Dixon Economic Development Strategy
and
Northeast Quadrant Implementation Plan

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EXECUTIVE SUMMARY

DIXON'S ECONOMIC DEVELOPMENT GOALS

This report analyzes the local and regional economy, and recommends actions and implementation steps that can help Dixon to accomplish the economic development goals, which are summarized below

- Improve the quality of jobs available to residents by expanding and attracting business establishments that pay higher wages and more career ladder opportunities for local residents;
- Encourage job creation to improve Dixon's jobs/housing balance, which will reduce the need for residents to commute long distances to work;
- Improve Dixon's fiscal revenues by expanding and attracting businesses that make positive contributions to the tax base;
- Boost sustainable economic development by encouraging public and private investments in green building materials, energy efficient systems, and environmentally responsible development that maximize the use of local materials, supplies, and workforce skills;

ORGANIZATION OF THE REPORT

This report documents nearly one year of work to update and replace Dixon's 1998 economic development strategy, with a specific focus on the potential development of the Northeast Quad.

City Staff and the Consulting Team collaborated to form and meet three times with an ad-hoc Economic Development Advisory Committee (EDAC).[1] The EDAC meetings obtained information about Dixon's economic development strengths and weaknesses, and discussed the local and regional retail and industrial market conditions.

[1] The Ad-Hoc EDAC meetings were not required to conform to Brown Act rules.

Following is a brief explanation of each section of the report.

Section 1

Describes Dixon's economic development goals, which provides a framework for the recommended investments in City staff time, funding and public/private partnerships.

Section 2

Describes Dixon's economic development strengths and challenges, which provides a framework for the strategy to strengthen Dixon's economy.

Section 3

Analyzes Dixon's potential to attract more retail establishments. The information provides a framework for understanding Dixon's weak retail market conditions.

Section 4

Describes Dixon's relatively strong industrial market conditions, and analyzes the demand for new industrial businesses during the next decade. Industry targets are identified.

Section 5

Quantifies the amount of land and built space that Dixon should plan to absorb within the Northeast Quad. Two concept plans are presented as a vision for the location of new business and industrial park lots. The concept plan incorporates the area's infrastructure, financial, and environmental constraints.

Section 6

Describes Dixon's current redevelopment and economic development projects and programs.

Section 7

Presents 15 economic development recommendations, implementation steps, and the

rationale for each recommendation. The recommendations comprise a plan of action that Dixon can follow independent of the national economic conditions.

Section 8

Describes the tools and funding resources available to implement the recommendations.

Summary of Findings

Dixon has a terrific opportunity to reshape and expand its economy if new infrastructure investments can be targeted for the Northeast Quad, Dixon needs backbone infrastructure improvements in order to attract new business prospects and take advantage of the City's strategic location between the Bay Area and Sacramento to attract more high paying jobs.

Economic Development Strengths

Business expansion and attraction in Dixon will require a marketing effort that capitalizes upon Dixon's strengths and overcomes its challenges, which are listed below.

- Strategic location with access to Sacramento, Bay Area and Central Valley markets
- Rail access
- Proximity to the Sacramento airport
- Undeveloped land within the Northeast Quad;
- Four Interstate 80 interchanges with commercial development opportunities
- Proximity to the City of Davis and UC Davis
- Access to highly skilled UC Davis graduates, faculty, and researchers
- Presence of biotechnology research and medical instrument firms that can attract similar firms.

Economic Development Challenges

National and state economic conditions have a direct impact on Dixon's economy and its economic development potential. Within this context, the national economic fundamentals significantly changed during Mid-September, 2008, when some of the nation's most important financial institutions were either dissolved or partially nationalized. The recent events combined with long-term wage stagnation, the decline of housing prices and losses in the stock market have created a severe national economic crisis that suppressed demand and made it difficult for businesses to borrow money and expand operations.

Consequently, Dixon's economy is in a holding pattern and under a cloud of uncertainty directly related to the global and national economic conditions. It is unknown when the economic crisis will ease, and when Dixon can resume competition with its neighboring communities for new business start-ups and expansion opportunities.

Accordingly, this report presents an economic development strategy that Dixon can pursue independent of the global and national economic trends. Within this context, Dixon's economic development challenges are listed below.

- Lack of a positive business identity
- The City should plan to finance the necessary improvements needed to support business growth within the Northeast Quad.
- Water supply limitations
- Uncertainty of wastewater treatment plant capacity
- Lack of shovel ready sites available for new business prospects
- Community opposition to some previously proposed land development projects
- Small population limits retail growth
- Retail competition from Vacaville and Davis
- Inadequate economic development funding.

Retail Market Conditions

Market conditions for more retail shopping in Dixon is stagnant through the end of 2009, and perhaps longer. Poor retail market conditions

have been created by stagnant incomes, declining housing prices and competition from existing and planned retail space in Vacaville and Davis. However, the City is committed to developing more retail space at the Dixon Town Center, TVOB, and the Home Depot site.

Industrial Market Conditions

Dixon can anticipate expanding its economy by 2,500 new jobs during the next decade despite the current national economic downturn. Projected job growth during the next decade will generate a demand for 870,000 square feet of new industrial and business park space on 56 acres of land.

In order to influence the type of jobs to be created Dixon should target the recruitment of manufacturing, transportation, wholesale trade, professional services, biotechnology, health care, and green businesses. The recommended industry targets pay higher wages, contribute to the local tax base, and offer more career ladder opportunities for local residents.

The location decisions of Dixon's less important business sectors should be left to market forces and the City's scarce resources should be focused on the industry targets.

Economic Development Opportunities for the Northeast Quad

Dixon has 560 acres of undeveloped land within the Northeast Quadrant Specific Plan area (NQSP or Northeast Quad), which needs new infrastructure investment before improved industrial and business park lots can be developed, and businesses can be attracted. If the infrastructure can be improved, the Northeast Quad will be an ideal location for the new business prospects.

Infrastructure Constraints

The historical infrastructure constraints that must be improved before businesses can be attracted to the Northeast Quad are described below.

- An adequate supply of water cannot be delivered to new businesses until new water wells and water delivery systems are financed and developed.
- Dixon cannot assure new business prospects that the wastewater treatment plant has adequate capacity to support long term growth. The treatment plan may need to be improved or upgraded because of ongoing groundwater degradation near the plant's percolation ponds. The City needs a plan to finance the necessary improvements needed to support business growth within the Northeast Quad.
- The City is reliant on private financing of the wastewater treatment collection lines needed to support more business growth in the Northeast Quad. However, private financing has not been feasible as evidenced by this past decade's lack of development. Moreover, the shifting national economic conditions make private financing of new infrastructure systems unlikely, and in need of public sector assistance.

Recommendations and Implementation Actions

Fifteen recommendations are presented to guide Dixon's economic development implementation actions. The recommendations are organized into five categories of actions.

Business Attraction and Expansion Recommendations

Dixon City Staff and community leaders should focus their marketing and recruitment efforts on a few industry targets that will make a significant difference to the local economy.

Recommendation #1

Attract sustainable industries and encourage the greening of established businesses

Dixon should encourage existing firms to retrofit their business operations, and attract new firms that use sustainable technologies—such as renewable energy systems; and biodegradable, recycled, or reused products.

Rationale to Support Recommendation #1

A move toward sustainable development could be a successful economic development strategy during recessionary times. Shifting Dixon toward a green economy does not require new infrastructure investments. The effort simply takes a commitment to invest time and effort toward educating the business community and general public on the benefits of sustainable development and the adoption of green technologies

Recommendation #2

Attract more biotechnology firms

Dixon's should expend resources to attract more biotechnology firms engaged in research and development, medical device manufacturing, and the production of agricultural chemicals. No efforts should be made to attract the biotechnology pharmaceutical manufacturers, which require large quantities of clean water that Dixon cannot deliver.

Rationale to Support Recommendation #2

The market demand for biotechnology is strong, and Dixon is in good position to take advantage of a nearby highly skilled labor force and a short commute distance to UC Davis.

Recommendation #3

Attract firms already established in the region

Dixon should focus business attraction efforts on established firms within the region that may need larger facilities or a new location within the region.

Rationale to Support Recommendation #3

Firms with a regional presence are aware of the Interstate 80 corridor location advantages, and Dixon can take advantage of a strong regional economy.

Recommendation #4

Continue to support the Solano EDC's business attraction efforts

Dixon should continue to fund and support the Solano EDC's business attraction efforts. The EDC delivers new business leads, which provides Dixon with an opportunity to attract firms that are normally beyond the City's reach.

Rationale to Support Recommendation #4

Continued funding of the Solano EDC is an inexpensive way for Dixon to obtain new business leads that could not be generated given Dixon's limited staff capacity.

Economic Development Marketing and Promotion

Dixon has initiated some excellent marketing and promotional actions that should be continued, and a few marketing initiatives should be modified.

Recommendation #5

Continue to produce and distribute the Dixon Marketplace Newsletter

Dixon should continue to produce and distribute the Dixon Marketplace Newsletter to more than 4,000 business contacts. The newsletter is a good marketing tool to inform business prospects about Dixon's current economic conditions, as well as the current events that may impact business location decisions.

Rationale to Support Recommendation #5

The Dixon Marketplace Newsletter earned the City statewide recognition for its economic development promotional efforts. The newsletter is a low cost and effective method to promote Dixon and the local economy.

Recommendation #6

Promote shovel-ready business sites with infrastructure services in place

Dixon's promotional materials should clearly identify sites with infrastructure services that are ready to be developed, and de-emphasize the promotion of sites that need significant private infrastructure investment.

Rationale to Support Recommendation #6

The few sites in Dixon that are ready to be developed should be promoted and not confused with sites that may be properly zoned, but lack the backbone infrastructure systems needed to support new business growth.

Recommendation #7

Modify and update Dixon's economic development information available on the web

The City should modify and update Dixon's economic development information available on the web. The existing information is outdated and the web site is unattractive.

Rationale to Support Recommendation #7

High quality economic development web sites are becoming an important tool in successful business attraction efforts.

Economic Development and Redevelopment Implementation Capacity Recommendations

The City of Dixon should expand its capacity compete with neighboring cities for job creating businesses.

Recommendation #8

Expand Dixon's Economic Development and Redevelopment Staff

Dixon should add at least one staff member to help implement economic and redevelopment projects despite the current downturn in the City's fiscal position. The investment will yield positive returns by improving the City's economy.

Rationale to Support Recommendation #8

Additional staff can expand Dixon's capacity to implement projects and programs, which will help strengthen the local economy and stabilize the City's fiscal position. Dixon's neighboring communities have invested more in staff capacity, which gives them a competitive advantage for new business prospects.

Northeast Quad Economic Development Recommendations

The attraction and expansion of new business to the Northeast Quad is constrained by inadequate infrastructure, a reliance on the private sector to fund new infrastructure, and inaccurate assumptions about the financial feasibility of privately financing infrastructure improvements.

Recommendation #9

Implement the proposed Northeast Quad Community Finance District

The formation of a CFD will privately finance $6.1 million for a new water supply well, storage tank, and pump station to serve five large property owners. However, the first steps of overcoming this historical constraint is not complete until the property owners sign the CFD agreement,

Rationale to Support Recommendation #9

The Northeast Quad cannot be developed without an expanded water supply.

Recommendation #10

Study the feasibility of privately financing infrastructure improvements within the Northeast Quad

The Northeast Quad remains undeveloped because it is not feasible for the property owners to finance the infrastructure improvements, build improved real estate, and still earn an adequate return on investment.

Rationale to Support Recommendation #10

The City's leaders should have accurate information about the required improvement costs and the returns on investment that could be earned by private owners. A financial feasibility study could help the City work more closely with property owners to form a public/private partnership and possibly share the costs and returns on investment.

Recommendation #11

Seek federal and state grants and/or loans to fund the Northeast Quad Infrastructure Improvements

Dixon should apply for available funding from the California Infrastructure Bank, the US Economic Development Administration Public Works grants, and other infrastructure funding sources. Public funding will reduce the reliance on private financing, which has not successfully built the required infrastructure improvements.

Rationale to Support Recommendation #11

The Northeast Quad has lacked investment for a decade, and infrastructure improvements have remained unfunded. Federal or state grants could kick start new private interest in the area.

Recommendation #12

Develop parcels located near existing wastewater treatment collection lines and roadways

New business prospects and commercial real estate developers should be encouraged to invest in sites adjacent to the core infrastructure systems. The incremental approach to developing the Northeast Quad will improve the financial feasibility of investing in new commercial and industrial real estate because the existing infrastructure systems will be used and new development will not require investments in costly new infrastructure improvements.

Rationale to Support Recommendation #12

This incremental approach will take advantage of reducing costs by utilizing the existing infrastructure systems, rather than engaging in costly new infrastructure improvements.

Redevelopment Project Area Improvement Recommendations

The Redevelopment can only fund improvements within the Project Area, which is limited to the downtown and the old industrial area.

Recommendation #13

The proposed Dixon Amtrak stop should be the RDA's highest priority improvement project

The proposed Dixon Amtrak stop will help residents connect with the larger region, enhance the City's image, and generate customer traffic that could benefit downtown businesses.

Rationale to Support Recommendation #13

An Amtrak stop will benefit the entire City and not just the downtown area.

Recommendation #14

Dixon should support new housing and mixed-use projects within the downtown area

The City and the RDA should pursue new housing and mixed-use projects within the downtown area.

Rationale to Support Recommendation #14

New market rate and affordable housing units will enhance the downtown as a neighborhood and create more demand for commercial services.

Recommendation #15

Prepare a feasibility study to redevelop the Old Firehouse Station site for a mix of residential and commercial uses

City leaders should consider the possibility that the existing building is not physically or financially feasible to revitalize.

Rationale to Support Recommendation #15

The building has been vacant for 10 years without adequate maintenance and investment.

ECONOMIC DEVELOPMENT IMPLEMENTATON ASSISTANCE AND FUNDING TOOLS

The report identifies various tools and funding assistance programs that City of Dixon and the Redevelopment Agency can use to help implement the economic development recommendations.

DIXON'S BUSINESS ASSISTANCE PROGRAMS

The City of Dixon has established the Development Impact Fee Deferral Program and the CDBG Revolving Loan Fund, both of which can help implement this report's recommendations.

REDEVELOPMENT AGENCY'S IMPLEMENTATION TOOLS

The Dixon Redevelopment Agency has approximately $2.1 million of property tax increment revenues available to invest in non-housing projects, and another $400,000 available to support affordable housing. The actual and projected tax increment revenues can fund project area improvements, pay debt service, and secure bond revenues for improvements that will help reduce and eliminate project area blight. Some economic development implementation tools available to the Dixon Redevelopment Agency are listed below:

- Land Assembly
- Removing Constraints to Development
- Master Planning
- Infrastructure Development
- Façade Improvement Program

Unfortunately, the Redevelopment Project Area does not include the Northeast Quad, and the RDA's jurisdiction is limited to the downtown and the original industrial area.

STATE AND FEDERAL INFRASTRUCTURE GRANTS

Dixon can also apply for State and Federal grants to fund the Northeast Quad infrastructure improvements. Three programs listed below may be available to partially fund Dixon's infrastructure requirements.

- California Infrastructure Bank (I-Bank) Revolving Loan Program
- I-Bank Industrial Development Bonds
- US Economic Development Administration Public Works Grants

STATE AND FEDERAL BUSINESS LOAN PROGRAMS

A variety of federal and state small business loans are available to businesses that are denied access to capital through the private markets and/or cannot be served by Dixon's Revolving Loan Fund. Other small business lending programs that are available to Dixon's business community are listed below.

- CDBG Over the Counter grants and loans
- SBA 504 loans
- SBA 7(a) loans
- SBA Micro-Loans
- SBA Small Home Office Loans
- California Loan Guarantee Program
- SBA Low Doc Loan Program
- SBA CAPlines Program

1 DIXON'S ECONOMIC DEVELOPMENT GOALS

Dixon's economic development strategy will guide City's leaders to accomplish four goals

1. Improve the quality of jobs available to Dixon residents by attracting and expanding firms that offer good wages and more career ladder opportunities for local residents; this will encourage skilled people to live and work in the area.

2. Improve Dixon's jobs/housing balance by encouraging new job creation, this will reduce the need for residents to commute long distances to work.

3. Improve the City's fiscal revenues by expanding and attracting businesses that make positive contributions to the tax base. Revenue enhancing businesses are traditionally thought of as big box retailers, but Dixon has been able to attract businesses that use industrial space to assemble products and engage in business-to-business sales; this will also generate fiscal revenues.

4. Boost sustainable economic development by encouraging public and private investments new green building materials, energy efficient systems, and environmentally responsible development that maximizes the use of local materials, supplies, and workforce skills.

* * *

2 Economic Development Strengths and Challenges

Dixon's economic development efforts should capitalize upon the regional assets

Dixon's economic development strengths and challenges are summarized in Figure 1, and described below in more detail.

FIGURE 1

Dixon's Economic Development Strengths and Challenges

Strengths	Challenges
▪ Strategic location with access to Sacramento, Bay Area, and Central Valley markets	▪ Lack of a positive business identity
▪ Rail access	▪ Reliance on private investment to finance the northeast quad infrastructure improvements
▪ Proximity to Sacramento Airport	▪ Water supply limitations
▪ Undeveloped land within the Northeast Quadrant Specific Plan Area	▪ Uncertainty about wastewater treatment plant's capacity
▪ Four Interstate 80 interchanges with commercial opportunities	▪ Community opposition to some previously proposed land development projects
▪ Proximity to the City of Davis and UC Davis	▪ Small population limits retail growth
▪ Access to high quality UC Davis graduates, faculty, and researchers	▪ Retail competition from Vacaville and Davis
▪ Presence of biotechnology research and medical instruments firms to attract similar firms	▪ Inadequate economic development funding

2.1 Economic Development Strengths

Dixon has a number of strengths that can attract new business, and help existing businesses to expand.

Strategic location with access to Sacramento, Bay Area, and Central Valley Markets

Dixon has vacant land available to be developed for business uses, due in part to the City's regional location between the Bay Area and the Sacramento Metropolitan Area—which has kept the mainstream of growth and development away from Dixon.

Dixon can take advantage of its excellent strategic regional location. The City location can attract firms that serve both the Bay Area and the Sacramento Metropolitan Area markets. Proximity to San Joaquin County allows Dixon firms to serve a large Northern California region.

Rail Access

Union Pacific rail passes through downtown Dixon, which provides the community with access to freight and passenger rail service. Dixon's history as an agricultural center relied on rail transportation, and rail remains a viable asset for future economic growth.

Proximity to the Sacramento Airport

Dixon is approximately 45 minutes away from the Sacramento Airport. This proximity allows Dixon firms to use the airport for business travel as well as air cargo needs.

Vacant industrially zoned land is waiting to be developed

Undeveloped Land Within the Northeast Quadrant Specific Plan Area

Dixon has approximately 560 acres of undeveloped land within the Northeast SPA, between the Highway 113 and Pedrick Road interchanges along Interstate 80.[2] The availability of a significant amount of land near the freeway creates an opportunity to shape future land uses to be consistent with community values and the economic development goals articulated in this report.

[2] The undeveloped lands within the Northeast SPA consists of the following sites: Town Center (14 acres), TVOB (40 acres), AKT (132 acres), former Dixon Downs (240 acres), and Flying J (60 acres)

Freeway interchanges attract chain store retailers

Four Interstate 80 Interchanges with Commercial Development Opportunities

Four freeway interchanges provide Dixon with valuable real estate that can be developed for commercial and/or industrial development. Undeveloped land near the freeway interchanges can attract investors and developers to take advantage of more than 110,00 freeway vehicles that pass by Dixon each day.

Proximity to the City of Davis and UC Davis

Proximity to Davis—with its skilled workforce, high-quality neighborhoods, and high-performing public schools—is an additional economic development asset for Dixon.

Additional biotechnology research firms could be attracted to Dixon

Access to Highly Skilled UC Davis Graduates, Faculty, and Researchers

Dixon's proximity to UC Davis faculty, researchers, and graduates is a very important economic development asset. Successful efforts to attract more biotechnology, health care, and professional service businesses will need to capitalize upon Dixon's proximity to the University.

2.2 Economic Development Challenges

The health of Dixon's economy is directly related to the health of the national and state economies. Within this context, the national economic fundamentals significantly changed during Mid-September, 2008, when some of the nation's most important financial institutions were either dissolved or partially nationalized. This recent chain of events created a severe national credit crisis that makes it difficult for businesses to borrow money and expand operations. Consequently, Dixon's economy is in a holding pattern, and under a cloud of uncertainty directly related to the national economic conditions. It is unknown when the credit crisis will ease, and when Dixon can resume competition with its neighboring communities for new business start-ups and expansion opportunities. Within this context, Dixon's economic development challenges are described below.

Lack of a Positive Business Identity

Dixon's business identity is shaped by its front door to the rest of the world—which includes the chain restaurants, fast food, convenience stores, and vacant flex space along the freeway frontage roads. The generic character of the freeway interchanges is difficult to overcome, creating a challenge to transforming the City into an attractive place to live and work. The City also lacks an identity as an office or industrial location.

Reliance on Private Investment to Finance the Northeast Quad Infrastructure Improvements

The City's current strategy to privately finance the Northeast Quad's infrastructure improvements has not achieved the desired results, and there is no alternative plan for public financing using grants, loans, or the formation of Mello-Roos Districts.[3] Moreover, City leaders have historically assumed that it is feasible for the property owners and business prospects to finance improvements. However, there is no study or other types of information gathered to verify or challenge the long held feasibility assumptions.

Water Supply Limitations

Dixon has up to 500,000 gallons per day of available water capacity. However, the City lacks the wells needed to gain access to the groundwater. In addition, there is a problem with a high hardness water table, which does not match the requirements of some business prospects that may need large volumes of relatively pure water. Hardness makes people use softeners, resulting in high salinity. Therefore, the City cannot deliver an adequate supply of water needed by new business prospects. The lack of access to water combined with the water quality limitations encourages business prospects to locate in Fairfield, which has a plentiful water supply.

Uncertainty about Wastewater Treatment Plant's Capacity

The Dixon wastewater treatment plant has 500,000 gallons per day of available capacity, and more capacity can be added if the plant is expanded. However, the City relies on private developers to expand the capacity, and it is uncertain whether or not this financing method will work given the housing market downturn and the length of time it may take to resume new housing starts in Dixon.

[3] Mello-Roos is the common name for the Community Facilities District Act, enacted by the California Legislature in 1982. The name comes from its co-authors, Senator Henry Mello of the Monterey area and Los Angeles assemblyman Mike Roos. Mello-Roos enabled "Community Facilities Districts" (CFDs) to be established by local government agencies as a means of obtaining community funding.

Community Opposition to Some Previously Proposed Land Development Projects

During the past decade, some residents of Dixon and/or community leaders have engaged in vocal opposition to various growth proposals such as the Dixon Downs horse race facility and regional shopping center new distribution facilities, new big-box retail stores, and truck stops. The opposition to some past land development proposals has created uncertainty among investors and developers about Dixon as a desirable business location

Small Population Limits Retail Growth

Dixon's 18,300 people and 5,700 households have limited spending power, which can only support a limited amount of retail.[4]

Retail Competition from Vacaville and Davis

Vacaville and Davis compete with Dixon for the same pool of big-box retailers and regional shopping center anchor-store tenants. Vacaville, with its inventory of 2.2 million square feet of built shopping center space and another 150 acres of undeveloped land that is zoned and planned for more retail shopping along the freeway, has a competitive advantage to attract more retail shopping. Davis has approved a new 180,000 square foot Target store with an I-80 location—which will directly compete with, and may capture some of the competitive synergy away from, the Dixon Wal-Mart Supercenter. The new Trader Joes in Davis will also attract grocery store spending by Dixon residents

Inadequate Economic Development Funding

The City of Dixon has budgeted only one staff position to manage the expenditure of $6.8 million for redevelopment, and for community and economic development. Information presented in Figure 2 shows that Dixon is dead last in funding staff relative to the amount of funding that must be managed.

The lack of adequate funding to support the economic development and Redevelopment effort spreads staff responsibilities too thinly to provide effective business retention, expansion or attraction assistance. The data in Figure 2 indicates that the nine cities surveyed have one staff person for every $1.7 million of funding, while Dixon has one staff person for $6.8 million of funding.

[4] See Appendix Table A-6 for detailed population data. Dixon's population is utilizes the Dixon census tracts rather than the City limits. According to the Department of Finance, Dixon's population was 17,577 as of 1/1/2008.

FIGURE 2

Economic Development Staffing Budget in Dixon and Neighboring Cities

2008

City	City Population	Economic Development Budget	Redevelopment and Housing Funding	CDBG Funding	Total $$	Total staff	Budget $$ per Staff Member
Vacaville	**96,735**	**$225,000.00**	**$39,616,534.00**	**$666,534.00**	**$39,841,534.00**	**37**	**$1,076,798.22**
Citrus Heights	**87,017**	**$164,000.00**	**$1,790,000.00**	**$822,000.00**	**$2,776,000.00**	**4.05**	**$685,432.10**
Davis	**64,401**	**$171,361.00**	**$68,142.00**	**$305,349.00**	**$544,852.00**	**7**	**$77,836.00**
Pittsburgh	**63,000**	**$1,865,343.00**	**$56,046,978.00**	**$692,331.00**	**$58,604,652.00**	**23.7**	**$2,472,770.13**
Woodland	**54,060**	**$195,414.00**	**$1,311,996.00**	**$592,363.00**	**$2,099,773.00**	**4.5**	**$466,616.22**
West Sacramento	**40,000**	**$14,800,000.00**	**$3,700,000.00**	**$989,868.00**	**$19,489,868.00**	**23**	**$847,385.57**
Benicia	**26,865**	**$483,220.00**	**$-0-**	**$26,000.00**	**$509,220.00**	**2**	**$254,610.00**
Hercules	**25,000**	**$-0-**	**$4,544,552.00**	**$-0-**	**$4,544,552.00**	**2**	**$2,272,276.00**
Dixon	17,500	$180,000.00	$6,000,000.00	$600,000.00	$6,780,000.00	1	$6,780,000.00
Total Average of all cities			$12,564,244.67	$521,605.00	$15,021,161.22	11.6	$1,659,302.69

Source: City of Dixon, Survey conducted by Cybertary.com

* * *

3 Retail Market Conditions

Dixon's weak retail market conditions constrain the community's potential to attract more retail establishments

Dixon has accomplished a number of successful retail attraction efforts that brings in regional spending and adds to the City's fiscal revenues. Wal-Mart was attracted to the North First Avenue interchange area in 2003, and Wal-Mart was expanded into a Supercenter by 2005. In 2007, a 25,000 square foot Tractor Supply store, which sells building and landscaping materials, was attracted to Dixon.

Going forward, the potential to continue Dixon's retail expansion efforts directly relate to the number of households, the household incomes of the City's residents, the commute patterns, the number of daytime employees, the competition from nearby I-80 corridor communities, and the willingness of Dixon's leadership to accommodate national brand-name chain stores that serve regional customers. The spending capacity of residents and daytime employees determines whether or not there is sufficient local demand to support new commercial services. The status of available sites along the I-80 corridor will determine Dixon's capacity to attract big-box and other freeway oriented retailers.

3.1 Taxable Sales Trends

Dixon's economy is too small to publish the detailed taxable sales data, which is confidential by law.[5] Thus, the State Board of Equalization only publishes

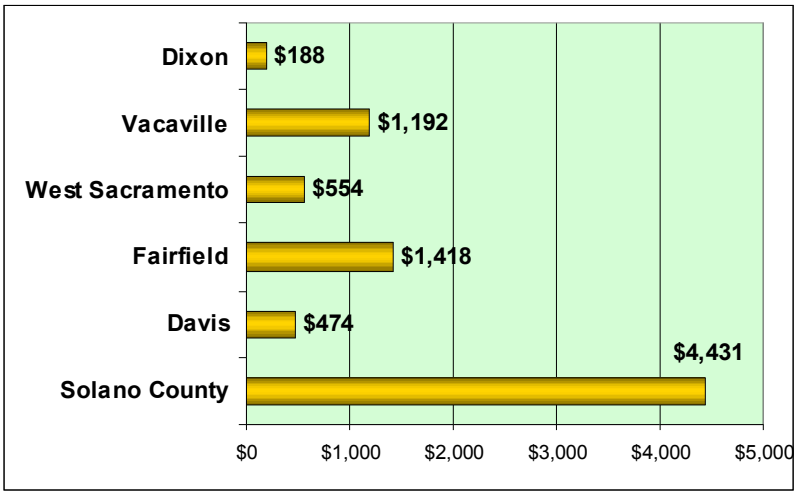
[5] The State Board of Equalization administers the withholding of data that may reveal actual sales earned by individual establishments. The City's sales tax audit firm must abide by the confidentiality requirements.

Dixon's taxable sales totals. These totals do provide a point-in-time snapshot as well as trends compared to other communities, as described below.

- Figure 3 shows that Dixon's business establishments earned $188 million in taxable sales, which is only 15 percent of the taxable sales contributed by Vacaville businesses, and 40 percent of the taxable sales contributed by Davis businesses.
- Half of the taxable sales earned by Dixon establishments are generated by business-to-business transactions rather than actual retail sales.[6] Thus, establishments such as Ramos Oil and Cardinal Health generate as much sales tax revenue for the City as do the existing retail establishments.
- In comparison, only 15 percent of Vacaville's taxable sales receipts are generated by business-to-business sales.[7]
- Dixon has experienced strong growth of taxable sales since 2000, which far exceed growth rates in the neighboring communities;[8]
- Dixon's strong taxable sales growth rates are largely due to the establishment of Wal-Mart and the continued expansion of business-to-business transactions.

FIGURE 3

Taxable Sales in Dixon and Surrounding Communities



Data Source: State Board of Equalization. See Table A-1, Taxable Sales Trends, for detailed data

Analysis: Wahlstrom & Associates

Note: Data is adjusted for inflation and measured in $2006

[6] Dixon's sales tax audit firm (HDL) reports that half of Dixon's sales tax revenues are earned by business-to-business transactions. The detailed transactions are confidential and cannot be reported.

[7] Source: State Board of Equalization. 2006 data indicate that Vacaville earned $1.4 million of taxable sales, with $200,000 from business to business transactions.

[8] See Appendix A, Table A-1 for taxable sales trends data.

3.2 DIXON'S COMMERCIAL SPACE INVENTORY

W&A completed an inventory of Dixon's built commercial space in order to determine the City's competitive position in the region, and to analyze the existing mix of built commercial space within each commercial district.[9] The data are organized into four categories of commercial space, as described in the subsections below.

Wal-Mart dominates Dixon's retail sector

Occupied Retail Space

Figure 4 shows that Dixon has only 474,000 square feet of occupied retail space, which includes Wal-Mart, food stores, and other retail establishments. The total supply of Dixon's occupied retail space is only 21 percent of Vacaville's 2.2 million square feet of developed shopping center space, and less than the 754,000 square feet of built shopping center space in Davis.[10] Some important characteristics of Dixon's occupied retail space are listed below.

- The 190,000 square foot Wal-Mart Supercenter dominates Dixon's retail sector by occupying 41 percent of all retail space built in the City.[11] Wal-Mart competes with all types of small businesses in Dixon—including the chain stores such as Longs, Ace Hardware, the grocery stores, and other small independent merchants. Wal-Mart can often deliver products to consumers at a lower price, and the store has an image of being the lowest price venue, which provides Wal-Mart with a distinct competitive advantage over other small businesses.
- Safeway, the Hometown Market grocery store, and other small specialty food stores occupy 126,000 square feet of occupied retail space.
- Other small business retailers occupy 155,000 square feet of built retail space.

[9] The commercial space inventory was prepared through a field survey of each commercial area. The data were collected during January of 2008, and do not reflect any use changes since that time.

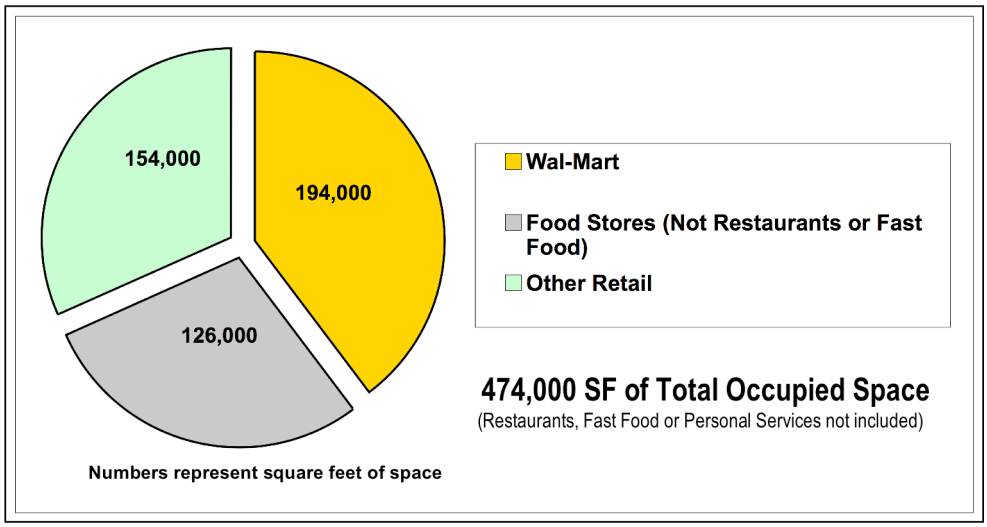
[10] See Appendix A, Table A-2 for data on shopping centers in Dixon, Davis and Vacaville. Costar's 2006 Shopping Center Directory is the source of data.

[11] The Supercenter includes 50,000 square feet of grocery store space.

FIGURE 4

Occupied Retail Space by Type of Use

2008



Data Source: Wahlstrom & Associates, January 2008. See Appendix A, Table A-3 for detailed data

Note: Data does not include space dedicated for the sale of motor vehicles, auto repair services, tire shops, and storage

All Commercial Space Summary

The occupied retail space represents 64 percent of Dixon's 741,000 square feet of built commercial space in Dixon; this also includes space occupied by restaurants, food service, and personal service establishments such as beauty shops and health clubs (See Figure 5). The characteristics of Dixon's non-retail commercial space are described below.

- Dixon has 126,000 square feet of food service space designed for sit down restaurants and 49,000 square feet of space occupied by fast food restaurants and take out establishments. The restaurants and fast food establishments generate sales tax revenues for the City.
- Half of Dixon's restaurants and fast food tenants are brand name establishments such as Chevy's, IHOP, Arby's, and McDonalds—making Dixon look like many other California freeway interchanges.[12]
- Personal service establishments—such as beauty and barbershops, massage studios, laundry and cleaner establishments, video rental, and fitness centers—occupy 45,000 square feet of Dixon's built commercial space. Sales tax revenues are not collected for the delivery of personal and professional services.

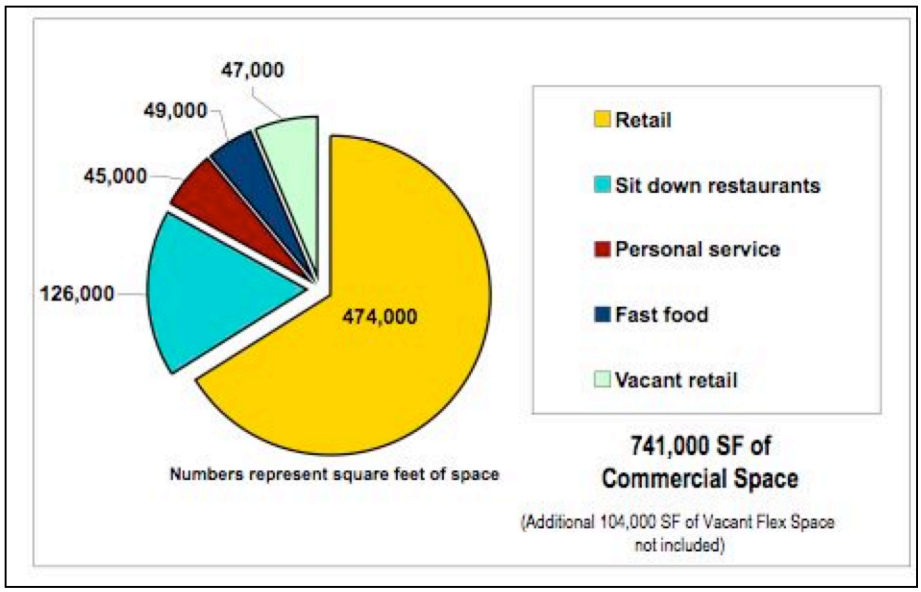
[12] National chain restaurants and fast food establishments occupy 88,500 of the 175,000 square feet of built food establishment space. Data collected by W&A.

- Approximately 47,000 square feet of built commercial space is vacant. The 6.3 percent vacancy rate is concentrated in three buildings. One building on Market Lane, with 12,000 square feet of vacant space, is located adjacent to the Kragen's store at the corner of Pitt School Road and Market Lane. The North First Avenue corridor has two buildings with nearly 24,000 square feet of vacant retail space. Both buildings are located away from other retail establishments, and may have a difficult time attracting new retail tenants.

FIGURE 5

Dixon's Built Commercial Space

2008



Data Source: Wahlstrom & Associates, January 2008. See Appendix A, Table A-3 for detailed data

Note: Data does not include built office, business park, industrial, vacant flex space, motor vehicle sales, auto repair services, tire shops, and storage

Vacant Flex Space

Dixon has another 104,000 square feet of vacant flex space in addition to the 741,000 square feet of total commercial space.[13] Flex space is defined as commercial buildings that are located in relatively isolated areas, best suited for office or personal service establishments. More than 70,000 square feet of the vacant flex space along Lincoln Avenue is visible from the freeway, which adds to the negative impression of Dixon's commercial real estate. Some key characteristics of Dixon's vacant flex space nodes are described below.

[13] See Appendix A, Table A-4 for detailed information

A substantial amount of flex space has been developed and remains vacant

- 41,000 square feet of flex space was developed along North Lincoln Avenue, east of the Dixon Ford Dealer. A medical services company and a Karate studio recently occupied two of the flex space buildings. This leaves 27,000 square feet of flex space in four vacant buildings.
- West of the Dixon Ford Dealer, along North Lincoln Street, are 44,600 square feet of additional vacant flex space. Coburn Station consists of four vacant buildings, highly visible from the freeway, that are sized between 8,000 and 14,000 square feet.
- The Gateway is another 32,000 square feet of vacant flex space located near the West A Street interchange. One of the two 16,000 square foot buildings recently attracted a used car sales establishment.

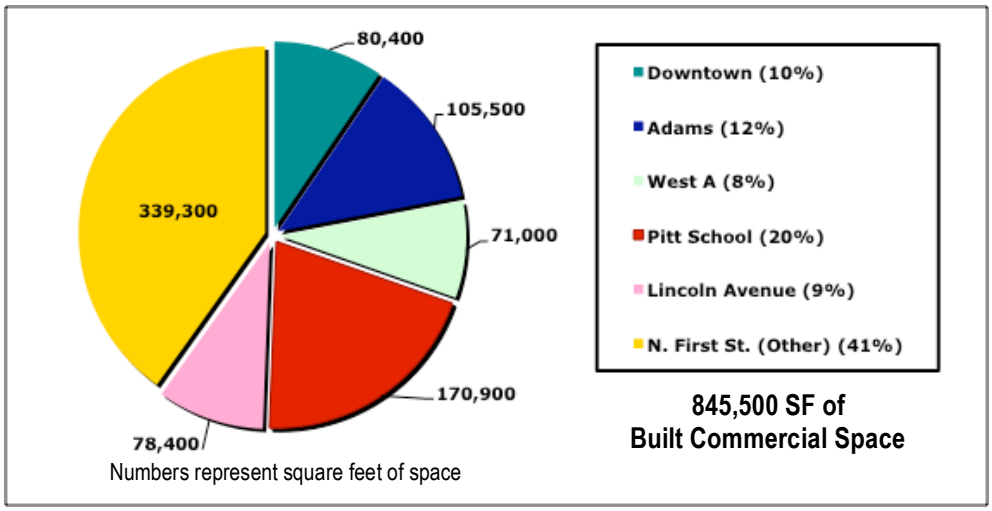
Dixon's Commercial Neighborhoods

Dixon's built commercial space is concentrated within five neighborhoods, each with its own character and role in the community. The supply of commercial space within each commercial neighborhood is displayed in Figure 6, and described below in more detail.

FIGURE 6

Built Space Within Dixon's Five Commercial Areas

2008



Data Source: Wahlstrom & Associates, January 2008. See Appendix A, Table A-4 for detailed data

Note: Data does not include built office, business park, industrial, vacant flex space, motor vehicle sales, auto repair services, tire shops, and storage.

West A Street Interchange

Three freeway interchanges shape Dixon's physical character and the mix of commercial businesses that are visible to the public. Highway travelers from the Bay Area to Sacramento first encounter Dixon at the West A Street interchange—which has 39,000 square feet of chain store restaurants, fast food, and gas station/convenience stores. Another 33,000 square feet of vacant flex space creates an impression that the area is undesirable for retail establishments.

Pitt School Road Interchange

The Pitt School Road interchange has 170,000 square feet of commercial space, including the Safeway-anchored Dixon Plaza shopping center. Chain store restaurants, fast food establishments, gas stations, and convenience stores surround the shopping center and dominate the character of this freeway interchange.

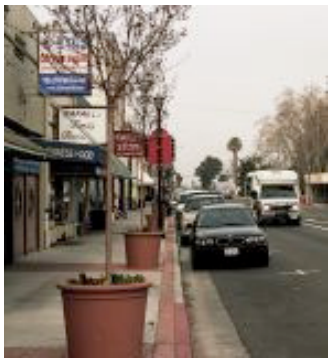
North First Avenue Corridor

The North First Avenue interchange includes 339,000 square feet of built commercial space, accounting for 45 percent of Dixon's commercial space. Some key characteristics of this area's commercial space are described below.

- The Wal-Mart Supercenter comprises more than half of the built commercial space along the North First Avenue Corridor.
- Freeway oriented restaurants, fast food, and convenience stores occupy 37,000 square feet of space.
- Two buildings combined that have nearly 24,000 square feet of vacant retail space are located along the corridor, away from the freeway interchange and other retail establishments.
- The North First Street Corridor has a significant amount of commercially zoned land that could be developed for big box retail, or more chain store restaurants, fast food, and convenience stores.

Adams Street Corridor

The Adams Street corridor is an older commercial district that connects North First Street with downtown. Nearly 90 percent of the Adams Street retail space is occupied by Long's drugstore, Goodwill, and the Hometown Market grocery store. It will be challenging to retain the existing retail businesses along this corridor as Long's may be looking for a newer facility and an improved location. The Hometown Market is in direct competition with the nearby Wal-Mart Supercenter, and the new Target Supercenter in Davis will add to the competition from big-box stores that include groceries in their product mix.



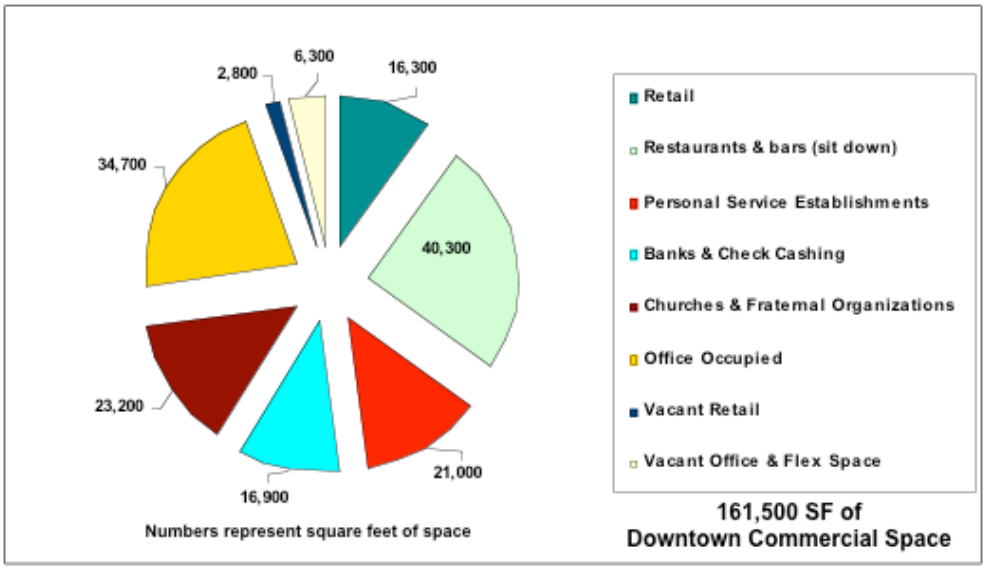
The Downtown has a relatively healthy and diverse inventory of locally owned small businesses.

Downtown Dixon

Downtown has 80,000 square feet of commercial space and another 81,000 square feet used by banks, churches, fraternal organizations and offices (Figure 7). Additional second floor office and residential space exists in a number of downtown buildings, but investment is needed to transform the second floor space into productive real estate. Downtown also has a strong supply of locally-owned restaurants. Only 14,000 square feet of space downtown is occupied by actual retail businesses. A weekend farmers market has attracted public interest and created additional synergy in the downtown area.

FIGURE 7

Inventory of Downtown Commercial Space



Data Source: Wahlstrom & Associates, January 2008. See Appendix A, Table A-5 for detailed data

Notes Data does not include the vacant Dixon Fire House or any second story office and residential space

3.3 Retail Spending Leakages

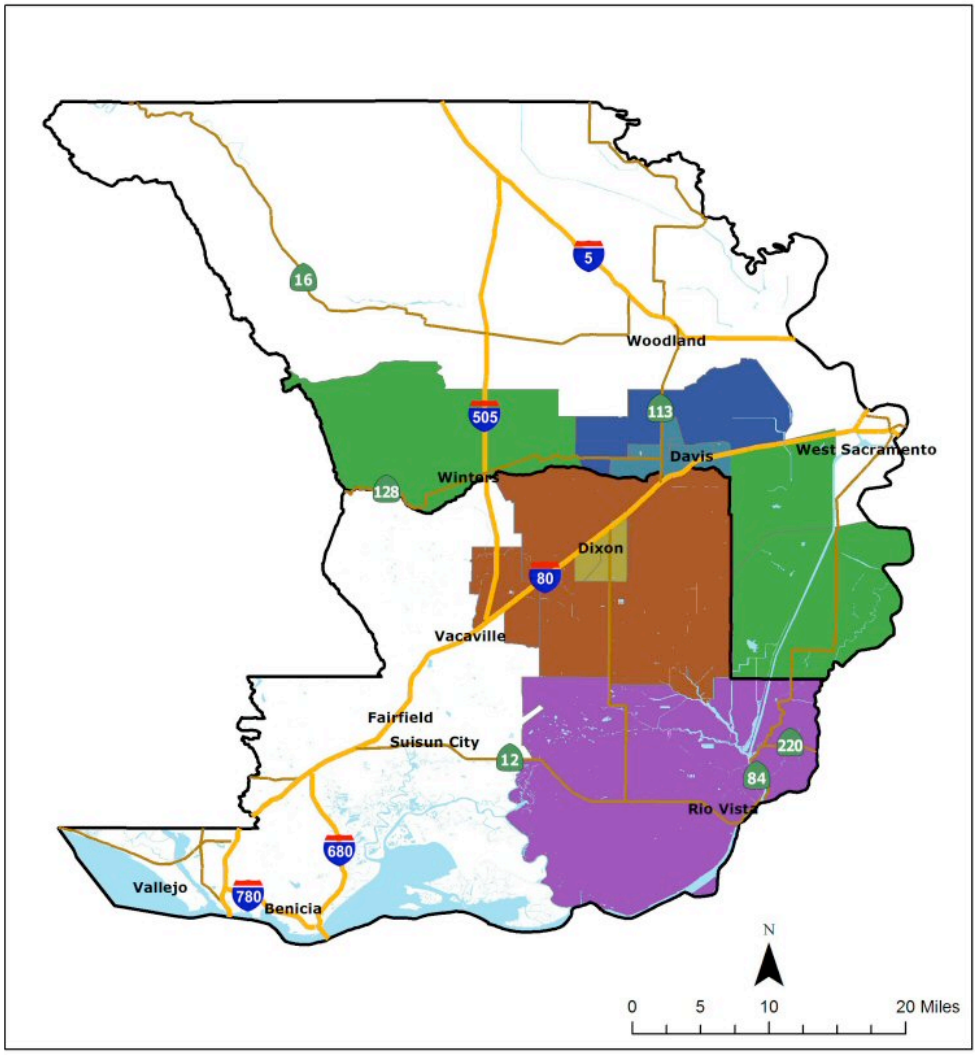
Information about Dixon's retail spending leakages, described below, provides a framework for understanding the number and type of new retail establishments that can be supported by attracting more local and regional spending. Net spending leakages occur if household spending by store type exceeds sales earned by Dixon's retail establishments. On the other hand, regional sales are captured if sales earned by Dixon's retail establishments exceed local resident spending for specific store types.

Dixon's Market Area

The Wal-Mart Supercenter attracts its customers from Dixon and the surrounding region—which includes eastern Vacaville, Davis, Winters, and the rural areas of Solano and Yolo Counties as displayed in Figure 8.[14] The regional customers who patronize the Wal-Mart Supercenter could benefit Dixon's other current and future retailers if they drive to multiple stores, or patronize nearby stores during future trips to Wal-Mart.

FIGURE 8

Dixon
Retail Market Area
Map



[14] The Dixon market area is defined by the following census tracts: Dixon (tract 2534), rural Solano County (tracts 2533, 2535, 2529.04), Davis (tracts 105.05, 105.01, 105.07, 105.08, 105.09, 105.10, 106.02, 106.05, 106.06, 106.07, 106.08, 107.01, 107.03, 107.04), rural Yolo County (tracts 105.06, 113, 104)

Market Area Demographic Trends

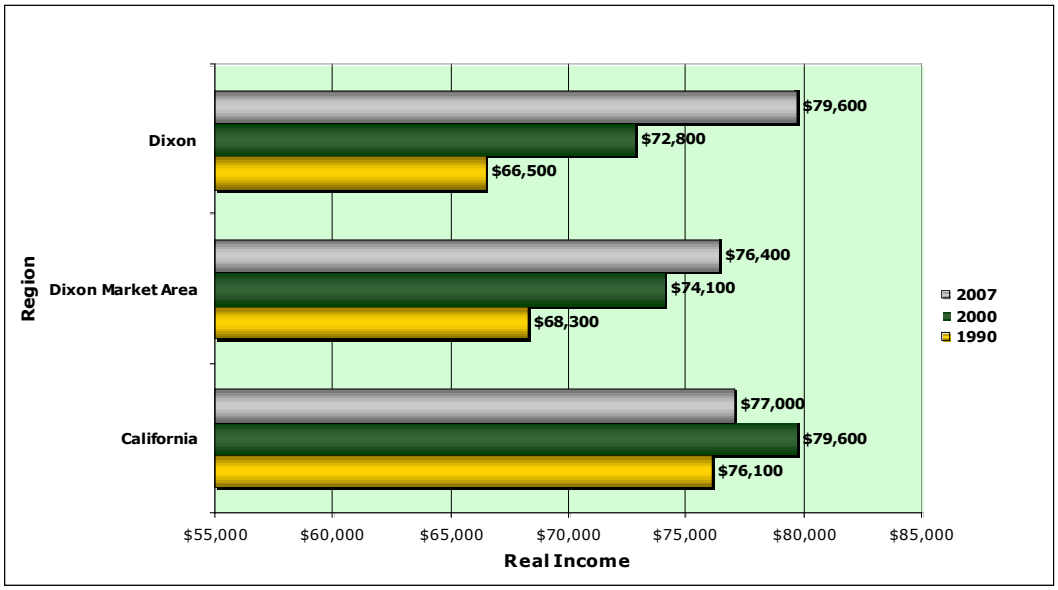
The demographic factors that shape Dixon's retail potential are described below.

- Retailers in Dixon serve 18,300 residents, 5,700 households and 7,100 daytime workers; [15]
- The market area's population growth rates expanded almost twice as fast as did California's population growth rates since 2000; [16]
- Dixon's population growth rates expanded almost twice as fast as did the market area's population growth rates;
- Real household incomes among Dixon's households have rapidly expanded since 1990 (see Figure 9). The large income gains are partially due to the fact that during the past decade Dixon developed an inventory of new higher-valued housing, which has attracted a new mix of households that earn the higher income needed to support the new housing stock.

FIGURE 9

Dixon's Average Household Income Trends Compared to the Market Area and California

1990-2007



Data Source: US Census and Claritas; See Appendix A, Table A-7 for detailed data

Analysis: Wahlstrom & Associates

Note: Data are adjusted for inflation and all numbers are adjusted for $2007.

[15] 2007 Population and household estimates are from Claritas Demographics. Daytime worker estimates are based on County Business Pattern employment by zip code adjusted to be consistent with Solano County EDD data.

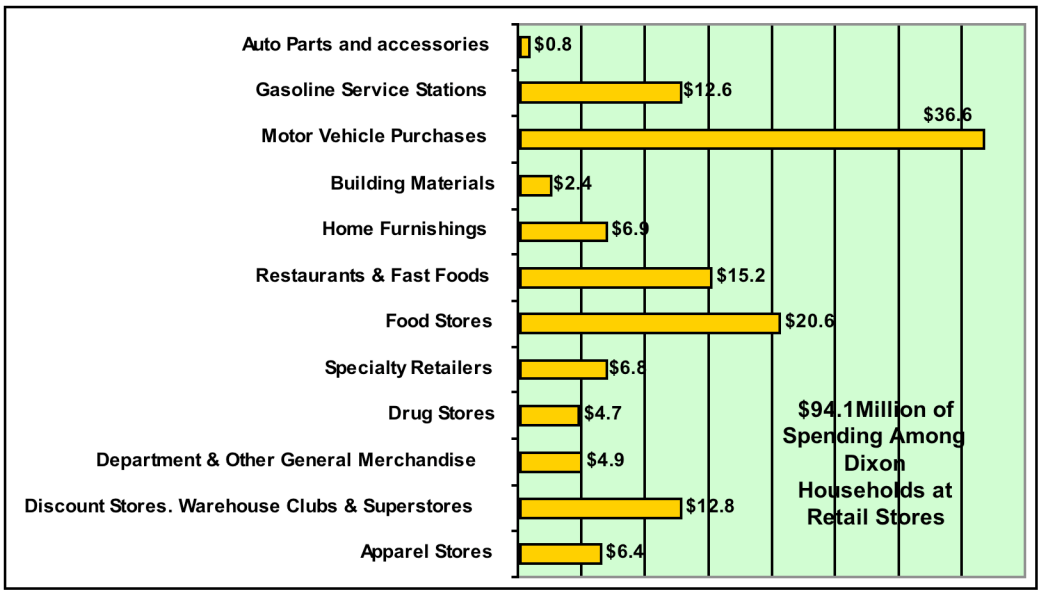
[16] See Appendix A, table A-6: Population Growth Trends

Dixon's Household Spending

Dixon's 5,700 households spend $94.1 million per year at retail stores, and $36.6 million for motor vehicle purchases.[17] The 7,100 daytime employees contribute additional expenditures at restaurants, food stores, and other general retail stores. Figure 10 displays the spending by store type among Dixon's households, which shows that $20.6 million is spent at food stores, $15.2 million is spent at restaurants and fast food establishments, $12.8 million is spent at superstores such as Wal-Mart, and $12.6 million is spent for automobile fuel at gas stations. Other household expenditures were less than $10 million per store type.

FIGURE 10

Dixon Household Spending Estimates by Store Type



Data Sources: Claritas, Bureau of Labor Statistics Consumer Expenditure Surveys, and US Census of Retail Trade. See Appendix A, Table A-8 for detailed data.

Analysis: Wahlstrom & Associates

[17] The estimates are based on a retail spending model that calculates spending relative to Dixon's households, average household incomes, and income distribution. The spending model calculates spending by store type utilizing data from the Bureau of Labor Statistics Consumer Expenditure Surveys and the US Census of Retail Trade. The model does not identify whether the expenditures occur in Dixon or another community.

The rapid escalation of housing prices and easy credit granted by lending institutions contributed to the consumer's willingness to spend. Consumers were able to borrow on their housing lines of credit to finance more household spending. This trend of borrowing against appreciating home values has come to an end as housing prices in Dixon and elsewhere are in sharp decline; it is unclear when home prices will rebound.[18]

Sales Earned by Dixon's Retailers

Dixon's retail establishments earn $205.2 million of actual sales, including the sale of non-taxable food and prescription drugs.[19] The Wal-Mart Supercenter earns $79.6 million of annual sales, which amounts to nearly 40 percent of Dixon's total retail sales. Restaurants and fast food establishments earn $53.7 million of sales, which amounts to one-fourth of the sales collected by all retailers in Dixon. Supermarkets and specialty food stores collect another 20 percent of the total sales. However, a significant amount of food store sales are not taxable.

Dixon's Available Spending Leakages

Figure 11 identifies four store types that leak between $3 and $5 million of spending. The spending leakages may be sufficient to attract some specialty retailers— home furnishings, apparel, shoes, and novelties stores. Established retailers can also capture spending leakages by expanding their space or improving their sales per square foot capture rate. However, the spending leakages are insufficient to attract nationally recognized chain store retailers that need to earn more than $5 million of sales per store.[20]

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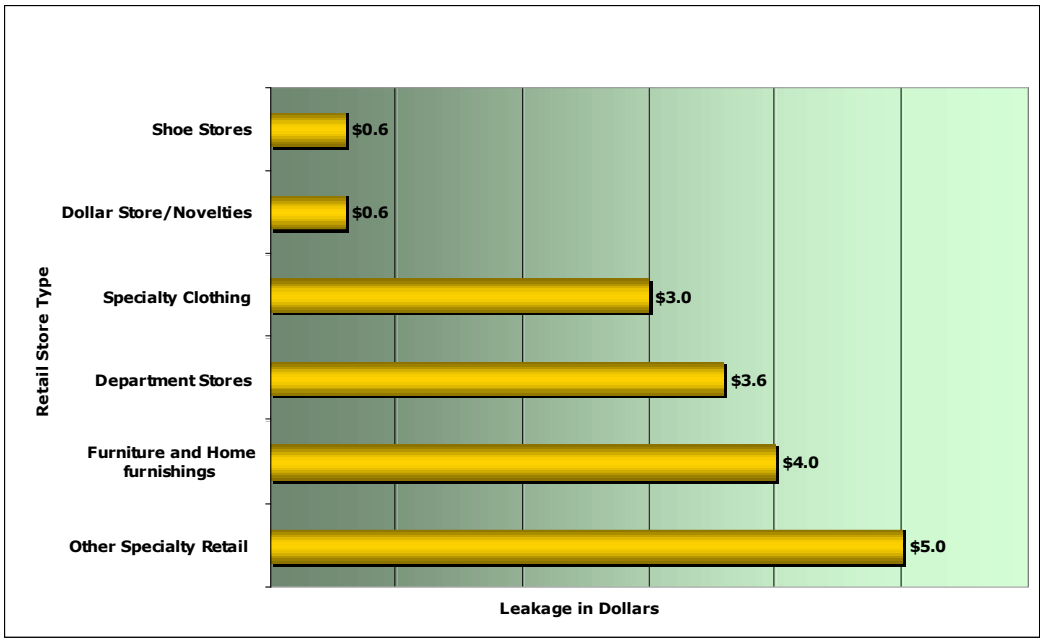
[18] See Appendix Table A-9, Housing Price Trends, which shows that home prices in Dixon declined by 14.8 percent between January 2007 and 2008.

[19] Detailed sales earned by store type estimates are found in Appendix A, Table A-8, Leakages. The sales estimates are based on W&A's retail space inventory and an assumed sales per square feet performance for each store type, which was collected from corporate 10K reports and the Urban Land Institute. Sales per square foot assumptions are found in Appendix A, Table A-10, Assumed Sales per SF.

20 The net spending leakages in Figure 10 are calculated by comparing the household spending by store type with the sales earned by Dixon's retail establishments.

FIGURE 11

Estimates of Spending Leakages by Store Types



Data Source: Claritas, Bureau of Labor Statistics Consumer Expenditure Surveys, and US Census of Retail Trade. See Appendix A, Table A-8 for detailed data.

Analysis: Wahlstrom and Associates

Note: Data does not include motor vehicle spending leakages.

Regional Sales Captured by Dixon Retailers

Figure 12 indicates that Dixon's retailers attract regional spending, which makes it easier to attract more retailers that serve a regional market. Vacaville provides an example of how shopping center developers and major retail tenants desire a single location despite the fact that they also compete with each other. Within this context, Dixon functions as a mini-Vacaville given that the Wal-Mart Supercenter attracts $66.8 million of regional spending, grocery stores (primarily Safeway) attract $14.9 million of regional spending, and the restaurants and fast food establishments earn $35 million of regional spending. It is believed that the Wal-Mart and the grocery stores attract most of their regional spending from Davis, while the restaurants and fast food establishments attract spending from freeway-oriented travelers.

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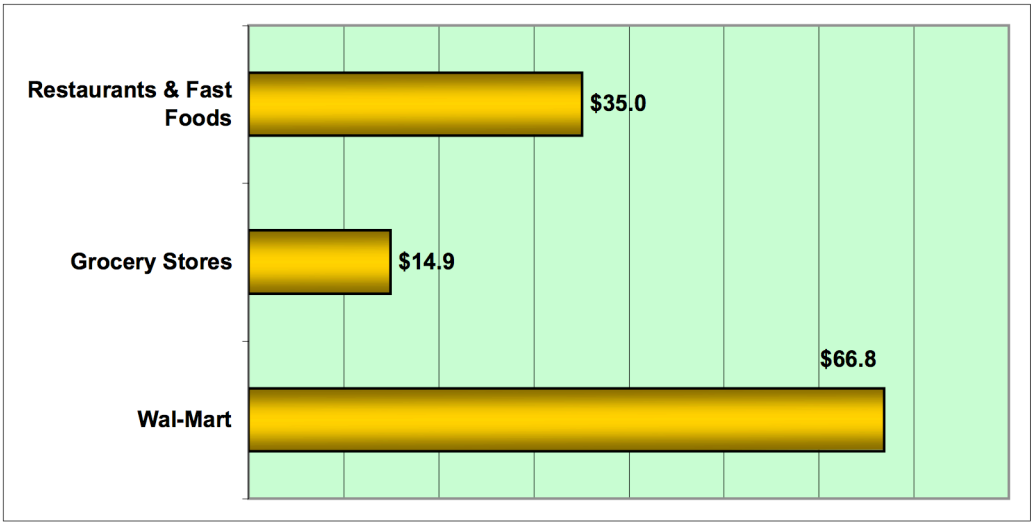
FIGURE 12

Estimates of Regional Sales Captured by Dixon's Retailers



Data Source: Claritas, Bureau of Labor Statistics Consumer Expenditure Surveys, and US Census of Retail Trade. See Appendix A, Table A-8 for detailed data.

Analysis: Wahlstrom & Associates.

3.4 Regional Competition

Dixon's potential to attract big box retailers and new shopping center anchor tenants is constrained by competition from freeway oriented retail sites in Vacaville and Davis, which are competing with Dixon for the same pool of potential retail tenants. Vacaville, with approximately 150 acres of undeveloped land zoned and planned for more retail shopping along the freeway, is Dixon's primary competitor for new shopping centers and big-box retailers. Vacaville also has 2.2 million square feet of built shopping center space, which adds to that city's competitive advantage to attract even more retail stores. Vacaville's inventory of developed retail space includes a lifestyle center (The Nut Tree), power centers with Wal-Mart and Target as anchor tenants, and factory outlet stores.

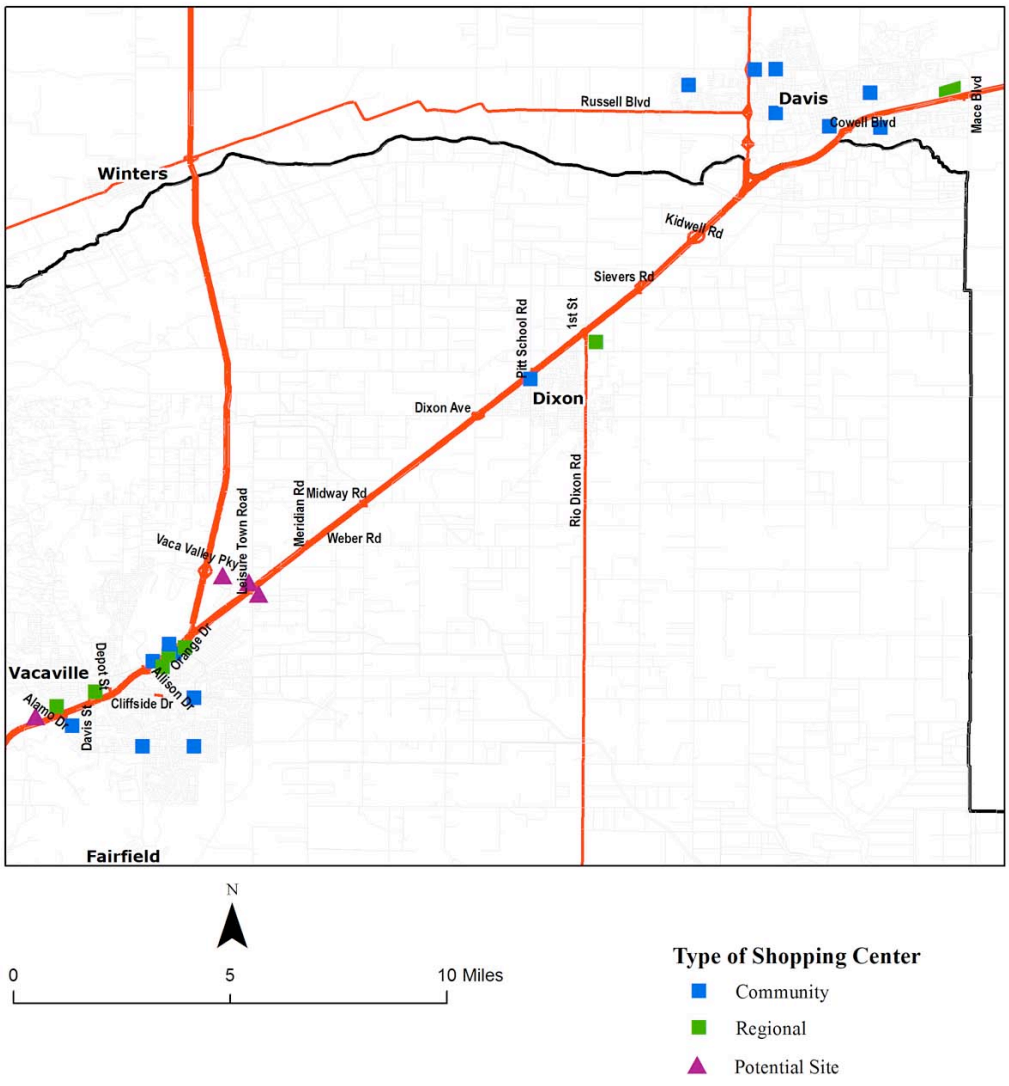
Figure 13 displays a map of Dixon's competition for more regional shopping. A few key points about Dixon's ability to compete for new retail tenants are described below.

- Wal-Mart provides a foundation for Dixon to attract more stores and shopping centers that can serve the regional market.
- The Dixon Wal-Mart is about to face competition from a new Target store, which has been approved in Davis; the new Target may capture some of the competitive synergy away from Dixon.

- Dixon has available sites in the Northeast Quadrant (near Wal-Mart) that can be developed for more shopping centers.
- Dixon's available retail sites must compete for the same potential retail tenants with Vacaville's 150 acres of vacant undeveloped land along the freeway.
- The large inventory and diversity of Vacaville's existing shopping centers effectively eliminates the residents of Vacaville as potential customers for new stores in Dixon.

FIGURE 13

Shopping Centers
Vacaville to Davis



Data Source: Costar's 2006 Shopping Center Directory. See Appendix A, Table A-2 for data on shopping centers in Dixon, Davis. And Vacaville.

Analysis: Wahlstrom & Associates

* * *

4 Industrial and Commercial Market Conditions

Dixon has an opportunity to expand and attract new jobs that will improve the community's standard of living

Gymboree, Cardinal Health, Ramos Oil, and other similar basic industry employers form the foundation of Dixon's economy. Dixon can take advantage of its proximity to UC Davis to attract other knowledge-intensive industries, and provides Dixon with a beachhead in the region's biotechnology industry.

Going forward, the City's economic character could significantly change if there were a community-wide commitment to develop a portion of the 420 acres of undeveloped land within the Northeast Specific Plan area. A public/private partnership to invest in the Northeast Quad's core infrastructure could create a business climate that would make it financially feasible to prepare an inventory of improved industrial and business park lots. The market conditions to attract new business to Dixon are described in the following sections.

4.1 Dixon's Economy

Private employers located in Dixon (excluding agriculture) provided an estimated 7,110 jobs as of 2005 (See Figure 14).[21] Construction was Dixon's largest economic sector, with private firms generating nearly 2,200 jobs. The other significant components of Dixon's economy include manufacturing (1,000 jobs), retail trade (840 jobs), transportation and warehouse (810 jobs),

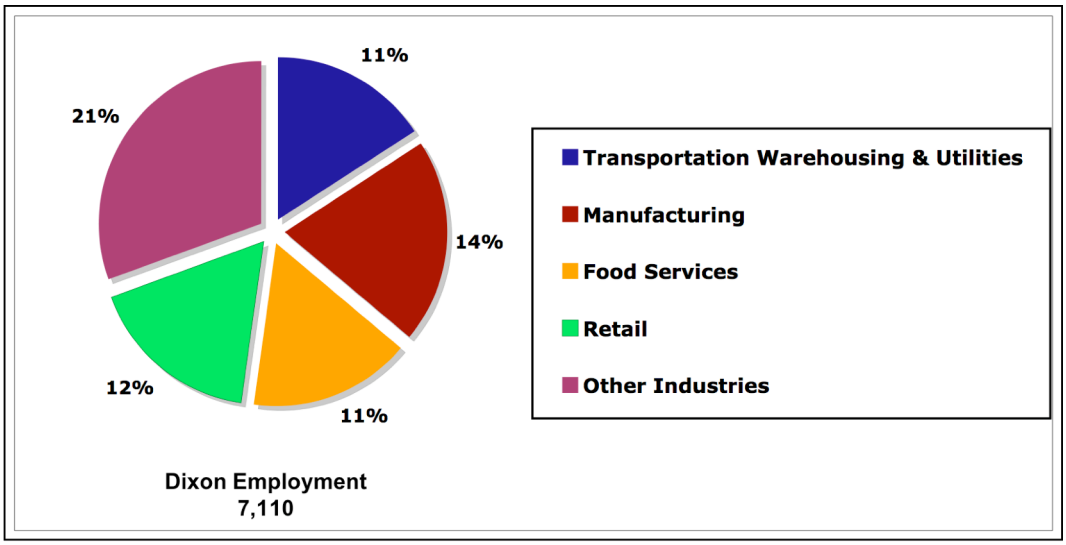
[21]2005 Employment–by-industry estimates are based on Dixon zip codes and not the Dixon city limits. Employment estimates are based on County Business Patterns adjusted for the most recent Solano County EDD data. Estimates do not include employment in public sector jobs such as the City of Dixon and the School District.

and food services (800 jobs). Dixon's other economic sectors are very small, and none generated more than 300 jobs.

FIGURE 14

Employment By Industry in Dixon

2005



Data Source: California Employment Development Department and US County Business Patterns. See Appendix A, Table A-11 for detailed data

Analysis: Wahlstrom & Associates

Notes: Data estimates employment within the zip codes and does not include employment in agriculture, mining, or government. Data also does not include 210 people that work at home.

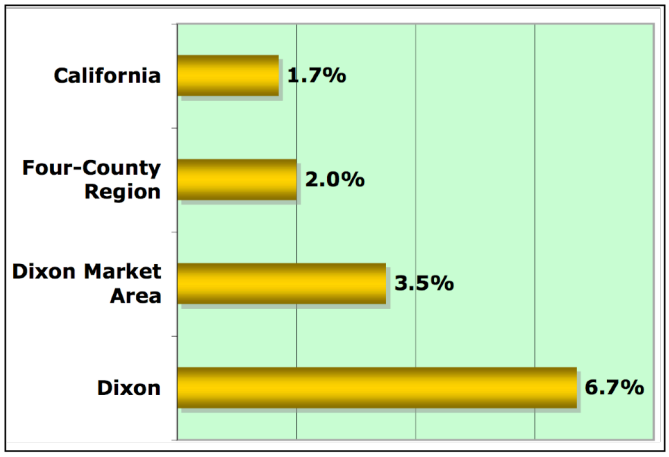
Although Dixon's economy is relatively small, approximately 2,600 new jobs were created between 1998 and 2005, which amounts to a 6.7 percent annual growth rate (Figure 15). Essentially, Dixon's economy went through a period of rapid expansion between 1998 and 2005, approximately twice as fast as the surrounding market area's 3.5 percent annual growth rate.[22] The market area is expanding nearly twice as fast as the four-county region and California. No doubt, Dixon's job growth rates have slowed down consistent with the 2008 slow down within the US economy.

[22]Dixon's competitive market area includes 14 zip codes in the surrounding communities: Woodland (Zips 95776, 95695), Winters (Zip 95694), Davis (Zips 95618, 95617, 95616), Vacaville (Zips 95696, 95688, 95687), West Sacramento (Zips 95691, 95605), Rio Vista (Zip 94571), and Fairfield (Zips 94534, 94533).

FIGURE 15

Past Employment Growth Rates in Dixon and the Surrounding Region

1998-2005



Data Source: California Employment Development Department. See Appendix A, Table A-12 for detailed data

Analysis: Wahlstrom & Associates

Note: Includes only private, non-farm production and services

4.2 Built Space Inventory

Figure 16 shows that Dixon has 2.9 million square feet of built commercial and industrial space. General commercial, industrial and business park space accounts for approximately 1.9 million square feet. 740, 000 SF of space is built and occupied by retail and commercial service establishments. This leaves 150,000 SF of warehouse space and 100,000 SF of vacant flex space. (See Figure 16).[23]

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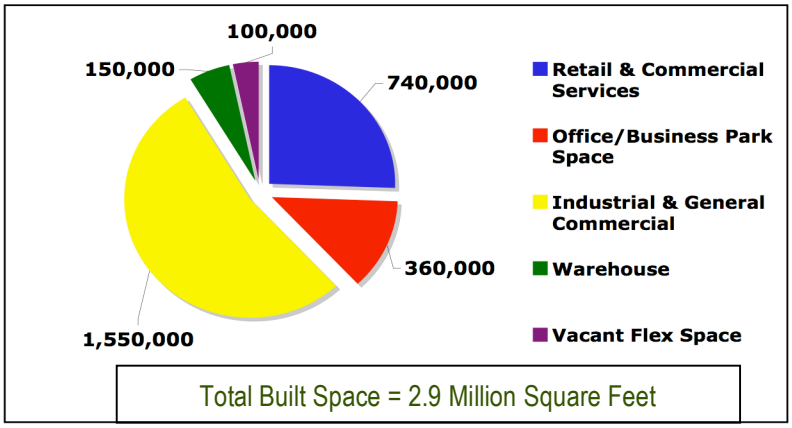
[23]The retail and flex space was measured on the ground by walking Dixon's various commercial areas. The other built space estimates are based on translating employment into land use by assuming standard ratios of employees per square foot, and standard floor area ratios (FARs). The data do not include vacant industrial or office space.

FIGURE 16

Estimates Of Dixon's Built Space By Type Of Use

2005



Data Sources: California Employment Development Department, US County Business Patterns, and the 2001 Employment Density Study published by the Southern California Association of Governments. See Appendix A, Tables A-13 and A-14 for detailed data

Analysis: Wahlstrom & Associates

Note: Data measure built space within zip codes surrounding each community, and does not include built space used for agriculture, mining or government land uses.

4.3 Business Attraction Targets

Dixon should focus staff and financial resources toward attracting and retaining the specific industry targets that will improve the local economy and generate wealth in Dixon. This means that Dixon should target their financial and staff time resources toward developing specific industries for the strategic reasons of improving the local economy, while allowing market forces to prevail for industries that are not attraction or retention targets.

The Solano Economic Development Corporation (Solano EDC) receives funding from the City of Dixon to recruit firms to the area, and refer specific prospects to the City of Dixon and the other Solano County cities. Accordingly, the EDC identified industry recruitment targets that match Solano County's existing and future labor force skills, site and building availability, and historic patterns of company site locations. The industries targeted by EDC for recruitment to Solano County are listed below.

- Biotechnology and Other Light Manufacturing
- Value-Added Food and Beverage Processing
- Divisional and Office Headquarters, Backroom Office, Information Technology,
  Call Center/Fulfillment Center
- Transportation/Logistics/Distribution

The EDC's business attraction efforts will yield prospects that the City of Dixon can pursue. However, Dixon's market location is on the edge of Solano

County, more closely linked to Davis than to Vallejo. Accordingly, some of Dixon's industry targets are different from the Solano EDC's industry targets. Thus, Dixon should focus the City's staff time and financial resources toward attracting firms that pay good wages, offer upwardly mobile career opportunities, and/or generate business-to-business sales transactions. Dixon's industry targets, identified in Figure 17, are based on the three criteria listed below.

Industry sectors that pay higher wages. City staff should focus on industries and firms that pay an average wage of more than $40,000 per year.[24] Targeting firms that pay higher wages will retain more wealth in the community, and will improve employment opportunities for local residents;

Industry sectors that have a strong presence in Dixon and the region. City staff should try to capitalize upon Dixon's market strengths and not fight upstream by trying to attract industries that have no presence in the area;

Industry sectors with strong growth rates in Dixon and the region. Expansion industries are easier to attract than are industries that have stagnated or are in decline.

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[24] Dixon's average employer currently pays an average wage of $39,600 per year

FIGURE 17

Dixon Business Attraction and Retention Targets

Attraction Targets	Examples
• Manufacturing	• Basalite, Altec, Premier Packaging
• Transportation and Warehousing	• Kragen Distribution
• Wholesale Trade	• Community Medical Centers
• Professional, Scientific & Technical Services	
• Health Care	
• Biotechnology: - Agricultural Feed Manufacturing - Chemicals and Medical Devices - Research and testing	
• Sustainable Industries	
• Regional Retail Establishments	

Retention Targets	Examples
• Construction	• Castelwood Cabinets
• Wholesale Trade	• Cardinal Health, Ramos Oil
• Finance & Insurance	• Med-Davis Billing

Manufacturing

Dixon should actively recruit light industry manufacturing establishments that are established in the region, but may need to expand or relocate to a new site because they have lost their lease or their current site no longer fits their business needs;[25] and manufacturing firms in places like Concord and Sacramento that are looking for new sites that for whatever reason could be located in Dixon. This industry target is consistent with the EDC's goal to attract light manufacturing firms into Solano County. The successful attraction of more manufacturing firms to Dixon should elevate the wages paid by local employers up to 50 percent higher than the $39,600 wages paid by Dixon's average employer.[26]

The data indicate that manufacturing has a relatively weak presence within the four-county region compared to California, but manufacturing has a relatively strong presence within the Dixon market area compared to the four-county region.[27] Although California lost nearly 360,000 manufacturing jobs between 1998 and 2005, the rates of manufacturing job loss were less severe within the

[25] Basalite, Altec, and Premier Packaging are examples of three manufacturing firms that are located in Dixon.

[26] See Appendix A, Table A-15, Wages, for detailed data on wages paid by industry.

[27] The location quotient for manufacturing within the four-county region relative to California is .63, which is 37 percent below the manufacturing percentage of California's economy. However, the market area has a location quotient of 1.22, which is 22 percent above the manufacturing percentage of four-county region's economy. See Appendix A, Table A-17, County Employment Trends.

four-county region and the Dixon market area.[28] Thus, Dixon may be in a position to attract manufacturers who are already established in the region, and have a reason for staying in the region.

Transportation and Warehousing

Dixon is in an ideal position to attract more transportation and warehouse establishments because the market forces are strong, and the industry may benefit local residents by elevating above the current wages paid by Dixon's average employer.[29] Moreover, the I-80 corridor midway between the Bay Area and Sacramento places Dixon in a good strategic position to attract more transportation and warehouse establishments such as the Kragen distribution facility. This industry target is also consistent with the EDC's goal to attract more transportation, logistics, and distribution firms into Solano County.

The market research data indicate that the Dixon market area has already attracted a large inventory of transportation and warehousing firms.[30] In addition, these types of establishments are rapidly expanding within the Dixon market area at an annual growth rate of 5.3 percent, which greatly exceeds the industry's 0.6 percent annual growth rate within the four-county region.[31]

Wholesale Trade

Additional wholesale trade establishments such as Cardinal Health and Ramos Oil should be attracted to Dixon because of the community's strategic location along the I-80 corridor midway between the Bay Area and Sacramento, and because additional wholesale trade establishments would add more higher paying middle class jobs to Dixon's economy.[32] Targeting wholesale trade establishments is also consistent with the EDC's goal to attract more transportation, logistics, and distribution firms into Solano County.

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[28] Manufacturing employment within the four-county region compared to California shifted by 23 percent toward the four-county region between 1998 and 2005. See Appendix A, Table A-17, County Employment Trends. The transportation and warehouse sector's shift-share is 1.23, which means that the sector is expanding 23 percent more rapidly within the market area than the expansion rate within the four-county region of Solano, Yolo, Sacramento and Contra Costa. See Appendix A, Table A-16, Market Area Trends.

[29] Solano County transportation and warehouse firms pay an average wage of $43,400, which is higher than the $39,600 wages paid by the average employer in Dixon. See Appendix A, Table A-15, Wages, for detailed data on wages paid by industry.

[30] The transportation and warehouse sector within the Dixon market area has a 2.07 location quotient, which means that there is twice the concentration of this industry within the market area than there is within the four-county region of Solano, Yolo, Sacramento and Contra Costa. See Appendix A, Table A-16, Market Area Trends.

[31] The transportation and warehouse sector's shift-share is 1.23, which means that the sector is expanding 23 percent more rapidly within the market area than the expansion rate within the four-county region of Solano, Yolo, Sacramento and Contra Costa. See Appendix A, Table A-16, Market Area Trends.

[32] Solano County wholesale trade establishments pay an average wage of $45,800. See Appendix A, Table A-15, Average Wages Paid in Dixon by Industry Sector.

The market research data demonstrate that the four-county region and the Dixon market area are desirable locations for wholesale trade establishments. However, only 200 wholesale trade jobs are located in Dixon despite the community's ideal location for warehouse establishments.[33] Thus, there is an untapped opportunity to attract more transportation and warehouse establishments to Dixon.

Professional, Scientific and Technical Services

Dixon's proximity to UC Davis presents an opportunity to attract research and scientific facilities that may not fit in Davis due to costs, lack of space, or other related reasons. Professional, scientific, and technical services firms are business attraction targets because they pay an average wage of $73,700—significantly higher than the average wage paid by other Dixon firms. Moreover, this sector fits the Solano EDC's agenda of attracting biotechnology research firms, technology-based startups, clean tech and energy research establishments.

The market research data indicate that the Dixon market area has 5,100 professional, technical, and scientific jobs in the private sector, but the data do not count thousands of professional, scientific, and technical service workers at UC Davis. Moreover, not counting growth at UC Davis, the market area experienced a positive shift-share relative to the four-county region by adding 1,300 new professional, technical, and scientific jobs between 1998 and 2005.[34]

Health Care

Dixon should also target health care establishments for attraction because they have a strong presence in the four-county region, pay an average wage of $47,800, and can take advantage of the community's proximity to UC Davis. Health care is not a Solano EDC industry target, but this simply means that Dixon should not anticipate any health care leads or referrals from the EDC.

The data show that there is a health care industry concentration within the four-county area relative to California.[35] However, the health care industry actually has a larger presence in the area, as well as stronger growth rates than are indicated by the data, which do not count employment at the UC Davis

[33]See Appendix A, Table A-12, Small Area Trends.

[34]The professional, scientific, and technical service sector's shift-share is 1.08 relative to the four-county region. This means that the sector is expanding 8 percent more rapidly within the market area than the expansion rate within the four-county region of Solano, Yolo, Sacramento, and Contra Costa. See Appendix A, Table A-16, Market Area Trends.

[35]The health care sector's location quotient for the four-county region relative to California is 1.20. See Appendix A, Table A-17, Employment Growth Trends.

Medical Center and other UC Davis health care facilities. Thus, the data underestimate the strength of the market area's health care sector.

Biotechnology Attraction Targets

Biotechnology should be a business attraction target for Dixon due to the community's proximity to UC Davis. The specific components of biotechnology that Dixon should attract are described below.[36]

Agriculture Feedstock and Chemical Manufacturing

Dixon should seek opportunities to attract firms engaged in the bio manufacturing of agriculture feedstock and chemicals, and take advantage of the community's proximity to UC Davis, one of the nation's premier agricultural research universities.

The bio manufacturing of agriculture feedstock and chemicals generates 5,100 jobs in California (See Figure 18). Three percent of California's biotechnology industry jobs and eight percent of the national sector are created by the agricultural industries. The industry mix of Dixon is best matched to this segment of biotechnology, as data from both the federal government[37] and Dun and Bradstreet show that the agriculture sector is stronger in relative size in Dixon that the nation.

FIGURE 18

Profile of Biotechnology in California

	Employment	Percent	Jobs scaled to 1,000
Agriculture Feedstock and Chemicals	5,104	3%	27
Drugs and Pharmaceutics	40,503	21%	214
Medical Devices and Equipment	73,115	39%	386
Research, Testing and Medical Laboratories	70,872	37%	374
Total	189,594	100%	1,000

Data Source: *Growing the Nation's Bioscience Sector: California Bioscience Initiatives*, Battelle, 2006.

Analysis: EDR Group

[36] A new bio-pharmaceutical plant is not a fit because Dixon cannot guarantee an adequate quantity and quality supply of water needed for manufacturing pharmaceuticals. Fairfield is in a better position to attract new bio-pharmaceutical manufacturing plants because it has a water supply that matches the industry's needs.

[37] Data from the United States Department of Agriculture and the Bureau of Economic Analysis, US Department of Commerce reported by the Minnesota IMPLAN Group.

Medical Devices and Equipment Manufacturing

Dixon can attract biotechnology firms that manufacture medical devices and equipment throughout the State. The manufacturing of medical devices generates 73,000 jobs in California, which amounts to 39 percent of the State's biotechnology jobs. Dixon's proximity to UC Davis and Vacaville's pharmaceutical manufacturers creates a biotechnology beachhead in the area that could attract additional medical device firms. Moreover, Dixon's proximity to the Sacramento airport could be an advantage for shipping low weight, high value instruments for just-in-time deliveries around the US and the world. A medical devices sector could develop in Dixon by leveraging Vacaville's Genentech facility with skilled labor that emerges from UC Davis.

Medical Laboratory Research and Testing

With its location near UC Davis, Dixon fits the profile as a desirable location for biotechnology industry research labs. Dixon could attract biotechnology-related research, given the City's proximity to such research at UC Davis. However, as with drug and pharmaceutical bio manufacturing, Dixon's attractiveness may be limited by its ability to guarantee a supply of high quality water needed for laboratory research.

Biotechnology industry research facilities create more than 70,000 jobs throughout California. The research aspect of biotechnology accounts for 37 percent of California's biotechnology jobs compared to 33 percent of the US biotechnology jobs. Most biotechnology research facilities are in lab space located near universities such as UC Davis, which has large concentrations of technical and scientific expertise.

Sustainable Industries

Dixon is in a good position to attract firms that use sustainable technologies, given the City's proximity to UC Davis and the California economy's rapid shift toward a more efficient use of land and resources. The City's draft energy strategic plan has recommended adopting energy and water efficient technologies.[38] Therefore, the attraction of firms that utilize sustainable technologies should be a goal and action regardless of the economic sector and wage rates paid.

A sustainable industry is a label placed on individual firms that purchase from local sources, produce for local needs, and manufacture or distribute non-polluting products. Firms that produce energy using biofuels, solar, wind, and other technologies that are not reliant on fossil fuel production are sustainable, as are retail and food service establishments that sell organic, biodegradable, recycled, or reused products.

[38]See Draft Energy Strategic Plan for the City of Dixon. March 10, 2008.

Regional Serving Retail Establishments

Dixon should continue to expend effort on attracting national/regional chain store retailers that will in turn attract regional customers, add to the City's sales tax revenues, and improve the City's fiscal conditions. The positive fiscal contribution counterbalances the fact that chain store retailers typically offer only low-wage, dead-end jobs.[39]

The attraction of Wal-Mart in 2003 put Dixon on the map as a regional retail destination. Subsequently, the City attracted Tractor Supply, approved Home Depot, and made agreements with property owners to develop new retail centers along the North First Street corridor. Consequently, the City is committed to attracting more national chain store retailers**.**

However, with several commercially zoned sites still available in Vacaville, and the City of Davis landing a 126,000 square foot Target store and another 50,000 square feet of retail and restaurant space, it could be tough to attract more national/regional chain stores. Dixon needs to expend its time and energy in more non-traditional retail such as health clubs, movie theaters, hotels, and others. More non-traditional retailers could help make Dixon a more attractive location for the traditional retail and restaurant tenants.

4.4 Business Retention Targets

Two industry sectors offering relatively higher-paying jobs are business retention targets for Dixon. The strength and performance of the business retention targets are summarized below, with detailed data in Appendix A, Table A-15.

Construction

The financial viability of Dixon's construction firms, which generates 2,200 jobs that pay relatively good wages and contribute positive multipliers to the local economy, are threatened by the housing market collapse.[40] It is possible that the City could provide some type of assistance to slow down or halt the decline of the construction sector.

Finance and Insurance

The financial viability of Dixon's finance and insurance firms, which generates 160 jobs that pay relatively good wages, is threatened by the

[39]Solano County retail establishments pay an average salary of only $26,600. See Appendix A, Table A-15, Wages.

[40]The average wage paid by Solano County's construction industry was $42,600. See Appendix A, Table A-15.

problems in the US financial system.[41] The sector is very small in Dixon. However, it is possible that the City could provide some type of assistance to slow down or halt the decline of the construction sector.

Dixon's neighboring cities have an inventory of business parks with improved lots ready to be developed

4.5 Dixon's Regional Competition

Dixon competes for new business prospects with the neighboring communities of Fairfield, Vacaville, Davis, Woodland, West Sacramento, and the unincorporated areas of Solano and Yolo counties. The neighboring communities have an abundant supply of vacant and available industrial land that will take decades to absorb. Dixon's regional competition is summarized in Figure 20, and described below in more detail.[42]

Fairfield

Approximately 400,000 square feet of industrial space and 100,000 square feet of office space are absorbed each year in Fairfield, which has 350 acres of vacant land within six business and industrial parks. City staff estimate they have a 12-year supply of industrial land and a 20-year supply of business park and office land, assuming that past absorption rates continue into the future. However, many brokers believe that Fairfield's business space will be absorbed much more quickly than the City's estimates, based on 20-year trends.

Fairfield can guarantee the delivery of an adequate water supply and wastewater treatment services to new business prospects. Moreover, the business and industrial parks are located within Redevelopment Project areas, which provides the City with the ability to use tax increment financing to fund project area improvements, as well as the ability to fund marketing and promotion of the available sites.

Vacaville

Vacaville has up to 800 acres of undeveloped industrially-zoned land available to new business prospects. Approximately 440 acres of vacant land is located within five business and industrial parks, with anchor tenants that include Genentech, Novartis, Alza, Kaiser Hospital, and others. Unfortunately, residential developers who are not active sellers and have been unwilling to make real estate investments for commercial or industrial spaces

[41]Solano County's finance and insurance firms pay a relatively high average wage of $54,500. See Appendix A, Table A-15.

[42]The competitive market area is defined by zip codes, which is consistent with the data analysis in this report. The market area zip codes include: Woodland (95776, 95695), Winters (95694), Davis (95618, 95617, 95616), Vacaville (95696, 95688, 95687), Fairfield (94534, 94533).

own some of Vacaville's key industrial sites. These owners are banking their land for development far into the future.

In general, the business parks have adequate water and sewer services needed by new business prospects. However, additional large quantities of clean water to support the needs of more biotechnology pharmaceutical manufacturing prospects are no longer available.

FIGURE 19

Dixon's Competition for Industrial/Business Park Tenants

	Available Land (Acres)	Location	Allowed Uses	Existing Tenants
FAIRFIELD				
Fairfield Corporate Commons	30	I-80, I-680 & Suisun Valley Rd	Business	Solano EDC, Partnership Health, County of Solano
Solano Business Park	57	Highway 12 and Cordelia Rd	Business & Industrial Park	Jelly Belly Candy, Abbott Labs, Applied Materials
Busch Corporate Center	116	I-80 and Highway 12	Business & Industrial Park	Anheuser-Busch Brewery, Sutter Medical Center
Green Valley Corporate Park	100	I-80, I-680 and Highway 12	Business	Copart, Ventur Commerce Center
Green Valley Office Park	17	I-80, I-680 and Highway 12	Regional & Neighborhood Commercial	County Office of Education, Northbay Healthcare
Tolenas Industrial Park	4	Air Base Parkway & Peabody Rd	Heavy Industrial	Clorox, Duracite, MarcoPlastics
South Cordelia	45	I-680 along Fulton Drive	Business & Industrial Park	Glass Pak, Pacific Coast Steel, Dependable Plastics
VACAVILLE				
Lagoon Valley	50	I-80 and Lagoon Valley Blvd	Office	Vacant
Vaca Valley	130	I-80 and I-505	Office and R&D	Genentech, State Compensation Insurance, Kaiser
Interchange Business Park	200	I-505 and Vaca Valley Pkw	Business & Industrial Park	Alza, Save-Mart Distribution Center, Mariani Packing
Golden Hills Business Park	5	Vacaville and Allison Pkwy	Industrial	Wunder-Mold, Synder Filtration, Court Galvanizing
Vacaville Business Park	25	I-80 and Vaca Valley Pkwy	Industrial	Novartis, Serta
DIXON				
Northeast Specific Plan Area	440	I-80 and North First Street	Industrial and Commercial	Gymboree, Cardinal Health, Genentech
SOLANO COUNTY				
Lambie Industrial Park	1000	Hwy 12 & Lambie Road		
General Plan Industrial	485	I-80 east of Dixon	Industrial & Ag Processing	Campbells
DAVIS				
Davis Business Park	100	North edge of Davis	Planned Development	Former cannery currently vacant
Industrial Infill Sites	60	I-80 near Mace Street Interchnge	Industrial	Spec Buildings in Process

Source: Wahlstrom & Associates. Data collected from the individual communities and SEDCORP

Unincorporated Solano County

A draft Solano County General Plan is completed that will allow approximately 485 acres of land adjacent to Dixon along the I-80 corridor to be developed for highway commercial and industrial agricultural related uses.[43] The General Plan update represents a significant policy change to convert agriculture and open space for commercial and industrial development.

Although County land use policies are changing, the vacant lands adjacent to Dixon have no water and sewer services, and access is provided through a system of rural roads that will need to be improved prior to developing new commercial and industrial space. Thus, it remains to be seen whether or not the General Plan update will accomplish its intended results of attracting private real estate investment and new business prospects located adjacent to Dixon.

Davis

Until 2006, the City of Davis's economic development efforts had focused solely on attracting more retail business establishments. However, the City is currently encouraging high-end industrial development on 60 acres of vacant infill land north of I-80 near the Mace Boulevard interchange, and another 40 acres of vacant industrial land south of I-80. The infill property has a sufficient supply of water and sewer services to attract spec building developers.

The City and UC Davis have been interested in developing a research and tech park, but no adequate site has been identified. A 100-acre former cannery located on the eastern edge of the City was once considered a possible tech park site. However, a residential developer purchased the site, and the City is studying the land-use alternatives. City staff anticipates that about 20 acres of the site will be dedicated for research and development business uses.

* * *

[43]The draft General Plan update allows 750 acres of commercial and industrial development near Dixon. However, 265 acres are already developed, which leaves 485 acres of agricultural land that can be converted for commercial and industrial uses. The General Plan update would limit development to agriculture-related uses. No general industrial or commercial uses would be allowed.

5 Economic Development Opportunities for the Northeast Quadrant Specific Plan Area

Development of the Northeast Quadrant Specific Plan Area has been constrained by inadequate infrastructure investments

Dixon's potential to attract new business and jobs directly relates to new public and private investments toward developing improved business and industrial lots and the construction of new commercial space within the Northeast Quad. The 10-year demand projections described below can guide the phasing of new infrastructure investments, and the City's economic development implementation effort.

5.1 LAND DEMAND PROJECTIONS

Employment projections form the foundation used to measure the demand for commercial and industrial land. Within this context, Solano County may add 12,400 new jobs between 2005 and 2014, and Dixon may capture 2,550 new jobs if the Northeast Quad infrastructure improvements can be financed.[44]

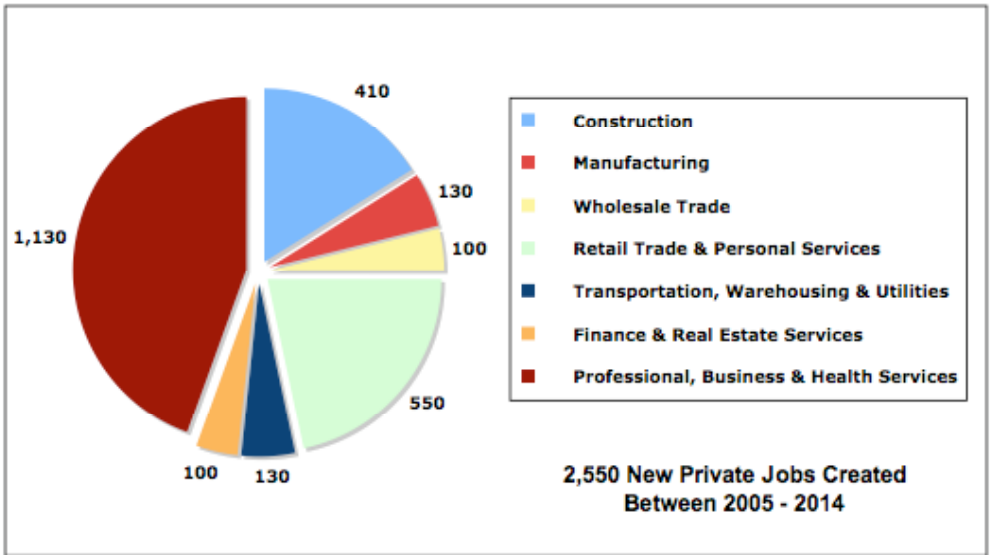
[44] For detailed data see Appendix A, Table A-18. The data averages the California, Bay Area, and Solano County employment projections published by the California Employment Development Department, Center for the Continuing Study of the California Economy, Association of Bay Area Governments, and Woods & Poole Economics. The forecasts indicate that California's employment growth rates will be similar to past trends. Employment in the Bay Area is projected to expand more rapidly than past trends. Employment growth in Solano County is projected to slow down from its 4.4 percent annual growth rates between 1998 and 2005, to 2.2 percent between 2005 and 2014. Dixon's projected job growth assumes that the rate of employment growth will continue to expand faster than Solano County.

Essentially, financing the Northeast Quad's infrastructure improvements would allow Dixon to capture up to 20 percent of Solano County's growth.

Figure 20 displays the types of jobs that Dixon can plan to accommodate during the next decade. The projections reflect California's changing economy and the shift from manufacturing to service sector occupations. It is anticipated that Dixon's economy will expand by 1,100 new professional, technical, and health service sector jobs (44 percent of total); 550 relatively low-wage retail and personal service jobs (22 percent of total); 400 new construction jobs; and 330 new jobs in the smaller sectors of wholesale trade, transportation and finance.

FIGURE 20

Dixon's Employment Projections 2005-2014



Data Sources: Woods & Poole Economics, Center for the Continuing Study of the California Economy, Association of Bay Area Governments, and the California Labor Market Information Group.

Analysis: Wahlstrom & Associate

Figure 21 estimates the demand for commercial and industrial land and new business space in Dixon if 2,550 new jobs can be attracted. The projected new jobs will generate a demand for 870,000 square feet of new business space and 56 acres of land. [45] The specific types of new space that will be in demand are listed below.

[45] An additional 820 retail and personal service jobs will likely be created in Dixon during the next decade.

- 360,000 square feet of office and business park space
- 420,000 square feet of industrial space
- 90,000 square feet of warehouse space.

FIGURE 21

Projections of Demand for Built Business Space and Land in Dixon

2005-2014

	Employment	Building Square Foot per Employee	Floor Area Ratio	Built Space Estimate	Developed Acreage Estimate
Office/Business Park Space	670	275	0.35	360,000	24
Industrial & General Commercial	600	700	0.35	420,000	28
Warehouse & Transportation	90	1,000	0.4	90,000	5
Other Land Uses	190				
Work at Home	80				
Totals	1,630	1,975		870,000	56

Data Sources: 2001 Employment Density Study published by the Southern California Association of Governments, Woods & Poole Economics, Center for the Continuing Study of the California Economy, Association of Bay Area Governments, and the California Labor Market Information Group.

Analysis: Wahlstrom & Associates

5.2 INFRASTRUCTURE CONSTRAINTS

The development of new commercial and industrial space within the NQSP area has been constrained for the past 15 years by the inability to the finance infrastructure improvements needed to attract job-creating businesses. The infrastructure constraints are summarized in the narrative below and in Figure 22 (see Appendix B for detailed information).[46]

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[46] See Appendix B report by Andrew J. Leahy, P.E. about the infrastructure systems serving the NQSP

FIGURE 22

Summary of Infrastructure Constraints within the NQSP Area

Infrastructure System	Constraints
Water Supply	▪ The only sites within the NQSP area with immediate access to water include Wal-Mart, an undeveloped site next to Wal-Mart, and the properties south of Vaughn Road, which are outside the NQSP area ▪ Five owners of 284 undeveloped acres will soon form a CFD to fund the initial phase of a $6.4 million water system, plus additional costs for water distribution lines ▪ The first well, storage tank, and pumping system cannot be developed incrementally ▪ Private financing increases the costs and impacts the financial feasibility of developing new business space
Wastewater Treatment Plant	▪ Plant has the capacity to support the projected growth of 870,000 square feet of new business space ▪ Existing treatment system (plant and percolation ponds) may need to be improved because of ongoing groundwater degradation near the plant's percolation ponds ▪ The current plan to finance the improvements is from developer contributions, which rely on new residential development.
Wastewater Collection System	▪ Major trunk lines along Vaughn Road and Fitzgerald Drive have sufficient capacity to accommodate buildout within the Northeast Quad ▪ Wastewater collection lines can be extended to undeveloped areas incrementally
Storm Drainage	▪ Agricultural land leveling sedimentation in the small drainage channels, and clogged culverts have resulted in scattered shallow flooding during periods of heavy rainfall ▪ City requires owners to detain a significant portion of their run off onsite
Traffic	▪ New development will have to pay AB 1600 fees to mitigate traffic impacts ▪ Internal road networks must be privately funded ▪ Each proposed project will require a traffic study and impact analysis

Water Supply

The lack of readily available water to serve the undeveloped sites within the NQSP has been and continues to be a significant infrastructure constraint. The City relies on deep wells for its water supply, and large storage tanks to meet fire flow and peak demands. Currently, the Wal-Mart Supercenter and an undeveloped 10- to 15-acre site next to Wal-Mart are the only properties north of Vaughn Road with immediate access to water. The City allowed Wal-Mart

to link to the existing water systems, but no additional development can be allowed without developing a new well, storage tank, and pumping system to deliver the water supply.

The need to privately finance the new water supply and delivery system impacts the financial feasibility of developing new business space. Moreover, a new water supply will serve a large area, and cannot be financed by a single property owner. Thus, five owners of 284 undeveloped acres within the NQSP are currently planning to form a Community Facilities District (CFD) to raise the $6.4 million needed to finance the first phase of the area's new water supply infrastructure. Financing the distribution lines needed to deliver water to individual sites will incur additional, significant property owner costs, since they have not been included in the CFD improvements.

Wastewater Treatment Plant

The City's existing treatment plant currently has available capacity to process approximately 520,000 gallons per day of additional wastewater flow, which can support approximately 870,000 square feet of new business space. Until the recent housing slump, it had been assumed that a significant portion of the wastewater treatment capacity would be used on a first come, first served basis by residential developers. However, market conditions have placed most new residential projects on hold, so virtually all of the treatment plant's excess capacity is available to support new business space within the NQSP.

Although there is capacity to support new growth, the treatment plant and/or percolation ponds may need to be improved. However, the City has no capacity to finance either a treatment plant expansion or any modification of the existing percolation ponds, which are likely to costs more than $5 million.[47] Wastewater treatment plant and percolation pond improvements would benefit both existing and future customers, and will likely be financed partially through increased sewer rates. Since the improvement costs are unknown, it is not possible to gauge the potential impact of the improvement costs on Dixon's business and residential customers.

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[47] The design of the pond modifications has not progressed sufficiently to make even preliminary cost projections.

Wastewater Collection System

The western portion of the NQSP is well served with major wastewater collection trunk lines along Vaughn Road and Fitzgerald Drive. A 12-inch sewer line installed in East Dorsett Drive to serve the Wal-Mart site runs north from the Kids Way/Vaughn Road intersection, following the route of a proposed road across the planned TVOB retail center to East Dorset Drive. An 8-inch branch of this sewer runs southwest on East Dorset to North First Street, and a 10-inch branch runs north to a dead end in the road's existing cul-de-sac. The East Dorsett Drive sewer line was designed to carry wastewater generated by the future development of properties located along its entire existing length, as well as along the future northerly extension of East Dorset Drive. The East Dorsett Drive sewer was designed to serve Wal-Mart, the TVOB property, Dixon Town Center, the AKT property south of Dorsett Drive, and approximately one-half of the remaining AKT property north of East Dorsett Drive.

A new sewer line from Vaughn Road will be needed to serve the eastern portion of the Northeast Quad. The existing 15-inch line that runs east on Vaughn Road from Fitzgerald Drive lacks the capacity to accommodate buildout of the entire upstream drainage area, so it should eventually be replaced once a substantial portion of the NQSP has been built out.

The wastewater collection lines can be extended incrementally to support the requirements of individual business prospects. Extending wastewater collection lines to serve individual sites can be privately financed, and does not require creating complex financing mechanisms such as CFDs.

However, projects removed some distance from the City's existing sewers on either Vaughn Road or East Dorset Drive would be required to install the entire length of new line needed to reach these connection points. The City will enter into development agreements that provide for the future recovery of at least some of these costs as other properties connect into the new line, but the entire initial construction cost would have to be funded by the original project sponsors.

Storm Drainage

Drainage patterns in the Northeast Quad area generally run from northwest to east/southeast, toward the network of slough channels that drain the periphery of the Sacramento-San Joaquin Delta. An existing network of small drainage channels routes overland flow, together with local runoff, into culverts that run under Pedrick Road. Additional culverts convey runoff, and then carry it under the UPRR into channels that ultimately discharge the flow into major canals maintained by the Dixon Resource Conservation District (DRCD). Almost all of these facilities suffer from limited capacity. Therefore, scattered, shallow flooding occurs during periods of heavy rainfall.

The City of Dixon, the Dixon Resource Conservation District, Reclamation District 2008, and the Maine Praire Water District are co-members of the Dixon Regional Watershed Joint Powers Authority. The JPA has set policies regarding drainage in the NQSP area. Under these policies, the NQSP property owners will be required to detain runoff in order to mitigate for increases in peak flow and volume due to development. This means that a portion of developable land will have to be reserved for construction of stormwater detention facilities. Options for these detention facilities include individual ponds on each property; a single, larger pond that serves a cluster of developments; or a regional pond that serves the entire Specific Plan area.

Traffic

New development in Dixon will have to privately finance all internal road networks, mitigate traffic impacts through AB 1600 fee payments, and contribute to or enter into development agreements that fund the improvement of existing roads not covered by the AB 1600 program (such as Vaughn Road). Traffic studies would be required to determine the required timing of such improvements and each project's responsibility for financing.

5.3 Inventory of Developed Sites Within the NQSP

The potential to develop the NQSP's vacant sites should build upon the business character and synergies that have been created by the existing developed sites. The purple colored developed sites within the Northeast Quad, identified in Figure 23, are described below in more detail.

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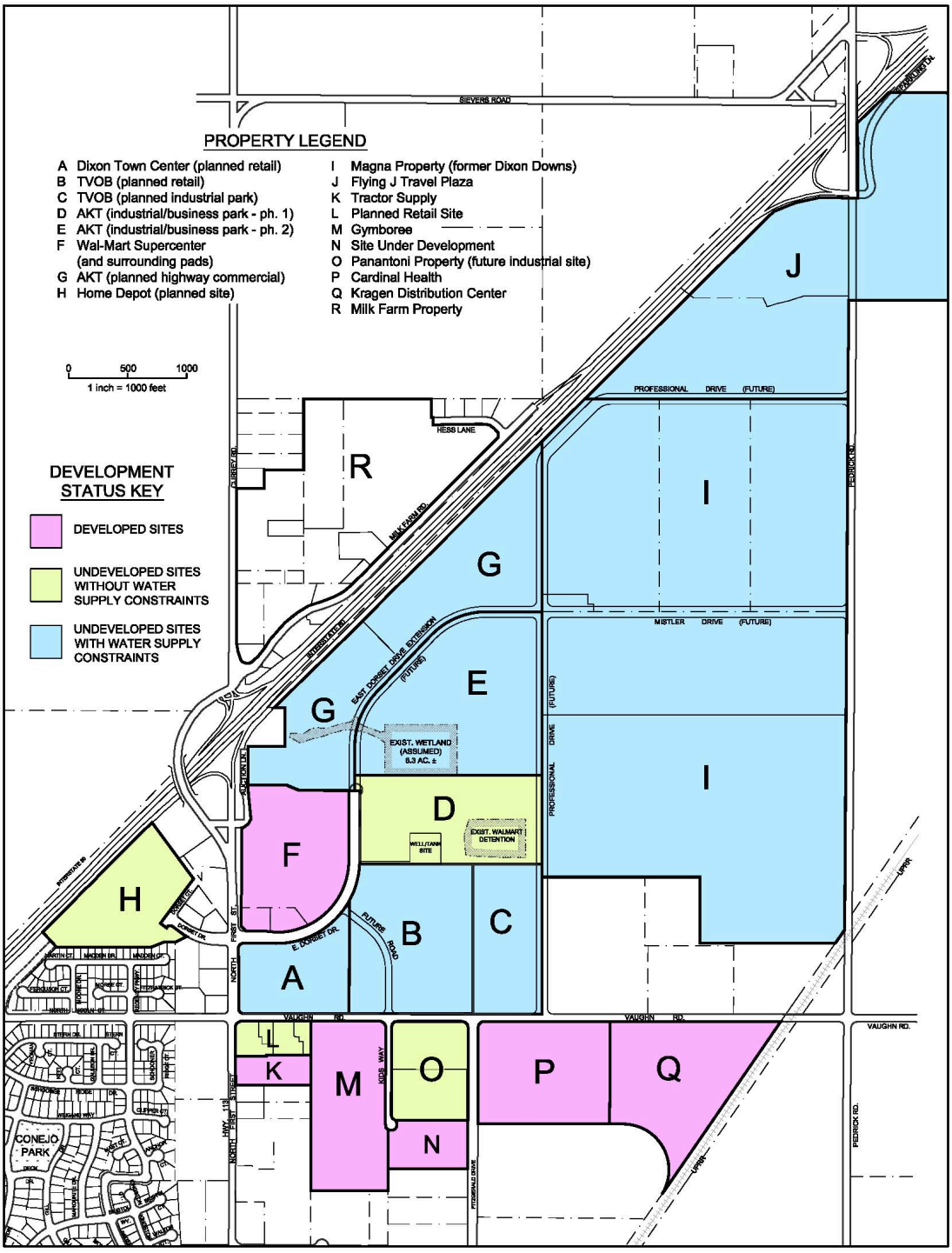
FIGURE 23

Development Status of Key Parcels Within the Northeast Quad



Source: Andrew Leahy, PE

Area F: Wal-Mart Supercenter

The Wal-Mart Supercenter and the supporting retail, food services, and personal service business tenants occupy 216,000 square feet of retail space, developed by AKT in 2003. The site was expanded into a Wal-Mart Supercenter by 2005.

Area K: Tractor Supply Within the Dixon Commerce Center

The Dixon Commerce Center consists of nine undeveloped lots plus a 25,000 square foot Tractor Supply store, which was developed in 2007. The Dixon Commerce Center, with its location south of Vaughn Road, can tap into the existing water system—which allows the area to be immediately developed.

Areas M, N, P and Q: Gymboree, Cardinal Health, and a Potential Distribution Center

These industrial sites, located on the south side of Vaughn Road, are occupied by businesses that are important anchors to Dixon's economy.

5.4 UNDEVELOPED NQSP SITES WITH WATER

A few sites within and adjacent to the NQSP can be immediately developed because they have access to the City's water supply and do not require the property owners to participate in privately financing new water supply sources. The tan colored vacant areas with access to water, illustrated in Figure 24 and summarized in Figure 24, are described below in more detail.

Area H: Home Depot

A developer recently purchased this 16.64-acre site, which has access to water and sewer services. The site, with its I-80 visibility and proximity to Wal-Mart, offers an ideal location for big-box retail. The Planning Commission approved the development of a Home Depot. However, Home Depot no longer intends to develop the site due to the economic downturn, and the project has effectively been put on hold. Going forward, it is uncertain whether or not the property owner will try to sell this site or attract another big-box retailer.

Area L: Vacant Corner of the Dixon Commerce Center

The Dixon Commerce Center includes a fully improved 1.5-acre vacant site at the corner of Vaughn and North First that is zoned for retail uses. Tractor Supply is its neighbor to the south and the Town Center shopping center is planned for the north side of Vaughn Road. The vacant land is unlikely to be quickly developed given the economic downturn, and the site is offered for sale at $12.54 per square foot.

Area O: Panattoni Development

This fully improved 1.5-acre area, located next to Gymboree was purchased by the Panattoni Development Company and subdivided into nine improved lots. The area is priced and zoned for retail uses, and the site is also on the market for $12.54 per square foot.

Area D: AKT Adjacent to Wal-Mart

Area D is the only available land north of Vaughn Road that is authorized to tap into the existing water supply. AKT Development owns the area, which is zoned for a mix of commercial retail, industrial, and business uses. The entire west project line fronts on an improved street; sewer has been brought to the site; water is as close as Wal-Mart's entrance on East Dorsett; and storm drain can be handled simply by reconfiguring Wal-Mart's detention to enlarge the developable area. However, the feasibility of privately financing the required infrastructure improvements is unknown. The site is on the market at a price of $12 per square foot for commercial and $6.50 per square foot for industrial.

FIGURE 24

Characteristics of Undeveloped Sites WITH WATER Within the NQSP

	Site Characteristics	Development Assets	Development Constraints
Sites With Water			
Area H - Home Depot Site	**Home Depot purchased 11.5-acres with water and sewer in place**	**I-80 visibility ideal for big box retail. Should benefit from proximity to Wal-Mart**	**Weak market conditions has placed project on hold**
Area L - Dixon Commerce Center corner lot	**Improved 1.5 acre site listed for sale.**	**Ideal retail corner next to Tractor Supply**	**Weak market conditions for retail**
Area O - Panattoni Parcel	**Improved 1.5 acre site subdivided into 9 lots, zoned for retail, and listed for sale**	**Property owner with experience developing industrial and commercial real estate. Site located adjacent to Gymboree and Tractor Supply.**	**Weak market conditions for retail**
Area D - AKT Adjacent to Wal-Mart	**10 to 15 acres with a mix of commercial, industrial, and business park zoning. Property listed for sale.**	**Good demand for industrial and business park space. Access to water without incurring new costs**	**Current owner has not shown interest in developing new industrial and business park space. Development will require private financing of internal roads, water delivery and local wastewater collection lines. Unknown if it is feasible to privately finance infrastructure improvements**

5.5 UNDEVELOPED NQSP SITES WITHOUT WATER

The NQSP has remained undeveloped for decades because of the combined forces of weak market demand, lack of access to the City's existing water supply system, and the need to privately finance the construction of infrastructure improvements. The largest of these infrastructure items entails construction of new water supply facilities—a well, pump station, and storage tank. Accordingly, the City and the NQSP property owners are trying to form

a Community Facilities District (CFD) to raise the $6.4 million needed for these new facilities. Additional private money will be needed to develop water distribution lines that connect individual properties with the well, and connect the well into the City's existing distribution network.

The blue colored vacant areas without water access, illustrated in Figure 24, and summarized in Figure 25, are described below in more detail. Planned development sites without water cannot be implemented until the CFD has been signed, and the various property owners have agreed to share the costs of new wells and a water delivery system.

Area A – Dixon Town Center

The 14-acre Dixon Town Center, located at the corner of North First Street and Vaughn Road, may be developed in two phases. The site's location at the corner of Vaughn and North First Street is ideal for retail, and the property owner proposes a Phase 1 with 37,000 square feet of new retail space, and a Phase 2 with another 90,000 square feet of new retail space. However, the market for new retail is very weak, and the financial feasibility of private investment for internal streets, water delivery, and wastewater collection systems is uncertain. The property is listed for sale at $17 per square foot.

Area B – TVOB Retail

Area B is a 30-acre site owned by TVOB, which is planned for big-box and regional retail. The site is adjacent to the planned Dixon Town Center, and it can be physically connected to the Wal-Mart Supercenter. Although the owner is an experienced retail developer, it may not be financially feasible to develop the site due to the weak demand for new retail space given the necessary infrastructure improvement investments.

Area C – TVOB Industrial

Area C is 17 acres owned by TVOB, which the owner has tentatively agreed to develop into industrial and business park uses.[48] A wastewater collection trunk line connects with the property, which places Area M in a good location to absorb the projected demand for industrial and business park space. The financial feasibility of incurring new private costs for internal roads, wastewater collection lines, water delivery, storm drainage, and other required infrastructure is uncertain.

[48] The agreement is not yet final because the property owner wants to develop all 47 acres for retail, but the City wants Area C reserved for industrial uses. In exchange, the property owner is seeking a zoning change that would allow regional retail uses on Area B. City Staff anticipates that this negotiated agreement will be approved.

FIGURE 25

Characteristics of Undeveloped Sites WITHOUT WATER Within THE NQSP

	Site Characteristics	Development Assets	Development Constraints
Sites Without Water			
Area A - Dixon Town Center	14-acre site planned for 127,000 SF of new retail to be developed in two phases. Property is listed for sale	Corner location at Vaughn and N. First is ideal for retail. Proximity to Wal-Mart may help attract regional customers	Weak market demand for retail. Property owner must finance internal streets, water delivery, and wastewater collection systems
Areas B - TVOB Retail	30 acres planned for big box and regional retail	Property owner is experienced developing big box retail	Weak market demand for retail. Property owner must finance internal streets, water delivery, and wastewater collection systems
Areas C - TVOB Industrial	17 acres remain for industrial and business park uses	Good demand for industrial and business park space. Wastewater collection trunk line connects with the property	Owner is interested in developing retail. Property owner must finance internal streets, water delivery, and wastewater collection systems
Area E - AKT Industrial Zone	57-acre site partially zoned for commercial, industrial and business park uses	Good demand for industrial and business park space. Site can connect with nearby wastewater collection line and East Dorsett Drive	Current owner has not shown interest in developing new industrial and business park space. Development will require private financing of internal roads, water delivery, and local wastewater collection lines. Unknown if it is feasible to privately finance infrastructure improvements
Area G - AKT Commercial Zone	49-acre site zoned for commercial retail uses	Freeway visibility can attract interest from big box retailers	Weak demand for retail. Expensive to extend wastewater collection lines to site. The development of internal roads, water delivery, and local wastewater collection lines must be privately financed. Unknown if it is feasible to privately finance infrastructure improvements
Area I - Magna Entertainment	250-acre site formerly proposed for the Dixon Downs Horse Racetrack and Entertainment Center Project. Property is for sale	Rare large industrial site along the I-80 Corridor	Insufficient market demand to support the development of this site. Development will require private financing of internal roads, water delivery, and local wastewater collection lines. Development will require expensive Pedrick Road interchange improvements
Area J - Flying J Travel Plaza	60-acre site with 27 acres proposed as a Flying J Travel Plaza	Freeway interchange location	Community concerns about proposed use. Development will require private financing of internal roads, water delivery, and local wastewater collection lines. Development will require expensive Pedrick Road interchange improvements
Area R - Milk Farm	30-acre site on the north side of I-80. Site is listed for sale. Proposed concept plan with retail, agriculture, hotel, health care, and entertainment	Freeway interchange location.	Owner has no track record with real estate development. Site is located on the wrong side of the freeway, away from all infrastructure systems. Access to the City's infrastructure must be privately financed. Development will require expensive freeway interchange improvements

Area E – AKT Industrial and Business Park Zoning

Area E is 57 acres of land owned by AKT Development that is zoned for industrial and business park uses. This site will be the location for the proposed water well and storage tank that will serve most of the Northeast Quad. One acre of the site is undevelopable wetlands, and an additional 15 percent of Area N should be reserved for storm drainage. Area E has been under the same ownership for more than a decade, and the owner has not communicated with the City about any interest in developing new industrial and business park space. Moreover, the financial feasibility of privately

financing the internal roads, water delivery, and local wastewater collection lines is unknown. The uncertain willingness of the property owner to pursue the development of this site is a significant constraint to overcome.

Area G – AKT Commercial Zoning

Area G is zoned for highway commercial uses, and it is a desirable location for retailers that want I-80 visibility. However, Area G remains undeveloped because there is no infrastructure, and the current downturn of demand for commercial retail real estate may further delay the development of this area. The incremental extension of the wastewater treatment lines north from Vaughn Road encourages the development of Area E before Area G, and discourages leapfrog development.

Area I – Magna Entertainment

Area I is a 260-acre site owned by Magna Entertainment, which initiated the recently defeated proposal to develop the Dixon Downs Horse Racetrack and Entertainment Center. Area I has no infrastructure to support new real estate development, and future owners will need to privately finance all infrastructure improvements, along with improvements to the Pedrick Road interchange. Most importantly, there is a lack of demand to support any type of new business space on this site. The property is listed for $28 million, or $2.48 per square foot. A future buyer will need to subdivide the site and develop improved industrial or business park lots for sale or lease.

Area J – Flying J Plaza

Area J is owned by the Property Development Group, which proposes to develop a Flying J travel plaza and truck stop on 27 acres of the north portion of this 60-acre site. The travel plaza has been in a proposal stage for more than a decade. It is unknown whether or not the proposed project matches the community's economic development goals, and if it is even financially feasible for the property owner to incur the costs of new infrastructure improvements and the expensive Pedrick Road interchange improvements. This project's remote location would add significantly to its infrastructure development costs, because the project sponsors would have to install very long water and sewer extensions to reach the new well and the City's existing sewer system.

Area R – Milk Farm

The Milk Farm is a 60-acre site, 30-acres of which is developable, located on the north side of I-80. The property owner has proposed to develop the area for highway commercial uses, specialty retail, a hotel, a wellness center, and agricultural recreation. However, the owner has no track record with real estate development. The site's location will require extending the water delivery and wastewater treatment lines across the freeway, which will be a

very expensive privately financed effort. Moreover, development may require expensive freeway interchange improvements. The site has been listed for sale at $18 million, or $6.93 per square foot.

5.6 NQSP Concept Plan

Figure 27 presents a concept plan to develop 45 acres within the Northeast Quad, which would accommodate 218,000 square feet of office and business park space, 407,000 square feet of light industrial space, and 77,000 square feet of warehouse space. The concept plan should be considered the potential for developing Phase 1 of the NQSP within the next decade.[49] Priority areas north of Vaughn Road that can realistically be developed within the 10-year time horizon are identified, consistent with the NQSP land-use designations and the newly adopted circulation plan. Significant areas of wetlands and space that must be reserved for storm drainage retention ponds (City requirements) have been identified as not developable.

The concept plan acknowledges the City's existing agreements to allow TVOB and the Town Center to develop more commercial retail shopping. The plan works around the planned new retail shopping, and identifies 48 parcels owned by TVOB and AKT that can be developed for new light industrial and business park space. The concept plan identifies vacant parcels that can cost-effectively be connected to the core infrastructure systems, such as the 21-inch diameter Fitzgerald Drive trunk sewer, which was designed to support the build-out north of Vaughn Road. The TVOB industrial property could be the first connection to this sewer line north of Vaughn Road, which could be further extended north toward the AKT property.

Area I (owned by Magna Entertainment) is not included in the concept plan because the owner has no intention of developing the property, which still needs to be subdivided with infrastructure extended to serve the area.

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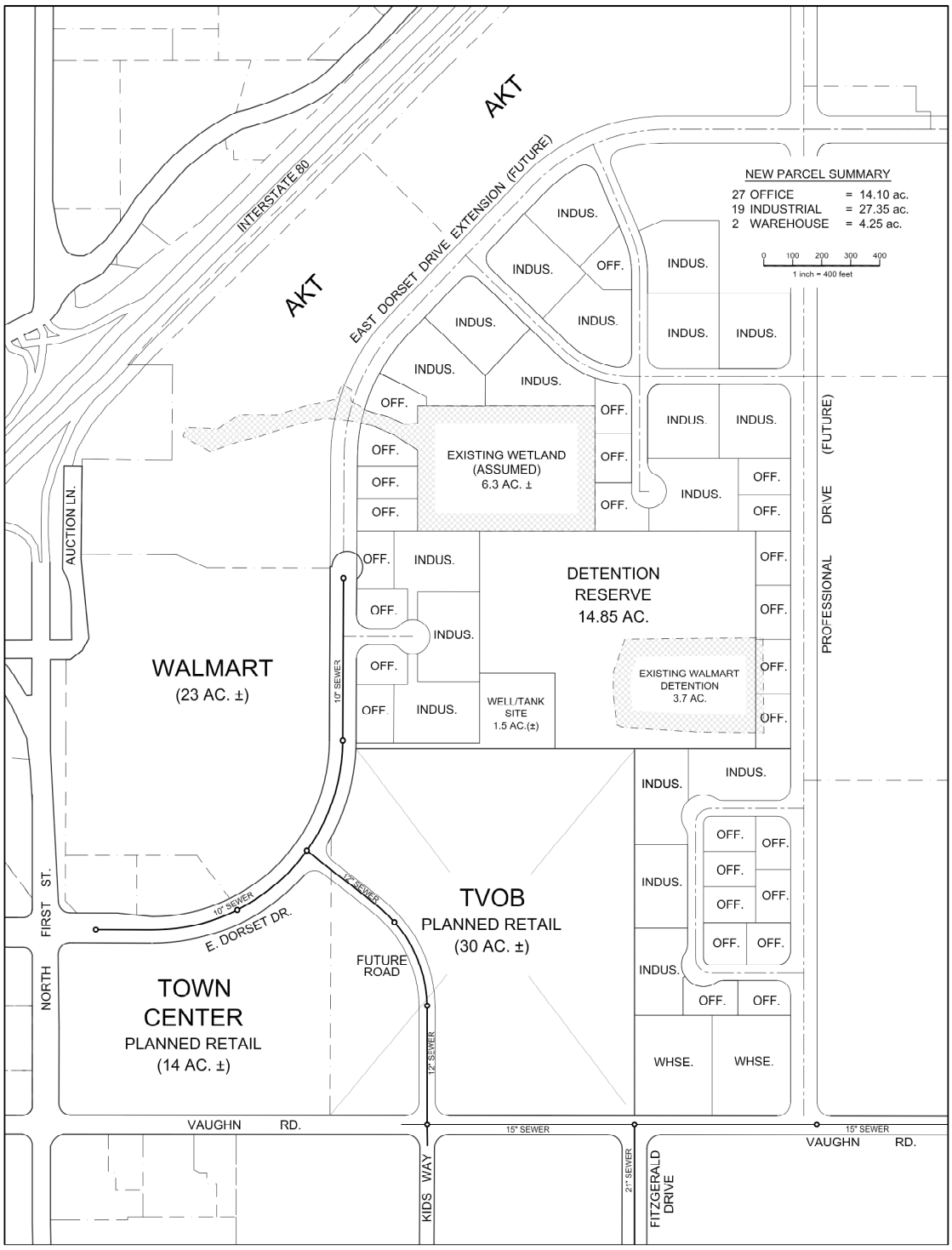
[49] See Appendix C for a detailed description of the concept plan assumptions and methodologies

FIGURE 26

Northeast Quad Concept Plan Map



Source: Andrew Leahy, PE

Implementation of the 45-acre concept plan would absorb 702,000 square feet of new space, which is most but not all of the 870,000 square feet of projected demand. Figure 27 compares the projected demand for new space with the amount of space that can be absorbed by implementation of the 45-acre concept plan. Additional demand will have to be absorbed elsewhere in the City, or it will be captured by Vacaville or another neighboring jurisdiction.

FIGURE 27

Comparison of Demand for Space with Concept Plan's Capacity to Absorb Growth

2005-2014

	Demand Built Space Estimate	Demand Developed Acreage Estimate	Absorb Developed Acreage	Absorb Built Space
Office/Business Park Space	360,000	24	14	218,000
Industrial & General Commercial	420,000	28	27	407,000
Warehouse & Transportation	90,000	5	4	77,000
Totals	**870,000**	**56**	**45**	**702,000**

Analysis: Wahlstrom & Associates

Notes: Data does not include commercial space projections that will be needed for 820 jobs in retail and personal services establishments

Regional Distribution Center Concept Plan

Dixon could develop a distribution center within the Northeast Quad. The regional distribution center could range in size between 600,000 and one million square feet of space. However, the approval of a distribution facility will allow only 475,000 square feet of new industrial and business park space to be developed within Phase 1. Thus, the remaining demand for industrial and business park space will have to be absorbed elsewhere in the City or by the neighboring communities (See Figure 28).

FIGURE 28

Comparison of Northeast Quad Space Absorbed With and Without a Distribution Center

	No Distribution Center		Includes Distribution Center	
	Acreage	Built Space	Acreage	Built Space
Office/Business Park Space	14	218,000	12	187,000
Industrial & General Commercial	27	407,000	14	211,000
Warehouse & Transportation	4	77,000	4	77,000
Total	**45**	**702,000**	**30**	**475,000**

Analysis: Wahlstrom & Associates

Note: Data does not include distribution center space and space needed for retail and personal service establishments

6 Current Redevelopment and Economic Development Projects

Dixon redevelopment and economic development initiatives are described in this section

The City has one staff position dedicated to implementing redevelopment and economic development initiatives. Fifty percent of the City's staff time focuses on implementing the Redevelopment Agency's Project Area improvements, affordable housing initiatives, and the RDA's administrative tasks that are required by California Redevelopment Law (CRL).[50] Another 50 percent of staff time focuses on marketing and other economic development initiatives that benefit the entire City. The City's redevelopment and economic development initiatives are listed below in Figure 29, and described in more detail throughout this section of the report.

Figure 29

Inventory of Dixon's Redevelopment and Economic Development Projects

Redevelopment Projects

- Amtrak Stop
- Old Dixon Firehouse
- Pardi Market Site
- Dixon Veterans Hall
- Core Drainage Improvements
- Signs and Banners
- Special Events

Marketing and Promotion

- Solano EDC Generated Business Leads
- CALED Award Winning Promotional Materials
- Trade Show Promotions
- Monthly Electronic Newsletter: Dixon Marketplace
- Industrial Site Tours

Business and Real Estate Information

- City of Dixon Web Site
- Site Selection Property Profile

[50] See Appendix D for Dixon RDA Project Area map

6.1 Redevelopment Agency Projects

The Dixon Redevelopment Agency has approximately $2.1 million available to invest in non-housing projects, and another $400,000 available to support affordable housing. The resources that can be invested in non-housing projects are obtained from the actual and projected tax increments that will be collected by the Agency, less the Housing Fund deposit. The Agency is able to borrow against a portion of the projected tax increment revenues by issuing bonds to fund the non-housing projects and programs that are described in the Implementation Plan.[51] The projected tax increment revenues can also be used by the Agency to leverage grants, loans, and other sources of public funding that will help the Agency achieve its project area goals and objectives.

The primary source of revenue available to the Dixon Redevelopment Agency has been and will continue to be property tax increment revenues because they are used to fund project area improvements, pay debt service, and secure bond revenues. Higher property values will generate more tax increment revenues to the Agency, which can continue to be reinvested in the project area. The tax increment revenues should be reinvested for improvements that will help reduce and eliminate project area blight. By encouraging and expanding local commercial, retail, industrial, and residential opportunities, the Agency will achieve the greatest return on its investment—while creating local jobs, enhancing sales tax generation, and increasing property values.

The RDA's goals, which are summarized in the Implementation Plan, include the funding of projects that rehabilitate structures, improve community facilities and infrastructure, and acquire and dispose of real estate. Within this context, the mission of the RDA includes, but is not limited to, economic development. The key non-housing projects that the Agency has assisted and will continue to pursue are described below.

Amtrak Stop

Dixon has been designated as a future Capitol Corridor Amtrak stop location, which will help residents connect with the larger region, enhance the City's image, and generate customer traffic that could benefit downtown businesses. The City has taken some initial steps to develop the future Amtrak stop, but current plans require a significant amount of new capital investments.

Future improvements needed to develop a Dixon Capitol Corridor stop are estimated to cost $16.3 million. However, the stop cannot be developed until

[51] The Dixon RDA's ability to raise funds for improvement projects is also limited by legal parameters that limit the total amount of tax increment that can be collected during the life of a project, and the total amount of indebtedness that can be outstanding at any one time.

Amtrak has negotiated a new rail passenger agreement with UP to expand the Capital Corridor system from 12 to 18 trains per day. The proposed expansion of service will require a capital investment of $124 million for track work and signal improvements, $97 million for additional trains, and $62 million for maintenance systems.[52] Although Dixon does not have to participate in raising the funds needed to expand the Capitol Corridor service, the current plans call for the City to wait until service can be expanded before moving ahead with the proposed stop. Moreover, the RDA can make additional contributions to funding a new stop, but the vast majority of funding must be obtained from federal and state grants.

Despite the financial hurdles that must be overcome the Dixon RDA kick-started a new Amtrak station by funding a park-and-ride lot at the corner of Jefferson and C Streets, and retrofitting the old train station building into a transit center and offices occupied by the Chamber of Commerce. The park-and-ride lot, which has charging stations for electric vehicles, is a place where Dixon commuters can connect with each other for carpool rides to other Sacramento and Bay Area destinations.

Old Dixon Firehouse

The RDA has been studying and planning to revitalize the 1929 Old Dixon Firehouse for more than a decade. The building became vacant in 1998 when the Dixon Fire Department moved to a new station. A 1999 reuse study provided a cursory evaluation of adaptively reusing the building as an office and restaurant mixed use facility. However, implementation of any reuse concept has been burdened by up to $2.4 million of building renovation costs associated with removing asbestos, lead-based paint, and seismic improvements.[53]

Within this context, the RDA recently negotiated an agreement with a private partner to rehabilitate the building into a mix of office and restaurant space, which was consistent with the 1999 reuse study. The RDA also budgeted $800,000 to seismically retrofit the building, which will reduce the private costs to reuse the facility. However, it has been difficult to raise the private financing needed to implement the project, which may force the City to find a new investment partner. If the current plans are abandoned, the building will continue to deteriorate. At some point, the building will be too costly to revitalize.

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[52] Information collected from the Auburn-Oakland Regional Rail Service Concept and Implementation Plan; prepared by the URS Corporation for the Counties of Contra Costa, Placer Sacramento, Solano and Yolo, 2005

[53] Estimates including soft costs were provided by the City of Dixon

Old Dixon Square/Pardi Site

The Redevelopment Agency has budgeted $325,000 to encourage a mixed-use development project on a .85-acre vacant site at the corner of First and "A" streets. The site is owned by the RDA, which has pursued a Disposition and Development Agreement (DDA) with a private investor to develop 9,600 square feet of ground floor commercial space, nine-second floor apartment units and 30 on-site parking spaces along with a plaza, a public fountain, and other amenities.

Implementation of the mixed-use development will enhance the downtown real estate, and add important customers and pedestrian activities. However, the private financing needed to implement the project has been difficult to raise, which may force the City to seek a new partnership.

Dixon Veterans Hall

The Redevelopment Agency considers it a priority to transform the Dixon Veterans Hall into a community center by renovating its historic character and structural systems to ensure the building's long-term viability. Project implementation will generate construction revenues, create a new venue for community events, enhance downtown real estate, and attract more pedestrian activity for downtown businesses. However, to date the RDA has not budgeted any funds for this effort, and the County is still in the process of making final decisions about the reuse effort.

Downtown Core Drainage Improvement Project

The RDA previously funded a core area drainage study, which identified improvement needs for drainage flowing west to east through the Redevelopment Project Area, generally crossing First Street between F and H Streets, and thereafter proceeding under the railroad tracks to a storm pond north of Anderson Elementary School. A proposed private development project will, as a condition of development, be required to replace an antiquated, undersized drain line that serves the drainage area, which is much larger than the project site. In FY2006-07, $225,000 was transferred to the CIP budget in to be used to cover drainage improvements benefiting the additional area, and for design work for enlargement of the railroad drain under crossing. The design of the project will be completed this year.

Other Non-Housing Projects

The RDA funds a variety of additional improvement projects that affect the economy of the downtown project area such as:

- Signs banners that connect the freeway interchanges with the downtown project area
- Capacity building of the Downtown Dixon Business Association;
- Downtown Farmer's Market

- Special events such as the weekly farmers markets during the summer, the July 4 celebrations, Lambtown Festival, the wine stroll, the May Fair parade, movies in the park and the Christmas tree lighting.

6.2 Business and Real Estate Information

Dixon's economic development staff prepares and distributes information to new business prospects that may be interested in establishing a facility in the community. Dixon's information about business site availability and demographics are described below.

City of Dixon Web Site

The City's web site has downloadable information about Dixon's demographics, labor force, and business mix.

Site Selection Property Profile

City Staff has compiled a list of key business sites with information about the owner, location, parcel size, asking price, zoning, utilities, and contact person. The site selection property profile is distributed to potential investors and business prospects who have expressed an interest in a Dixon location.

6.3 Marketing and Promotion

Dixon has prepared promotional materials that are distributed to new business prospects, and are displayed at selected trade shows. A monthly electronic newsletter is posted to the City's web site, and distributed to approximately 4,000 business contacts.

Solano EDC Leads

The City of Dixon makes a $10,000 annual contribution to the Solano EDC to make initial contact with new prospects. The EDC attends up to 50 conferences, lunches and/or events per year—which generate between six and ten leads per year from businesses looking for new sites that merit follow-up services.[54]

CALED (California Association for Local Economic Development) Award Winning Promotional Materials

The City of Dixon recently received a Merit Award from the California Association for Local Economic Development (CALED) for their business

[54] Information provided by Mark Heckey. The Solano EDC actually produces more leads but, according to City Staff, most of the leads are not worth a follow-up effort because Dixon cannot match their site requirements.

attraction marketing materials, which include a trade show booth, promotional brochures, and a branding theme.[55] The Discover Dixon promotional brochure can be sent out to business prospects in a PDF format.

Trade Show Promotions

City staff attends approximately five trade shows per year, where the Discover Dixon trade show booth is displayed. City staff walks the trade show floors in search of contacts and new business prospects. City staff then follows up with the prospects that might realistically be attracted.

Monthly Electronic Newsletter

The creation and distribution of a monthly newsletter is one of Dixon's most innovative pro-active marketing initiatives. The Dixon Marketplace newsletter is an economic development newsletter focused on the Dixon trade area and the Interstate 80 Corridor. The newsletter, which is distributed each month to approximately 4,000 business contacts tracks economic indicators and provides a profile of emerging industries such as biotechnology, transportation, telecommunications, and health care.

Industrial Site Tours

The leads generated through the previously described pro-active marketing methods have created a demand for investor tours of Dixon, which are organized and hosted by City Staff. Developers, investors, and brokers are offered tours of the City and the available business sites.

* * *

[55] See CALED Bulletin: July 2008 for a description of Dixon's award.

7 Recommendations and Implementation Actions

Dixon can adjust to the current economic downturn by taking advantage of unrealized opportunities that emerge during a time of crises

Fifteen economic development recommendations and implementation steps are organized into five categories of actions. Collectively, the recommendations present a plan of action that can help Dixon accomplish its long-term economic development goals independent of the state and national economic conditions.

7.1 Business Attraction and Expansion Recommendations

Dixon City Staff and community leaders should focus their marketing and recruitment efforts on a few industry targets that will make a significant difference to the local economy. Focusing recruitment and expansion efforts on business targets will maximize the benefits of the City's scarce staff time and financial resources.

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FIGURE 30

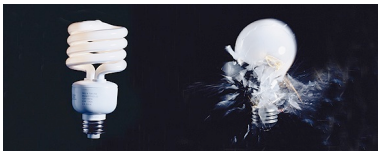
Summary of Economic Development Recommendations and Implementation Actions

	RECOMMENDATIONS	IMPLEMENTATION ACTIONS	RATIONALE
	7.1 Business Attraction and Expansion Recommendations		
1	Attract sustainable industries and encourage the greening of established businesses	Direct Staff or a consultant to study Dixon's available options to encourage sustainable development	Shifting Dixon toward a green economy can be achieved without any investment in new infrastructure, but it will require the business community and general public education on the economic benefits of sustainable development
2	Attract biotechnology firms	▪ Forge strong working relationship with UC Davis ▪ Promote Dixon at biotechnology industry conferences ▪ Prepare marketing materials that promote Dixon's proximity to UC Davis	Strong market demand and Dixon's proximity to UC Davis
3	Attract firms already established in the region	▪ Participate in various economic development conferences and networks in the neighboring counties of Yolo, Sacramento, and Contra Costa ▪ Consider joining and participating in SACTO	Established firms within this region are aware of the I-80 corridor location advantages.
4	Continue to support the Solano EDC's business attraction efforts	▪ Follow up with business leads generated by the Solano EDC ▪ Continue to make its annual financial contribution to the EDC ▪ City Staff and civic leaders should participate in the Solano EDC events ▪ Leads generated by the Solano EDC can be followed up by Dixon's economic development leader	Dixon should maximize its return on investment by getting the most it can out of the Solano EDC's services
	7.2 Marketing and Promotion Recommendations		
5	Continue to produce and distribute the Dixon Marketplace newsletter.	City Staff should continue the current level of effort	The newsletter is an excellent and inexpensive method to promote Dixon and the local economy
6	Promote shovel-ready business sites with infrastructure services	Dixon's promotional materials should be modified to distinguish between sites with infrastructure services and sites that are not ready to be developed without new investment	It is counterproductive to imply that sites without infrastructure services can be quickly and easily developed
7	Modify and update Dixon's economic development information available on the web	Consider hiring a consultant to create a more attractive and updated economic development web site that links to the City's web site	High quality economic development web sites are becoming an important tool in successful business attraction efforts

FIGURE 30 (continued)

Summary of Recommended Economic Development Actions in Davis

	RECOMMENDATIONS	IMPLEMENTATION ACTIONS	RATIONALE
	7.3 Implementation Capacity Recommendations		
8	Expand Dixon's Economic Development and Redevelopment Staff	Adding economic and redevelopment staff should be addressed during the annual budgeting effort to implement economic development projects and programs. Explore the establishment of an Enterprise Fund that would collect fees to fund expanding the economic and redevelopment staff capacity	Dixon has only one staff person to manage $6.8 millior of funding. Dixon's regional neighbors have an averag of one staff person manages $1.7 million of funding.
	7.4 Northeast Quad Economic Development Recommendations		
9	Implement the proposed Northeast Quad Community Finance District	City Staff should track the proposed CFD status and intervene if appropriate	The Northeast Quad cannot be developed without access to water
10	Study the feasibility of privately financing infrastructure improvements within the Northeast Quad	Use PTA grant or alternative sources of local funding to study the feasibility of privately financing infrastructure improvements	Improved understanding about the feasibility of privately financing infrastructure improvements in the Northeast Quad can help form a public/private partnership that can fund infrastructure improvements
11	Seek federal and state grants for the Northeast Quad infrastructure improvements	Funding may be available from the California Infrastructure Bank and from the US Economic Development Administration Public Works Grants.	Public funding could jumpstart new private investments
12	Develop parcels located nearest to the wastewater treatment collection lines and roadways.	City Staff should refer new business prospects to the property owners next to existing roads and the wastewater treatment line	It is not feasible to develop properties away from the Northeast Quad's core infrastructure systems
	7.5 Redevelopment Project Area Improvement Recommendations		
13	The proposed Dixon Amtrak should be the RDA's highest priority improvement project	The City should invest staff time and tax increment revenue toward pursuing the proposed Dixon Amtrak stop.	The development of an Amtrak stop will help Dixon residents connect with the larger region, enhance the City's image, and generate customer traffic that could benefit downtown businesses
14	The RDA should fund new housing and mixed-use projects within the downtown area	The Agency should continue to pursue opportunities to acquire new sites and release developer RFQs for housing and mixed use projects	New housing and mixed-use projects in the downtown area will generate more pedestrian traffic and demand for commercial services.
15	Prepare a feasibility study to redevelop the Old Firehouse Station site for a mix of uses	The RDA should fund a new study to revitalize or redevelop the property	The building has been vacant for ten years, and rehabilitating the facility may not be financially feasible.



Recommendation #1:
Attract sustainable industries and encourage the greening of existing businesses

Dixon should attract firms that utilize energy and water efficient technologies, and/or produce energy using biofuels, solar, wind, and other technologies that are not reliant on fossil fuel production. Retail and food service establishments that sell organic, biodegradable, recycled, or reused products are also sustainable business attraction targets for Dixon. The City's proximity to UC Davis and the California economy's rapid shift toward green economic principles provides Dixon with a competitive advantage for attracting sustainable businesses that purchase from local sources, produce for local needs, and manufacture or distribute non-polluting products.

A move toward sustainable development would require a more significant effort by the City to buy local, and to retrofit existing and new business to adopt sustainable technologies such as renewable energy systems and biodegradable, recycled, or reused products. A sustainable development theme would also include the adoption of green building standards for new commercial and industrial buildings.

Implementation Actions

The City should study the potential to encourage the use sustainable technologies and green new building standards. Business outreach programs by the Stockton Chamber of Commerce provide an excellent model to guide Dixon's efforts to convince the business community to adopt sustainable and renewable technologies.

Rationale

A move toward sustainable development could be a successful economic development strategy during recessionary times. Shifting Dixon toward a green economy can be achieved without any investment in new infrastructure. It simply takes a commitment by the City leaders to invest staff time in the effort to educate the business community and general public on the benefits of sustainable development and the adoption of green technologies

Recommendation #2:
Attract biotechnology firms

Dixon should attract biotechnology firms engaged in research and development, medical device manufacturing, and the production of agricultural chemicals. No efforts should be made to attract the biotechnology pharmaceutical manufacturers that require large quantities of clean water that Dixon cannot deliver.

Implementation Actions

The actions listed below can help guide Dixon's efforts to attract more biotechnology firms.

- Establish and maintain good relationships with local biotechnology companies, which will be Dixon's primary reference for other biotechnology prospects;
- Create and enhance a working relationship with UC Davis faculty and technology transfer administrators;
- Promote Dixon at selected biotechnology industry conferences;
- Modify Dixon's existing marketing materials to promote Dixon's proximity to UC Davis;
- Partner with UC Davis on their efforts to encourage the expansion of biotechnology in the area.

Rationale

The market demand for biotechnology is strong, as described in Section 4, and the recent facility development projects are proof that Dixon is a good location for new biotechnology establishments. Dixon's proximity to UC Davis places the community in good position to take advantage of a nearby highly skilled labor force and a location within short commute distance to the University.

Recommendation #3:
Attract firms already established in the region

Dixon's strongest market position is to attract firms that are already in the region that may need to relocate in order to expand or improve location.

Implementation Actions

Dixon should participate in various economic development networks and conferences that occur in Yolo, Sacramento and Contra Costa counties. Dixon should consider joining SACTO and other regional business associations.

Rationale

Firms with a regional presence are aware of the I-80 corridor location advantages. A focus on regional firms will also take advantage of a strong regional economy.

Recommendation #4:
Continue to Support the Solano EDC's Business Attraction Efforts

The City should continue to fund and support the Solano EDC's business attraction efforts. The Solano EDC has identified industry targets that are very similar to the industry targets identified in this report. The EDC delivers new business leads that can and should be followed up by Dixon's economic development leaders.

Implementation Actions

The actions listed below can help improve the partnership between Dixon and the Solano EDC.

- Dixon should continue to make its annual financial contribution to the EDC;
- City Staff and civic leaders should participate in Solano EDC events;
- The most promising business leads provided by the Solano EDC should be followed up by Dixon's leadership.

Rationale

Continued funding of the Solano EDC is an inexpensive way for Dixon to obtain new business leads that could not be generated given Dixon's limited staff capacity.

7.2 Economic Development Marketing and Promotion Recommendations

Marketing and promotional efforts play a role in every City's economic development efforts. Within this context, Dixon has initiated some excellent marketing and promotional actions that should be continued, and a few marketing initiatives should be modified.

Recommendation #5:
Continue to produce and distribute the *Dixon Marketplace* Newsletter to more than 4,000 business contacts

City Staff created an electronic newsletter to inform business prospects about Dixon's current economic conditions, and current events that may impact business location decisions. The newsletter is posted on the City's web site, and distributed via email to a broad list of industry targets.

Implementation Actions

City Staff should continue to produce and distribute the D*ixon Marketplace* newsletter to more than 4,000 business contacts.

Rationale

The Dixon Marketplace Newsletter earned Dixon a CALED award and the City statewide recognition for its economic development promotional efforts. The newsletter is an easy and inexpensive method to promote Dixon and the local economy.

Recommendation #6:
Promote shovel-ready business sites with infrastructure services in place

The Dixon Site Selection Property Profile brochure and other promotional materials should clearly identify sites with infrastructure services that are ready to be developed. Promotional efforts should de-emphasize the marketing of sites that need significant private infrastructure investment. Sites that require private sector investments for water, sewer, and other backbone infrastructure systems should be separated from sites that are ready to be developed.

Implementation Actions

Dixon's promotional materials should distinguish between sites with infrastructure services and sites that are not ready to be developed because they lack water, sewer and other backbone infrastructure systems.

Rationale

Honest and accurate information about the availability of sites in Dixon will strengthen the City's reputation with business prospects and real estate investors. The City should not convey a message to business prospects and developers that industrially zoned land in the Northeast Quad can be developed without privately financed infrastructure improvements.

Recommendation #7:
Modify and update Dixon's web based economic development information

The City's web site has downloadable information about Dixon's demographics, labor force, and business mix. However, the information is outdated and the web site is unattractive.

Implementation Actions

The City should consider create a more attractive and updated economic development web site that links to the City's web site.

Rationale

High quality economic development web sites are becoming an important tool in successful business attraction efforts. The creation of an independent economic development web site that links to the City's web site would be administratively simple and will not require changes to the City's web site, which may be resisted by some City administrators and community leaders.

7.3 Economic and Redevelopment Implementation Capacity Expansion Recommendations

The City of Dixon should expand its capacity compete with neighboring cities for job creating businesses.

Recommendation #8:
Expand Dixon's Economic Development and Redevelopment Staff

Dixon should add at least one staff member to help implement economic and redevelopment projects despite the current downturn in the City's fiscal position. Additional staff can expand Dixon's capacity to implement projects and programs designed to improve the local economy.

Implementation Actions

Explore the feasibility of establishing an economic development enterprise fund that would self-finance an expansion of staff capacity, and not be reliant upon general fund contributions. Creating a new economic development or redevelopment staff position should be addressed during the annual budgets, and the City Council's strategic planning efforts.

Rationale

Dixon has only one staff person to manage $6.8 million of funding, compared to one staff person that manages $1.7 million of funding among eight neighboring jurisdictions. This lack of staff capacity within Dixon gives the neighboring communities a competitive advantage. Additional staff capacity will help strengthen the local economy and stabilize the City's fiscal position.

7.4 Northeast Quad Economic Development Recommendations

The attraction and expansion of new business to the Northeast Quad is constrained by inadequate infrastructure, a reliance on the private sector to fund new infrastructure, and inaccurate assumptions about the financial feasibility of privately financing infrastructure improvements. The

recommendations below address the Northeast Quad's infrastructure deficiencies.

Recommendation #9:
Implement the proposed Northeast Quad Community Facilities District

The delivery of water to the Northeast Quad should be among the highest priorities for City staff and civic leaders to implement. Substantial progress has been made toward implementing this task by studying the feasibility of forming a new Community Facilities District (CFD) to raise $6.1 million for a well, storage tank, and pump station. However, the first steps of overcoming the lack of water within the Northeast Quad is not complete until the property owners sign the CFD agreement,

Implementation Actions

City Staff should continue to track the status of the proposed CFD, help remove barriers to the agreement, and intervene if necessary.

Rationale

The Northeast Quad cannot be developed without an adequate water supply. Chapter 5 and Appendix B provide a thorough discussion of the infrastructure systems.

Recommendation #10:
Study the feasibility of privately financing infrastructure improvements within the Northeast Quad

The City's current strategy of privately finance infrastructure improvements is problematic given the housing market downturn and the loss of home values, which are being relied upon to finance improvements. The Northeast Quad remains undeveloped because it is not feasible for the property owners to finance the infrastructure improvements, build improved real estate, and still earn an adequate return on investment. The City's leaders should have accurate information about the required improvement costs and the returns on investment that could be earned by private owners. Improved information can help the City work more closely with the property owners to form a public/private partnership, and possibly share the costs and returns on investment.

Implementation Actions

Dixon should apply for a Planning and Technical Assistance grant to study the financial feasibility of developing certain parcels within the Northeast Quad. Alternative sources should also be identified to fund a financial feasibility study.

Rationale

A financial feasibility study could help inform City leaders about a potential financing gap, and provide a foundation to form a public/private partnership to finance infrastructure improvements.

Recommendation #11:
Seek federal and state grants and/or loans to help fund the infrastructure improvements within the Northeast Quad

Dixon should apply for Federal or State Grants to fund the Northeast Quad infrastructure improvements. New funding sources and financing tools that Dixon can utilize are described in Section 8.

Implementation Actions

City Staff should explore available funding from the California Infrastructure Bank and from the US Economic Development Administration Public Works Grants.

Rationale

Federal or State Grants could help kick-start new private investment in the area.

Recommendation #12:
Develop parcels located near existing wastewater treatment collection lines and roadways

New business prospects and commercial real estate developers should be encouraged to invest sites adjacent to the core infrastructure systems. The incremental approach to developing the Northeast Quad will improve the financial feasibility of developing parcels that utilize the existing infrastructure systems, which do not depend on financing costly new infrastructure improvements.

Implementation Actions

City Staff should refer investors, developers and new business prospects to vacant lots that are located adjacent to existing roads and the wastewater treatment line. Phasing of new growth could help the Northeast Quad to be developed like building blocks that begin with properties next to the wastewater collection line.

Rationale

An incremental approach will take advantage of reducing costs by utilizing the existing infrastructure systems, rather than engaging in costly new infrastructure improvements. The Northeast Quadrant infrastructure report in Appendix B articulates this development approach.

7.5 Redevelopment Project Area Improvement Recommendations

The Redevelopment can only fund improvements within the Project Area, which is limited to the downtown and the old industrial area. The recommendations below address RDA investments and funding priorities.

Recommendation #13:

The proposed Dixon Amtrak stop should be the RDA's highest priority improvement project

The development of an Amtrak stop in Dixon will help residents connect with the larger region, enhance the City's image, and generate customer traffic that could benefit downtown businesses.

Implementation Actions

The City should invest staff time and tax increment revenue toward pursuing the implementation of the proposed Dixon Amtrak stop. The RDA should consider hiring a consultant to pursue the project; provide regular updates to City leaders; and attend the relevant local, regional and state meetings associated with expanding Amtrak service along the Capital Corridor.

Rationale

An Amtrak stop will benefit the entire City and not just the downtown area.

Recommendation #14:

Dixon should support new housing and mixed-use projects within the downtown area

The RDA should pursue more market rate and affordable housing development opportunities within walking distance from the downtown area. More residents will enhance the downtown as a neighborhood and create more demand for commercial services. The proposed mixed-use development on the Pardi Market site is a model for the type of initiatives that the Redevelopment Agency should pursue within the downtown core.

Implementation Actions

The Agency should continue to pursue opportunities to acquire new sites and attract affordable and market rate housing developers invest in the downtown area.

Rationale

New housing and mixed-use projects in the downtown area will generate more pedestrian traffic and demand for commercial services.

Recommendation #15:

Prepare a feasibility study to redevelop the Old Firehouse Station site with a mix of residential and commercial uses

If the RDA's negotiations to rehabilitate the Old Firehouse Station are not implemented, then the building will continue to be vacant, and City leaders should consider the possibility that this building is not physically or financially feasible to rehabilitate.

Implementation Actions

The RDA should fund a new feasibility study to redevelop the site with new uses.

Rationale

The building has been vacant for 10 years without adequate maintenance and investment. It may no longer be financially feasible to revitalize the current structure.

* * *

8 Economic Development Implementation Assistance and Funding Tools

The City of Dixon and the Redevelopment Agency have a number of available tools to implement the economic development recommendations

8.1 Dixon's Business Assistance Programs

Dixon is a small City with few discretionary funds available to support business attraction and expansion efforts. The programs that are in place to help implement the economic development recommendations are described below.

Development Impact Fee Deferral Program

The City can defer a portion of high priority proposed project's development impact fees for up to two years. Projects that are accepted into this program can avoid paying prevailing wage requirements. The developer is still obligated to pay interest on the deferred fees.

CDBG Business Revolving Loan Fund

The City administers a small business revolving loan fund, which was capitalized by the State Community Development Block Grant (CDBG) program. The loan fund can offer small businesses gap financing to supplement a loan from a private lender that does not completely meet the borrower's needs, with no minimum or maximum loan amount provided that one full time job is created for each $35,000 loaned. Loans can be used for working capital; infrastructure; land acquisition; building purchase, construction and rehabilitation; inventory; or furniture, fixtures or equipment.

8.2 Redevelopment Agency's Implementation Tools

The Dixon Redevelopment Agency has approximately $2.1 million of property tax increment revenues available to invest in non-housing projects, and another $400,000 available to support affordable housing. The actual and projected tax increment revenues can fund project area improvements, pay debt service, and secure bond revenues for improvements that will help reduce and eliminate project area blight. The Agency is able to borrow against a portion of the projected tax increment revenues by issuing bonds to fund the non-housing projects and programs that are described in the Implementation Plan.[56] The projected tax increment revenues can also be used by the Agency to leverage grants, loans, and other sources of public funding that will help the Agency achieve its project area goals and objectives. The RDA can financially participate in private development projects within the Redevelopment Project Area, and the Agency usually provides assistance for a portion of a project's public infrastructure obligation.

The RDA's ability to borrow and fund improvements in advance of development is limited to the downtown and the original industrial area (See Appendix D).[57] In general, RDA funding rehabilitates structures, improves community facilities and infrastructure, and acquires and disposes of real estate. RDA funding can help make development happen that would not otherwise occur in a normal marketplace. Some economic development implementation tools available to the Dixon Redevelopment Agency are described below:

- **Land Assembly:** The RDA can purchase fragmented and underutilized properties, and aggregate these properties into larger parcels that can be developed for commercial and industrial uses.
- **Removing Constraints to Development:** The RDA can assist new development by removing regulatory, environmental, and financing roadblocks.
- **Master Planning:** The RDA can fund master planning activities, which can help attract new business prospects to Dixon.
- **Infrastructure Development:** The can also invest resources to build roads, install utilities, and improve the City's backbone infrastructure.

[56] The Dixon RDA's ability to raise funds for improvement projects is also limited by legal parameters that limit the total amount of tax increment that can be collected during the life of a project, and the total amount of indebtedness that can be outstanding at any one time

[57] The Northeast Quad is not included in the Redevelopment Project Area

- **Façade Improvement Program:** The RDA has adopted a program that allows property owners and businesses to borrow up to $40,000 for limited architectural improvements on the exterior facades of commercial buildings within the Redevelopment Project Area. The loans cannot exceed 50 percent of the project costs, and they must be repaid within twenty years.

8.3 State and Federal Infrastructure Grants

Dixon City Staff can also apply for State and Federal grants to fund the Northeast Quad infrastructure improvements. Three programs described below may be available to partially fund Dixon's infrastructure requirements.

California Infrastructure Bank (I-Bank) Revolving Loan Program

The California Infrastructure Bank (I-Bank) has a Revolving Loan Fund (ISRF) that provides low-cost financing to public agencies to fund infrastructure projects such as drainage, water supply, flood control, environmental mitigation measures, sewage collection and treatment, power and communications facilities, and other related improvements needed in the Northeast Quad. The loan sizes range from $250,000 to $10,000,000 with loan terms of up to 30 years. The ISRF program can be the sole source of financing for a project, and repayment can originate from water, sewer, and other enterprise revenues; general fund revenues; property assessments; or other recurring revenues acceptable to the I-Bank

I-Bank Industrial Development Bonds

The I-Bank can also issue Industrial Development Bonds (IDBs), which will provide money for the acquisition, construction, rehabilitation, and equipping of facilities used by private manufacturing companies. No more than 25 percent of the bond proceeds can be applied to ancillary office, warehouse or other space; and no more than 25 percent of the bond proceeds can be used to acquire land. The bonds cannot exceed $20 million. This funding source is most appropriate for mid-sized manufacturing businesses looking to borrow between $1 and $10 million for processing facilities, land, or equipment. The I-Bank program requires the business to meet many qualifying criteria, including job creation.

US Economic Development Administration (EDA) Public Works Grants

The US Economic Development Administration has public works grants that Dixon may be able to access for the Northeast Quad's infrastructure improvements. On paper, Dixon is a fit with the EDA goals of funding communities that can attract new industry, support technology-led development, redevelop brownfield sites, and provide eco-industrial

development. An EDA grant could fund all or a portion of the water and sewer systems, access roads, and/or telecommunications and broadband infrastructure improvements needed to develop the Northeast Quad. However, in order to access EDA grants this report must be adopted as an EDA-approved Comprehensive Economic Development Strategy (CEDS) or equivalent strategic economic development plan.

8.4 State and Federal Business Loan Programs

A variety of federal and state small business loans are available to businesses that are denied access to capital through the private markets and/or cannot be served by the City's Revolving Loan Fund. Assistance with the loan details and/or the actual loan applications can be obtained through the Solano County Small Business Development Center (SBDC), the Bay Area Development Corporation, the Innovative Bank, the City of Dixon, and others. The small business lending programs that are available to Dixon's business community are briefly described below.

Community Development Block Grant (CDBG) Over-the-Counter Grants/Loans

State CDBG funded Over-the-Counter Grants/Loans may be available for well-established companies of moderate size looking to expand, and for startups with strong equity participation and strong management. Loan amounts are up to $2,000,000 per project. These loans also require job creation of one job per $35,000 loaned, as well as significant equity participation.

Small Business Administration 504 loans

The SBA 504 Loan Program provides growing businesses with long-term, fixed-asset financing with a minimum equity injection. The loan sizes usually range between $1.5 and $2 million for projects that meet a public policy goal, and up to $4 million for small manufacturers. Business loans can be used for land acquisition, building construction, purchase of existing buildings, site improvements, renovation, restoration, and the purchase of major equipment.

Dixon businesses can apply for these loans through the Bay Area Development Corporation in conjunction with a commercial lender. The borrower is required only to contribute ten percent of the project cost in equity towards the project to qualify, and forty percent of the project cost can be loaned and is guaranteed by the SBA through the development corporation. A commercial lender who holds the first Deed of Trust would finance the remainder of the project. This loan program can be used to acquire real estate,

construct or renovate facilities, or for the acquisition of machinery and equipment.

Small Business Administration 7(a) Loans

The SBA 7(a) Loan Program places SBA in a position to guarantee major portions of loans made by private lenders. Loans of up to $1.5 million can be used for business acquisition or start-up, purchase or remodeling of real estate, leasehold improvements, equipment purchases, or working capital and inventory.

Small Business Administration Micro-Loans

The SBA Micro-Loan Program offers small businesses fixed rate loans that range in size between $1,000 and $35,000 for working capital, supplies, furniture, equipment, acquisition of materials, leasehold improvements, and fixtures. Eligible businesses must have less than $5 million in sales and less than 100 employees.

Small Business Administration Small Home Office (SOHO) Loans

The small business program delivers loans that range between $5,000 and $25,000, which are targeted for minorities, women-owned businesses, and veterans. The loans can be used for working capital, supplies, furniture, equipment, acquisition of materials, leasehold improvements, and fixtures.

California Loan Guarantee Program

This program, which is not related to any SBA program, enables a small business to obtain a term loan or line of credit when it cannot otherwise qualify for a loan. The program provides a lender with the necessary surety, in the form of a guarantee, for the lender to approve a loan or line of credit. With that, the business may obtain further loans on its own, without the assistance of the program. Eligible firms obtain private financing; the State of California guarantees up to 90% on lines of credit or $500,000, whichever is less. The State of California guarantees loans for equipment purchases, contract financing, business expansion, and working capital.

Small Business Administration Low Doc Loan Program

The small business program streamlines the lending process for small SBA loans that range in size between $35,000 and $150,000. Loans under this program are designed to assist small businesses and business start-ups by providing working capital to meet both short-term and long-term financing needs. The loans can be used for business acquisition or start-up, purchase or remodeling of real estate, leasehold improvements, equipment purchases, working capital, or inventory.

Small Business Administration CAPlines Program

CAPLines is the umbrella program under which the SBA helps small businesses meet their short-term and cyclical working capital needs. CAPLines has five short-term working-capital loan programs that help businesses address cash flow crunches related to seasonality, contracts, construction, and cyclical growth. The CAPLines loan is an asset-based revolving line of credit of up to $200,000. The funds can be used to purchase real estate, construction, renovation or leasehold improvement; for the acquisition of furniture, fixtures, machinery, and equipment; for the purchase of inventory; and for working capital.

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APPENDICES

Appendix A: Backup Tables

Appendix B: NE Quad Economic Development Study: Infrastructure Conditions (Draft))

Appendix C: NE Quad Layout Assumptions

Appendix D: Redevelopment Area Map

Appendix E: Target Income Group Analysis

Appendix F: Northeast Quad Facility Cost Estimates

APPENDIX A: BACKUP TABLES

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Table A-2 Shopping Centers in the Dixon Market Area

Table A-3 Occupied Retail Space by Store Type Within Dixon's Retail Districts, 2008

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Table A-8 Dixon's Retail Spending Leakages and the Capture of Regional Spending, 2008

Table A-9 Housing Price Trends in Dixon, Neighboring Cities and California 2006 and 2007

Table A-10 Assumed Sales per Square foot earnings by Dixon Retailers, 2008

Table A-11 Employment by Industry in California, Solano/Yolo Counties and Dixon, 2005

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Table A-13 Dixon Employment by Industry and Land Use Categories, 2005

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Table A-15 Average Wages Paid in Dixon by Industry Sector, 2005

Table A-16 Employment Growth Trends in the Dixon Market Area Compared to the Four-County Region, 1998 to 2005

Table A-17 Employment Growth Trends in California Compared to Four-County Region Surrounding Dixon, 1998 to 2005

Table A-18 Historical and Projected Employment Growth

TABLE A-1
Taxable Sales Trends in Dixon and Neighboring Jurisdictions, 2000 to 2006

Geographic Area	2000	2006	Percent Change 2000 to 2006
Dixon	117,500,000	188,100,000	60%
Davis	440,900,000	473,800,000	7%
Vacaville	908,100,000	1,191,900,000	31%
Fairfield	1,259,900,000	1,417,900,000	13%
West Sacramento	432,100,000	553,900,000	28%
Solano County	3,672,400,000	4,431,200,000	21%
Yolo County	1,583,900,000	1,811,500,000	14%
California	331,573,000,000	392,666,800,000	18%

Source: Wahlstrom & Associates based on data collected from the State Board of Equalization

Notes: (1) Data is adjusted for inflation and measured in $2006
(2) 2006 totals are estimates based on three quarters of data

TABLE A-2
Shopping Centers in the Dixon Market Area

	Center Name	Leasable Area (SF)	Year Opened	Anchors	Type	Address
Dixon	**Dixon Plaza**	**62,000**	**1991**	**Safeway**	**Community**	**Pitt School Road and Stratford Avenue**
	Wal-Mart Supercenter	**190,000**	**2003**	**Wall Mart**	**Regional**	**NWC of North Fist Street and I-80**
	Total	252,000				
Vacaville	**Alamo Center**	**130,000**	**1991**	**Albertsons**	**Community**	**Alamo Dr. & Peabody Road**
	Alamo Plaza	**165,000**	**1979**	**Orchard Hardware, Ross**	**Regional**	**Albacete Dr. & Alamo Dr.**
	Coffee Tree Plaza	**150,000**	**1999**	**CompUsa**	**Community**	**I-80 & Nut Tree Parkway**
	Creekside Center	**116,000**	**1984**	**Raley's**	**Community**	**NWC Alamo Drive & Nut Tree Road**
	Entertainment Center	**93,000**	**2001**	**Brenden Theaters**	**Regional**	**531 Davis St**
	Golden Hills Plaza	**112,000**	**1987**	**Food 4 Less**	**Community**	**Alamo Dr. & Marshall Rd @Highway 80**
	Payless Shopping Plaza	**82,000**	**1987**	**Payles Shoes**	**Community**	**Nut Tree & Elmira Road**
	Power Plaza	**250,000**	**1991**	**Wal-Mart**	**Regional**	**SWC Helen Power Dr & Nut Tree Pkwy**
	Regency Park Plaza	**114,000**	**1990**	**Ralphs, Longs**	**Community**	**NEC Elmira Road & Nut Tree Rd**
	Vacaville Commons	**390,000**	**1992**	**Target, Mervys**	**Regional**	**Nut Tree Pkwy & Harbison Dr**
	Vacaville Premium Outlets	**448,000**	**1988**	**Factory Outlets**	**Regional**	**Nut Tree Rd & I-80**
	Village at Vacaville	**183,000**	**1989**	**Yardbirds**	**Community**	**Browns Valley Pkwy & E. Mone Vista**
	Total	2,233,000				
Davis	**Aggie Village**	**38,000**	**1997**	**Borders**	**Community**	**SEC Richards Blvd & First St**
	Albertsons Center	**70,000**	**1980**	**Albertsons**	**Community**	**Anderson Rd & Colvell Blvd**
	Davis Commons	**44,000**	**1998**	**Borders**	**Community**	**1st Street & Richards Blvd**
	Davis Manor Center	**32,000**	**n/a**	**Food Mart**	**Community**	**Poleline & E 8th**
	Davis Shopping Center	**21,000**	**1963**	**Radio Shack**	**Community**	**Poleline & E 8th**
	The Marketplace	**112,000**	**1968**	**Safeway, Longs**	**Community**	**W. Covell Blvd & Hwy 113**
	Oak Shade Town Center	**104,000**	**1997**	**Safeway, Office Max**	**Community**	**Cowell Blvd & Pole Line Rd**
	University Mall	**93,000**	**1998**	**Cost Plus**	**Community**	**NWC Russel Blvd & Anderson Rd**
	W Cake Plaza	**67,000**	**1989**	**Farmtown Video**	**Community**	**Lake & Arlington**
	Second Street Crossing	**173,000**	**2009**	**Target**	**Regional**	**Mace & I-80**
	Total	754,000				

Source: 2006 Shopping Center Directory. Costar Group

TABLE A-3

Occupied Retail Space by Store Type Within Dixon's Retail Districts, 2008

	Downtown	Adams	West A	Pitt School	N. First	Dixon Total
Apparel Stores						
Clothing Stores	6,500	0	0	0	1,600	8,100
Shoe Stores	0	0	0	0	3,600	3,600
Subtotal	*6,500*	*0*	*0*	*0*	*5,200*	11,700
General Merchandisers						
Superstores	0	0	0	0	194,100	194,100
Dollar Store/Novelties	0	0	5,600	0	0	5,600
Drug, Health & Personal Care Stores	0	24,800	0	1,600	0	26,400
Subtotal	*0*	*24,800*	*5,600*	*1,600*	*194,100*	226,100
Specialty Retailers						
Florists	3,600	0	0	0	0	3,600
Jewelry	0	0	0	5,000	0	5,000
Used Merchandise	0	27,300	0	0	0	27,300
Bike Shops	1,100	1,400	0	0	0	2,500
Game & hobby stores	0	2,000	0	0	1,800	3,800
Subtotal	*4,700*	*30,700*	*0*	*5,000*	*1,800*	42,200
Food Stores						
Grocery Stores & Supermarkets	0	26,000		47,025	0	73,000
Convenience Stores	0	900	11,000	7,400	12,200	31,500
Liquor Stores	0	3,400	0	3,700	5,400	12,500
Mexican markets	0	2,700	0	2,300	0	5,000
Produce Stores	0	0	3,600	0	0	3,600
Subtotal	*0*	*33,000*	*14,600*	*60,400*	*17,600*	*125,600*
Eating Places						
Sit Down Restaurants	40,300	11,600	7,100	41,600	25,400	126,000
Fast Food	0	0	6,800	18,700	10,000	35,500
Coffee shops/bakeries	2,800	0	0	7,000	1,400	11,200
Ice cream shops	0	0	0	2,500	0	2,500
Bars & Drinking Places	5,000	0	0	0	0	5,000
Subtotal	*48,100*	*11,600*	*13,900*	*69,800*	*36,800*	180,200
Home Furnishings						
Furniture and Home Furnishing	2,300	0	0	0	0	2,300
Phone stores	0	0	0	3,600	1,800	5,400
Subtotal	*2,300*	*0*	*0*	*3,600*	*1,800*	7,700
Building Materials						
Building Materials Stores (All types)	0	0	0	0	46,800	46,800
Automotive Parts						
Auto Parts and Accessories	0	0	0	6,300	7,900	14,200
Personal Service Establishments	21,000	2,000	4,500	13,100	1,300	41,900
Total Retail, Food and Personal Services	82,600	102,100	38,600	159,800	313,300	696,400

Source: Field data collected by Wahlstrom and Associates, January 2008

Notes: [1] Data was collected by walking each commercial district. Supply of built space was checked against Dixon's real estate data base on commercial and industrial establishments from 1993 to 2007

[2] Data does not include space dedicated for the sale of motor vehicles, auto repair services, tire shops and storage

TABLE A-4
Commercial Space Inventory Within Dixon's Subareas, 2008

Commercial Space Category	Downtown		Adams Street		West A Street		Pitt School Road		Lincoln Avenue		N. First Street		
	Total	% Total of City	Total	% Total of City	Total	% Total of City	Total	% Total of City	Total	% Total of City	Total	% Total of City	**Dixon Total**
Wal-Mart Supercenter	**0**	**0%**	**0**	**0%**	**0**	**0%**	**0**	**0%**	**0**	**0%**	**194,100**	**100%**	**194,100**
Other Retail	**13,500**	**5%**	**88,500**	**32%**	**20,200**	**7%**	**76,900**	**27%**	**0**	**0%**	**81,100**	**29%**	**280,200**
Vacant	**2,800**	**6%**	**3,400**	**7%**	**0**	**0%**	**14,500**	**31%**	**0**	**0%**	**26,000**	**56%**	**46,700**
Sit Down Restaurants & Bars	**40,300**	**32%**	**11,600**	**9%**	**7,100**	**6%**	**41,600**	**33%**	**0**	**0%**	**25,400**	**20%**	**126,000**
Fast Food, Cofffee Shops, Ice Cream Parlors	**2,800**	**6%**	**0**	**0%**	**6,800**	**14%**	**28,200**	**57%**	**0**	**0%**	**11,400**	**23%**	**49,200**
Personal Service Establishments	**21,000**	**46%**	**2,000**	**4%**	**4,500**	**10%**	**9,700**	**21%**	**6,800**	**15%**	**1,300**	**3%**	**45,300**
Total Built Commercial Space	80,300	11%	105,400	14%	38,600	5%	170,800	23%	6,800	1%	339,300	**46%**	741,200
Vacant Flex Space	0		0		32,400	31%	0		71,600	69%	0		104,000

Source: Field data collected by Wahlstrom and Associates, January 2008

Notes: [1] Data was collected by walking each commercial district. Supply of built space was checked against Dixon's real estate data base on commercial and industrial establishments from 1993 to 2007

[2] Data does not include space dedicated for the sale of motor vehicles, auto repair services, tire shops and storage

[3] Personal services establishments include beauty, barber, nail and tanning salons, massage establishments, laundry, cleaners, and fitness centers

TABLE A-5
Inventory of Commercial Space in Downtown Dixon

Commercial Space Category	Downtown	
	Total	% Total
Occupied Retail Space	**13,500**	**9%**
Restaurants & Bars	**40,300**	**25%**
Fast Food, coffee shops & ice cream parlors	**2,800**	**2%**
Personal Service Establishments	**21,000**	**13%**
Banks & Check Cashing	**16,900**	**11%**
Churches & Fraternal Organizations	**23,200**	**14%**
Office	**34,700**	**21%**
Vacant Retail	**2,800**	**2%**
Vacant Office	**6,300**	**4%**
Total	161,500	

Source: Field data collected by Wahlstrom and Associates, January 2008.

Note: Data does not include 2nd story office or residential space, which is largely vacant.

TABLE A-6
Population Growth Trends, 1990 – 2007
California, Solano County and the Dixon Market Area

Geographic Area	1990	2000	Annual Growth Rate 1990-2000	2007	Annual Growth Rate 2000-2007
California	**29,760,000**	**33,871,600**	**1.3%**	**37,076,000**	**1.3%**
Solano County	**340,400**	**394,500**	**1.5%**	**419,100**	**0.9%**
Yolo County	**141,100**	**168,700**	**1.8%**	**190,100**	**1.7%**
Dixon Market Area	**84,000**	**105,100**	**2.3%**	**115,100**	**1.3%**
Dixon	**10,800**	**16,200**	**4.1%**	**18,300**	**1.8%**

Source: Wahlstrom & Associates based on data collected from the U.S. Census and Claritas
Note: Population estimates are based on census tracts and not City Limits.

TABLE A-7
Average Household Income Trends, 1990 – 2007
California, Solano and Yolo Counties and the Dixon Market Area

	1990	2000	2007	Real Income Change 1990 - 2000	Real Income Change 2000 - 2007
California	**$76,100**	**$79,600**	**$77,000**	**$3,500**	**-$2,600**
Solano County	**$71,600**	**$77,900**	**$79,300**	**$6,300**	**$1,400**
Yolo County	**$61,700**	**$65,400**	**$66,600**	**$3,700**	**$1,200**
Dixon Market Area	**$68,300**	**$74,100**	**$76,400**	**$5,800**	**$2,300**
Dixon	**$66,500**	**$72,800**	**$79,600**	**$6,300**	**$6,800**

Source: Wahlstrom & Associates based on data collected from the U.S. Census and Claritas

Note: Data is adjusted for inflation and all numbers are adjusted for $2007

TABLE A-8
Dixon's Retail Spending Leakages and the Capture of Regional Spending, 2008

	Dixon Household Spending	Estimated Sales Captured by Dixon's Retailers	Spending Leakages	Capture of Regional Spending
TOTAL SPENDING	$94,100,000	$205,147,000		
Apparel Store Group				
Specialty Clothing	**$5,140,000**	**$2,145,000**	**$2,995,000**	
Shoe Stores	**$1,210,000**	**$630,000**	**$580,000**	
General Merchandise Group				
Discount Stores, Warehouse Clubs & Supercenters	**$12,770,000**	**$79,579,000**	**$0**	**$66,809,000**
Department Stores	**$3,600,000**	**$0**	**$3,600,000**	
Dollar Store/Novelties	**$1,280,000**	**$619,000**	**$661,000**	
Drug Store Chains	**$4,680,000**	**$8,863,000**	**$0**	**$4,183,000**
Specialty Retail Group				
Bike shops	**$240,000**	**$662,000**	**$0**	**$422,000**
Hobby & game stores	**$360,000**	**$1,177,000**	**$0**	**$817,000**
Florists	**$90,000**	**$567,000**	**$0**	**$477,000**
Jewelry	**$770,000**	**$2,228,000**	**$0**	**$1,458,000**
Used merchandise	**$290,000**	**$385,000**	**$0**	**$95,000**
Other Specialty Retail	**$5,010,000**	**$0**	**$5,010,000**	
Food Stores				
Supermarkets & Grocery Stores	**$17,770,000**	**$32,639,000**	**$0**	**$14,869,000**
Convenience Stores	**$890,000**	**$5,183,000**	**$0**	**$4,293,000**
Specialty Food Stores	**$630,000**	**$2,164,000**	**$0**	**$1,534,000**
Liquor Stores	**$1,290,000**	**$3,875,000**	**$0**	**$2,585,000**
Food, Eating and Drinking Group				
Sit Down Restaurants	**$7,790,000**	**$33,703,000**	**$0**	**$25,913,000**
Fast Food	**$5,980,000**	**$15,064,000**	**$0**	**$9,084,000**
Snacks & Take Out Foods	**$660,000**	**$3,358,000**	**$0**	**$2,698,000**
Drinking Places or Bars	**$810,000**	**$1,588,000**	**$0**	**$778,000**
Home Furnishings Group				
Furniture and Home furnishings	**$4,480,000**	**$456,000**	**$4,024,000**	
Cell phone stores	**$410,000**	**$1,879,000**	**$0**	**$1,469,000**
Other household appliance & electronic stores	**$1,980,000**			
Building Materials				
Hardware and other building material stores	**$2,400,000**	**$5,931,000**	**$0**	**$3,531,000**
Automotive Group (not car sales)				
Auto Parts and accessories	**$760,000**	**$2,452,000**	**$0**	**$1,692,000**

Source: Wahlstrom and Associates

Notes: [Column 1] Spending by store types are estimates based on the number of households in Dixon and the average household incomes. Spending estimates are based on a combination of consumer spending surveys, with spending on products translated into store types based on data collected from the Census of Retail Trade

[Column 2] Estimates of spending captured by Dixon' retail establishments is based on the supply of retail space and the estimates of sales per square foot earned by Dixon's retail establishments

[Column 3] Spending leakages are calculated by subtracting the sales captured by local businesses (column 2) from Dixon consumer spending (column 1)

[Column 4] The capture of regional spending is calculated by subtracting Dixon's consumer spending (column 1) from the sales captured from Dixon's retail establishments (column 2)

TABLE A-9
Housing Price Trends in Dixon, Neighboring Cities and California
2006 and 2007

	Dec 2006	Dec 2007	Percent California 2007	Percent Change
California	**$519,600**	**$478,024**		**-8.7%**
Dixon	**$452,300**	**$394,000**	**82.4%**	**-14.8%**
Davis	**$562,300**	**$547,000**	**114.4%**	**-2.8%**
Vacaville	**$450,600**	**$390,500**	**81.7%**	**-15.4%**
Fairfield	**$459,100**	**$398,500**	**83.4%**	**-15.2%**

Source: Zillow.com. January 2009

TABLE A-10
Assumed Sales per Square foot earnings by Dixon Retailers, 2008

	Downtown $ Sales/SF	Other locations $ Sales/SF
Apparel/women	$198	$220
Apparel/men	$315	$350
Apparel/shoes		$175
Wal-Mart		$410
Dollar Store/Novelties		$110
Chain Drug Stores	$333	$370
Cosmetics, beauty supplies		$125
Florists	$158	
Jewelry		$450
Goodwill		
Bike shops	$272	$302
Game & hobby stores	$293	$325
Video rental		$210
Supermarkets (generic)	$351	$390
Safeway		$500
Convenience Markets	$149	$165
Mexican markets	$243	$270
Produce Shops		$250
Liquor Stores	$288	$320
Restaurants (Sit down)	$243	$270
Fast Food		$425
coffee shops/bakeries	$225	$250
Ice cream shops		$240
Bars	$315	
Furniture and Home Furnishing	$203	
Cell phone stores		$345
Hardware		$110
Tractor Supply		$142
Auto Parts and Accessories		$173

Sources: Wahlstrom & Associates based on data published by the Urban Land Institute in Dollars and Cents of Shopping Centers. Data was also collected from individual company's 10K reports submitted to the Security Exchange Commission.

Notes: The sales data assumes that retailers located either downtown or within the Adams district earn 90 percent of the average sales per square foot.

TABLE A-11
Employment by Industry in California, Solano/Yolo Counties and Dixon, 2005

	California 2005	Percent Total 2005	Solano/Yolo Counties 2005s	Percent Total 2005	Dixon 2005	Percent Total 2005
Total Private Non-Agricultural Employment	12,357,800		161,100		7,110	
Construction	**905,300**	**7%**	**18,700**	**12%**	**2,190**	**31%**
Manufacturing	**1,514,400**	**12%**	**15,900**	**10%**	**1,000**	**14%**
Wholesale Trade	**675,800**	**5%**	**9,300**	**6%**	**200**	**3%**
Retail Trade	**1,659,300**	**13%**	**25,500**	**16%**	**840**	**12%**
Transportation, Warehousing & Utilities	**487,100**	**4%**	**12,400**	**8%**	**810**	**11%**
Information	**473,600**	**4%**	**2,800**	**2%**	**30**	**0%**
Financial Activities						
Finance & Insurance	**643,500**	**5%**	**5,400**	**3%**	**160**	**2%**
Real Estate & Rental & Leasing	**283,600**	**2%**	**4,600**	**3%**	**150**	**2%**
Professional & Business 0Serv.						
Professional, Scientific & Technical Serv.	**961,500**	**8%**	**7,600**	**5%**	**110**	**2%**
Management of Companies & Enterprises	**218,200**	**2%**	**2,100**	**1%**	**140**	**2%**
Administrative & Support & Waste Serv.	**968,300**	**8%**	**9,700**	**6%**	**160**	**2%**
Educational & Health Serv.						
Educational Serv.	**272,200**	**2%**	**2,000**	**1%**	**10**	**0%**
Health Care & Social Assistance	**1,314,300**	**11%**	**19,900**	**12%**	**300**	**4%**
Leisure & Hospitality						
Arts, Entertainment, & Recreation	**239,000**	**2%**	**3,200**	**2%**	**10**	**0%**
Accommodation & Food Service	**1,236,200**	**10%**	**16,000**	**10%**	**800**	**11%**
Other Services	**505,500**	**4%**	**6,000**	**4%**	**200**	**3%**

Source: Wahlstrom & Associates using data from the California Employment Development Department.
Dixon employment estimates the number of jobs within the zip codes and not within the City limits.
Dixon employment utilizes data from U.S. County Business Patterns benchmarked to the County EDD data.

TABLE A-12

Employment Growth Trends in the Dixon Market Area Compared to the Zip Codes Surrounding the Cities of Dixon, Davis and Vacaville, 1998 to 2005

	Dixon Market Area 1998	Dixon Market Area 2005	Employment Gains 1998 - 2005	Annual Growth Rate 1998 - 2005	Dixon Area 1998	Dixon Area 2005	Annual Growth Rate 1998 - 2005	Davis Area 1998	Davis Area 2005	Annual Growth Rate 1998 - 2005	Vacaville Area 1998	Vacaville Area 2005	Annual Growth Rate 1998 - 2005
Total Private Employment	88,800	113,200	24,400	3.5%	4,530	7,110	6.7%	10,430	13,400	3.6%	16,890	23,170	4.6%
Construction	6,500	12,500	6,000	9.8%	760	2,190	16.3%	480	680	5.1%	1,340	2,380	8.5%
Manufacturing	13,100	12,700	-400	-0.4%	830	1,000	2.7%	540	460	-2.3%	3,220	3,050	-0.8%
Wholesale Trade	5,700	6,500	800	1.9%	280	200	-4.7%	100	130	3.8%	250	150	-7.0%
Retail Trade	16,100	18,400	2,300	1.9%	430	840	10.0%	2,000	2,590	3.8%	4,440	5,400	2.8%
Transportation, Warehousing & Utilities	6,500	9,300	2,800	5.3%	810	810	0.0%	120	40	-14.5%	290	630	11.7%
Information	1,900	2,300	400	2.8%	30	30	0.0%	320	310	-0.5%	280	370	4.1%
Financial Activities													
Finance & Insurance	2,800	4,100	1,300	5.6%	100	160	6.9%	250	310	3.1%	410	730	8.6%
Real Estate & Rental & Leasing	1,700	3,500	1,800	10.9%	50	150	17.0%	410	770	9.4%	320	710	12.1%
Professional & Business Services.													
Professional, Scientific & Technical	3,500	5,100	1,600	5.5%	60	110	9.0%	890	1,220	4.6%	460	860	9.4%
Management of Companies & Enterprises	1,900	1,900	0	0.0%	10	140	45.8%	150	100	-5.6%	60	100	7.6%
Administrative & Support & Waste Services.	6,000	7,100	1,100	2.4%	70	160	12.5%	510	540	0.8%	780	1,560	10.4%
Educational & Health Services.													
Educational Services.	1,100	1,300	200	2.4%	10	10	0.0%	260	320	3.0%	340	520	6.3%
Health Care & Social Assistance	9,300	12,700	3,400	4.6%	200	300	6.0%	1,930	2,440	3.4%	1,850	3,000	7.2%
Leisure & Hospitality													
Arts, Entertainment, & Recreation	1,300	1,200	-100	-1.1%	20	10	-9.4%	380	310	-2.9%	250	300	2.6%
Accommodation & Food Service	8,300	10,700	2,400	3.7%	710	800	1.7%	1,670	2,590	6.5%	1,870	2,620	4.9%
Other Services	3,100	3,900	800	3.3%	160	200	3.2%	420	590	5.0%	730	790	1.1%

Source: Wahlstrom & Associates using data from the California Employment Development Department and the U..S County Business Patterns.
Notes: 1) Data exclude employment in government, agriculture, natural resources and mineral extraction industries.
2) Dixon market area includes the following communities and zip codes: Dixon (Zip 95620), Woodland (Zips 95776, 95695), Winters (Zip 95694), Davis (Zips 95618, 95617, 95616),
Vacaville (Zips 95696, 95688, 95687), West Sacramento (Zips 95691, 95605), Rio Vista (Zip 94571), and Fairfield (Zips 94534, 94533).

TABLE A-13
Land Use Matrix

Land Use Categories	Construction	Manufacturing	Transportation Communications Utilities	Wholesale Trade	Retail Trade	Finance Insurance Real Estate	Services	Totals
Retail	**430**	**90**	**130**	**30**	**510**	**90**	**430**	**1,710**
Office	**280**	**70**	**150**	**20**	**70**	**100**	**320**	**1,010**
Hotel/motel	**0**	**0**	**20**	**0**	**10**	**10**	**30**	**70**
R&D /flex space	**40**	**20**	**0**	**0**	**0**	**0**	**50**	**110**
Industrial & Miscellaneous Commercial	**900**	**540**	**230**	**80**	**70**	**20**	**210**	**2,050**
Warehouse	**30**	**50**	**40**	**10**	**10**	**0**	**10**	**150**
Institutions [a]	**50**	**10**	**0**	**0**	**20**	**10**	**220**	**310**
Transportation	**30**	**20**	**80**	**0**	**10**	**0**	**10**	**150**
Utilities	**20**	**10**	**10**	**0**	**0**	**0**	**10**	**50**
Open Space, & Other [b]	**310**	**110**	**90**	**20**	**90**	**30**	**210**	**860**
Work at Home	**90**	**80**	**50**	**30**	**30**	**40**	**280**	**600**
Totals	2,180	1,000	800	190	820	300	1,780	7,070

Source: Wahlstrom & Associates estimates based on data collected from the California Employment Development Department, US County Business Patterns, and the Employment Density Study published by the Southern California Association of Governments, 2001

Notes: [a] Institutions includes schools, hospitals
[b] Other includes agriculture, nurseries, golf courses, parks, cemeteries, communication facilities and other non-specific land use categories
Data does not count any Dixon employment in agriculture, mining, and government

TABLE A-14
Estimates of Developed Land and Built Space in Dixon by Land-Use Categories, 2005

	Employment	Building Square Foot per Employee	Floor Area Ratio	Built Space Estimate	Developed Acreage Estimate
Office/Business Park Space	**1,300**	**275**	**0.35**	**360,000**	**24**
Industrial & General Commercial	**2,210**	**700**	**0.25**	**1,550,000**	**142**
Warehouse	**150**	**1,000**	**0.2**	**150,000**	**17**
Total					
Retail	**1,850**				
Employment in Other Land-Uses [a]	**1,600**				
Work at Home [b]	**210**				
TOTALS	**7,320**			**2,060,000**	**183**

Source: Wahlstrom & Associates estimates based on data collected from the California Employment Development Department, US County Business Patterns, and the Employment Density Study published by the Southern California Association of Governments, 2001.

Notes: Data do not count Dixon employment in agriculture, mining and government.
[a] Includes employment in schools, hospitals, agriculture, nurseries, golf courses, parks, cemeteries, communication facilities and other non-specific land-use categories.
[b] Includes wage and salary employees who work from home and self-employed persons with at-home businesses.

TABLE A-15
Average Wages Paid in Dixon by Industry Sector, 2005

Dixon Area Employment	Dixon Area (1)	Solano Wage Rates (2)	California Wage Rates (3)
Total	7,110	$39,600	$44,800
Construction	**2,190**	**$42,600**	**$45,700**
Manufacturing	**1,000**	**$59,200**	**$59,800**
Wholesale Trade	**200**	**$45,800**	**$56,500**
Retail Trade	**840**	**$26,600**	**$29,400**
Transportation, Warehousing & Utilities	**810**	**$43,400**	**$44,300**
Information	**30**	**$39,900**	**$84,300**
Financial Activities			
Finance & Insurance	**160**	**$54,500**	**$84,200**
Real Estate & Rental & Leasing	**150**	**$28,000**	**$45,100**
Professional & Business Services			
Professional, Scientific & Technical Services	**110**	**$41,700**	**$73,690**
Management of Companies & Enterprises	**140**	**$62,700**	**$77,600**
Administrative & Support & Waste Services	**160**	**$27,900**	**$30,500**
Educational & Health Services			
Educational Services	**10**	**$30,800**	**$36,300**
Health Care & Social Assistance	**300**	**$47,800**	**$43,800**
Leisure & Hospitality			
Arts, Entertainment, & Recreation	**10**	**$16,200**	**$44,000**
Accommodation & Food Service	**800**	**$13,300**	**$16,900**
Other Services	**200**	**$24,500**	**$23,700**

Source: Wahlstrom & Associates using data from the BLS Census of Employment and Wages and US. County Business Patterns.

Notes: Column (1) is an estimate of private employment in Dixon.
Column (2) is based on wages paid within each industry sector by Solano County employers.
Column (3) is based on wages paid within each industry sector by all California employers.

TABLE A-16

Employment Growth Trends in the Dixon Market Area Compared to the Four-County Region, 1998 to 2005

Table A-16

Employment Growth Trends in the Dixon Market Area Compared to the Four-County Region, 1998 to 2005

	Four-County Region [3]		Employment Gains 1998 - 2005	Annual Growth Rate 1998 - 2005	Dixon Market Area [2]		Employment Gains 2005	Annual Growth Rate 1998 - 2005	Percent Four-County Region 2005	Location Quotient [4] 2005	Shift Share [5] 1998 - 2005
	1998	2005			1998	2005					
Total Private Employment [1]	776,800	889,800	113,000	2.0%	88,800	113,300	24,500	3.5%	14.6%		
Construction	59,600	94,000	34,400	6.7%	6,500	12,500	6,000	9.8%	21.0%	1.44	1.1
Manufacturing	71,700	66,600	-5,100	-1.0%	13,100	12,700	-400	-0.4%	17.8%	1.22	0.94
Wholesale Trade	32,400	35,800	3,400	1.4%	5,700	6,500	800	1.9%	20.0%	1.38	0.93
Retail Trade	120,900	134,900	14,000	1.6%	16,100	18,400	2,300	1.9%	15.2%	1.04	0.92
Transportation, Warehousing & Utilities	30,900	32,200	1,300	0.6%	6,500	9,300	2,800	5.3%	30.0%	2.07	1.23
Information	31,900	31,800	-100	0.0%	1,900	2,300	400	2.8%	7.2%	0.49	1.09
Financial Activities											
Finance & Insurance	54,300	66,800	12,500	3.0%	2,800	4,100	1,300	5.6%	7.6%	0.52	1.07
Real Estate & Rental & Leasing	17,700	22,500	4,800	3.5%	1,700	3,500	1,800	10.9%	19.9%	1.36	1.46
Professional & Business Services											
Professional, Scientific & Technical Serv.	51,200	62,000	10,800	2.8%	3,500	5,100	1,600	5.5%	10.0%	0.68	1.08
Management of Companies & Enterprises	20,600	13,700	-6,900	-5.7%	1,900	1,900	0	0.0%	9.4%	0.63	1.35
Administrative & Support & Waste Serv.	69,200	63,800	-5,400	-1.2%	6,000	7,100	1,100	2.4%	10.3%	0.70	1.15
Educational & Health Services											
Educational Services	11,400	17,400	6,000	6.2%	1,100	1,300	200	2.4%	11.7%	0.78	0.70
Health Care & Social Assistance	88,400	109,000	20,600	3.0%	9,300	12,700	3,400	4.6%	14.3%	0.99	1.00
Leisure & Hospitality											
Arts, Entertainment, & Recreation	12,800	16,000	3,200	3.2%	1,300	1,200	-100	-1.1%	9.5%	0.64	0.66
Accommodation & Food Service	69,800	84,200	14,400	2.7%	8,300	10,700	2,400	3.7%	15.3%	1.05	0.96
Other Services	34,000	39,100	5,100	2.0%	3,100	3,900	800	3.3%	11.6%	0.79	0.98

Source: Wahlstrom & Associates using data from the California Employment Development Department.

Note: 1) Data exclude employment in government, agriculture, natural resources and mineral extraction industries.

2) Dixon market area includes the following communities and zip codes: Dixon (Zip 95620), Woodland (Zips 95776, 95695), Winters (Zip 95694), Davis (Zips 95618, 95617, 95616), Vacaville (Zips 95696, 95688, 95687), West Sacramento (Zips 95691, 95605), Rio Vista (Zip 94571), and Fairfield (Zips 94534, 94533).

3) Four County Region includes the Counties of Solano, Yolo, Sacramento and Contra Costa.

4) Location Quotient measures the presence of an industry sector in the four-county region relative to California. Numbers > 1.0 indicate that an industry sector has a relatively strong presence in the four-county region. . Numbers < 1.0 indicate that an industry sector has a relatively weak presence in the four-county region.

5) Shift share compares the growth rates of an industry sector within the four-county region relative to California. . Numbers > 1.0 indicate that an industry sector is expanding more rapidly in the four-county region than it is throughout California. Numbers < 1.0 indicate that an industry sector is expanding slower in the four-county region than it is throughout California.

TABLE A-17

Employment Growth Trends in California Compared to Four-County Region Surrounding Dixon, 1998 to 2005

	California				Four-County Region [1]					
	Employment			Annual Growth Rate 1998 - 2005	Employment			Annual Growth Rate 1998 - 2005	Location Quotient 2005 [2\	Shift Share 1998 – 2005 [3]
	1998	2005	Gains 1998 - 2005		1998	2005	Gains 1998 - 2005			
Total Private Production and Services	11,410,800	12,844,900	1,434,100	1.7%	776,800	889,800	113,000	2.0%		1.16
Construction	615,500	905,300	289,800	5.7%	59,600	94,000	34,400	6.7%	1.50	1.05
Manufacturing	1,872,000	1,514,400	-357,600	-3.0%	71,700	66,600	-5,100	-1.0%	0.63	1.13
Wholesale Trade	615,000	675,800	60,800	1.4%	32,400	35,800	3,400	1.4%	0.76	0.99
Retail Trade	1,476,700	1,659,300	182,600	1.7%	120,900	134,900	14,000	1.6%	1.17	0.98
Transportation, Warehousing & Utilities	497,700	487,100	-10,600	-0.3%	30,900	32,200	1,300	0.6%	0.95	1.05
Information	483,500	473,600	-9,900	-0.3%	31,900	31,800	-100	0.0%	0.97	1.00
Financial Activities										
Finance & Insurance	531,700	643,500	111,800	2.8%	54,300	66,800	12,500	3.0%	1.50	1.00
Real Estate & Rental & Leasing	254,000	283,600	29,600	1.6%	17,700	22,500	4,800	3.5%	1.15	1.12
Professional & Business Services.										
Professional, Scientific & Technical Services.	803,700	961,500	157,800	2.6%	51,200	62,000	10,800	2.8%	0.93	0.99
Management of Companies & Enterprises	285,900	218,200	-67,700	-3.8%	20,600	13,700	-6,900	-5.7%	0.91	0.86
Administrative & Support & Waste Services.	917,600	968,300	50,700	0.8%	69,200	63,800	-5,400	-1.2%	0.95	0.86
Educational & Health Services										
Educational Services.	210,200	272,200	62,000	3.8%	11,400	17,400	6,000	6.2%	0.92	116
Health Care & Social Assistance	1,121,900	1,314,300	192,400	2.3%	88,400	109,000	20,600	3.0%	1.20	1.03
Leisure & Hospitality										
Arts, Entertainment, & Recreation	204,900	239,000	34,100	2.2%	12,800	16,000	3,200	3.2%	0.97	1.05
Accommodation & Food Service	1,059,800	1,236,200	176,400	2.2%	69,800	84,200	14,400	2.7%	0.98	1.02
Other Services	460,700	505,500	44,800	1.3%	34,000	39,100	5,100	2.0%	1.12	1.03

Source: Wahlstrom & Associates using data from the California Employment Development Department.

Notes: 1) Four-County Region includes the Counties of Solano, Yolo, Sacramento and Contra Costa.

2) Location Quotient measures the presence of an industry sector in the four-county region relative to California. Numbers > 1.0 indicate that an industry sector has a relatively strong presence in the four-county region. Numbers < 1.0 indicate that an industry sector has a relatively weak presence in the four-county region.

3) Shift share compares the growth rates of an industry sector within the four-county region relative to California. . Numbers > 1.0 indicate that an industry sector is expanding more rapidly in the four-county region than it is throughout California. Numbers < 1.0 indicate that an industry sector is expanding slower in the four-county region than it is throughout California.

TABLE A-18
Historical and Projected Employment Growth

	1994	1998	2005	2015	Annual Growth Rate 1994-200505	Annual Growth Rate 19 98-2005	Projected Growth Rate 2005 - 2015
California							
LMID (a)	9,572,100	10,766,451	12,357,800	14,304,000	2.3%	2.0%	1.5%
CCSCE (b)	11,313,000	12,714,643	13,940,600	16,639,400	1.9%	1.3%	1.8%
Woods & Poole ©	14,818,565	15,792,787	17,222,080	20,318,220	1.0%	1.2%	1.7%
ABAG (d)	n/a	n/a	n/a	n/a			
Average Historical and Projected Growth Rates					1.8%	1.5%	1.7%
Bay Area							
LMID	2,427,000	2,831,025	2,747,700	3,007,900	1.1%	-0.4%	0.9%
CCSCE	2,712,600	3,122,983	3,076,200	3,715,500	1.2%	-0.2%	1.9%
Woods & Poole	3,583,053	3,900,858	3,873,610	4,675,360	0.5%	-0.1%	1.9%
ABAG			3,290,960	3,804,350			1.5%
Average Historical and Projected Growth Rates					1.0%	-0.2%	1.6%
Solano County							
LMID	71,100	74,721	102,200	119,700	3.4%	4.6%	1.6%
CCSCE	n/a	n/a	n/a	n/a			
Woods & Poole	102,561	114,922	140,870	174,950	2.1%	3.0%	2.2%
ABAG			130,900	152,930			1.6%
Average Historical and Projected Growth Rates					3.1%	3.6%	1.8%
Dixon's Competitive Market Area (Solano County Segment)	n/a	42,100	56,900	69,300	n/a	4.4%	2.2%
Dixon	n/a	4,500	7,100	9,600	n/a	6.7%	3.4%

Sources: Dixon employment projections are prepared by Wahlstrom & Associates based on actual employment counts and projections as reported by the sources below

Woods & Poole Economics. California Economic Profile 2007
Center for the Continuing Study of the California Economy. California Economic Growth 2006
Association of Bay Area Governments. Projections 2007
California Labor Market Information Group

Notes
(a) LMID data and projections as reported on the California Employment Development Department web site. LMID projects through 2014
(b) Center for the Continuing Study of the California Economy is a private firm providing forecasts of the California economy
(c) Woods & Poole is a private firm that generates national, state and local forecasts. 1994 data is estimated
(d) Association of Bay Area Governments provides regional data and forecasts
(e) All data and forecasts are for private employment, excluding agriculture and government

APPENDIX B:
NE QUAD ECONOMIC DEVELOPMENT STUDY: INFRASTRUCTURE CONDITIONS

NE QUAD ECONOMIC DEVELOPMENT STUDY:
Infrastructure Conditions (Draft) August 13, 2008

Wastewater

Collection System

Wastewater flows have historically been conveyed through Dixon in a 27-inch diameter trunk sewer that runs south out of town to the wastewater treatment plant on Pedrick Road, south of Midway Road. This line was found to be operating over capacity during periods of high flow, so a new 42-inch diameter trunk sewer was installed in 2005 to accommodate both existing and projected levels of City-wide wastewater generation, including the entire Northeast Quad Specific Plan Area. This area is connected to the trunk sewer by a 21-inch diameter sewer in Fitzgerald Drive, which the City expects can support build-out north of Vaughn Road. From the end of Fitzgerald, 15-inch diameter lines extend to the east and west along Vaughn Road, from Kids Way to within approximately 750-feet of the at-grade UPRR crossing.

A 12-inch sewer installed to serve the Wal-Mart site runs north from the Kids Way/Vaughn Road intersection, following the route of a proposed road across the planned TVOB retail center to East Dorset Drive. An 8-inch branch of this sewer runs southwest on East Dorset to North First Street, and a 10-inch branch runs north to a dead end in the road's existing cul-de-sac. According to a representative of the City Engineering Department, the Wal-Mart sewer (which includes the 15-inch segment on Vaughn Road) was designed to carry wastewater generated by the future development of properties located along its entire existing length, as well as along the future northerly extension of East Dorset Drive. This includes Areas A, B & D as shown on the Vicinity Map, in addition to portions of Areas E & G. It is unknown how far the sewer could extend into these areas, but it is preliminarily estimated the boundary would at least reach the mid-point of Area G's frontage along I-80.

The remaining eastern portion of the Specific Plan Area, extending north to the Flying J property and also including those portions of Areas E & G not covered by the Wal-Mart sewer, would be served by the extension of a new sewer to the north from Vaughn Road. This line would be installed as needed to serve development of the area, branching out to reach properties as they are developed. According to a representative of the City's Engineering Department, the existing 15-inch line that runs east on Vaughn Road from Fitzgerald Drive probably does not have sufficient capacity to accommodate build-out of the entire upstream drainage area, so it would eventually have to be replaced if the new eastern sewer intersects Vaughn Road somewhere to the east of Fitzgerald Drive. It is unknown when the City would require this replacement, but it is unlikely the line's capacity would be exceeded until a substantial portion of the Northeast Quad has been built out.[1] (It is noted the preliminary development layout prepared for this report shows a major north/south road extending into the Northeast Quad as a continuation of Fitzgerald Drive. If this alignment is ultimately adopted, it is not expected that any portion of the existing Vaughn Road sewer would have to be upgraded.)

In summary, it appears the City's major trunk lines, beginning at the Vaughn Road/Fitzgerald Drive intersection, have sufficient capacity to accommodate build-out within the Northeast Quad. The only existing sewer that might require upgrading is a relatively short segment of a 15-inch

line on Vaughn Road. It is noted, though, that these capacity projections are based on future land uses that do not generate unusually large volumes of wastewater. More detailed capacity evaluations would be required to confirm that the introduction of water-intensive industries to the area would not result in capacity shortfalls elsewhere within the Northeast Quad or within downstream neighborhoods.

Treatment Capacity

The City's wastewater treatment plant is permitted for a maximum average daily flow of 1.82 million gallons per day (mgd). Current flows are approximately 1.3 mgd, which leaves an available excess capacity of 0.52 mgd. Until the recent housing slump, it had been assumed a significant portion of this capacity would have been used on a first come, first served basis by the many residential projects planned for the south end of town.[2] However, most of these projects are now on hold, so virtually all of the treatment plant's excess capacity is available to support development within the Northeast Quad. The following table illustrates that more than 90 percent of this capacity would be required to accommodate build-out of the areas targeted by this study, under the development assumptions set forth in the table notes.

Table 1

Area Number	Total Size (acres)	Roads Allowance (acres)	Detention Allowance (acres)	Developable Area (acres)	Development Type	Base WW Generation (gpd/acre)	Total WW Flow (gpd)
J	11.3	1.8	1.35	8.15	off./indus./whse.	2030	22,195
K	14.25	--	1.7	12.55	retail	2210	34,860
L	30.1	2.1	3.6	24.4	retail	2210	68,975
M	17.0	2.7	2.05	12.25	off./indus./whse.	2030	33,370
N	56.95	7.3	5.5	32.9	off./indus./whse.	2030	95,260
O	49.5	7.75	5.85	35.0	hwy. commercial	5840	229,150
	179.1			146.9			483,810
						=	0.483 mgd

Notes

1. "Area Number" and "Total Size" are taken from the Vicinity Map. Before calculating the Road and Detention allowances, the size of Area O was reduced by the 0.9 ac. of existing wetland; and the size of Area N was reduced by 6.3 ac. for existing wetland, by 3.7 ac. for the Wal-Mart detention basin, and by 1.25 ac. for the planned well site.
2. Based on the detailed conceptual layout prepared for Areas J, M & N, it is assumed that roads will occupy approximately 16% of each development area. Note this percentage was not applied to Area K or L, where it was assumed new, in-parcel road construction for these potential retail sites would be minimal, except for an already proposed "Future Road" connecting Vaughn Road to East Dorset at the Wal-Mart entrance..
3. It is assumed approximately 12% of each area will have to be set aside for storm water detention storage (as further described in a following section).
4. "Developable Area" represents Total Area less the road and detention allowances.
5. Unit wastewater generation rates are based on per square foot (of building) estimates provided by the City for various land uses. These were then multiplied by the appropriate FAR to obtain per acre generation rates as follows:

	Unit Rate (gpd/sf building)	FAR	Base Rate (gpd/acre)
Office	0.115	0.35	1755
Service commercial (retail)	0.145	0.35	2210
Light industrial	0.153	0.35	2235
Highway commercial	0.383	0.35	5840
Warehouse	0.08	0.45	1570
Off./Indus./whse. (combined)	----	----	2030

(The "combined" value is an average based on the mix of offices, light industrial and warehouses shown for Areas J, M & N on the Conceptual Development Plan.)

6. Total wastewater flows are calculated as follows:
   Flow = (Developable Area x Base Generation Rate) + (Total Area x 500 gpd I&I allowance)

Once the treatment plant reaches its flow limits, substantial upgrades would be required before the City could accept any new connections. According to a City official, these upgrades would likely begin with the headworks (where wastewater enters the plant), which are currently too small to accommodate the full flow capacity of the new 42-inch diameter trunk sewer. In addition, new treatment/percolation ponds with the associated piping and support facilities would have to be added to handle increased flow rates. Preliminary estimates put the cost of this next round of improvements at $5 to $6 million. At this time, the City has insufficient funds set aside to pay for the plant expansion, so construction cannot begin until a sufficient number of developers pay their connection fees up front, in anticipation of the capacity being available by the time it's needed. Unless developers are convinced that demand for their projects will remain strong over an extended period of time, it can be difficult to finance major capital improvements in this way. As a result, it is not clear how soon additional treatment capacity will become available once the plant's remaining capacity is exhausted.

A final component of the City's wastewater treatment system concerns the ongoing degradation of groundwater in the vicinity of the plant's percolation ponds. In order to satisfy Regional Water Quality Control Board requirements, some or all of the existing percolation ponds may have to be relocated to an area in which the groundwater has higher, naturally occurring salinity levels, although other avenues are also being explored. Because this major modification affects both existing and future users, it will be funded by the entire town, rather than just new connections. At this time, there are no estimates of either the total construction cost or the resulting incremental cost to residential and commercial customers.

Water Supply

At this time Wal-Mart and the existing homes along Vaughn Road are the only properties that receive City water service within the Northeast Quad Specific Plan Area. According to a representative of AKT, the area roughly designated as Area D on the vicinity map has a vested right to connect to the City's distribution system, which would be accomplished by extending the Wal-Mart water line north along the continuation of East Dorset Drive. No other connections will be permitted, though, until new water supply facilities are constructed to serve this area. Specifically, this will entail construction of a new groundwater well, 1 million gallon water tank,

pressurization pumps, and the distribution lines needed to reach properties being served and to interconnect with the City's existing distribution system.

The well, storage tank and pumping station represent the largest up-front portion of the costs associated with these required improvements, since, unlike the distribution system, they cannot be constructed incrementally. A 2007 study prepared as part of a preliminary financing and cost allocation plan for these facilities determined the total design and construction cost would be approximately $6.36 million. Spreading this amount evenly across the 284 developable acres controlled by the five participating property owners (AKT, Flying J, TVOB, 20th Street & Milk Farm) resulted in an unfinanced per acre cost of approximately $22,400. No estimates were made of the cost to install the thousands of feet of new water lines needed to serve all these properties, but it is expected that distribution system costs will be substantially higher for properties located farther from the City's existing distribution lines and the new well (in particular, the Flying J and Milk Farm properties).

For the purposes of this preliminary study, future commercial water use can be estimated at approximately 133 percent of projected wastewater generation (although it is recognized that large irrigation demands can push total use substantially higher). Using this measure, total water demand for the six areas previously described in Table 1 can be calculated as follows:[3]

Demand = 133% x [483,810 gpd – (179.1 total acres x 500 gpd I&I allowance)]
Demand = 133% x [483,810 – 89,550] = 525,680 gpd
= 2935 gpd/gross acre

Water supply requirements are normally based on maximum day demand, rather than average demand, to ensure the system will be able to accommodate peak summertime flow rates. For an area this size, a peaking factor of about 2.5 is typical, although it might be substantially less if the new well is considered to be part of the larger City system, rather than a stand-alone facility (peaking factors vary inversely with the size of the population being served). Applying this factor to the demand calculated above results in a required maximum day well capacity of approximately 1,314,200 gpd, or 912 gpm. Since well yields in the vicinity tend to average around 1400 gpm, the single well now being contemplated for this area, which would be located in the southeast corner of Area E, should be more than adequate to serve the properties targeted by this study.

Storm Drainage

Drainage patterns in the Northeast Quad area generally run from northwest to southeast, toward the network of slough channels that drain the periphery of the Sacramento-San Joaquin Delta. The local watershed begins approximately two miles to the northwest, so runoff from the mainly agricultural lands located across I-80 flows through existing culverts under the freeway and into the Northeast Quad. An existing network of small drainage channels then routes this flow, together with local runoff, into culverts that run under either Vaughn Road or Pedrick Road. More culverts then carry it under the UPRR into channels that ultimately discharge into major canals maintained by the Dixon Resource Conservation District (DRCD). Almost all of these facilities

suffer from limited maintenance, so sedimentation has gradually reduced flow capacities and clogged culverts, resulting in scattered, shallow flooding during periods of heavy rainfall.

A long-standing agreement with the DRCD gives the City the right to discharge runoff into its facilities, although the City's 1999, Storm Drain Plan indicates that allowable flow rates are only about 0.05 cubic feet per second (cfs) per acre. This is a very low value that is more applicable to farms than urbanized land, so the City will require properties in the Northeast Quad to detain a significant portion of their runoff in order to control peak flow rates. In addition, detention facilities must also be able to accommodate a minimum of 10 percent of the runoff that originates upstream of the freeway.[4] This detention requirement has already been imposed on the Wal-Mart project, which constructed an approximately 3.7 acre storage pond for this purpose on AKT's property. The area of this pond equals about 14 percent of the combined Wal-Mart/storage pond sites, so it is estimated that about 12 percent of all future development will have to be set aside for detention storage. This lower percentage was used because land use efficiencies can normally be achieved as the area served by a detention pond gets larger, and it was assumed the entire area covered by the Conceptual Development Plan (plus Wal-Mart) would be served by a single pond. If project developers decide to meet detention requirements through construction of individual ponds on each property, the land area requirement may be closer to 15 percent, while if a single, regional pond is constructed to serve the entire specific plan area, it may drop to around 10 percent of the total area served.

In addition to the construction of detention storage (or, alternatively, financial contribution to the construction of a regional, off-site facility), development projects would have to install the on-site storm drain systems needed to collect and convey local and upstream runoff to a detention pond, as well as connect the pond outlet to existing downstream drainage channels.

Traffic

New development in Dixon is required to mitigate its expected traffic impacts through payment of AB 1600 fees, which vary according to acreage and proposed land use. Monies collected through this program are used to upgrade designated road segments or intersections, such as the Highway 113/I-80 interchange. Projects would be responsible for constructing all internal road networks, as well as contributing to or fully funding (through development agreements) the improvement of existing roads in the vicinity not covered by the AB 1600 program (such as Vaughn Road). Traffic studies would be required to determine the required timing of such improvements and each project's responsibility for financing.

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[1] Jason Riley, City of Dixon Engineering Dept., personal communication, June 27, 2008.

[2] The City assumes an average wastewater generation rate of 350 gpd/home, plus an infiltration and inflow (I&I) allowance of approximately 500 gpd/gross acre. If it is assumed new residential development would have an overall density of 4 DU/acre, this equals an I&I contribution of 125 gpd/home. At the resulting total flow of 475 gpd/home, the 0.52 mgd of available treatment capacity would support the construction of 1095 new homes.

[3] It is noted this per acre value is more than 700 gpd/gross acre less than estimated in the financing study. This discrepancy is at least partly because the financing study included almost twice the percentage of Highway Commercial (the highest water using category), but the figures are probably also different because Table 1 was largely based on "developable area" rather than gross acreage. It is not possible to reconcile these figures, but those used in this report should be sufficiently accurate for planning purposes.

[4] Ibid., Jason Riley, June 27, 2008.

APPENDIX C:

NE QUAD CONCEPTUAL DEVELOMENT PLAN: LAYOUT ASSUMPTIONS

NE QUAD CONCEPTUAL DEVELOPMENT PLAN:
Layout Assumptions **August 13, 2008**

Preparation of the Conceptual Development Plan was based on the following assumptions:

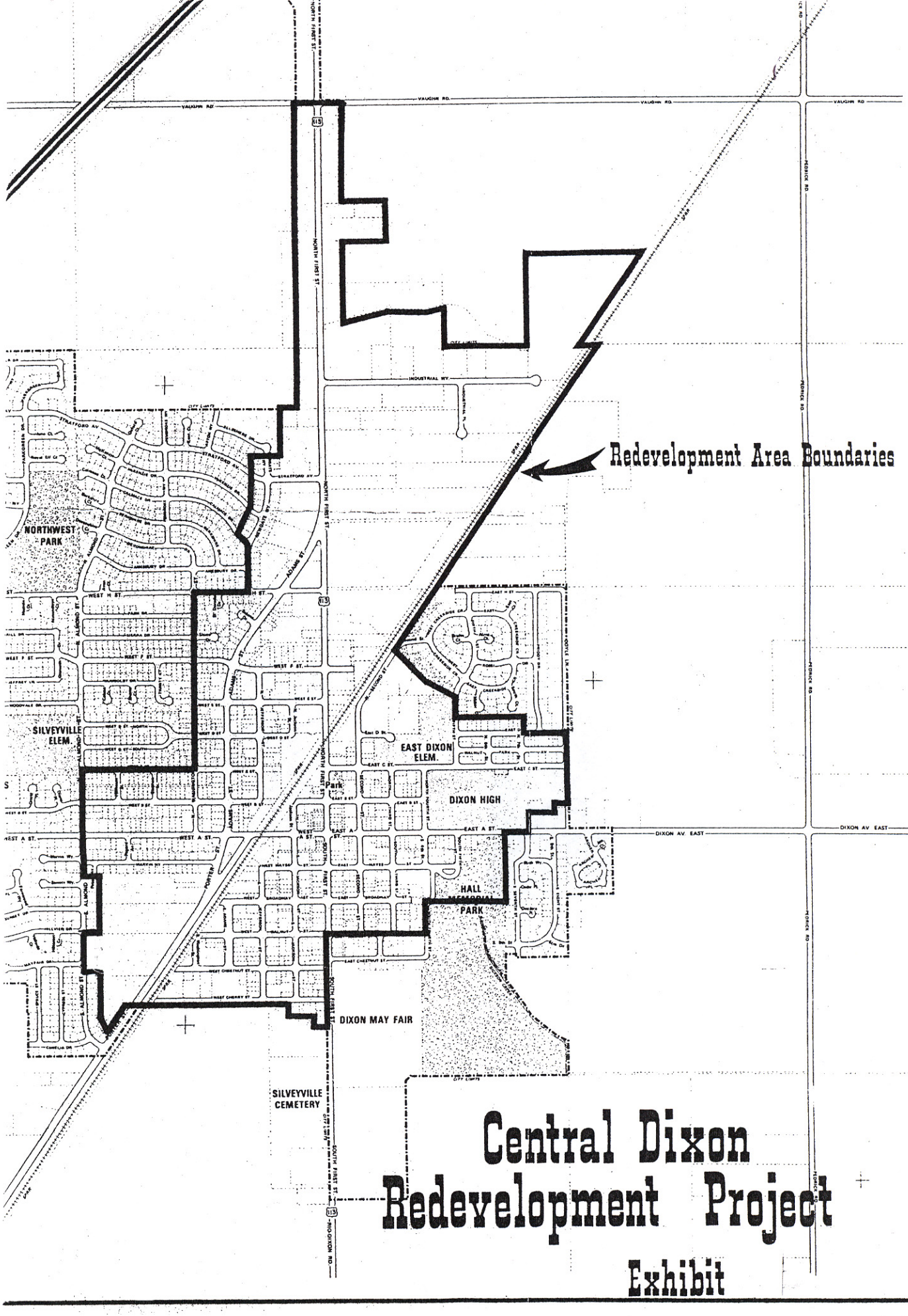
1. The total number of parcels and the mix of development types (office/business park; industrial/general commercial; warehouse) were chosen to match as closely as possibly the job generation targets cited in Table __ of this report.
   a. The estimated number of jobs that would be supported per acre of each development type was based on the figures presented in Table __, combined with an assumed FAR of 0.35 for everything but warehousing, which was assumed to have an FAR of 0.45.
   b. Parcel sizes were based on a local survey of similar land uses, which indicated an average size of approximately 0.5 acres for office parcels, 1.4 acres for industrial parcels and 2.2 acres for warehouse parcels. It is recognized that parcel sizes would naturally vary around these averages, but, for the purposes of this conceptual layout, these three uniform sizes were used for all similar parcel types.

2. Streets were laid out with a 55-foot right of way, except for the extension of East Dorset Drive, which now appears to be 92-feet wide. In addition, the configuration of cul-de-sacs and corner bulb-outs, as well as restrictions on driveway placement, were based on City of Dixon design guidelines.

3. It was conservatively assumed the existing "wetland" areas on the AKT parcels (which are apparently the remnants of borrow areas excavated during construction of the freeway) would ultimately be designated as such by state and federal regulatory agencies, and so would have to be protected from development.

4. The size of the area reserved for construction of a sub-regional storm water detention pond was based on Wal-Mart's existing offsite detention pond on the AKT site. This pond represents approximately 14 percent of the total area of the Wal-Mart site plus the pond. The percentage was then reduced to 12 percent for the conceptual development area plus Wal-Mart (since Wal-Mart's detention requirements would still have to be accommodated), to account for the land use efficiencies typically achieved as detention ponds and their contributing areas become larger.
   a. It is recognized it may be possible to reduce the detention reserve requirement by constructing a deeper pond, but it is likely this would require installation and operation of costly pumping systems, so this option was not considered for the conceptual layout.

APPENDIX D:
REDEVELOPMENT AREA MAP



Central Dixon Redevelopment Project

Exhibit

APPENDIX E:
TARGET INCOME GROUP ANALYSIS

Altogether, implementation of the recommendations contained in this report will help the City of Dixon create the 2,550 new jobs projected during the next decade. This report estimates the number of jobs that may be created for workers in the target income group (TIG). TIG occupations are typically those that fall under the sales, clerical, services, agriculture, and production/laborer occupational positions.

More than 1,500 new jobs created should be created in professional and health services retail trade and construction, with a total of 78 positions. About three-fourths of the new jobs can employ the TIG occupations.

More than 1,100 production and clerical jobs are projected during the next decade. Another 730 TIG jobs should be created in the services and sales occupations.

Target Income Group Benefit

Business Type	Total Job Potential	Managers/ Admin.	Prof./ Technical	TARGET INCOME GROUP OCCUPATIONS				
				Sales	Clerical	Services	Production/ Ag.	TIG Total
Construction	410	25	16	16	46	3	304	368
Manufacturing	130	11	21	5	15	2	75	98
Wholesale Trade	100	10	8	24	27	2	27	79
Retail Trade & Personal Services	550	33	18	210	46	180	61	498
Transportation, Warehousing & Utilities	130	9	3	10	33	7	69	118
Finance & Real Estate Services	100	14	17	10	50	4	4	68
Professional, Business & Health Services	1,130	84	408	44	295	228	70	637
Total	**2,550**	**187**	**491**	**318**	**512**	**424**	**610**	**1,865**

Source: Wahlstrom & Associates based on Dixon employment by industry projections and Occupational and Employment Services

APPENDIX F:
NORTHEAST QUAD FACILITY COST ESTIMATES, 2008

Morton & Pitalo, Inc.
1788 Tribute Road, Suite 200
Sacramento, CA 95815
(916) 927-2400

Northeast Quadrant Specific Plan

Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	SS1 $ 82,650	SS2 $ 123,700	SS3 $ 346,400	SS4 $ 195,550	SS5 $ 88,300	SS6 $ 150,300
P-1	21.58	19.58	111 -010 -070	$ 3,625.44	$ 8,004.91	$ 17,110.27	$ 33,719.67	$ 15,226.01	$ -
P-2	37.57	35.41	111 -010 -080	$ 6,556.53	$ 14,476.71	$ 30,943.55	$ 60,981.29	$ 27,535.91	$ -
P-3	39.1	38.23	111 -040 -010	$ 7,078.68	$ 15,629.61	$ 33,407.85	$ -	$ -	$ -
P-4	31.68	31.68	111 -040 -020	$ 5,865.88	$ 12,951.77	$ 27,684.04	$ -	$ -	$ -
P-5	32.31	30.31	111 -040 -030	$ 5,612.21	$ 12,391.67	$ 26,486.84	$ -	$ -	$ -
P-6	52.73	52.73	111 -040 -040	$ 9,763.50	$ 21,557.66	$ 46,078.89	$ -	$ -	$ -
P-7	101.33	101.33	111 -080 -050	$ 18,762.29	$ -	$ 88,548.72	$ -	$ -	$ -
P-8	12.29	12.29	111 -080 -070	$ 2,275.62	$ -	$ -	$ -	$ -	$ -
P-9	6.55	6.55	111 -080 -080	$ 1,212.80	$ -	$ -	$ -	$ -	$ -
P-10	10	10	111 -080 -090	$ 1,851.60	$ -	$ -	$ -	$ -	$ -
P-11	9.07	9.07	111 -080 -0100	$ 1,679.40	$ -	$ -	$ -	$ -	$ -
P-12	2.21	2.21	111 -080 -0170	$ -	$ -	$ -	$ -	$ -	$ -
P-13	2.19	2.19	111 -080 -0180	$ -	$ -	$ -	$ -	$ -	$ -
P-14	9.85	9.85	111 -080 -0190	$ -	$ -	$ -	$ -	$ -	$ -
P-15	47.22	47.22	111 -080 -0200	$ -	$ -	$ -	$ -	$ -	$ -
P-16	4.56	4.56	111 -080 -0220	$ 844.33	$ -	$ -	$ -	$ -	$ -
P-17	7.5	7.5	111 -080 -0230	$ 1,388.70	$ 3,066.23	$ -	$ -	$ -	$ -
P-18	67.61	66.13	111 -0190 -010	$ -	$ -	$ -	$ -	$ -	$ 111,178.29
P-19	32.71	28.57	111 -0190 -020	$ 5,290.03	$ 11,680.30	$ 24,966.32	$ -	$ -	$ -
P-20	22.57	21.11	111 -0190 -030	$ -	$ -	$ -	$ -	$ -	$ 35,490.30
P-21	2.16	2.16	111 -0190 -040	$ -	$ -	$ -	$ -	$ -	$ 3,631.41
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ 10,842.99	$ 23,941.14	$ 51,173.52	$ 100,849.04	$ 45,538.07	$ -
P-26	30	30	Milk Farm	$ -	$ -	$ -	$ -	$ -	$ -
	665.57	650.46		$ 82,650	$ 123,700	$ 346,400	$ 195,550	$ 88,300	$ 150,300

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

Date: 10/27/2008
By: Bardini

Morton & Pitalo, Inc.
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Northeast Quadrant Specific Plan

Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.			SS7	SS8	WD1	WD2	WD3	WD4
						$ 174,400	$ 375,000	$ 1,500,000	$ 1,500,000	$ 2,500,000	$ 51,000
							$ 1,536,300				
P-1	21.58	19.58	111	-010	-070	$ -	$ 64,663.14	$ -	$ 90,931.61	$ 78,040.30	$ 3,091.67
P-2	37.57	35.41	111	-010	-080	$ -	$ 116,941.88	$ -	$ 164,447.82	$ 141,134.18	$ 5,591.23
P-3	39.1	38.23	111	-040	-010	$ -	$ -	$ 188,479.87	$ -	$ 152,373.89	$ -
P-4	31.68	31.68	111	-040	-020	$ -	$ -	$ 156,187.35	$ -	$ 126,267.46	$ -
P-5	32.31	30.31	111	-040	-030	$ -	$ -	$ 149,433.03	$ -	$ 120,807.03	$ -
P-6	52.73	52.73	111	-040	-040	$ -	$ -	$ 259,967.13	$ -	$ 210,166.76	$ -
P-7	101.33	101.33	111	-080	-050	$ -	$ -	$ 499,572.72	$ -	$ 403,872.52	$ -
P-8	12.29	12.29	111	-080	-070	$ -	$ -	$ 60,591.62	$ -	$ 48,984.44	$ -
P-9	6.55	6.55	111	-080	-080	$ -	$ -	$ 32,292.52	$ -	$ 26,106.43	$ -
P-10	10	10	111	-080	-090	$ -	$ -	$ 49,301.56	$ -	$ 39,857.15	$ -
P-11	9.07	9.07	111	-080	-0100	$ -	$ -	$ 44,716.52	$ -	$ 36,150.44	$ -
P-12	2.21	2.21	111	-080	-0170	$ -	$ -	$ -	$ 10,263.48	$ 8,808.43	$ 348.96
P-13	2.19	2.19	111	-080	-0180	$ -	$ -	$ -	$ 10,170.59	$ 8,728.72	$ 345.80
P-14	9.85	9.85	111	-080	-0190	$ -	$ -	$ -	$ 45,744.45	$ 39,259.29	$ 1,555.31
P-15	47.22	47.22	111	-080	-0200	$ -	$ -	$ -	$ 219,294.72	$ 188,205.47	$ 7,456.02
P-16	4.56	4.56	111	-080	-0220	$ -	$ -	$ 22,481.51	$ -	$ 18,174.86	$ -
P-17	7.5	7.5	111	-080	-0230	$ -	$ -	$ 36,976.17	$ -	$ 29,892.86	$ -
P-18	67.61	66.13	111	-0190	-010	$ 129,005.28	$ -	$ -	$ 307,114.77	$ 263,575.35	$ 10,441.90
P-19	32.71	28.57	111	-0190	-020	$ -	$ -	$ -	$ 132,682.13	$ 113,871.88	$ 4,511.19
P-20	22.57	21.11	111	-0190	-030	$ 41,181.03	$ -	$ -	$ 98,037.09	$ 84,138.45	$ 3,333.26
P-21	2.16	2.16	111	-0190	-040	$ 4,213.69	$ -	$ -	$ 10,031.27	$ 8,609.14	$ 341.06
P-22	20.56	20.56	111	-0190	-070	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111	-0190	-080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111	-0190	-090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111	-050	-0190	$ -	$ 193,394.98	$ -	$ 271,958.88	$ 233,403.48	$ 9,246.60
P-26	30	30	Milk Farm			$ -	$ -	$ -	$ 139,323.20	$ 119,571.46	$ 4,736.99
	665.57	650.46				$ 174,400	$ 375,000	$ 1,500,000	$ 1,500,000	$ 2,500,000	$ 51,000

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

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Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	WD5 $ 54,000	WD6 $ 102,000	WD7 $ 108,000	WD8 $ 53,500	WD9 $ 108,000	WD10 $ 178,800
P-1	21.58	19.58	111 -010 -070	$ 2,530.68	$ -	$ -	$ -	$ -	$ 6,187.86
P-2	37.57	35.41	111 -010 -080	$ 4,576.69	$ -	$ -	$ -	$ -	$ 11,190.60
P-3	39.1	38.23	111 -040 -010	$ 4,941.17	$ -	$ -	$ -	$ -	$ 12,081.81
P-4	31.68	31.68	111 -040 -020	$ 4,094.59	$ -	$ -	$ -	$ -	$ 10,011.81
P-5	32.31	30.31	111 -040 -030	$ 3,917.52	$ -	$ -	$ -	$ -	$ 9,578.85
P-6	52.73	52.73	111 -040 -040	$ 6,815.27	$ -	$ -	$ -	$ 22,666.03	$ 16,664.23
P-7	101.33	101.33	111 -080 -050	$ 13,096.74	$ -	$ -	$ -	$ 43,556.78	$ 32,023.27
P-8	12.29	12.29	111 -080 -070	$ 1,588.46	$ -	$ -	$ -	$ 5,282.87	$ 3,884.00
P-9	6.55	6.55	111 -080 -080	$ 846.58	$ -	$ -	$ -	$ 2,815.52	$ 2,069.99
P-10	10	10	111 -080 -090	$ 1,292.48	$ -	$ -	$ -	$ 4,298.51	$ 3,160.29
P-11	9.07	9.07	111 -080 -0100	$ 1,172.28	$ -	$ -	$ -	$ 3,898.75	$ 2,866.39
P-12	2.21	2.21	111 -080 -0170	$ -	$ -	$ -	$ -	$ -	$ -
P-13	2.19	2.19	111 -080 -0180	$ -	$ -	$ -	$ -	$ -	$ -
P-14	9.85	9.85	111 -080 -0190	$ -	$ -	$ -	$ -	$ -	$ -
P-15	47.22	47.22	111 -080 -0200	$ -	$ -	$ -	$ -	$ 20,297.55	$ -
P-16	4.56	4.56	111 -080 -0220	$ 589.37	$ -	$ -	$ -	$ 1,960.12	$ 1,441.09
P-17	7.5	7.5	111 -080 -0230	$ 969.36	$ -	$ -	$ -	$ 3,223.88	$ 2,370.22
P-18	67.61	66.13	111 -0190 -010	$ -	$ 45,585.32	$ 48,266.81	$ 23,909.95	$ -	$ 20,899.03
P-19	32.71	28.57	111 -0190 -020	$ -	$ 19,694.13	$ 20,852.61	$ 10,329.76	$ -	$ 9,028.96
P-20	22.57	21.11	111 -0190 -030	$ -	$ 14,551.73	$ 15,407.72	$ 7,632.53	$ -	$ 6,671.38
P-21	2.16	2.16	111 -0190 -040	$ -	$ 1,488.95	$ 1,576.54	$ 780.97	$ -	$ 682.62
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ 7,568.79	$ -	$ -	$ -	$ -	$ 18,506.69
P-26	30	30	Milk Farm	$ -	$ 20,679.87	$ 21,896.33	$ 10,846.79	$ -	$ 9,480.88
	665.57	650.46		$ 54,000	$ 102,000	$ 108,000	$ 53,500	$ 108,000	$ 178,800

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
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Northeast Quadrant Specific Plan

Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	WD11 $ 180,000	WD12 $ 216,000	WD13 $ 198,000	WD14 $ 84,000	WD15 $ 192,000	WD16 $ 174,000
P-1	21.58	19.58	111 -010 -070	$ 12,941.18	$ 10,347.37	$ 17,571.68	$ 14,484.54	$ 17,586.00	$ -
P-2	37.57	35.41	111 -010 -080	$ 23,403.83	$ 18,712.99	$ -	$ 26,194.98	$ 31,803.90	$ -
P-3	39.1	38.23	111 -040 -010	$ 25,267.68	$ 20,203.26	$ -	$ -	$ 34,336.72	$ -
P-4	31.68	31.68	111 -040 -020	$ 20,938.53	$ 16,741.81	$ 28,430.59	$ -	$ 28,453.76	$ -
P-5	32.31	30.31	111 -040 -030	$ 20,033.05	$ 16,017.81	$ -	$ -	$ 27,223.28	$ -
P-6	52.73	52.73	111 -040 -040	$ -	$ 27,866.02	$ -	$ -	$ -	$ 44,968.98
P-7	101.33	101.33	111 -080 -050	$ -	$ 53,549.48	$ 90,936.59	$ -	$ -	$ 86,415.82
P-8	12.29	12.29	111 -080 -070	$ -	$ 6,494.85	$ -	$ -	$ -	$ 10,481.11
P-9	6.55	6.55	111 -080 -080	$ -	$ 3,461.45	$ -	$ -	$ -	$ 5,585.94
P-10	10	10	111 -080 -090	$ -	$ 5,284.66	$ 8,974.30	$ -	$ -	$ 8,528.16
P-11	9.07	9.07	111 -080 -0100	$ -	$ -	$ -	$ -	$ -	$ 7,735.04
P-12	2.21	2.21	111 -080 -0170	$ -	$ -	$ -	$ -	$ -	$ -
P-13	2.19	2.19	111 -080 -0180	$ -	$ -	$ 1,965.37	$ -	$ -	$ -
P-14	9.85	9.85	111 -080 -0190	$ -	$ -	$ -	$ -	$ -	$ -
P-15	47.22	47.22	111 -080 -0200	$ -	$ -	$ -	$ -	$ -	$ -
P-16	4.56	4.56	111 -080 -0220	$ -	$ 2,409.81	$ 4,092.28	$ -	$ -	$ 3,888.84
P-17	7.5	7.5	111 -080 -0230	$ -	$ 3,963.50	$ -	$ -	$ -	$ 6,396.12
P-18	67.61	66.13	111 -0190 -010	$ -	$ -	$ -	$ -	$ -	$ -
P-19	32.71	28.57	111 -0190 -020	$ 18,883.01	$ -	$ 25,639.58	$ -	$ -	$ -
P-20	22.57	21.11	111 -0190 -030	$ -	$ -	$ -	$ -	$ -	$ -
P-21	2.16	2.16	111 -0190 -040	$ -	$ -	$ 1,938.45	$ -	$ -	$ -
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ 18,451.16	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ 38,704.56	$ 30,946.98	$ -	$ 43,320.48	$ 52,596.34	$ -
P-26	30	30	Milk Farm	$ 19,828.16	$ -	$ -	$ -	$ -	$ -
	665.57	650.46		$ 180,000	$ 216,000	$ 198,000	$ 84,000	$ 192,000	$ 174,000

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

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Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	WD17	WI1	WI2	SD1	SD2	RD1
				$ 120,000	$ 756,500	$ 350,000	$ 5,657,333	$ 2,195,600	$ 2,548,350
				$ 7,319,300					
P-1	21.58	19.58	111 -010 -070	$ -	$ 30,571.02	$ 13,883.99	$ 185,470.81	$ 71,980.86	$ 83,545.47
P-2	37.57	35.41	111 -010 -080	$ -	$ 55,287.02	$ 25,108.90	$ 335,419.89	$ 130,175.80	$ 151,090.14
P-3	39.1	38.23	111 -040 -010	$ -	$ 59,689.99	$ 27,108.53	$ 362,132.23	$ 140,542.81	$ 163,122.74
P-4	31.68	31.68	111 -040 -020	$ -	$ 49,463.22	$ 22,463.99	$ 300,087.60	$ 116,463.41	$ 135,174.69
P-5	32.31	30.31	111 -040 -030	$ -	$ 47,324.19	$ 21,492.53	$ 287,110.33	$ 111,426.96	$ 129,329.06
P-6	52.73	52.73	111 -040 -040	$ 31,013.09	$ 82,329.41	$ 37,390.34	$ 499,482.93	$ 193,848.35	$ 224,992.46
P-7	101.33	101.33	111 -080 -050	$ 59,597.12	$ 158,210.49	$ 71,852.14	$ 959,844.60	$ 372,513.81	$ 432,362.72
P-8	12.29	12.29	111 -080 -070	$ 7,228.35	$ 19,188.86	$ 8,714.72	$ 116,416.56	$ 45,181.04	$ 52,439.93
P-9	6.55	6.55	111 -080 -080	$ 3,852.37	$ 10,226.77	$ 4,644.54	$ 62,044.63	$ 24,079.40	$ 27,948.05
P-10	10	10	111 -080 -090	$ 5,881.49	$ 15,613.39	$ 7,090.91	$ 94,724.62	$ 36,762.44	$ 42,668.78
P-11	9.07	9.07	111 -080 -0100	$ 5,334.51	$ -	$ 6,431.45	$ 85,915.23	$ 33,343.53	$ 38,700.58
P-12	2.21	2.21	111 -080 -0170	$ -	$ -	$ -	$ 20,934.14	$ 8,124.50	$ 9,429.80
P-13	2.19	2.19	111 -080 -0180	$ -	$ -	$ -	$ 20,744.69	$ 8,050.97	$ 9,344.46
P-14	9.85	9.85	111 -080 -0190	$ -	$ -	$ -	$ 93,303.75	$ 36,211.00	$ 42,028.75
P-15	47.22	47.22	111 -080 -0200	$ -	$ 73,726.43	$ 33,483.26	$ 447,289.67	$ 173,592.24	$ 201,481.97
P-16	4.56	4.56	111 -080 -0220	$ 2,681.96	$ 7,119.71	$ 3,233.45	$ 43,194.43	$ 16,763.67	$ 19,456.96
P-17	7.5	7.5	111 -080 -0230	$ 4,411.12	$ 11,710.04	$ 5,318.18	$ 71,043.47	$ 27,571.83	$ 32,001.58
P-18	67.61	66.13	111 -0190 -010	$ -	$ -	$ -	$ 626,413.93	$ 243,110.02	$ 282,168.62
P-19	32.71	28.57	111 -0190 -020	$ -	$ 44,607.46	$ 20,258.72	$ 270,628.25	$ 105,030.29	$ 121,904.70
P-20	22.57	21.11	111 -0190 -030	$ -	$ -	$ -	$ 199,963.68	$ 77,605.51	$ 90,073.79
P-21	2.16	2.16	111 -0190 -040	$ -	$ -	$ -	$ 20,460.52	$ 7,940.69	$ 9,216.46
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ -	$ 91,432.02	$ 41,524.34	$ 554,707.39	$ 215,280.85	$ 249,868.36
P-26	30	30	Milk Farm	$ -	$ -	$ -	$ -	$ -	$ -
	665.57	650.46		$ 120,000	$ 756,500	$ 350,000	$ 5,657,333	$ 2,195,600	$ 2,548,350

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

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Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	RD2	RD3	RD4	RD5	RD6	RD7	RD8
				$ 796,359	$ 286,689	$ 1,656,428	$ 541,524	$ 828,214	$ 393,233	$ 335,283
P-1	21.58	19.58	111 -010 -070	$ 26,107.96	$ 9,398.86	$ 54,304.55	$ 17,753.41	$ 27,152.28	$ 12,891.81	$ -
P-2	37.57	35.41	111 -010 -080	$ 47,215.67	$ 16,997.64	$ 98,208.59	$ 32,106.65	$ 49,104.30	$ 23,314.55	$ -
P-3	39.1	38.23	111 -040 -010	$ 50,975.85	$ 18,351.31	$ 106,029.78	$ 34,663.58	$ 53,014.89	$ 25,171.29	$ -
P-4	31.68	31.68	111 -040 -020	$ 42,242.09	$ 15,207.15	$ 87,863.55	$ 28,724.62	$ 43,931.77	$ 20,858.66	$ -
P-5	32.31	30.31	111 -040 -030	$ 40,415.33	$ 14,549.52	$ 84,063.89	$ 27,482.43	$ 42,031.95	$ 19,956.63	$ -
P-6	52.73	52.73	111 -040 -040	$ 70,310.14	$ 25,311.65	$ 146,245.10	$ 47,810.90	$ 73,122.55	$ 34,718.34	$ -
P-7	101.33	101.33	111 -080 -050	$ 135,113.35	$ 48,640.81	$ 281,035.77	$ 91,877.08	$ 140,517.88	$ 66,717.42	$ -
P-8	12.29	12.29	111 -080 -070	$ 16,387.48	$ 5,899.49	$ 34,085.95	$ 11,143.48	$ 17,042.98	$ 8,091.95	$ -
P-9	6.55	6.55	111 -080 -080	$ 8,733.77	$ 3,144.16	$ 18,166.23	$ 5,938.96	$ 9,083.12	$ 4,312.63	$ -
P-10	10	10	111 -080 -090	$ 13,333.99	$ 4,800.24	$ 27,734.71	$ 9,067.12	$ 13,867.35	$ 6,584.17	$ -
P-11	9.07	9.07	111 -080 -0100	$ 12,093.93	$ 4,353.82	$ 25,155.38	$ 8,223.87	$ 12,577.69	$ 5,971.84	$ -
P-12	2.21	2.21	111 -080 -0170	$ 2,946.81	$ 1,060.85	$ 6,129.37	$ 2,003.83	$ 3,064.68	$ 1,455.10	$ -
P-13	2.19	2.19	111 -080 -0180	$ 2,920.14	$ 1,051.25	$ 6,073.90	$ 1,985.70	$ 3,036.95	$ 1,441.93	$ -
P-14	9.85	9.85	111 -080 -0190	$ 13,133.98	$ 4,728.23	$ 27,318.68	$ 8,931.11	$ 13,659.34	$ 6,485.41	$ -
P-15	47.22	47.22	111 -080 -0200	$ 62,963.11	$ 22,666.72	$ 130,963.28	$ 42,814.92	$ 65,481.64	$ 31,090.46	$ 335,283.06
P-16	4.56	4.56	111 -080 -0220	$ 6,080.30	$ 2,188.91	$ 12,647.03	$ 4,134.60	$ 6,323.51	$ 3,002.38	$ -
P-17	7.5	7.5	111 -080 -0230	$ 10,000.49	$ 3,600.18	$ 20,801.03	$ 6,800.34	$ 10,400.51	$ 4,938.13	$ -
P-18	67.61	66.13	111 -0190 -010	$ 88,177.69	$ 31,743.97	$ 183,409.61	$ 59,960.83	$ 91,704.80	$ 43,541.13	$ -
P-19	32.71	28.57	111 -0190 -020	$ 38,095.22	$ 13,714.28	$ 79,238.05	$ 25,904.75	$ 39,619.03	$ 18,810.98	$ -
P-20	22.57	21.11	111 -0190 -030	$ 28,148.06	$ 10,133.30	$ 58,547.96	$ 19,140.68	$ 29,273.98	$ 13,899.19	$ -
P-21	2.16	2.16	111 -0190 -040	$ 2,880.14	$ 1,036.85	$ 5,990.70	$ 1,958.50	$ 2,995.35	$ 1,422.18	$ -
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ 78,083.86	$ 28,110.19	$ 162,414.43	$ 53,097.03	$ 81,207.22	$ 38,556.91	$ -
P-26	30	30	Milk Farm	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	665.57	650.46		$ 796,359	$ 286,689	$ 1,656,428	$ 541,524	$ 828,214	$ 393,233	$ 335,283

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

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Northeast Quadrant Specific Plan

Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	TS1 $ 350,000	TS2 $ 350,000	TS3 $ 200,000	TS4 $ 350,000	TS5 $ 350,000	TS6 $ 450,000
P-1	21.58	19.58	111 -010 -070	$ 11,474.45	$ 11,474.45	$ 6,556.83	$ 11,474.45	$ 11,474.45	$ 14,752.86
P-2	37.57	35.41	111 -010 -080	$ 20,751.29	$ 20,751.29	$ 11,857.88	$ 20,751.29	$ 20,751.29	$ 26,680.23
P-3	39.1	38.23	111 -040 -010	$ 22,403.89	$ 22,403.89	$ 12,802.22	$ 22,403.89	$ 22,403.89	$ 28,805.00
P-4	31.68	31.68	111 -040 -020	$ 18,565.40	$ 18,565.40	$ 10,608.80	$ 18,565.40	$ 18,565.40	$ 23,869.80
P-5	32.31	30.31	111 -040 -030	$ 17,762.54	$ 17,762.54	$ 10,150.02	$ 17,762.54	$ 17,762.54	$ 22,837.55
P-6	52.73	52.73	111 -040 -040	$ 30,901.31	$ 30,901.31	$ 17,657.89	$ 30,901.31	$ 30,901.31	$ 39,730.26
P-7	101.33	101.33	111 -080 -050	$ 59,382.33	$ 59,382.33	$ 33,932.76	$ 59,382.33	$ 59,382.33	$ 76,348.70
P-8	12.29	12.29	111 -080 -070	$ 7,202.30	$ 7,202.30	$ 4,115.60	$ 7,202.30	$ 7,202.30	$ 9,260.10
P-9	6.55	6.55	111 -080 -080	$ 3,838.49	$ 3,838.49	$ 2,193.42	$ 3,838.49	$ 3,838.49	$ 4,935.20
P-10	10	10	111 -080 -090	$ 5,860.29	$ 5,860.29	$ 3,348.74	$ 5,860.29	$ 5,860.29	$ 7,534.66
P-11	9.07	9.07	111 -080 -0100	$ 5,315.28	$ 5,315.28	$ 3,037.30	$ 5,315.28	$ 5,315.28	$ 6,833.94
P-12	2.21	2.21	111 -080 -0170	$ 1,295.12	$ 1,295.12	$ 740.07	$ 1,295.12	$ 1,295.12	$ 1,665.16
P-13	2.19	2.19	111 -080 -0180	$ 1,283.40	$ 1,283.40	$ 733.37	$ 1,283.40	$ 1,283.40	$ 1,650.09
P-14	9.85	9.85	111 -080 -0190	$ 5,772.39	$ 5,772.39	$ 3,298.51	$ 5,772.39	$ 5,772.39	$ 7,421.64
P-15	47.22	47.22	111 -080 -0200	$ 27,672.29	$ 27,672.29	$ 15,812.74	$ 27,672.29	$ 27,672.29	$ 35,578.66
P-16	4.56	4.56	111 -080 -0220	$ 2,672.29	$ 2,672.29	$ 1,527.02	$ 2,672.29	$ 2,672.29	$ 3,435.80
P-17	7.5	7.5	111 -080 -0230	$ 4,395.22	$ 4,395.22	$ 2,511.55	$ 4,395.22	$ 4,395.22	$ 5,650.99
P-18	67.61	66.13	111 -0190 -010	$ 38,754.10	$ 38,754.10	$ 22,145.20	$ 38,754.10	$ 38,754.10	$ 49,826.70
P-19	32.71	28.57	111 -0190 -020	$ 16,742.85	$ 16,742.85	$ 9,567.34	$ 16,742.85	$ 16,742.85	$ 21,526.52
P-20	22.57	21.11	111 -0190 -030	$ 12,371.07	$ 12,371.07	$ 7,069.18	$ 12,371.07	$ 12,371.07	$ 15,905.67
P-21	2.16	2.16	111 -0190 -040	$ 1,265.82	$ 1,265.82	$ 723.33	$ 1,265.82	$ 1,265.82	$ 1,627.49
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ 34,317.86	$ 34,317.86	$ 19,610.21	$ 34,317.86	$ 34,317.86	$ 44,122.97
P-26	30	30	Milk Farm	$ -	$ -	$ -	$ -	$ -	$ -
	665.57	650.46		$ 350,000	$ 350,000	$ 200,000	$ 350,000	$ 350,000	$ 450,000

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

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Northeast Quadrant Specific Plan

Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	TS7 $ 450,000	TS8 $ 450,000	TS9 $ 350,000	TS10 $ 350,000	MS1 $ 2,035,000	MS3 $ 360,000
P-1	21.58	19.58	111 -010 -070	$ 14,752.86	$ 14,752.86	$ 11,474.45	$ 11,474.45	$ 66,715.73	$ 11,802.29
P-2	37.57	35.41	111 -010 -080	$ 26,680.23	$ 26,680.23	$ 20,751.29	$ 20,751.29	$ 120,653.92	$ 21,344.18
P-3	39.1	38.23	111 -040 -010	$ 28,805.00	$ 28,805.00	$ 22,403.89	$ 22,403.89	$ 130,262.62	$ 23,044.00
P-4	31.68	31.68	111 -040 -020	$ 23,869.80	$ 23,869.80	$ 18,565.40	$ 18,565.40	$ 107,944.54	$ 19,095.84
P-5	32.31	30.31	111 -040 -030	$ 22,837.55	$ 22,837.55	$ 17,762.54	$ 17,762.54	$ 103,276.49	$ 18,270.04
P-6	52.73	52.73	111 -040 -040	$ 39,730.26	$ 39,730.26	$ 30,901.31	$ 30,901.31	$ 179,669.06	$ 31,784.21
P-7	101.33	101.33	111 -080 -050	$ 76,348.70	$ 76,348.70	$ 59,382.33	$ 59,382.33	$ 345,265.81	$ 61,078.96
P-8	12.29	12.29	111 -080 -070	$ 9,260.10	$ 9,260.10	$ 7,202.30	$ 7,202.30	$ 41,876.21	$ 7,408.08
P-9	6.55	6.55	111 -080 -080	$ 4,935.20	$ 4,935.20	$ 3,838.49	$ 3,838.49	$ 22,318.08	$ 3,948.16
P-10	10	10	111 -080 -090	$ 7,534.66	$ 7,534.66	$ 5,860.29	$ 5,860.29	$ 34,073.40	$ 6,027.73
P-11	9.07	9.07	111 -080 -0100	$ 6,833.94	$ 6,833.94	$ 5,315.28	$ 5,315.28	$ 30,904.58	$ 5,467.15
P-12	2.21	2.21	111 -080 -0170	$ 1,665.16	$ 1,665.16	$ 1,295.12	$ 1,295.12	$ 7,530.22	$ 1,332.13
P-13	2.19	2.19	111 -080 -0180	$ 1,650.09	$ 1,650.09	$ 1,283.40	$ 1,283.40	$ 7,462.08	$ 1,320.07
P-14	9.85	9.85	111 -080 -0190	$ 7,421.64	$ 7,421.64	$ 5,772.39	$ 5,772.39	$ 33,562.30	$ 5,937.31
P-15	47.22	47.22	111 -080 -0200	$ 35,578.66	$ 35,578.66	$ 27,672.29	$ 27,672.29	$ 160,894.62	$ 28,462.93
P-16	4.56	4.56	111 -080 -0220	$ 3,435.80	$ 3,435.80	$ 2,672.29	$ 2,672.29	$ 15,537.47	$ 2,748.64
P-17	7.5	7.5	111 -080 -0230	$ 5,650.99	$ 5,650.99	$ 4,395.22	$ 4,395.22	$ 25,555.05	$ 4,520.80
P-18	67.61	66.13	111 -0190 -010	$ 49,826.70	$ 49,826.70	$ 38,754.10	$ 38,754.10	$ 225,327.42	$ 39,861.36
P-19	32.71	28.57	111 -0190 -020	$ 21,526.52	$ 21,526.52	$ 16,742.85	$ 16,742.85	$ 97,347.72	$ 17,221.22
P-20	22.57	21.11	111 -0190 -030	$ 15,905.67	$ 15,905.67	$ 12,371.07	$ 12,371.07	$ 71,928.96	$ 12,724.53
P-21	2.16	2.16	111 -0190 -040	$ 1,627.49	$ 1,627.49	$ 1,265.82	$ 1,265.82	$ 7,359.86	$ 1,301.99
P-22	20.56	20.56	111 -0190 -070	$ -	$ -	$ -	$ -	$ -	$ -
P-23	1.27	1.27	111 -0190 -080	$ -	$ -	$ -	$ -	$ -	$ -
P-24	1.39	1.39	111 -0190 -090	$ -	$ -	$ -	$ -	$ -	$ -
P-25	59.56	58.56	111 -050 -0190	$ 44,122.97	$ 44,122.97	$ 34,317.86	$ 34,317.86	$ 199,533.86	$ 35,298.37
P-26	30	30	Milk Farm	$ -	$ -	$ -	$ -	$ -	$ -
	665.57	650.46		$ 450,000	$ 450,000	$ 350,000	$ 350,000	$ 2,035,000	$ 360,000

Area of Spread is Based on gross area with the following reductions:

P-1, P-2, P-3, P-19, P-20, P-21:

1. Landscape Buffer
2. P-25: Well Site No. 1 (1.0 Acres)
3. P-18: Well & Tank site (1.48 Acres)
4. P-5: Fire Station Site (2.0 Acres)

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Backbone Infrastructure

Parcel ID	Gross Area (acres)	Spread Area (acres)	APN No.	MS3 $ 6,500,000	***Sub-Total $ 37,746,114***	Contigencies 10%	Soft Costs 20%	**Totals per parcel**	**Total per Gross SF**
P-1	21.58	19.58	111 -010 -070	$ 213,096.91	***$ 1,340,400***	$ 201,060.06	$ 308,292.10	**$ 1,849,752.57**	**$ 1.97**
P-2	37.57	35.41	111 -010 -080	$ 385,381.09	***$ 2,392,307***	$ 358,846.01	$ 550,230.54	**$ 3,301,383.27**	**$ 2.02**
P-3	39.1	38.23	111 -040 -010	$ 416,072.27	***$ 2,337,623***	$ 350,643.45	$ 537,653.29	**$ 3,225,919.75**	**$ 1.89**
P-4	31.68	31.68	111 -040 -020	$ 344,786.02	***$ 1,965,545***	$ 294,831.80	$ 452,075.43	**$ 2,712,452.56**	**$ 1.97**
P-5	32.31	30.31	111 -040 -030	$ 329,875.76	***$ 1,853,344***	$ 278,001.65	$ 426,269.19	**$ 2,557,615.16**	**$ 1.82**
P-6	52.73	52.73	111 -040 -040	$ 573,881.52	***$ 3,240,681***	$ 486,102.16	$ 745,356.65	**$ 4,472,139.90**	**$ 1.95**
P-7	101.33	101.33	111 -080 -050	$ 1,102,814.61	***$ 6,277,050***	$ 941,557.55	$ 1,443,721.57	**$ 8,662,329.43**	**$ 1.96**
P-8	12.29	12.29	111 -080 -070	$ 133,756.95	***$ 739,555***	$ 110,933.20	$ 170,097.57	**$ 1,020,585.43**	**$ 1.91**
P-9	6.55	6.55	111 -080 -080	$ 71,286.25	***$ 394,148***	$ 59,122.25	$ 90,654.12	**$ 543,924.70**	**$ 1.91**
P-10	10	10	111 -080 -090	$ 108,833.97	***$ 610,727***	$ 91,609.12	$ 140,467.32	**$ 842,803.93**	**$ 1.93**
P-11	9.07	9.07	111 -080 -0100	$ 98,712.41	***$ 526,836***	$ 79,025.34	$ 121,172.19	**$ 727,033.13**	**$ 1.84**
P-12	2.21	2.21	111 -080 -0170	$ 24,052.31	***$ 120,991***	$ 18,148.64	$ 27,827.91	**$ 166,967.46**	**$ 1.73**
P-13	2.19	2.19	111 -080 -0180	$ 23,834.64	***$ 121,861***	$ 18,279.20	$ 28,028.11	**$ 168,168.65**	**$ 1.76**
P-14	9.85	9.85	111 -080 -0190	$ 107,201.46	***$ 539,258***	$ 80,888.72	$ 124,029.37	**$ 744,176.23**	**$ 1.73**
P-15	47.22	47.22	111 -080 -0200	$ 513,914.00	***$ 3,047,945***	$ 457,191.68	$ 701,027.24	**$ 4,206,163.46**	**$ 2.04**
P-16	4.56	4.56	111 -080 -0220	$ 49,628.29	***$ 278,492***	$ 41,773.76	$ 64,053.10	**$ 384,318.59**	**$ 1.93**
P-17	7.5	7.5	111 -080 -0230	$ 81,625.48	***$ 454,381***	$ 68,157.17	$ 104,507.66	**$ 627,045.95**	**$ 1.92**
P-18	67.61	66.13	111 -0190 -010	$ 719,719.04	***$ 3,999,265***	$ 599,889.76	$ 919,830.96	**$ 5,518,985.77**	**$ 1.87**
P-19	32.71	28.57	111 -0190 -020	$ 310,938.65	***$ 1,775,353***	$ 266,302.98	$ 408,331.24	**$ 2,449,987.43**	**$ 1.72**
P-20	22.57	21.11	111 -0190 -030	$ 229,748.51	***$ 1,276,644***	$ 191,496.64	$ 293,628.18	**$ 1,761,769.09**	**$ 1.79**
P-21	2.16	2.16	111 -0190 -040	$ 23,508.14	***$ 132,566***	$ 19,884.93	$ 30,490.22	**$ 182,941.34**	**$ 1.94**
P-22	20.56	20.56	111 -0190 -070	$ -	***$ 18,451***	$ 2,767.67	$ 4,243.77	**$ 25,462.60**	**$ 0.03**
P-23	1.27	1.27	111 -0190 -080	$ -	***$ -***	$ -	$ -	**$ -**	**$ -**
P-24	1.39	1.39	111 -0190 -090	$ -	***$ -***	$ -	$ -	**$ -**	**$ -**
P-25	59.56	58.56	111 -050 -0190	$ 637,331.73	***$ 3,956,325***	$ 593,448.81	$ 909,954.84	**$ 5,459,729.01**	**$ 2.10**
P-26	30	30	Milk Farm	$ -	***$ 346,364***	$ 51,954.55	$ 79,663.65	**$ 477,981.87**	**$ 0.37**
	665.57	650.46		$ 6,500,000	***$ 37,746,114***				

Area of Spread is Based on gross area with the following reductions:

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1. Landscape Buffer
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