

Report

Industrial Area Assessment

**Prepared for:
City of Winters**

**Prepared by:
California Association for Local
Economic Development**

August 2006

Table of Contents

	Page
Introduction	1
Section 1 – General Recommendations	2
Section 2 – Site Recommendations	4
Section 3 – Industrial Study Areas Map	5
Section 4 – Economic Development Strategy	6
Section 5 – Center for Economic Development Economic and Demographic Profile	8
Addendum 1 – Summary Observations	18
Addendum 2 – Log of Responses	20
Addendum 3 – General Observations	23
Addendum 4 – PAS Team Observations	25

Professional Economic Development Services for The City of Winters August 2006

Almost every City in California is feeling the pressure of sustaining essential public services in the face of constraints on city finances and wanting to have quality employment opportunities for its citizens. It is critical for a community to have a strategic approach to economic development in order to: 1) provide predictable revenues that support the infrastructure and city services expected by residents; and 2) to provide jobs that generate living-wages for its residents.

The City of Winters took a significant step toward creating a strategic plan for economic development when it contracted with the California Association for Local Economic Development (CALED) to bring in a team of experts to help with this process. In August 2006, three economic development professionals (with a combined experience of over 75 years in the field) came to Winters to provide new perspectives into the workings of the local economy and the opportunities the City might have to create new jobs and generate new revenue.

Mark Nemanic, Executive Director of the Tri-County Economic Development Council, Wes Ervin, Director of Economic Development for Yolo County, and Kay Reynolds, Vice President – Special Projects, spent an entire day in Winters, supported by CALED staff member Tom Abeles. Although unable to be on-site, Mike Amman, President/CEO of the Solano EDC was also part of the process.

Each of the team members had received a packet of information on the City of Winters, its demographic profile, maps, and economic data. Early on August 9th, the team met at City Hall, where they were briefed by staff and given a tour of the community. Special focus was placed on developing the City's to nurture and attract manufacturing and professional companies that could create well-paying jobs and bring new investments into town, while maintaining the current flavor of the community.

The next step in the process entailed one-on-one interviews with a dozen community and City leaders. Working with City staff, CALED had created a series of questions that guided the individual interviews. The interviews were very confidential, and the answers to each of the survey questions were compiled without any indication of which participant had provided the comments.

These comments were summarized and used in combination with the previous review of documents, information garnered during the tour, and the expertise of team members. The result is a series of Team recommendations for City consideration and subsequent action.

CALED Assessment Team Recommendations

General Recommendations

The City must make revenue generation a priority in order to maintain long term the current quality of life and the provision of public services. Quality development focused on economic development priorities is a way to make this happen. A balance of rooftops and tax-generating sources at moderate growth rates should make this a reality.

For the next few years, both commercial and industrial development should be concentrated at the West side of the Interchange within the existing Sphere of Influence. Expanding the city's Sphere across the freeway would help the city control any future development there.

Finalizing an engineering solution to the local flood overlay area should be a major priority, including an equitable comprehensive fee structure, development agreements, and other mechanisms will move the development process forward considerably. But, in the meantime, incremental development projects with individual flood solutions should be considered. Stopping all forms of development, regardless of how advantageous to the City because the total policy has not been comprehensively addressed has seriously curtailed revenue to the City and put prohibitive costs on individual properties.

Make updating the General Plan a priority. In spite of the problems encountered during the 1992 update, the existing General Plan is out of date. This needs to be done to satisfy not only State Planning Requirements, but to secure funding for community development projects, to assure that development is compatible with current citizen views of the future, and to allow the types of development that the City wants, to happen smoothly and expeditiously.

In the interim before the new General Plan is complete, the city can discuss the maximum comfortable size which would still maintain the desired small town feel but also support more amenities and services – a size limit beyond which growth would cause loss of that small town feel. Interim development policies could flow from this determination.

Water and sewer capacity should continue to be a priority. The expansion of current facilities will allow the City flexibility in shaping its direction.

Expanding at the interchange will involve expanding water (likely a new well) and sewer (treatment plant and collection) systems. Paying for infrastructure is problematic, but can be a combination of existing enterprise funds (if any), impact

fees, “pay-as-you-go” (one developer paying for the whole system up-front and getting reimbursed over time by future developers), CDBG and other grant funds, and Redevelopment. If the City’s Redevelopment Plan allows, Redevelopment funds could perhaps be used outside the Project Area if accompanied by a finding that the expenditure would in fact benefit homes and/or businesses within the Project Area, and/or generate additional tax increment.

The City should craft future uses at the Interchange to be complimentary with Downtown. Creating a “gateway” to Winters is important to draw people into the area. A comprehensive streetscape design of Grant Avenue between the freeway and Railroad Avenue would help make this happen. Development of these projects will help link the highway development to Downtown and include downtown merchants as part of the process. With the same findings mentioned above, CDBG and Redevelopment funds could be possible funding sources.

The City should encourage types of development that draw off of the freeway and orient visitors/tourists more toward Downtown.

The City should work with property owners, particularly under a revised General Plan, to secure appropriate zoning in advance of business expansion and attraction efforts.

The City needs to take a strong role in being the problem-solver for many of the challenges facing Winters. This is a beautiful community that could face significant challenges. Working with individual property owners to move some of the revenue and job-creating efforts closer to reality is critical.

Because of the current and potential influence of development in Solano County, the City is encouraged to join the Solano Economic Development Corporation. This will bring another perspective, more economic development information, and new resources to your development process. In turn, Winters should expand its relationship with Yolo County to expand potential economic development support and services which compliment the City’s long-term development objectives.

The City should have an up-to-date Capital Plan for improvements, which focuses on being prepared for funding or economic development opportunities by building infrastructure capacity.

Site Recommendations

Site Number Three is probably best suited for immediate development. It has close access to infrastructure, thereby lowering the relative cost of development. It has excellent freeway exposure. It has a developer interested in moving a commercial project forward.

Site Number One is an excellent candidate for commercial and industrial development. Unencumbered portions of the site should be considered for a small business park.

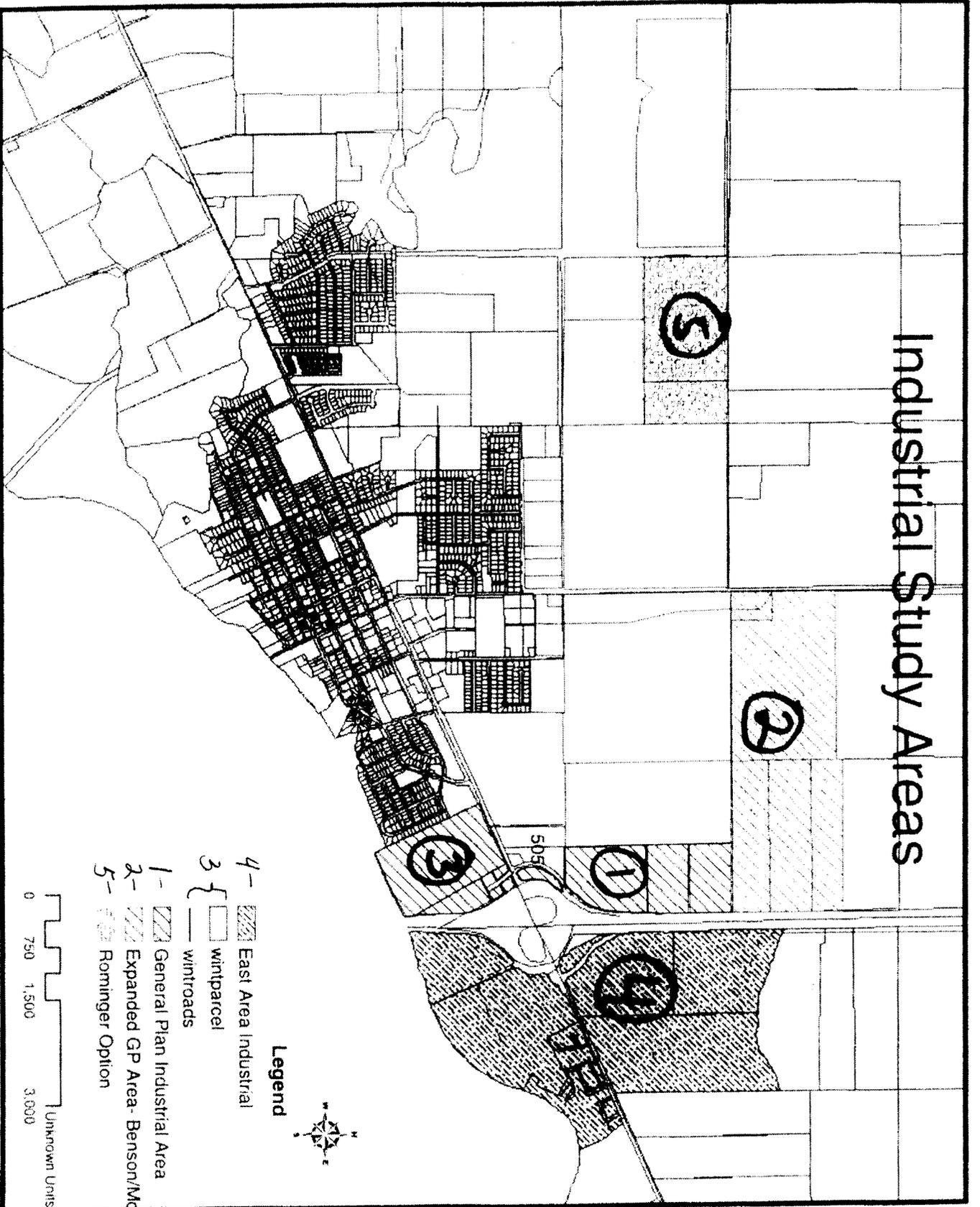
The City is advised to stay in close contact with existing manufacturing operations and employers to support their continued happiness and potential expansion.....

Although Site Number Five has advantages in being outside the floodplain, its distance from the City and limited access to the freeway make it less likely to be attractive to the development community and to potential end users. It may, however, have long-term value as a corporate campus. Another suggested use was as a low-profile nonprofit business park, building on examples in Davis and Anderson.

Site Number Two has the greatest risk with flooding. Unless the comprehensive nature of the flood mitigation policies are moderated, development of this area may be much more difficult. A collaborative site-specific flood solution may be reached by working with the property owner.

Site Number Four has development potential, but it may be more long term in nature. Concern for the compatibility with the downtown should also overlay the development of this area. The City could encourage that this development be longer-term in nature and sensitive to existing Williamson Act restrictions and prime ag land designation.

Industrial Study Areas



- Legend**
- 4- [Vertical hatching] East Area Industrial
 - 3- [Horizontal hatching] win/parcel
 - 1- [Diagonal hatching] General Plan Industrial Area
 - 2- [Diagonal hatching] Expanded GP Area - Benson/Montrosa
 - 5- [Stippled pattern] Rominger Option





Economic Development Strategy

Key Vision Elements for Winters

1. Maintain the small town attributes of Winters.
 - Safe
 - Good schools
 - Great place to raise children
 - Volunteerism and community involvement
2. Diversification of development of Winters to strengthen the overall town.
 - Generation of job creating businesses
 - Avoid becoming a commuter community
3. Development should support itself economically.
4. All projects should compliment Winters and provide a balance between jobs, services, and housing.
5. No one development sector (housing, industry, commercial) shall dominate the Winters economy.
6. Winters will strive to be a small exclusive community.
7. Development should compliment regional sectors in Solano and Yolo Counties.
8. City will manage capital resources to balance development.
9. Expressly focus development and City resources toward the promotion of desired classifications of projects within Winters. The City's priorities for new development include:
 1. Light Industrial
 2. Heavy Industrial
 3. Business/Professional
 4. Commercial/Retail
 5. Housing
 - a. Single family
 - b. Multi-family

Goal 1. Commercial development from the Downtown core- Outward

Develop programs and encourage business development from the downtown business district outward. Specifically, this will include:

- With Main St./Railroad Ave. serving as the center, encourage development of properties located along Railroad Ave. and Main St. for commercial expansion.
- Implement Capital Improvements which enhance the ambiance of the historic district.
- Work with developers and property owners to encourage development of properties in the core which will include a combination of commercial, business and residential uses.
- Implement aspects of the Winters Design Guidelines.
- Expand downtown parking.
- Seismic retrofit program.

Goal 2. Create Opportunities for Development of 505 Industrial Area

- Develop infrastructure master plan for eastern area of City.
- Develop a plan for making development along the 505 more feasible, by:
 - Explore possible annexation and sphere of influence expansion both to the North and to the East.
 - Explore the potential for specific planning of the area which would include land use, infrastructure financing options and phasing.

Goal 3. Community Development Agency/Redevelopment

Utilize redevelopment financing and the Agency's Implementation Plan to spur economic development along the Grant and Railroad Ave. corridors. This may include:

- Development and Implementation of a capital improvement plan to strategically locate public improvements which make it easier for job producing industry to locate.
- Consider development agreements with property owners and developers interested in producing industrial and commercial sites.
- Actively work to market and attract developments to Winters.

Appendix

1. Desired land uses map
2. Demographics-All
 - Workforce
3. Jobs/Housing balance comparison
4. Employment breakdown

Strengths/Weaknesses

1. Available land supply
2. Labor Force
3. Proximity to UC Davis and Vacaville

Winters Comprehensive Report

ID: 1

<u>Report Summary:</u>	0-5 Mile	0-15 Mile	0-30 Mile
2004 Population	9,088	241,785	1,062,823
2004 Persons in Group Quarters	52	16,071	35,809
2009 Population	10,113	264,380	1,166,420
2004 Households	2,861	81,879	372,976
2004 Households Families	2,286	54,852	245,828
2004 Average Household Size	2.87	2.67	2.69
2009 Households	3,174	89,640	407,100
2009 Households Families	2,531	59,774	267,412
2009 Average Household Size	2.88	2.68	2.71
2004 White	6,170	164,986	593,361
2004 Black	74	12,515	112,946
2004 American Indian/Alaska Native	97	2,315	11,272
2004 Asian or Pacific Islander	140	21,635	141,734
2004 Other Race	2,148	25,739	130,824
2004 Two or More Races	461	14,596	72,687
2004 Hispanic Origin	4,361	55,420	264,914
2009 White	6,498	171,089	613,613
2009 Black	85	13,602	121,311
2009 American Indian/Alaska Native	101	2,495	11,984
2009 Asian or Pacific Islander	158	26,171	167,023
2009 Other Race	2,706	32,279	162,176
2009 Two or More Races	566	18,744	90,311
2009 Hispanic Origin	5,452	69,352	327,864
2004 Population Male	4,630	122,448	524,796
2004 Population Female	4,459	119,337	538,028
2009 Population Male	5,135	133,010	574,284
2009 Population Female	4,978	131,370	592,136
2004 Median Household Income	\$50,846	\$56,474	\$51,715
2004 Average Household Income	\$59,725	\$69,711	\$65,157
2004 Median Family Income	\$53,363	\$68,870	\$59,672
2004 Average Family Income	\$64,184	\$82,500	\$74,179
2004 Per Capita Income	\$18,899	\$24,813	\$23,493
2004 Median Disposable Income	\$39,147	\$42,066	\$39,166
2004 Median Net Worth	\$93,799	\$121,944	\$115,242
2009 Median Household Income	\$58,725	\$65,996	\$60,410
2009 Average Household Income	\$69,681	\$83,810	\$78,774
2009 Median Family Income	\$62,513	\$80,682	\$69,598
2009 Average Family Income	\$74,836	\$101,273	\$89,841
2009 Per Capita Income	21,971.00	29,633.00	28,124.00
2004 Owner Occupied Housing Units	2,071	50,122	220,536
2004 Renter Occupied Housing Units	789	31,757	152,440
2009 Owner Occupied Housing Units	2,398	55,627	244,816
2009 Renter Occupied Housing Units	776	34,012	162,283

Winters

Comprehensive Report

ID: 1

Population by Age (2004):

0 - 4	704	15,318	77,231
5 - 9	703	15,080	74,678
10 - 14	817	16,920	81,784
15 - 19	754	22,272	83,114
20 - 24	673	28,298	91,988
25 - 29	570	18,007	74,868
30 - 34	579	17,469	75,547
35 - 39	643	16,842	75,865
40 - 44	740	18,927	80,276
45 - 49	710	17,232	75,010
50 - 54	609	14,842	66,758
55 - 59	462	11,610	53,699
60 - 64	326	8,170	39,159
65 - 69	247	6,083	30,773
70 - 74	191	4,928	26,251
75 - 79	155	4,000	22,373
80 - 84	108	3,179	17,805
85+	98	2,609	15,643
Median Age	29.8	31.6	33.1

Population by Age (2009):

0 - 4	789	16,988	86,212
5 - 9	734	15,136	75,495
10 - 14	817	16,724	81,227
15 - 19	835	24,288	92,480
20 - 24	720	31,154	103,849
25 - 29	676	19,616	83,979
30 - 34	691	20,082	81,798
35 - 39	633	16,807	75,480
40 - 44	730	18,673	82,105
45 - 49	777	18,922	82,331
50 - 54	735	16,798	75,749
55 - 59	623	14,385	67,453
60 - 64	453	10,726	51,947
65 - 69	290	7,527	36,929
70 - 74	212	5,380	27,630
75 - 79	163	4,430	23,323
80 - 84	119	3,385	18,789
85+	114	3,361	19,644
Median Age	30.5	32.2	33.8

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Comprehensive Report

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Population Age - Males (2004):

0 - 4	364	7,741	39,089
5 - 9	369	7,656	37,957
10 - 14	447	8,738	41,969
15 - 19	409	10,795	41,993
20 - 24	341	14,255	46,645
25 - 29	275	9,657	38,012
30 - 34	311	9,684	38,564
35 - 39	305	8,848	38,400
40 - 44	368	10,032	40,463
45 - 49	348	8,636	36,675
50 - 54	323	7,589	32,587
55 - 59	235	5,841	26,159
60 - 64	166	4,057	18,633
65 - 69	115	2,872	14,216
70 - 74	88	2,276	11,806
75 - 79	73	1,680	9,434
80 - 84	49	1,244	7,067
85+	42	846	5,129

Population Age - Males (2009):

0 - 4	410	8,573	43,593
5 - 9	382	7,659	38,243
10 - 14	428	8,532	41,320
15 - 19	460	11,728	46,650
20 - 24	389	15,632	52,824
25 - 29	330	10,453	42,539
30 - 34	331	10,793	41,271
35 - 39	341	8,833	38,041
40 - 44	351	10,050	41,801
45 - 49	385	9,530	40,692
50 - 54	358	8,385	36,630
55 - 59	326	7,123	32,313
60 - 64	228	5,242	24,713
65 - 69	145	3,583	17,001
70 - 74	98	2,455	12,420
75 - 79	73	1,970	10,164
80 - 84	54	1,361	7,531
85+	46	1,108	6,540

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Population Age - Females (2004):

0 - 4	340	7,576	38,143
5 - 9	334	7,424	36,721
10 - 14	371	8,182	39,815
15 - 19	345	11,477	41,121
20 - 24	331	14,043	45,344
25 - 29	295	8,350	36,856
30 - 34	267	7,785	36,983
35 - 39	338	7,994	37,466
40 - 44	372	8,895	39,813
45 - 49	362	8,596	38,336
50 - 54	286	7,253	34,171
55 - 59	227	5,770	27,541
60 - 64	160	4,112	20,526
65 - 69	131	3,210	16,557
70 - 74	103	2,652	14,446
75 - 79	83	2,320	12,939
80 - 84	59	1,935	10,739
85+	56	1,762	10,514

Population Age - Females (2009):

0 - 4	379	8,415	42,619
5 - 9	353	7,477	37,253
10 - 14	389	8,192	39,907
15 - 19	375	12,560	45,830
20 - 24	331	15,522	51,025
25 - 29	347	9,162	41,440
30 - 34	360	9,289	40,527
35 - 39	292	7,974	37,440
40 - 44	379	8,623	40,303
45 - 49	392	9,392	41,639
50 - 54	376	8,413	39,119
55 - 59	298	7,262	35,140
60 - 64	225	5,484	27,234
65 - 69	144	3,943	19,928
70 - 74	114	2,926	15,210
75 - 79	90	2,460	13,159
80 - 84	65	2,023	11,258
85+	68	2,253	13,104

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Households with Household Income (2004):

< \$10,000	176	6,044	31,080
\$10,000-\$14,999	92	3,051	17,421
\$15,000-\$19,999	95	3,592	19,986
\$20,000-\$24,999	126	3,786	19,935
\$25,000-\$29,999	147	3,922	20,355
\$30,000-\$34,999	126	3,746	20,353
\$35,000-\$39,999	147	4,050	21,025
\$40,000-\$44,999	187	3,528	18,353
\$45,000-\$49,999	166	4,275	18,625
\$50,000-\$59,999	273	6,598	31,816
\$60,000-\$74,999	364	9,036	39,708
\$75,500-\$99,999	424	11,465	45,674
\$100,000-\$124,999	304	8,066	29,661
\$125,000-\$149,999	122	4,568	16,316
\$150,000-\$199,999	67	3,499	11,632
\$200,000-\$249,999	30	1,314	4,849
\$250,000-\$499,999	15	1,168	5,180
>\$500,000	2	170	1,007

Households with Household Income (2009):

< \$10,000	165	5,688	29,015
\$10,000-\$14,999	84	2,708	15,761
\$15,000-\$19,999	87	3,067	17,478
\$20,000-\$24,999	107	3,464	18,733
\$25,000-\$29,999	121	3,415	18,879
\$30,000-\$34,999	139	3,687	19,516
\$35,000-\$39,999	131	3,671	20,114
\$40,000-\$44,999	133	3,498	18,560
\$45,000-\$49,999	204	3,918	18,774
\$50,000-\$59,999	286	7,083	33,067
\$60,000-\$74,999	397	9,419	42,854
\$75,500-\$99,999	475	12,496	52,313
\$100,000-\$124,999	383	9,611	35,707
\$125,000-\$149,999	235	6,831	25,558
\$150,000-\$199,999	141	6,216	21,612
\$200,000-\$249,999	46	2,469	8,550
\$250,000-\$499,999	33	1,936	8,095
>\$500,000	5	464	2,515

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Families with Family Income (2004):

< \$10,000	58	1,611	12,656
\$10,000-\$14,999	62	1,075	8,411
\$15,000-\$19,999	70	1,439	9,778
\$20,000-\$24,999	94	1,768	11,881
\$25,000-\$29,999	109	2,086	11,943
\$30,000-\$34,999	83	1,986	11,036
\$35,000-\$39,999	130	2,476	13,601
\$40,000-\$44,999	167	2,454	12,476
\$45,000-\$49,999	110	2,822	12,554
\$50,000-\$59,999	283	4,933	21,969
\$60,000-\$74,999	307	6,777	28,238
\$75,500-\$99,999	368	9,322	35,103
\$100,000-\$124,999	216	6,508	22,394
\$125,000-\$149,999	113	4,202	14,649
\$150,000-\$199,999	66	2,882	9,364
\$200,000-\$249,999	29	1,217	4,168
\$250,000-\$499,999	21	1,103	4,631
>\$500,000	3	191	975

Families with Family Income (2009):

< \$10,000	50	1,428	11,539
\$10,000-\$14,999	49	914	7,229
\$15,000-\$19,999	68	1,328	9,584
\$20,000-\$24,999	67	1,306	8,754
\$25,000-\$29,999	85	1,642	10,785
\$30,000-\$34,999	120	2,047	12,380
\$35,000-\$39,999	64	1,692	9,210
\$40,000-\$44,999	143	2,354	13,537
\$45,000-\$49,999	146	2,418	12,185
\$50,000-\$59,999	241	4,798	21,316
\$60,000-\$74,999	364	7,248	30,538
\$75,500-\$99,999	445	10,178	40,515
\$100,000-\$124,999	293	7,221	27,245
\$125,000-\$149,999	168	4,981	16,826
\$150,000-\$199,999	137	5,613	19,337
\$200,000-\$249,999	45	2,211	6,867
\$250,000-\$499,999	36	1,793	6,735
>\$500,000	10	604	2,827

Households by Disposable Income (2004):

< \$15,000	308	10,418	55,392
\$15,000-\$24,999	297	9,319	50,698
\$25,000-\$34,999	441	10,906	54,892
\$35,000-\$49,999	613	15,004	70,257
\$50,000-\$74,999	779	20,825	85,252
\$75,000-\$99,999	312	9,633	34,911
\$100,000-\$149,999	78	3,919	13,845
\$150,000-\$199,999	28	1,542	6,411
\$200,000+	5	313	1,316

Source: ESRI Business Information Solutions, 2004 Estimates and Projections. Prepared by CED/SBDC Partnership - 530-898-4598.

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Households by Net Worth (2004):

< \$15,000	724	20,823	90,490
\$15,000-\$34,999	184	6,297	30,655
\$35,000-\$49,999	113	2,920	15,898
\$50,000-\$74,999	175	4,661	23,450
\$75,000-\$99,999	214	4,358	20,859
\$100,000-\$149,999	265	6,752	34,376
\$150,000-\$249,999	384	9,221	40,866
\$250,000-\$499,999	489	11,871	54,543
\$500,000+	313	14,975	61,838

Consumer Expenditures (2004)

	Total (\$)	Total (\$000)	Total (\$000)
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Retail Summary:

Retail Goods: Total	69,087,004	2,150,031,557	9,098,293,982
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Apparel:

Apparel & Services: Total	8,989,597	281,287,257	1,186,588,906
Men's Apparel: Total	1,669,542	52,909,594	223,099,498
Women's Apparel: Total	2,894,888	91,096,277	386,000,790
Children's Apparel: Total	1,334,297	41,010,580	172,942,546
Infant Apparel (Under 2 Years): Total	358,625	11,441,346	47,028,196
Footwear: Total	1,677,048	51,845,894	218,485,623
Watches & Jewelry: Total	940,953	29,758,169	123,300,284
Apparel Products & Services: Total	472,870	14,666,744	62,760,164

Household Goods:

Computers & Hardware for Home Use: Total	733,486	23,764,002	98,770,663
Software & Accessories for Home Use: Total	84,713	2,773,135	11,497,460

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Entertainment/Recreation:

Entertainment/Recreation: Total	8,258,464	261,958,899	1,108,646,816
Fees & Admissions: Total	1,568,351	50,048,011	212,048,774
Membership Fees: Total	410,298	13,061,767	55,688,889
Fees for Participant Sports excluding Trips: Total	308,862	9,745,154	41,273,053
Admission to Movies/Theater/Opera/Ballet: Total	380,200	12,402,540	51,650,741
Admission to Sporting Events excluding Trips:	143,875	4,688,290	19,655,288
Fees for Recreational Lessons: Total	325,118	10,150,261	43,780,803
TV/Video/Sound Equipment: Total	2,570,151	81,644,724	343,297,164
Community Antenna or Cable TV: Total	1,289,485	39,995,068	171,546,317
Color TVs: Total	297,265	9,277,778	39,077,954
VCRs/Video Cameras & DVD Players: Total	105,606	3,414,926	14,105,528
Video Cassettes & DVDs: Total	90,209	2,996,242	12,229,104
Video Game Hardware & Software: Total	83,146	2,735,060	11,312,566
Satellite Dishes: Total	11,375	349,953	1,441,665
Rental of Video Cassettes & DVDs: Total	169,975	5,604,487	22,868,346
Sound Equipment: Total	503,929	16,666,758	68,193,159
Rental/Repair of TV/VCR/Sound Equipment:	19,161	604,453	2,522,525
Pets: Total	971,514	30,234,996	128,508,954
Toys & Games: Total	700,066	22,155,752	93,941,888
Recreational Vehicles & Fees: Total	814,900	25,742,122	110,345,314
Sports/Rec/Exercise Equipment: Total	663,987	21,342,599	89,255,185
Photo Equipment/Supplies: Total	375,344	11,946,067	50,423,222
Film Processing: Total	125,299	4,027,176	16,885,450
Reading: Total	594,151	18,844,627	80,826,314

Food:

Food: Total	25,231,650	783,771,041	3,319,114,787
Food at Home: Total	15,291,973	468,618,717	1,995,416,167
Food at Home - Bakery & Cereal Products: Total	2,313,783	71,155,158	303,305,449
Food at Home - Meat/Poultry/Fish/Eggs: Total	4,100,980	123,733,445	529,378,109
Food at Home - Dairy Products: Total	1,662,578	51,204,647	218,117,092
Food at Home - Fruit & Vegetables: Total Total	2,684,824	81,434,825	348,646,698
Food at Home - Snacks/Other Food: Total	4,529,808	141,090,642	595,968,819
Food at Home - Nonalcoholic Beverages: Total	1,273,149	39,363,660	166,463,900
Food Away from Home: Total	9,939,677	315,152,324	1,323,698,619
Meals at Restaurants: Total	9,192,007	291,221,910	1,223,336,968
Alcoholic Beverages: Total	1,585,684	52,418,465	216,100,115

Financial:

Investments: Total	25,048,972	781,809,218	3,448,722,004
Vehicle Loans: Total	13,587,506	424,006,975	1,772,549,943

Winters Comprehensive Report

ID: 1

Health Care:

Health Care: Total	8,322,003	252,337,915	1,096,567,932
Health Insurance: Total	3,844,222	116,204,859	506,200,449
Nonprescription Drugs: Total	327,281	10,077,828	43,286,368
Prescription Drugs: Total	1,141,608	34,123,669	150,526,535
Eyeglasses & Contact Lenses: Total	225,882	7,003,871	30,011,152

Housing:

Shelter: Total	35,692,384	1,114,842,653	4,726,632,488
Mortgage Payment & Basics: Total	21,247,640	636,658,096	2,746,337,196
Maintenance & Remodeling Services: Total	3,965,542	119,234,174	517,587,814
Maintenance & Remodeling Materials: Total	748,053	22,758,874	97,850,735
Owned Dwellings - Paint/Wallpaper: Total	68,570	2,051,168	8,859,450
Rented Dwellings - Paint/Wallpaper: Total	5,225	169,104	702,139
Home Improvement Services: Total	4,009,063	120,653,287	523,637,407
Home Improvement Materials: Total	779,749	23,764,881	102,115,647
Utilities/Fuel/Public Services: Total	10,337,937	316,009,368	1,353,321,928
Telephone Services: Total	3,637,776	113,436,205	479,371,903
Insurance - Owners & Renters: Total	1,014,369	30,044,706	130,767,988

Household Goods:

Household Furnishings/Equipment: Total	6,173,866	192,597,177	813,340,151
Household Textiles: Total	328,169	10,273,584	43,835,557
Furniture: Total	1,621,407	50,410,418	212,418,126
Floor Coverings: Total	214,218	6,422,035	27,898,497
Major Appliances: Total	720,293	21,980,574	93,825,478
Housewares: Total	358,147	11,093,161	47,299,178
Small Appliances: Total	92,451	2,908,560	12,311,248
Luggage: Total	34,272	1,090,778	4,608,731
Telephones & Accessories: Total	193,579	6,001,131	25,215,940

Household Services:

Computer Information Services: Total	276,882	8,753,350	37,011,231
Child Care: Total	1,119,249	35,951,973	149,476,986
Lawn & Garden: Total	1,127,371	34,073,573	148,855,907
Moving/Storage/Freight Express: Total	142,703	4,508,489	18,867,142
Housekeeping Supplies: Total	2,167,473	66,694,788	285,276,888
Housekeeping Services: Total	393,817	11,762,528	51,618,579

Personal Care:

Personal Care Products: Total	1,305,268	40,739,690	171,111,851
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Winters Comprehensive Report

ID: 1

Education:

Education: Total	2,636,451	93,093,782	371,091,037
School Books & Supplies: Total	274,066	10,726,462	39,875,171

Miscellaneous Expenses:

Smoking Products: Total	1,141,555	37,262,339	156,873,801
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Life Insurance/Pensions:

Life & Other Insurance: Tot	1,619,613	48,771,235	212,258,377
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Transportation (Local):

Vehicle Insurance: Total	3,238,683	99,424,562	424,113,452
Transportation - Vehicle Purchases (Net Outlay):	13,907,718	434,176,550	1,821,524,735
Transportation - Gasoline & Motor Oil: Total	4,556,368	141,384,939	595,304,635
Vehicle Maintenance & Repairs: Total	2,751,187	85,926,497	362,431,752

Travel:

Travel: Total	4,763,994	149,696,316	637,983,723
Airline Fares: Total	1,104,667	34,601,180	147,481,771
Travel - Lodging on Trips: Total	1,031,647	32,098,903	138,528,233
Auto/Truck/Van Rental on Trips: Total	133,920	4,155,250	17,806,937
Travel - Food & Drink on Trips: Total	1,175,359	37,093,530	157,596,169

Addendum Section (Included to provide baseline data)

Addendum #1

Summary Observations Based on Each Question (Team summary of responses to interview questions)

1) Vision for Winters

Winters is between Davis and Vacaville and draws traffic from both. Winters should focus on growth in Solano County. Avoid cookie cutter development by being unique. Attract transient money to new area. There appears to be general comfort with growth to the size of 10-15,000 people, but not larger.

2) Vision for Winters' economic development

Special emphasis should be taken to add value to its existing downtown development (such as a Co-op plan) but prevent the town from turning into a 'Cookie Cutter' community. Actions to rearrange zoning to help with future flooding and natural drainage would also aid economic development. Winters should expand its sphere of influence and expand its identified development areas (commercial/recreational). Ideas for a golf course and executive areas have been presented.

3) Winters' perception as a place to do business and develop projects

Winters is a good place to develop projects, but development pace has been slow, and this is costly. Since land development takes longer in Winters than in other places, this frustrates and is a barrier for businesses to enter. In particular, Winters has missed opportunities to capture highway commercial development and its associated tax revenues.

4) Winters' strengths

Winters has an advantage of being on the 505 and near the 80 making it close to Fairfield, Vacaville, Sacramento Area, Davis, and the Bay Area. There is an excellent opportunity to create a visual gateway through Grant/Railroad Ave. It is in the middle of several recreation areas such as Putah Creek and Lake Berryessa. Davis brings bicycling, arts and music and other traffic. Winters also has a great historic downtown and available land. The city staff has a lot of energy and is a pleasure to work with. They have a clear vision of what constitutes 'Winters', as do the businesses that are mostly home grown. Winters has a strong housing market. It is near casinos and is a recreational venue.

5) Winters' weaknesses

Winters has limited infrastructure capacity, especially in regards to industrial and highway commercial sectors. It has problems with drainage and water retention, since much of north Winters is in a flood plain. Freeway development also blocks natural drainage. There is some sense that the City Council tends to focus on details, as opposed to strategic considerations. In addition there are problems with application processes and agriculture soils. The vocal minority seeks to maintain the status quo. The downtown has limited banking options and parking. With so much pass-through traffic, the city has almost no lodging to help lengthen visitor stays.

6) Focus of economic development strategy

Winters should focus on complementing downtown, but retaining community character (perhaps developing Main St. loop and the Grant/Railroad corridor). It should also build industrial/commercial sectors outside of the flood plain¹. Winters may want to start unique commercial niches and concentrate on traffic to Lake Berryessa. There is an additional 50 acres that is ready for retail, highway commercial, and/or mixed use.

7) Important local projects

Projects could include boating, camping, bass → Differentiate Winters from Davis or Vacaville and develop something that Fairfield does not have.

8) Thoughts on need for industrial park

Winters is new to this, and is just starting out. However, suitable land for a small, well-designed, attractive business park is available for development.

9) City's and other's role in economic development

The City should communicate its activities and create positive relationships with key residents and commercial constituents. A role should be created for the chamber, and efforts should be made to identify and network with Solano.

¹ Or within the flood overlay but with pads to elevate buildings above any flooding.

Addendum #2

The City of Winters Interview Results (Log of responses to Interview Questions)

1) What is your vision for Winters?

Growth in Yolo County – Focus Point
Davis → Winters ← Vacaville
A collector area
No cookie cutter development (unique development)
Attract transient \$\$ to new area
Small community – access to linear urban area

2) In terms of economic development, what is your vision for Winters?

Value-Added Development
Not a cookie-cutter approach
Complement Downtown Development
Downtown – Coop Plan
Rearrange Zoning: 1) Future Flooding 2) Natural Drainage-move industrial parcels in the flood zone to high ground and move the open space on the high ground to the flood zone area. Focus investment in road access to these new industrial areas.
Expand sphere of influence
Identified development areas (Commercial, Recreational)
Golf – 300 Acres/Executive Areas
Connection or gateway (Grand Ave) to Downtown

3) How is Winters perceived as a place to do business? Develop projects?

Pro-Project proponents– They're behind the scenes, but strong.
No-Project proponents – Easier to mobilize, but a minority
Good, but slow (learning curve)
Complicated political environment – Fractionalize between New v. Old (Davis)
Land Development is frustrating (takes longer)
Cost/Time is an Issue

4) What are Winters' strengths and opportunities?

Tweener – Regional Dynamics (Bay Area)
Bicycling
Arts/Music

1/80 Corridor + 505 Front door (□)
Lake Berryessa (Destination)
Historic Downtown
Available Land
City Staff (Energy and Good to work with)
Putah Creek
Most Businesses are home grown
Locational Advantages
Transportation (80+505)
Creating a visual gateway (Grant Ave/Railroad Ave)
Strong Housing Market
Casino Proximity
Recreational Venue
In the middle of a lot of things:
- Recreation
- Fairfield, Vacaville, Sacramento, Davis
Great Downtown
Responsive Staff
Clear vision of what constitutes 'Winters'

5) What are Winters' weaknesses and constraints?

Infrastructure (key areas – Industrial and Highway Commercial)
Flood Plain covers much of the north half of the city – though flooding is not deep
and can be mitigated
Lack of clear Vision from prior city councils
Applications Process (State mandates)
Agriculture Soils (Mitigation for loss)
General Plan update (1992)
Infrastructure (key areas – Industrial and Highway Commercial)
Infrastructure
Drainage/Water Detention
Caltrans Access
Inadequate planning for 100-year flood requirements
Winters Canal
Freeway development – blocks natural drainage
Drainage
Vocal Minority/Status Quo
Use of Downtown
Limited banking Options
Parking
Flood Plain

**6) What should be the focus of Winters' economic development strategy?
Attracting Manufacturing, Retail Development, Tourism, Offices?**

Downtown – Autonomy + Historic
Unique commercial niches
Retain Community Character
50 acres – Retail/Hwy Commercial/mixed use
Carway to Winters and Lake Berryessa
Complimentary Approach to Downtown
Swap RP and PQP from SW to N & vice versa
Develop Main St. Loop – Protect Almonds
Orchard Subdivision & Gain access to north of town.
Hwy Commercial
Grant Ave, Railroad Ave corridor

7) What do you think are the most important local projects that are either currently underway or planned for the near future?

Boating, Bass fishing, Camping → Develop something that Fairfield does not have.
Differentiate from Vacaville

8) Do you have any thoughts about the need for a manufacturing or industrial park? Location? Needed Services? Opportunities?

9) What should be the City's role in economic development? What roles should other organizations have?

Communicate what is going on
Create positive relationships with constituents
Create a role for the Chamber
Identify and network with Solano
Establish on-going communication with existing businesses

10) How would you measure success of an economic development effort?

Major job creation results

Addendum #3

General Observations

(Compilation of Team observations of interview responses)

The City has a mixed reputation in working with businesses. One company representative that went through the development process fairly recently said that it was a very easy and positive experience. There were no public or private issues nor was there any opposition. This was in contrast to that companies experience with some California communities.

In the view of two other companies, the time necessary to navigate through the development process was deemed excessive.

The business community appears to be strongly in favor of the City holding true to its vision of itself, particularly as evidenced by the Downtown and the City's commitment to being friendly and straightforward in its development process.

There was strong support for the City maintaining a mixed-use economy and having a good balance between housing, commercial, and manufacturing.

Some of those interviewed believed that City policy should be modified (interpreted) to make development more predictable, particularly as it relates to floodplains.

There was concern that City design standards be stringent enough in regards to development along the Freeway to ensure the attractiveness of the area.

There seemed to be agreement that having a strong manufacturing sector that creates quality jobs was a good thing, There was universal agreement that the character and flavor of the town should be protected.

One person was concerned that development off the highway could mean Big Rigs could be going in and out of the community at all hours of the day and night, impacting the safety of the citizens and children.

The City should develop good signage, encourage efforts to make the community more attractive, and support its park system.

There seemed to be some agreement that the Highway 505 access points should be oriented to travelers, bringing in new tax revenue to the City.

The entry of Grant (128) was identified as an area that needed a facelift, particularly between the Interchange & Downtown. It was suggested that there needed to be grass, lights, a meandering sidewalk, etc. so the traveler is beckoned into the downtown.

If development occurs along the Freeway and Putah Creek, the Creek itself could become a draw and be developed to complement the Downtown. It would be nice to have such a unique and attractive amenity in this area.

The City was can encourage office parks and development of an employment center as some of the keys to future success and long term diversity.

Some of those interviewed felt that there was a need for moderate housing growth to keep education, healthcare, amenities, etc. in Winters and maintained through a strong economy. Jobs are the key to this balance.

Pretty much unanimous agreement to keep Winters small and quaint.

Addendum #4

General Industrial Development Observations (Compilation of Team observations of interview responses)

Develop the Interchange as the city's first priority, at least the western side. This is an obvious strategic choice that will bring significant revenues to the city without impacting the city's core. Traffic volumes in 2005 averaged 23,600 vehicles per day each way.²

Site 3 – Develop as a business Park with Commercial Focus. The park should take advantage of freeway exposure.

South 1/3 of Site 1 – Develop, building pads up off floodplain

Join SEDCorp – Solano Influence. Winters should stay active with both Yolo and Solano Counties, taking advantage of proximity to Vacaville to the extent practicable.

Site 5 – Too far from the highway to be attractive

Site 2 – Reserve for future development

Flood overlay = contributes to or is impacted by flooding.

"Residual floodplain" also part of Site #3

Have a floodplain solution with big channel for drainage, 80 – 100 feet wide.

Gateway Master Plan for Site 3 – adopted.

Road to Site 5 = \$20 million plus to build. Future Corporate Campus? Hilly

POTW needs expanding to develop. Next expansion is programmed if residential comes in. Have capacity for 400 – 600 homes today. New water wells and sewer collection system needs expanding.

General Plan Policy – can build if solve + fee program

Constraint = General Plan Flood Policy

² This is one-fifth the volume of Interstate 80, but quite significant nonetheless.