RADIUS

Year	Inventory Units	Vacant Units	Vacancy Percent	Net Absorption (Units)	Asking Rent (Unit/Mo.)	Asking Rent (Unit/Mo./SF)
2023 YTD	793	106	13.4%	(2)	\$658	\$0.82
2022	793	104	13.1%	(9)	\$653	\$0.82
2021	793	95	12.0%	(3)	\$642	\$0.80
2020	793	92	11.6%	8	\$632	\$0.79
2019	793	99	12.5%	3	\$623	\$0.78
2018	793	102	12.9%	3	\$611	\$0.76
2017	793	106	13.4%	1	\$597	\$0.74
2016	793	107	13.5%	3	\$583	\$0.73
2015	793	110	13.9%	18	\$567	\$0.70
2014	793	127	16.0%	3	\$596	\$0.75
2013	790	127	16.1%	(8)	\$576	\$0.72
2012	790	119	15.1%	(1)	\$613	\$0.78
2011	790	118	15.0%	-	\$609	\$0.78
2010	790	118	14.9%	2	\$273	-



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MULTIFAMILY SALE COMPS

Property Address	City	Property Type	Bldg SF	AC	Sale Price	Sale Date	Price Per SF	Price Per AC Land	Year Built	Notes
268-272 E Lake St (Part of a 5 Property Portfolio)	Weed	Apartments	70,300	4.20	\$3,700,000	12/12/2022	53	880,952	2008	
4125 Grover St	Dunsmuir	Apartments	3,461	0.14	\$440,000	4/25/2022	127	3,145,126	1920	
700 Pine St	Mount Shasta	Apartments	18,600	1.41	\$1,575,000	11/23/2021	85	1,120,315	1975	
559-571 S Weed Blvd	Weed	Apartments	3,000	0.30	\$140,000	8/17/2021	47	466,667	1980	
4400 Dunsmuir Ave	Dunsmuir	Apartments	23,920	0.55	\$365,000	2/22/2021	15	663,636	1950	
20672 Lakeshore Dr	Lakehead	Manufactured Housing/Mobile Home Park	1,440	6.52	\$850,000	8/18/2020	590	130,368	1973	
713-719 Pine St	Mount Shasta	Apartments	6,100		\$265,000	5/22/2020	43			
4300 Gray St	Dunsmuir	Apartments	4,700	0.16	\$380,000	4/17/2019	81	2,374,864	1970	
4300 Gray St	Dunsmuir	Apartments	4,700	0.16	\$380,000	4/17/2019	81	2,374,864	1970	
414-418 Chestnut St	Mount Shasta	Apartments	4,139	0.12	\$350,000	3/7/2019	85	3,030,411		
737 S Weed Blvd	Weed	Manufactured Housing/Mobile Home Park	14,500	1.73	\$1,500,000	Under Contract	103	867,052	1900	

HOSPITALITY MARKET

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

HOTEL MARKET OVERVIEW

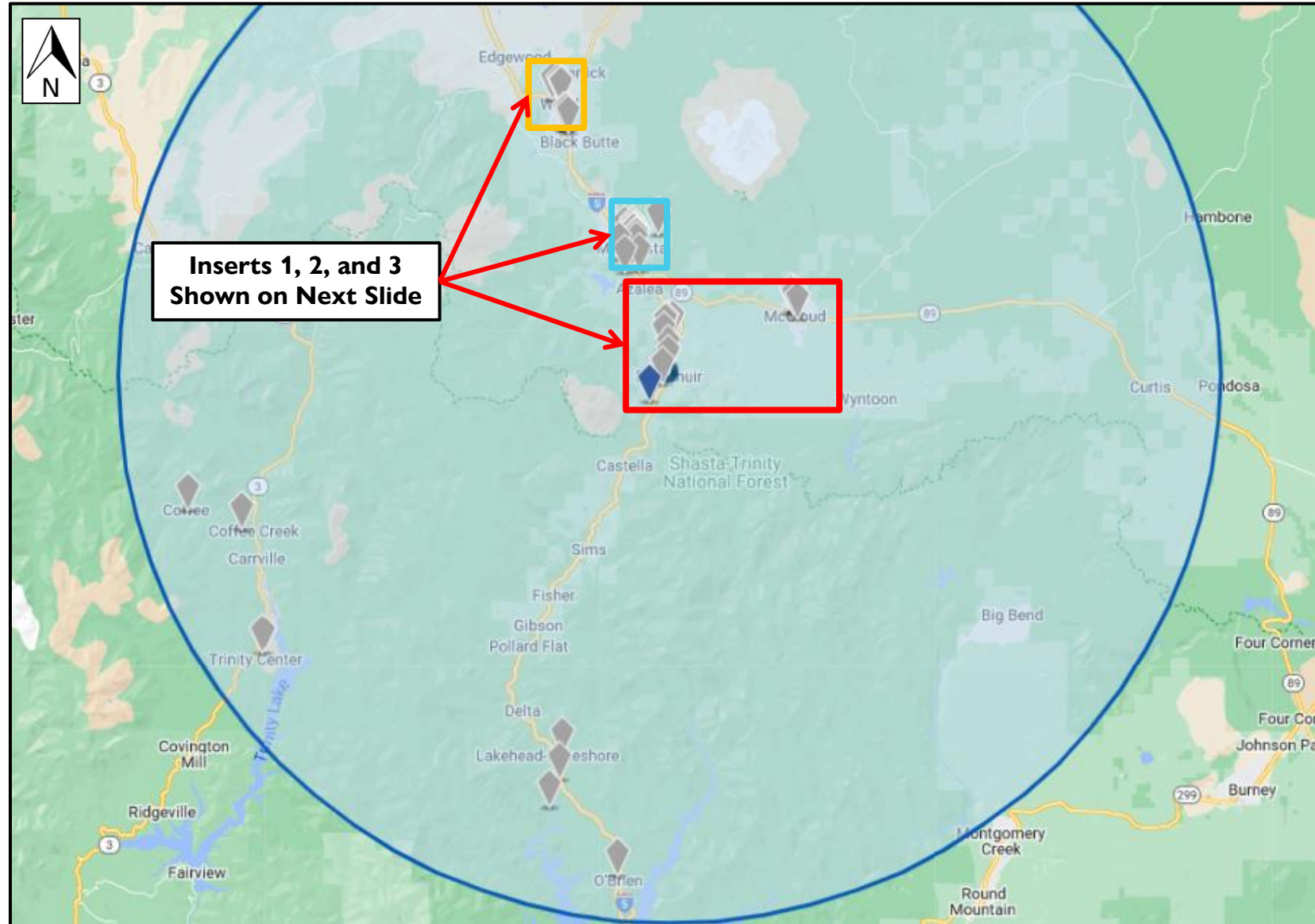
- Kosmont examined Smith Travel Research (STR)/CoStar hotel market data for the Dunsmuir hotel market Trade Area, defined as a 30-mile radius from Dunsmuir Ave. and Pine St.
- According to CoStar, there are 6 hotels totaling 125 rooms within the City, with two of those properties (45 rooms) listed as “permanently closed”.
- Within the Trade Area, there are 877 rooms across 34 existing and operational hotel properties. Most of the hotels are concentrated along I-5 in Weed, Mt. Shasta, Dunsmuir, and McCloud. Approximately 60% of these rooms are in economy-class hotel properties.
- There is a 100-room Sleep Inn and Suites hotel proposed in Mt. Shasta at 215 Loveta Ln. The hotel is listed as in the ‘final planning’ phase of development, and is expected to be open by 2025.

Trade Area Hotel Rooms			
Hotel Class	Properties	Rooms	% of Rooms
Upper Upscale	3	53	6.0%
Upscale	1	24	2.7%
Upper Midscale	4	179	20.4%
Midscale	4	95	10.8%
Economy	22	526	60.0%
Total	34	877	

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR HOTEL MARKET AREA MAP

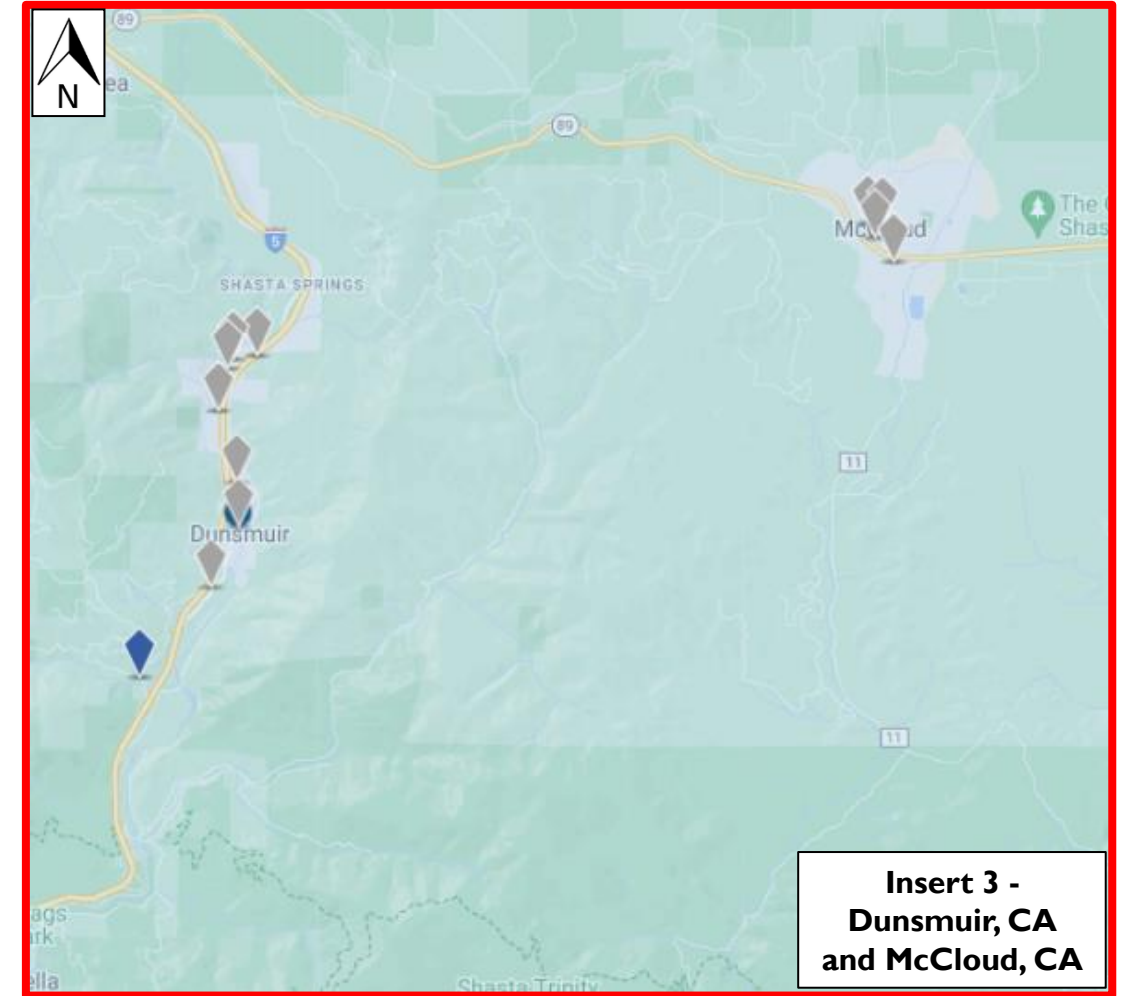
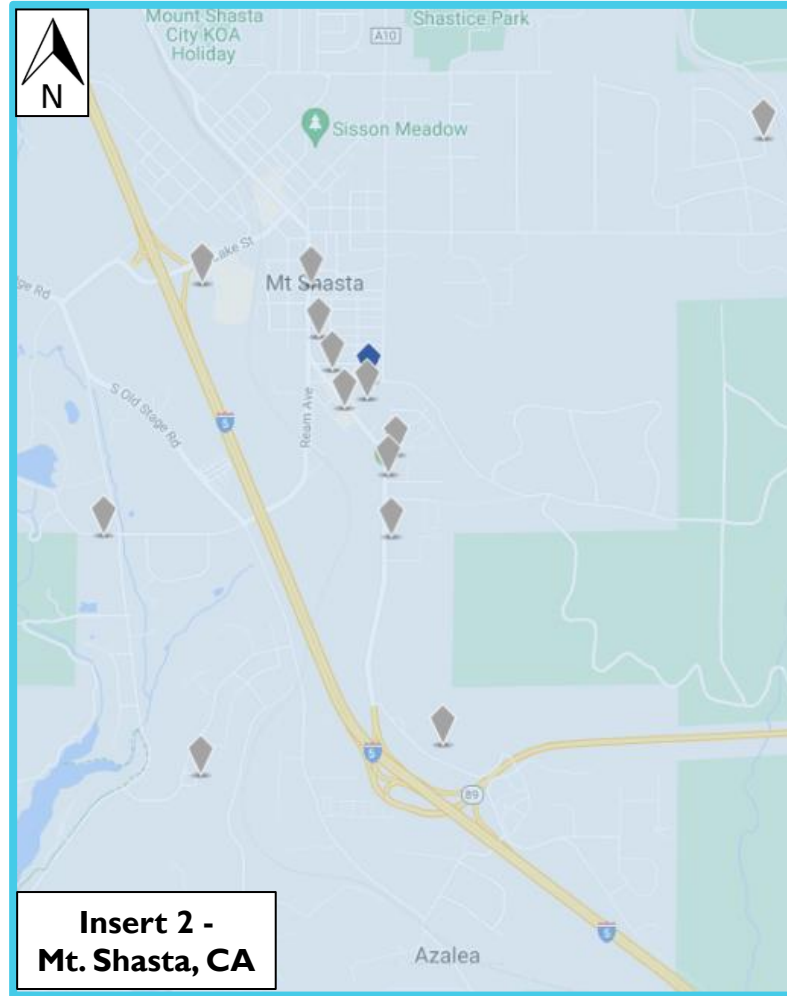
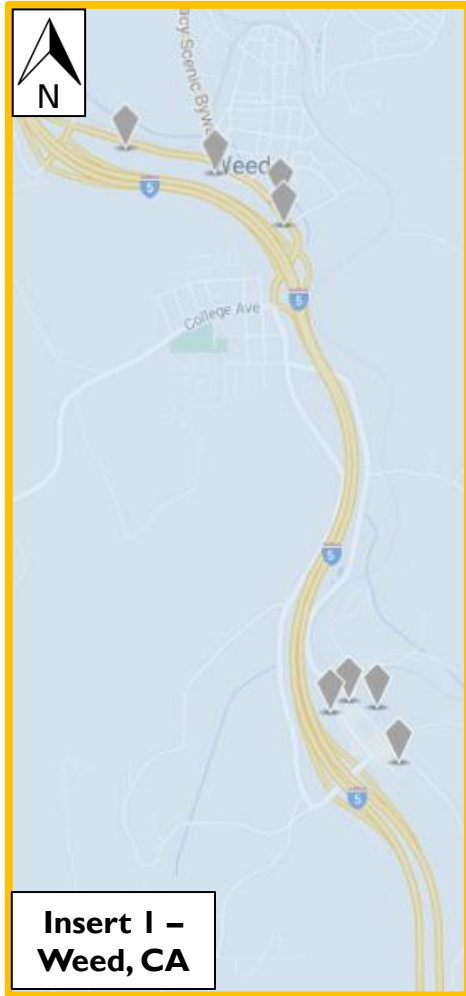
Sources: CoStar; Smith Travel Research



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR HOTEL MARKET AREA MAP

Inserts 1, 2, and 3



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

INITIAL INVENTORY: COSTAR HOTELS IN CITY OF DUNSMUIR

#	Name	Rooms	Class	Status	Built / Renovated
1	Cave Springs	26	Economy	Open	1923
2	Travelodge Dunsmuir	21	Economy	Open	2007
3	Dunsmuir Inn & Suites	18	Economy	Open	1970
4	Cedar Lodge Motel	15	Economy	Open	1956 / 1986
5	Julia Morgan Mansion Bed & Breakfast	15	Economy	Permanently Closed	
6	Best Choice Inn	30	Economy	Permanently Closed	
6 Properties		125 Rooms			



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

HOTELS IN DUNSMUIR ADJACENT AREAS



Railroad Park Resort

100 Railroad Park Road

27 Rooms, Upper Upscale Independent Hotel, ~43 AC Site
Converted railcars, Airstream Trailers, Dining Car
Under Contract – Asking Price \$5.2m



Dunsmuir Lodge

6604 Dunsmuir Ave

20 Rooms, Economy Independent Hotel, ~5 AC Site
Old-motel style, Tesla Charger,

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

RECENT HOTEL PROJECTS IN TRADE AREA



Inn at Mount Shasta

710 S Mount Shasta Blvd, Mount Shasta
30 Rooms, Midscale Independent, ~1 AC Site
Built 2000, Renovated 2019



Holiday Inn Express & Suites Weed

Black Butte Drive, Weed
73 Rooms, Upper Midscale Franchise Hotel, ~1.2 AC Site
Fitness Center, Pool
PROJECT ABANDONED



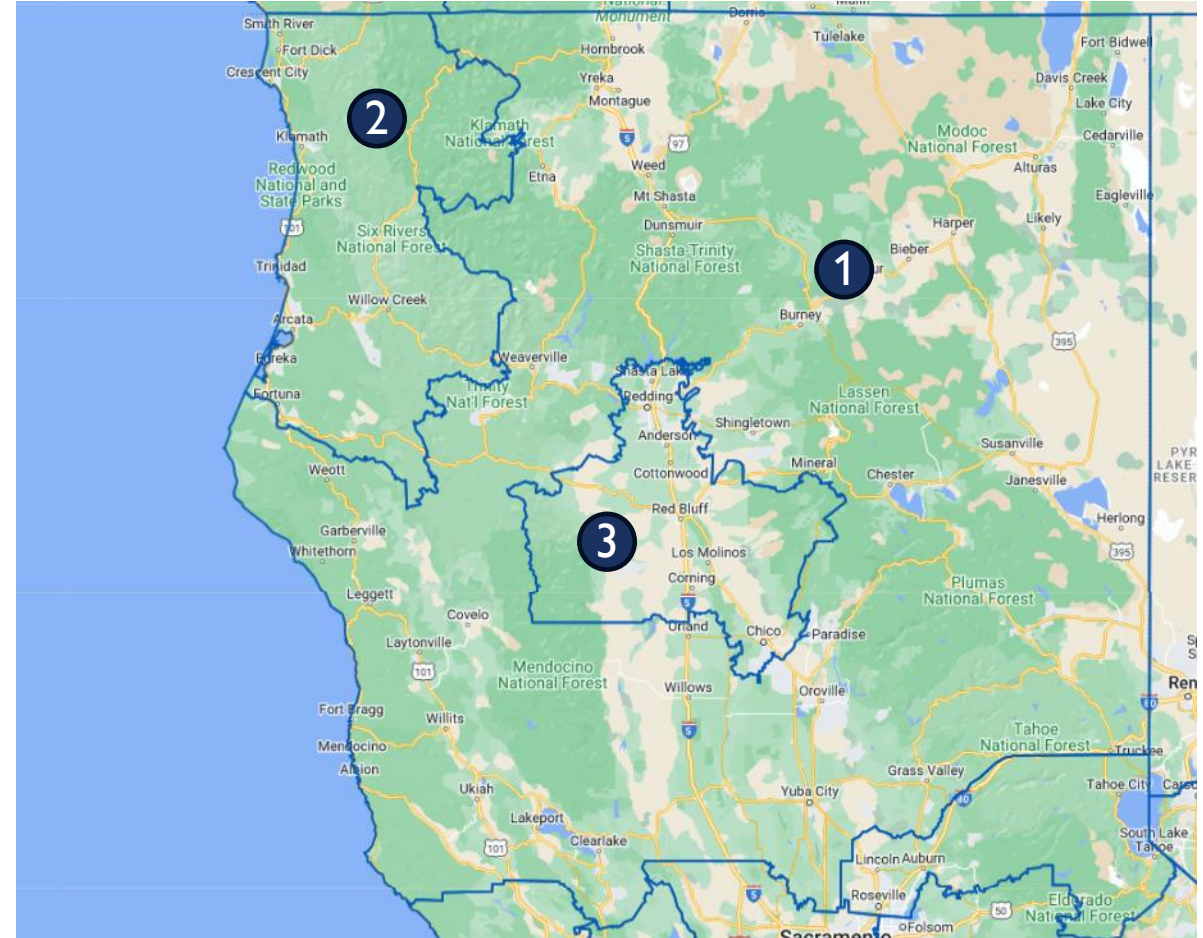
Sleep Inn & Suites Mount Shasta

South Shasta Blvd
100 Rooms, Midscale Franchise Hotel, ~5 AC Site
Under Construction
PROJECT ABANDONED

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

MARKET PERFORMANCE DATA

June 2023	California North Hospitality Market	1 California Rural North Hospitality Submarket	2 Eureka / Crescent City Hospitality Submarket	3 Redding / Chico Hospitality Submarket
Occupancy (12-mo avg)	58.6%	55.2%	57.8%	57.7%
Avg Daily Rate (12-mo avg)	\$192.95	\$129.54	\$127.23	\$121.94
RevPAR (12-mo avg)	\$113.09	\$71.53	\$73.52	\$70.30
Inventory (Rooms)	38,210	11,401	3,658	5,652
Inventory Growth Since July 2013	+ 5%	- 5%	0%	+ 6%



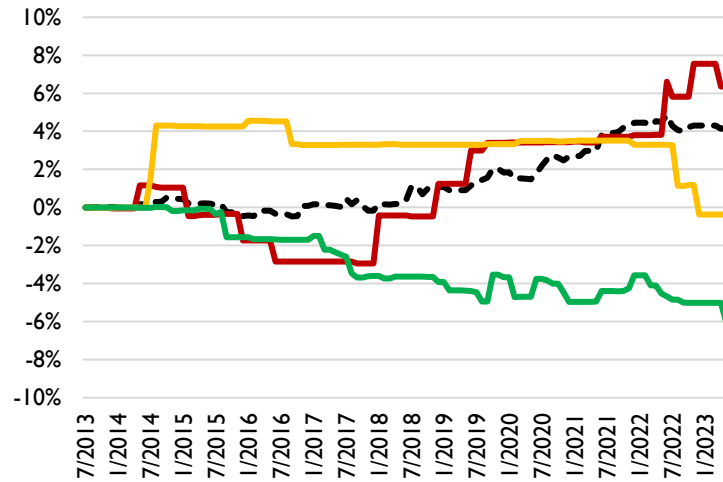
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

HOSPITALITY MARKET PERFORMANCE DATA

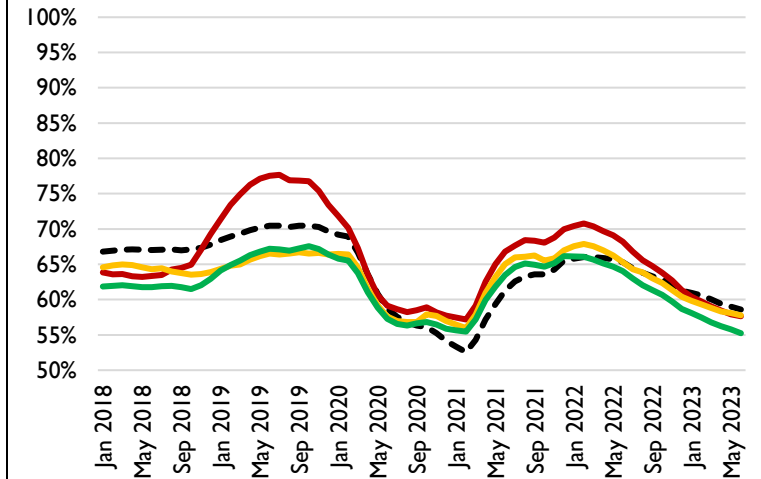
Key

	California North Market
	Rural North Area Submarket
	Eureka / Crescent City Submarket
	Redding / Chico Submarket

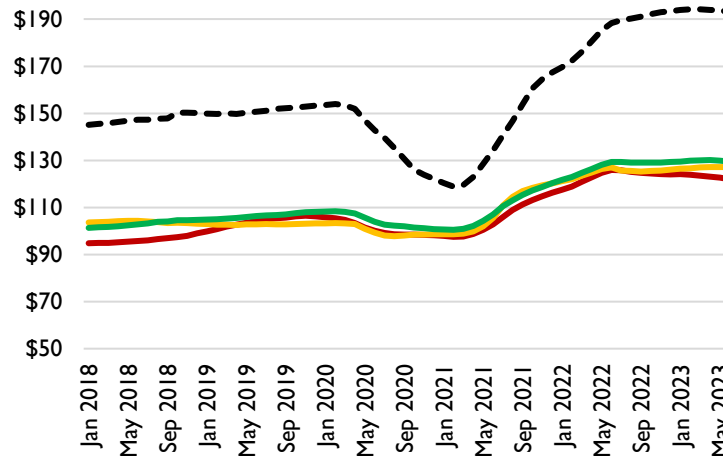
Inventory Growth Since July 2013



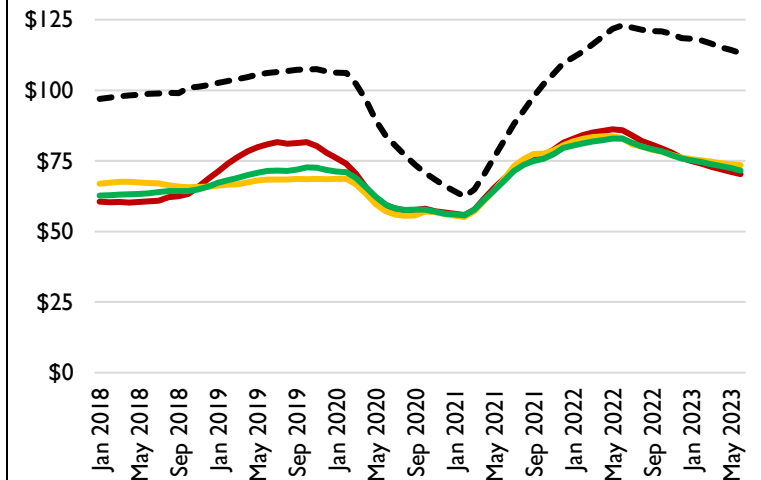
Occupancy (12-Mo)



ADR (12-Mo)



RevPAR (12-Mo)



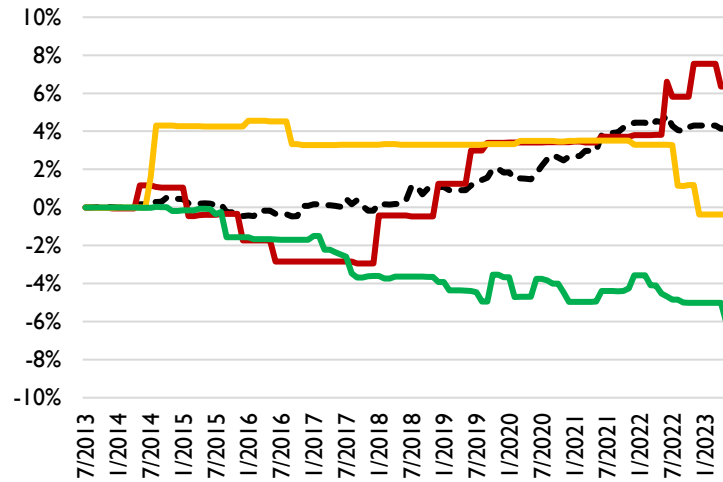
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

HOSPITALITY MARKET PERFORMANCE DATA

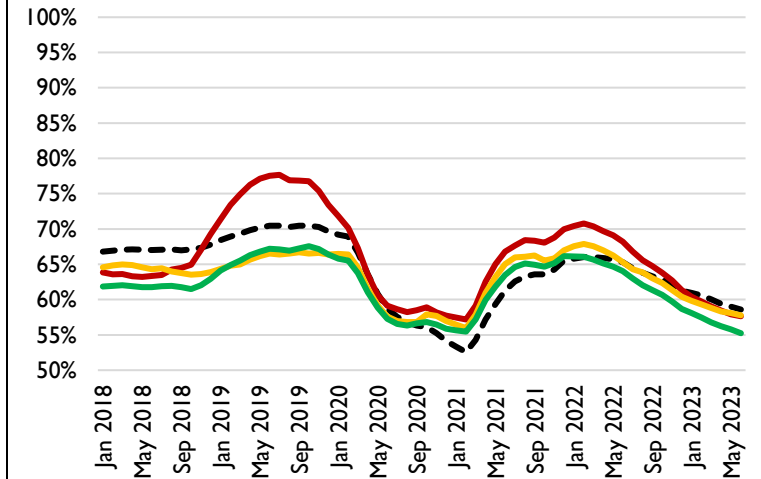
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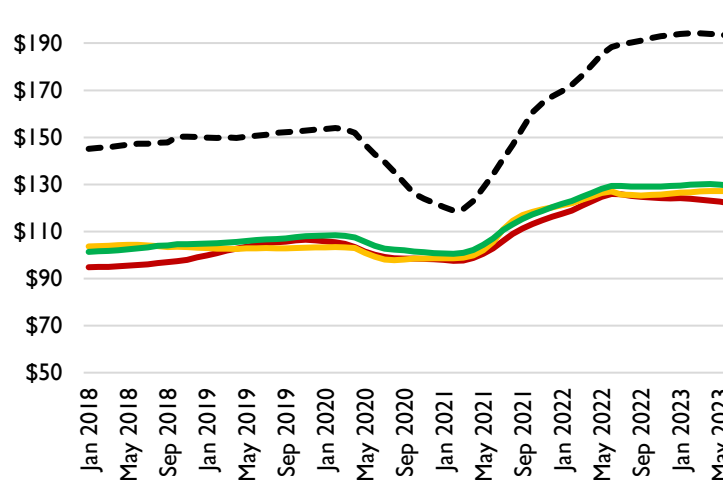
Inventory Growth Since July 2013



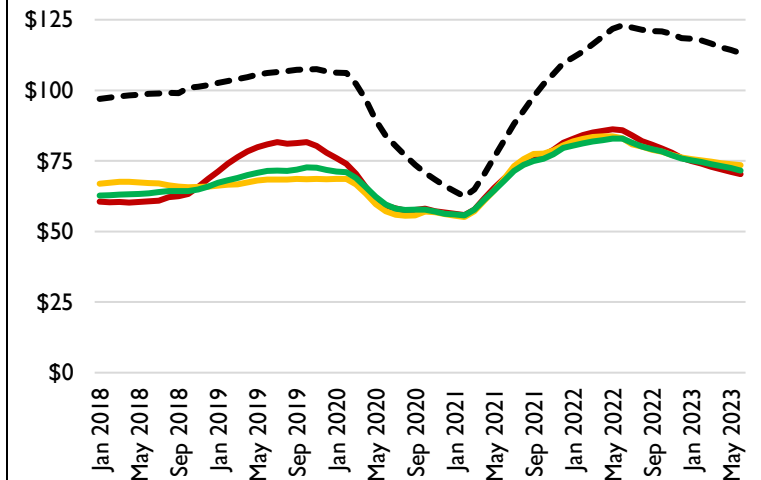
Occupancy (12-Mo)



ADR (12-Mo)



RevPAR (12-Mo)



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

HOSPITALITY SALE COMPS

Property Name	Property Address	City	Property Type	Bldg SF	AC	Sale Price	Sale Date	Price Per SF	Price Per AC Land	Year Built	Notes
Hi Lo Motel	88 S Weed Blvd	Weed	Hotel	11,287	2.28	\$2,650,000	5/1/2023	235	1,162,278	1950	
Shasta View Lodge	140 Squaw Vly	McCloud	Hotel	8,000	1.85	\$1,200,000	1/17/2023	150	6,534,000	1965	
Cave Springs	4727 Dunsmuir Ave	Dunsmuir	Hotel	10,000	5.69	\$1,600,000	11/3/2022	160	281,196	1923	
Motel 6 Weed - Mount Shasta	466 N Weed Blvd	Weed	Hotel	23,256	2.15	\$4,700,000	9/29/2022	202	2,186,047	1981	
Townhouse Motel	157 S Weed Blvd	Weed	Hotel	5,000	0.27	\$850,000	6/15/2022	170	3,148,202	1980	
The Inn at Shasta Lake	18026 Obrien Inlet Rd	Lakehead	Hotel	13,299	47.00	\$2,400,000	11/19/2021	180	51,064	1999	
Shasta Lake Motel	20714 Lakeshore Dr	Lakehead	Hotel	6,000	2.00	\$425,000	3/5/2021	71	212,500	1950	
Best Western Plus Tree House	111 Morgan Way	Mount Shasta	Hotel	65,000	23.83	\$19,143,000	2/18/2021	295	803,315	1974	
Best Choice Inn	4221 Siskiyou Ave	Dunsmuir	Hotel	26,538	1.50	\$340,000	11/17/2020	13	226,667	1950	
Bonanza King Resort	475 Coffee Creek Rd	Trinity Center	Hotel	6,787	7.11	\$1,491,500	9/22/2020	220	209,903	1955	
Travelodge Dunsmuir	4000 Siskiyou Ave (Part of a 45 Property Portfolio)	Dunsmuir	Hotel	21,357	5.60	\$1,126,648	11/27/2019	53	201,187	2007	
Railroad Park Resort	100 Railroad Park Rd	Dunsmuir	Hotel	7,003	42.99	\$5,200,000		743	120,958	1970	
Mount Shasta Nest	305 Old McCloud Rd	Mount Shasta	Hotel	9,800	0.70	\$500,000		51	714,286	1970	

PLACER.AI VISITOR DATA



DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

TRAVEL & TOURISM DATA PLACER.AI - OVERVIEW

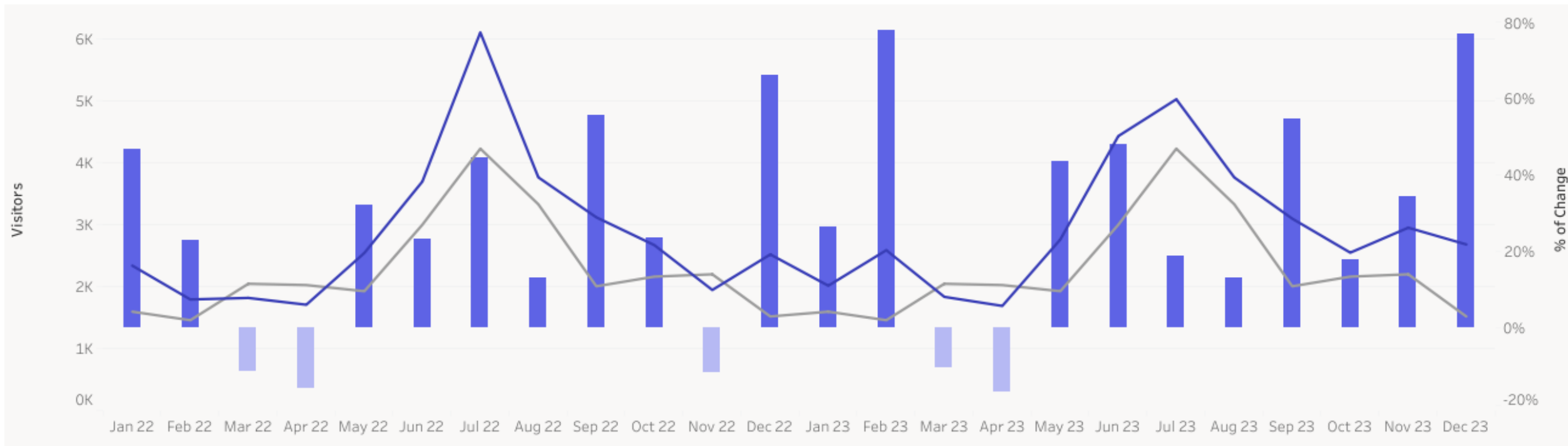
- Placer.ai is a mobility data provider that tracks movement of over 30 million people in the U.S. via anonymized mobile app data. This information can reveal visitation trends to/from retailers, providing insight into store visit performance, characteristics of consumers, and trade areas.
- The Placer.ai Travel & Tourism Report provides insights into overnight stays in the City of Dunsmuir, providing insights into visit trends, home origins of visitors, spending potential, and other metrics.

Last 24 Months – Overnight Visitors

Visitors	69,400
Visit Nights	163,700
Est. Visitors' Spending Potential	\$35.7 million
% Visitors Spend 1-2 Days in Dunsmuir	69%
% of Visitors with Origin Median HH Income over \$90k	45%

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR OVERNIGHT VISITOR TRENDS PREVIOUS 24 MONTHS COMPARED TO PRE-COVID



■ % of Change

—●— Current Period

—●— Pre-COVID Comparison

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

TRAVEL & TOURISM DATA

PLACER.AI – VISITOR ORIGIN DATA (BY CBSA)

- The most common home location metropolitan areas (CBSAs) for overnight visitors to Dunsmuir are San Francisco / Oakland / Berkeley, Redding, and Sacramento / Roseville / Folsom. These three areas account for ~55% of visitors and over half of visit nights.
- While most of the top overnight visitor home locations are in California, out-of-state visitors come from the following areas:
 - Portland / Vancouver / Hillsboro, OR
 - Seattle / Tacoma / Bellevue, WA
 - Medford, OR
 - Reno, NV
 - Bend, OR
 - Phoenix / Mesa / Chandler, AZ
 - Brookings, OR
 - Las Vegas / Henderson / Paradise, NV
 - Eugene / Springfield, OR
 - Grants Pass, OR
 - Denver / Aurora / Lakewood, CO

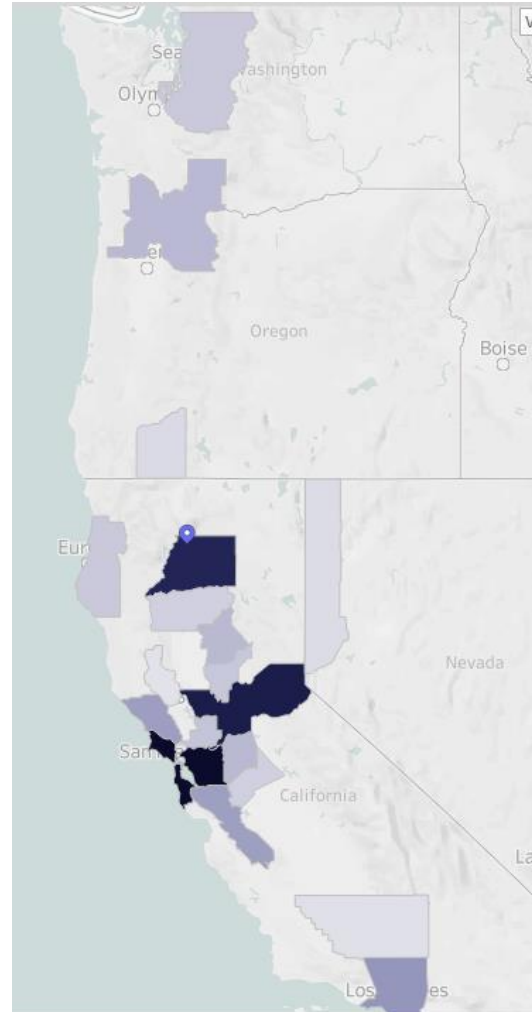
Last 24 Months – Overnight Visitors			
CBSA	Visitors	Visit Nights	Median Daily Disposable Income
San Francisco-Oakland-Berkeley, CA	11,475	27,262	323
Sacramento-Roseville-Folsom, CA	9,667	25,504	219
Redding, CA	8,981	19,813	163
San Jose-Sunnyvale-Santa Clara, CA	2,745	7,281	335
Stockton, CA	1,801	6,812	179
Los Angeles-Long Beach-Anaheim, CA	3,099	6,521	218
Santa Rosa-Petaluma, CA	2,800	6,288	221
Eureka-Arcata, CA	1,262	4,200	144
Portland-Vancouver-Hillsboro, OR-WA	1,808	3,909	217
Yuba City, CA	1,289	3,453	171
Chico, CA	1,802	3,091	182
Modesto, CA	1,046	2,622	191
Vallejo, CA	1,416	2,600	209
Seattle-Tacoma-Bellevue, WA	1,278	2,504	282
Bakersfield, CA	534	1,832	216
Red Bluff, CA	1,034	1,803	142
Medford, OR	718	1,739	151
Reno, NV	662	1,635	185
Clearlake, CA	468	1,324	150

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

TRAVEL & TOURISM DATA

PLACER.AI – VISITOR ORIGIN DATA (BY ZIP / CITY)

- The most common home location cities for overnight visitors to Dunsmuir are Redding, Redwood City, Woodland, Roseville, and Santa Rosa.



Last 24 Months – Overnight Visitors

City	Visitors	Visit Nights	Median Daily Disposable Income
Redding	7972	18,300	154
Redwood City	2281	8,070	375
Woodland	1714	4,536	188
Roseville	1246	3,888	257
Santa Rosa	1163	2,519	213
Chico	1074	1,779	174
Elk Grove	1024	4,161	249
Stockton	1022	5,437	147
San Jose	797	3,383	265
Red Bluff	747	1,434	140
Sacramento	694	2,063	200
Folsom	692	1,844	245
Petaluma	650	1,503	248
Concord	629	1,413	260
Fairfield	592	989	198
Mill Valley	591	2,207	379
Eureka	549	1,665	141
Cottonwood	549	844	167
San Francisco	528	1,071	289
Bend	488	704	193
Foresthill	468	1,027	215
San Leandro	457	904	228
San Ramon	438	784	393
Livermore	433	891	337
Los Angeles	429	782	212

DUNSMUIR AREA RESIDENTS - TOP VISITED PLACES PAST YEAR

PLACER.AI (USING DOLLAR GENERAL VISITORS WITH HOME LOCATIONS <5MI)

Location	City	%
Restaurants		
Yaks Dunsmuir	Dunsmuir	42%
Mt. Shasta Black Bear Diner	Mount Shasta	40%
Casa Ramos	Shasta	31%
Penny's Diner	Dunsmuir	30%
Black Bear Diner	Mt. Shasta	29%
Sparkys Landing	Mt Shasta	27%
Panda Express	Redding	23%
The Wheelhouse	Dunsmuir	22%
Olive Garden	Redding	17%
Red Robin Gourmet Burgers	Redding	15%
Bars & Pubs		
Gold Room Saloon	Mt Shasta, CA	29%
Dunsmuir Brewery Works	Dunsmuir	27%
Spirits Bar & Lounge	Dunsmuir	19%
Watson's Vets Club	Mount Shasta	18%
Pipeline Craft Taps & Kitchen	Mount Shasta	12%
Fraternal Order of Eagles	Dunsmuir	11%
Axe & Rose Public House	McCloud	9%
Handsome John's	Mount Shasta	7%
Bleachers Sports Bar and Grill	Redding	6%
Mount Shasta Brewing Co	Weed	5%

Location	City	%
Fast Food / QSR		
Say Cheese Pizza	Shasta	44%
Pizza Factory	Dunsmuir	39%
Burger Barn	Dunsmuir	36%
McDonald's	Weed	34%
Burger King	Mount Shasta	31%
SUBWAY	Mt Shasta	31%
Taco Bell	Weed	28%
Micki's Better Burger	Dunsmuir	23%
In-N-Out Burger	Redding	19%
In-N-Out Burger	Redding	17%
Breakfast / Coffee / Bakery / Dessert		
Starbucks	Mt Shasta	32%
Seven Suns Coffee & Cafe	Mount Shasta	7%
Dairy Queen	Redding	7%
Cold Stone Creamery	Redding	7%
Starbucks	Weed	6%
The Coffee Brake	Mount Shasta	6%
The Coffee Connection	Mount Shasta	4%
Panera Bread	Chico	4%
Jamba Juice	Redding	4%
Dutch Bros. Coffee	Redding	4%

Location	City	%
Theaters / Music Venues / Attractions		
Coming Attractions Theatres	Mount Shasta	35%
Mt Shasta Ice Rink	Mount Shasta	33%
Cedar Lanes Weed	Weed	20%
Dunsmuir Recreation & Park District Office	Dunsmuir	20%
Mount Shasta Resort	Mount Shasta	20%
Dunsmuir High School	Dunsmuir	19%
Rare Air Trampoline Park	Redding	12%
Couch Critics	Mount Shasta	11%
Cinemark	Redding	11%
Lake Shastina Golf Resort	Weed	9%
Little Bows	Weed	7%
Big League Dreams	Redding	5%
Siskiyou Ice Rink	Mount Shasta	5%
WaterWorks Park	Redding	4%
Dick Bliss Park	Mount Shasta	4%
Dunsmuir Events	Dunsmuir	4%
Siskiyou County Museum	Yreka	4%
Weed Palace Theater	Weed	4%
Redding Soccer Park	Redding	4%
Siskiyou Arts Museum	Dunsmuir	3%



Sources:

Placer.ai (Accessed July / August 2023); Percentage reflects the percentage of Visitors to the Dollar General in Dunsmuir with Home Locations less than 5 miles away who also visited each location within the past year

DUNSMUIR AREA RESIDENTS - TOP VISITED PLACES PAST YEAR

PLACER.AI (USING DOLLAR GENERAL VISITORS WITH HOME LOCATIONS <5MI)

Location	City	%
Shopping Centers		
Mt. Shasta Shopping Center	Mt Shasta	87%
Mt. Shasta Mall	Redding	51%
1050 Old Alturas Road Shopping Center	Redding	43%
Shasta Crossroads	Redding	40%
Hillcrest Shopping Center	Redding	36%
Grocery Stores		
Ray's Food Place	Mt Shasta	72%
Grocery Outlet Bargain Market	Weed	58%
Dunsmuir Supermarket	Dunsmuir	43%
WinCo Foods	Redding	41%
Berryvale Grocery	Shasta	22%
Drug Store		
Rite Aid	Mount Shasta	75%
Mount Shasta Patients Collective	Shasta	7%
Walgreens	Redding	4%
Rite Aid	Shasta Lake	4%
Country Drug	Weed	4%

Location	City	%
Home Improvement		
Solano's	Mount Shasta	34%
The Home Depot	Redding	31%
ACE Hardware	Shasta	27%
Lowe's	Redding	18%
Tractor Supply Co.	Yreka	17%
Fitness		
Mt. Shasta Fitness	Mount Shasta	10%
Mt Shasta Fish Hatchery	Mount Shasta	7%
White Mountain Pilates	Mount Shasta	5%
Resolutions Gym	Weed	4%
VS Equine LLC	Mount Shasta	3%
Superstores		
Walmart	Yreka	54%
Walmart	Redding	48%
Costco Wholesale	Redding	39%
Target	Redding	34%
Costco Wholesale	Redding	21%

Location	City	%
Shops & Services (Select Categories)		
O'Reilly Auto Parts	Mt Shasta	26%
Mt. Shasta Laundry & Car Wash	Mount Shasta	22%
John's Satellite Radio Shack	Mt Shasta	21%
Dunsmuir Tire	Dunsmuir	20%
Soul Connections	Mount Shasta	19%
Dollar General	Weed	17%
Wonderland Pop Culture Emporium	Dunsmuir	16%
Siskiyou Eye Center	Yreka	13%
Petco	Redding	13%
Dollar Tree	Redding	12%
Hobby Lobby	Redding	12%
Sanctuary of the Soul	Mount Shasta	11%
Mount Shasta Animal Hospital	Mount Shasta	11%
Point S Tires	Shasta	10%
Dollar Tree	Yreka	10%
Mount Shasta , Cal.	Dunsmuir	9%
99 Cents Only Stores	Redding	9%
Jo-Ann Fabric and Craft	Redding	9%
Barnes & Noble	Redding	9%
Raven Tree - Wild Bird & Nature Shop	Mt Shasta	9%

Sources:

Placer.ai (Accessed July / August 2023); Percentage reflects the percentage of Visitors to the Dollar General in Dunsmuir with Home Locations less than 5 miles away who also visited each location within the past year

DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DUNSMUIR RETAILER OVERVIEW

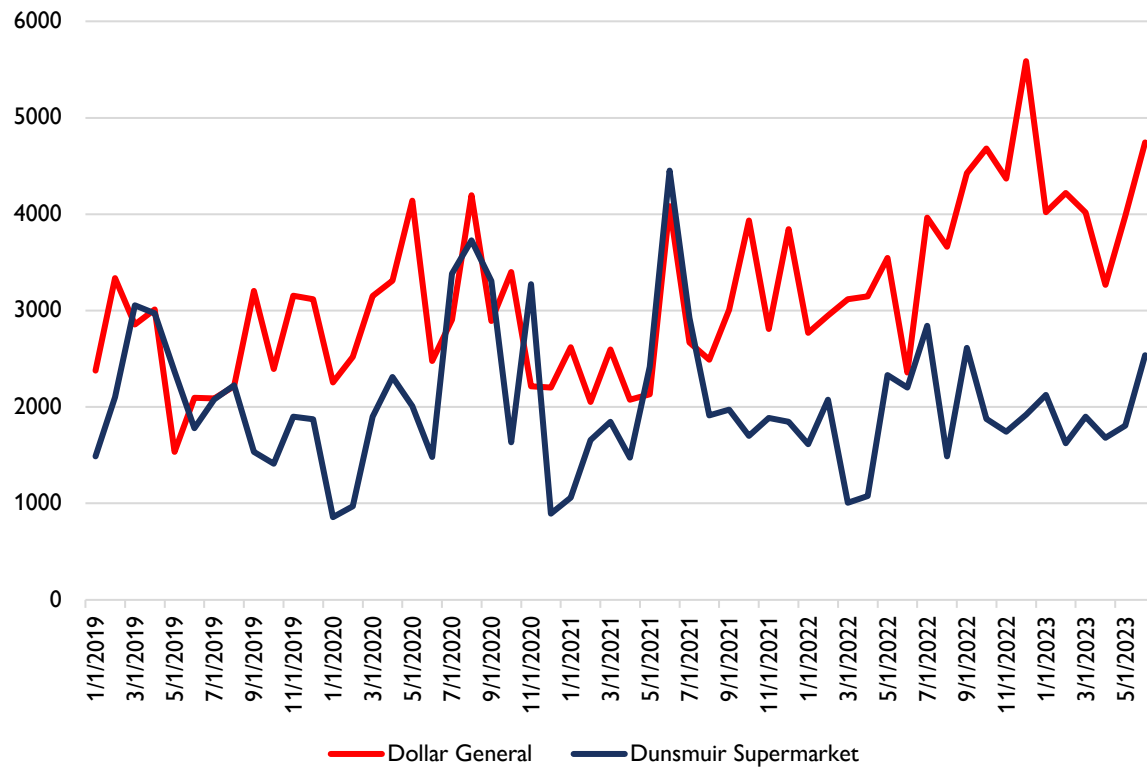
Many of the City's retailers draw both nearby visitors (home locations < 5 miles away) as well as visitors from outside of the City.

<i>Previous 12 Months</i>	Est. Total Store Visits	Est. Unique Visitors	Avg Visits Per Customer	Median Length of Stay	Visitor Average Household Income	% Visitors Home Location <5 miles away	Category Rank	Chain Rank (50 mi Radius)
Penny's Diner	41,030	16,744	2.5	64	\$61,000	35%		-
Dollar General	50,939	12,420	4.1	25	51,000	62%		7 / 13
Dunsmuir Supermarket	24,156	11,959	2.0	39	79,000	36%		-
Travelodge	23,982	4,152	5.8	789	98,000	7%		2 / 2
Pizza Factory	15,721	6,759	2.3	57	64,000	40%		3 / 3
Chevron	34,431	26,361	1.3	28	85,000	5%		10 / 28
Blaze1 Dispensary Dunsmuir	4,672	2,787	0.0	62	79,000	26%		-

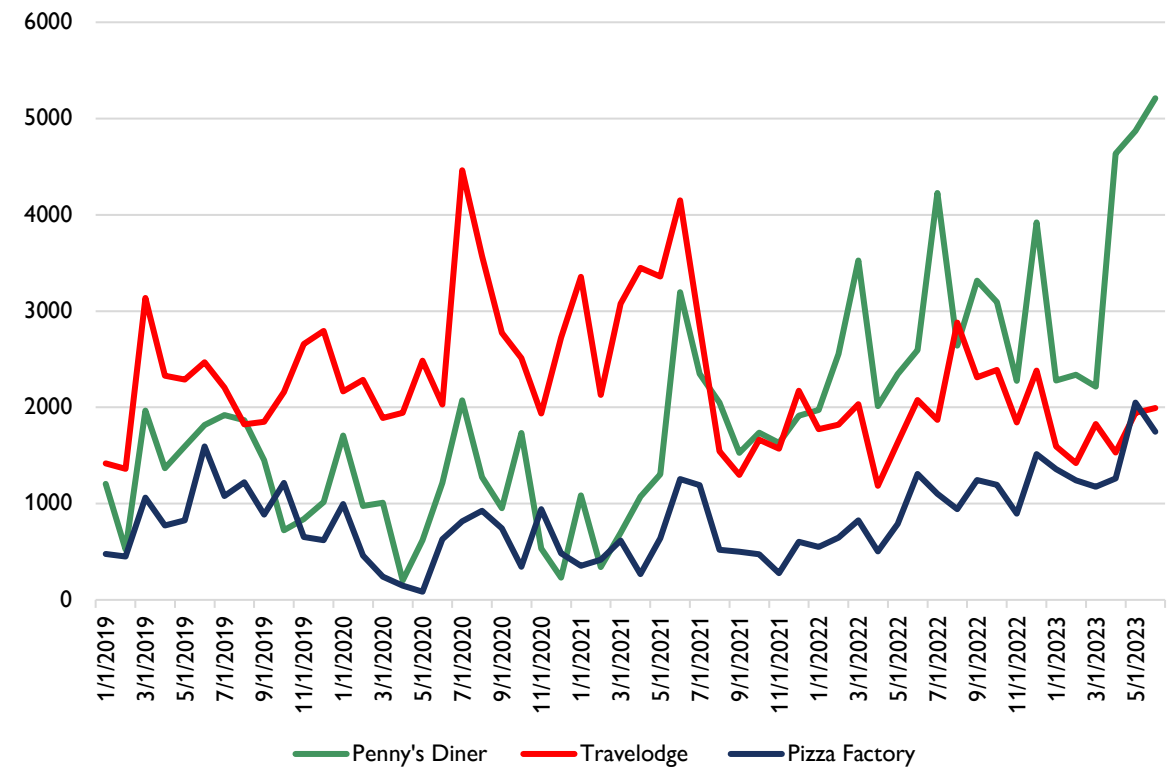
DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

RETAILER VISIT DATA PLACER.AI SUMMARY

Dunsmuir - Grocery Location Visits



Dunsmuir - Restaurant / Hospitality Location Visits

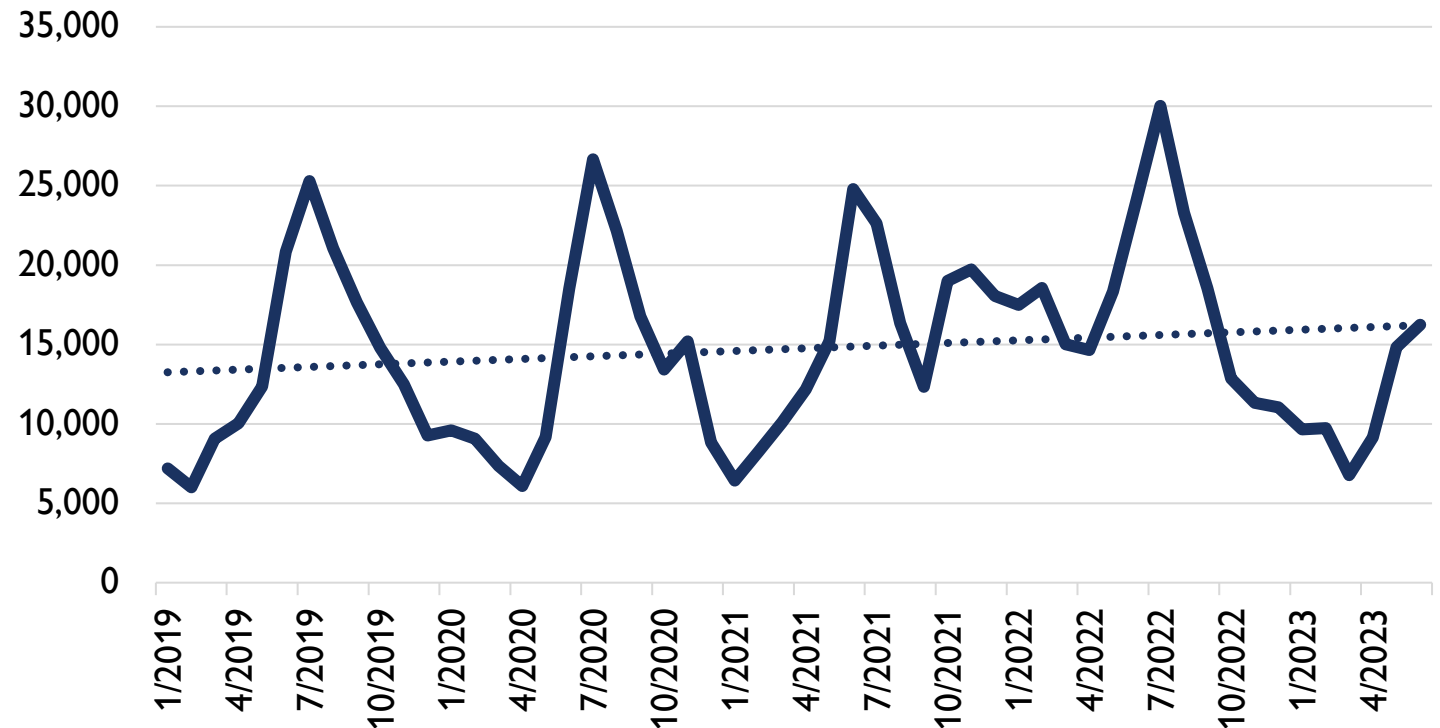


DUNSMUIR DOWNTOWN REVITALIZATION STRATEGY

DOWNTOWN DUNSMUIR VISITOR DATA OVERVIEW

- Kosmont used Placer.ai to understand visitor trends to the Downtown area of Dunsmuir, defined for this analysis as the area along Dunsmuir Ave (between Shasta Ave to the west and Sacramento Ave to the east) from Oak Street at the south to the top of Florence Loop at the north. Kosmont filtered visitor data to analyze visits from visitors with home locations greater than 30 miles away.
- This data shows an average of 14,460 monthly visitors to Downtown Dunsmuir over the past year. Visits generally peak between June and August, with a slight upward trend in visits since 2019. Visits peak Friday – Saturday, with the median visit lasting 80 minutes. Median household income of visitors is \$65,900.
- Common Prior / Post-visit locations include Mt. Shasta Ski Park, Railroad Park Resort, Yaks Dunsmuir, Dunsmuir Botanical Gardens, Cave Springs Resort, and Dunsmuir Lodge.

Downtown Dunsmuir
Monthly Visitors (Home Location >30mi)



DOWNTOWN DUNSMUIR VISITORS (HOME LOCATION >30MI)

TOP VISITED LOCAL PLACES PAST YEAR

Location	City	%	Location	City	%	Location	City	%
Hotels			Dining			Leisure		
Railroad Park Resort	Dunsmuir	11%	Dunsmuir Brewery Works	Dunsmuir	16%	Lake Siskiyou	Mount Shasta	8%
Mt. Shasta Ski Park	Mount Shasta	10%	Burger Barn	Dunsmuir	10%	Mt Shasta City Park	Mount Shasta	6%
Hotel California Dunsmuir	Dunsmuir	7%	Yaks Dunsmuir	Dunsmuir	9%	Shastice Park	Mount Shasta	5%
Best Western Plus Tree House	Mount Shasta	5%	The Wheelhouse	Dunsmuir	7%	Dunsmuir Botanical Gardens	Dunsmuir	5%
The McCloud River Mercantile Hotel	McCloud	4%	Mt. Shasta Black Bear Diner	Mount Shasta	7%	Mt Shasta Ice Rink	Mount Shasta	5%
Shasta Inn	Shasta	3%	Cornerstone	Dunsmuir	6%	Coming Attractions Theatres	Mount Shasta	4%
McCloud Hotel	Mccloud	2%	Pizza Factory	Dunsmuir	6%	Mossbrae Falls	Dunsmuir	4%
Cave Springs Resort	Dunsmuir	2%	Casa Ramos	Shasta	6%	Hedge Creek Falls	Dunsmuir	4%
Dunsmuir Lodge	Dunsmuir	2%	Penny's Diner	Dunsmuir	5%	Railroad RV Park	Dunsmuir	3%
Mossbrae Hotel	Dunsmuir	2%	Pipeline Craft Taps & Kitchen	Mount Shasta	5%	Mount Shasta Resort	Mount Shasta	3%
Alpine Lodge	Mount Shasta	2%	Sparky's Landing	Mt Shasta	5%	Lake Siskiyou Camp Resort	Mount Shasta	3%
Summit Lofts	Shasta	1%	Black Bear Diner	Mt. Shasta	4%	Lake Shasta Caverns	Lakehead	3%
			Seven Suns Coffee & Cafe	Mount Shasta	4%	Castle Crag Wilderness		3%
Shopping Centers			Say Cheese Pizza	Shasta	4%	Bunny Flat		3%
Mt. Shasta Shopping Center	Mt Shasta	17%	McDonald's	Weed	4%	Dunsmuir Recreation & Park District Office	Dunsmuir	2%
Pilot - Weed	Weed	6%	Jemuzu Sushi Bar	Dunsmuir	4%	Middle Falls		2%
			Salt	Dunsmuir	3%	Dunsmuir Garden	Dunsmuir	2%
			Starbucks	Mt Shasta	3%	Siskiyou Ice Rink	Mount Shasta	1%
			Hi-Lo Cafe	Weed	3%	Siskiyou Arts Museum	Dunsmuir	1%
			SUBWAY	Mt Shasta	3%	Lake Shastina Golf Resort	Weed	1%

Sources:

Placer.ai (Accessed July / August 2023); Percentage reflects the percentage of Downtown Dunsmuir Visitors with home locations greater than 30 miles away who visited each location within the past year

DUNSMUIR, CA

DOWNTOWN REVITALIZATION STRATEGY

February 2024



El Segundo, CA 90266

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