MARKET ANALYSIS
AND TARGET
INDUSTRY IDENTIFICATION
YOLO COUNTY AIRPORT

December 2000

Prepared for

County of Yolo

This report was funded in part by State Community Development Block Grant funds

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EXECUTIVE SUMMARY

This report addressed the economic development potential of the Yolo County Airport. The report was commissioned by the Yolo County Board of Supervisors and was partially funded by the State Community Development Block Grant Program. Built as a military airport in during WWII, it has served as a County general aviation airport since 1948. The County completed a master plan for the airport in 1998, which includes land designated for non-aviation business uses as well as new fixed base operator facilities. This report assesses the market feasibility of attracting non-aviation businesses to the airport site. In addition to the analysis summarized below, the report concludes with a recommended marketing strategy for the property at the airport.

EXISTING CONDITIONS

- Yolo County Airport is a general aviation airport that has several existing activities, including aviation, recreation, farming, sport shooting, and public safety. Compared to the two other general aviation airports in Yolo County -- Woodland/Watts and University airports -- Yolo County Airport supports a higher flight volume and can accommodate a wider range of aircraft.
- Adjacent land uses are mostly agricultural, with a residential subdivision bordering the southeast section of the airport.
- The zoning designations at the airport conditionally allow several light industrial land uses. Any development at the airport property must also meet FAA height, noise, and safety standards.
- The airport's master plan has designated about 71 acres for future business development. Most of this is designated for expanded aviation uses, and about 12.6 acres are designated for potential non-aviation uses.
- The airport receives revenue from a combination of fees, grants, and leases. Since 1992, the airport has had marginal fiscal operations.

EMPLOYMENT AND LAND DEMAND ANALYSIS

- Yolo County's economy had a 1997 employment base of 57,500 jobs, and the job base has shown recent growth with much of the growth occurring in Woodland and West Sacramento.
- The county employment base is projected to increase by an additional 68,000 jobs through 2020, with 17,000 projected new jobs in Woodland and 12,000 new jobs in Davis.

- Key growing industries in Yolo County generally center around agriculture, transportation, distribution, and selected manufacturing industries.

- Much of the available industrial land in the vicinity of Yolo County Airport is in Woodland, which has 300 vacant acres currently available, with an additional 900 acres in the sphere of influence.

- Davis has a more constricted land supply, but much of their industrial properties are targeted towards less land-intensive office and research uses.

- Altogether, the projected basic job growth in the airport vicinity, which excludes local-serving businesses, expects to add 18,800 new jobs through 2020. This will generate demand for up to 760 acres of new industrial development. While there are currently only 575 acres designated for industrial development, there are another 1,400 acres in cities' spheres of influence that can be expected to be added to the industrial land inventory.

SITE DEVELOPMENT ISSUES

The development restrictions in place for most of the land in unincorporated Yolo County allow only agriculturally related business development. Therefore, the airport properties could potentially attract a number of unique non-agricultural business developments that do not necessarily require an urbanized location. However, the range of possible land uses is limited by a number of constraints, as summarized below:

- Yolo County Airport does not have a high-capacity infrastructure, and many of the individual systems are contained on-site. However, the airport master plan proposes to integrate these systems and make improvements.

- Job growth in the area is expected to absorb up to 750 acres, but with nearly 2,000 acres potentially available over the next 20 years (575 acres currently and 1,400 acres longer term), the existing land inventory can easily accommodate the expected job growth.

- While Yolo Airport's location is geographically central, it is not immediately accessible to major population and business centers.

- Several types of uses can potentially disrupt the rural character of the surrounding area. These uses could noticeably increase traffic volume along the adjacent county roads or the noise level in the surrounding neighborhoods.

POTENTIAL USES

- Those uses that would benefit the most from the amenities at Yolo County Airport and minimally affected by the site's liabilities are considered **primary potential uses**. These uses are as follows: aviation uses, agricultural services, research and technology industries, light manufacturing, storage facilities, and eating places.

- **Secondary potential uses** include those uses that have potential issues with the site's characteristics, but should still be considered if an opportunity arises. Uses fitting this description include recreational uses, and transportation and distribution.

- With an initial development of 10 acres for light industrial uses, the airport could potentially support 139 new jobs in non-aviation businesses. Attracting a restaurant to the airport can potentially generate an additional nine jobs. Of these total jobs, about 125, or 84 percent, would be accessible to Target Income Group workers, which is a primary goal of the CDBG program funding this study.

POTENTIAL MARKET DEVELOPMENT ACTIVITIES

- Demand for aviation facilities at the airport appears to be increasing while demand for non-aviation use is currently low. The County should continue to accommodate the development and expansion needs of aviation-related businesses in order maximize the use of the airport property and its economic benefit to the county.

Other development activities the County may wish to consider include the following:

- Maintain the flexibility to use at least part of the aviation reserve parcel south of Woodland Aviation if fixed base operators wish to develop on the non-aviation parcels. Direct the non-aviation development towards the west side of Aviation Avenue and away from the environmental buffer.

- Develop a phasing plan to resolve short-term infrastructure capacity issues and implement the long-term improvements called for in the *Yolo County Airport Master Plan.*

- Consider negotiating a master lease arrangement with a developer for the non-aviation parcels, and ensure that land lease terms are competitive with other low-cost industrial parcels for sale in other parts of Yolo County.

- Attract a restaurant or other eating establishment to the airport property.

- Direct recreational uses to the area near the north entrance to the airport

EXISTING CONDITIONS

This section provides an overview of the current physical and regulatory conditions at Yolo County Airport, including a comparison with comparable airport facilities in the vicinity and a summary of the airport's sources of revenue. The existing conditions provide a context from which this study can evaluate business development opportunities at the airport.

YOLO COUNTY AIRPORT OPERATIONS

Yolo County Airport has operated as a publicly owned general aviation airport since the federal government ceded the property to the County in 1948 and 1958, and after it was initially constructed as a military air base that would take overflow from the former McClellan Air Force Base. The airport has a 6,000-foot runway, which was originally configured for military purposes. This runway length is ideally suited for private jets, which do operate out of the airport.

The existing fixed base operators include Woodland Aviation, Yolo Aviation, Ingraham, and PreStar. Existing aviation-related activities include maintenance, charters, hangar storage, fuel sales, and skydiving. Other existing activities at the airport include farming, cropdusting, sport shooting, and public safety. For future planning purposes, the *Yolo County Airport Master Plan* has designated parcels for future expansion of aviation activities, and has also set aside just over 12 acres for non-aviation uses.

According to County and FAA estimates, the airport has an annual volume of about 60,000 flights, a trend that has held steady since 1985.[1] However, the number of aircraft based at the airport has grown from 29 in 1985 to 70 in 1996, and the fixed base operators indicate that their operations have expanded through at least part of the last decade. Regardless of the recent trends, the master plan projects that the airport's flight volume will increase to at least 78,500 by 2015. The Plan also projects that the number of based aircraft will increase to at least 113 by 2015.[2]

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[1] P&D Aviation, *Yolo County Airport Master Plan*, May 1998.

[2] This estimate is based on the base case forecast. The enhanced forecast, which is based on the preferred alternative, shows flight volume at the airport increasing to 101,300 by 2015, and based aircraft increasing to 145 planes.

COMPARABLE FACILITIES IN YOLO COUNTY

Watts/Woodland and University airports are the two other comparable general aviation airports in Yolo County. Compared to Yolo County Airport, these other airports have shorter runways and support lower flight volumes. With its 6,000-foot long runway, Yolo County Airport is a more suitable facility to accommodate a wide range of aircraft, including private jets.

Woodland/Watts Airport

Woodland/Watts Airport is a privately owned facility located outside the City of Woodland and its 3,700-foot runway generally accommodates piston and turboprop aircraft. The facility is owned by Woodland Aviation and serves as the company's headquarters. The site has limited space for expansion, and Woodland Aviation is looking to expand its facilities at Yolo County Airport, where all of its jet aircraft operations are located.

Uses immediately adjacent to the airport include farming, ranching, water district offices and storage yards, residences, and the Yolo Fliers Club, which includes a clubhouse, pool, and 18-hole golf course.

University Airport

University Airport is a University of California-owned facility that has closer proximity to UC Davis. The facility has a 3,160-foot runway and is primarily used for training, repair, charters, and agricultural application. The airport had 62 based aircraft in 1996 with an estimated 35,000 aircraft operations in 1995. Uses immediately surrounding the airport are mostly experimental agricultural fields, with few permanent structures. At this time, the University has plans neither to expand nor scale back the existing operations.

EXISTING LAND USES

The Yolo County Airport is surrounded by mostly agricultural uses, with a low-density housing subdivision along the southeast airport property boundary. Because the airport property lies within an unincorporated area, Yolo County has land use jurisdiction. According to the Yolo County Airport Master Plan, the County has a policy of focusing development towards the incorporated areas, while preserving agriculture in the unincorporated areas. However, a number of industrial uses are conditionally permitted for airport zones, and given the preponderance of agricultural zones throughout the unincorporated areas, there are few locations in the unincorporated areas that will allow for non-agricultural uses under the existing zoning.

Yolo County Zoning

The airport property itself falls under the Airport Zone (AV) classification, which primarily permits airport facilities and aviation uses. On a conditional basis, the AV zoning also allows for industrial, manufacturing, institutional, processing, recreational, and commercial uses.[3]

With the exception of some low-density housing near the southeast boundary of the airport, all of the land immediately surrounding the airport falls under some sort of agricultural use designation. The general categories pertaining to the surrounding areas are either General Agriculture (A-1) or Agricultural Preserve (AP). The agricultural zoning designations do not allow for non-agricultural uses, although the range of allowable uses under some designations includes a number of uses other than farm production. Both zoning designations allow for agricultural buildings, a single dwelling unit, and various accessory facilities. In the A-1 zones, agricultural processing facilities and some other uses are also conditionally permitted. The zoning code has gone through a revision process, and some of the proposed changes have made the agricultural zoning more restrictive.

Federal Aviation Agency (FAA) Land Use Restrictions

In addition, FAA height, noise, and safety compatibility guidelines limit the types of land uses permitted in overflight areas, which would include the entire Yolo County Airport property. Any use in an overflight area needs to meet the compatibility standards for **all three guidelines**.

To restrict height around an airport, the FAA defines a number of imaginary surfaces that could define an air navigation obstruction. Under California law, any use that constitutes an air navigation obstruction is not permitted. All uses must meet the FAA height limits, which vary depending on distance from the runway, and the County's zoning code restrictions, which currently permit a maximum height of 30 feet. Taller structures require a use permit.

To measure noise compatibility, the State of California has designated the Community Noise Equivalency Level (CNEL) as the noise rating method for airports. A noise level at or above 65 dB CNEL is considered incompatible with residential, education, hospital, and religious uses. For Yolo County Airport, only the runway and adjacent facilities fall within the 65 dB CNEL noise contour. Nearly all of the undeveloped areas east of Aviation Avenue are outside the 65 dB noise contour. Even a rating up to 70 dB CNEL meets the noise compatibility standard for all commercial and industrial uses.

The safety compatibility standard needs to be met in overflight areas and depends on the distance from the airport runway. These overflight areas fall under one of three safety zone classifications:

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[3] *Yolo County Zoning Code*; Article 21, Section 8-2.

clear zone, approach-departure zone, and overflight zone.[4] Appendix A has a map and table that shows the zones around Yolo Airport and the compatibility guidelines.

- Clear Zone: This classification is the most restrictive. For Yolo County Airport, the Clear Zone begins 200 feet back from the edge of the runway and extends outward by 1,700 feet at each end. The width of this zone increases from 500 to 1,010 feet from end-to-end. Typically, no uses of any kind are permitted in the Clear Zone.

- Approach-Departure Zone: This designation allows for some limited development, but the compatible uses typically include a lot of open spaces and few if any permanent structures. Uses that are likely to be compatible with an Approach-Departure Zone include golf courses, auto dealerships, and other uses that do not include high concentrations of people.[5] For Yolo County Airport, this zone begins at the end of the Clear Zone and extends out 3,400 feet at both the approach and departure ends. The outer width of this zone is 2,030 feet.

- Overflight Zone: This zone is the least restrictive of the three airport safety zones. The only uses incompatible with this safety zone are uses with very large densities of people, such as shopping malls, hospitals, detention facilities, stadia, movie theaters, and universities. For Yolo County Airport, the Overflight Zone extends 10,000 feet beyond the primary surface of the runway in any direction. All of the undeveloped land along Aviation Avenue falls under this classification.

LAND USE DESIGNATIONS ON PARCELS AT YOLO COUNTY AIRPORT

In the recently revised master plan for Yolo County Airport, approximately 71 acres have been designated for development in the next few years. This land lies on the west side of Aviation Avenue, and of this acreage, the master plan specifically designates about 58 acres exclusively for aviation reserve or fixed-base operator uses. Existing fixed-base operators hold options on at least 5.7 acres of this potentially developed land, leaving the remaining acreage available for new businesses. The master plan designates about 8.5 acres for non-aviation uses.[6]

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[4] Sacramento Area Council of Governments; *Yolo County Airport Comprehensive Land Use Plan*; Section C; October 1999.

[5] The *Yolo County Airport Comprehensive Land Use Plan* defines a large concentration of people as an average density of 25 persons per acre during a 24-hour period. This definition also specifies that the density shall not exceed more than 50 persons per acre at any given time.

[6] In conversation with the facilities manager at Woodland Aviation, the company has an interest in the 4.4-acre site east of their existing facility, which is currently designated as non-aviation reserve.

In addition, another 48-acre parcel along the east side of Aviation Avenue currently serves as an environmental buffer, but has been designated a future lease area. Flooding and other environmental considerations will limit how much of this acreage can be developed.

EXISTING REVENUE SOURCES AT YOLO COUNTY AIRPORT

The Yolo County Airport operates through a variety of revenue sources, including land leases and transportation grant funding. On balance, the airport's fiscal operations have been marginal since 1992. The airport derives revenue from a number of sources, including rents, fees, and grants.

In terms of groundlease revenue, a survey of general aviation airports throughout California indicates that Yolo County Airport collects less revenue per square foot from groundleases than nearly every other airport in the survey.[7] The airport's existing groundleases generate between $.034 to $.13 per square foot annually, while the average ground rent in the survey was $.44, with an overall range of $.07 to $1.51 per square foot annually. It should be noted that comparable facilities may include infrastructure and other facilities as part of the groundlease, which are not included in Yolo County Airport's lease arrangements.

The airport also receives revenue from fees on fuel flowage, aircraft storage, and business licenses, as well as an annual grant from the State of California. The aircraft based at the airport are annually assessed based on approximately 1.05 percent of the aircraft's value, but this revenue is not budgeted into the airport's operating budget because the airport does not have taxation authority (as per Proposition 13 and Assembly Bill 8).

With the airport's marginal fiscal operations, the alternative of closure was briefly examined as part of the environmental impact review but rejected. The reasons for maintaining operations rather than shutting down the facility include excessive capital costs, uncertainty of asset value recovery from sale and conversion of facilities, and conflict with FAA grant conditions, which require building a replacement airport in the event of a closure.

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[7] P&D Aviation, *Yolo County Airport Master Plan*, May 1998.

EMPLOYMENT AND LAND DEMAND ANALYSIS

This section analyzes the market potential for different uses to locate at Yolo County Airport. The market analysis begins with a broad overview of Yolo County's economy. This discussion looks at recent employment trends, and identifies those industries that have expansion potential. In addition, the overview includes a projection of the expected number of jobs that the area surrounding the airport will generate, and how this translates in terms of total demand for land.

RECENT EMPLOYMENT TRENDS

In recent years, Yolo County has seen marked employment increases. Between 1990 and 1997, the Sacramento Area Council of Governments (SACOG) estimates that employment in the county increased from 57,900 to 75,200 jobs, a jump of about 30 percent during this period.

Within Yolo County, much of the recent employment growth since 1990 has occurred in Woodland and West Sacramento. Categorically, the largest growth in manufacturing employment during this period occurred in West Sacramento, which SACOG estimates more than doubled between 1990 and 1997. The largest retail growth occurred in Woodland, while West Sacramento had the largest growth in office employment.

TABLE I
EMPLOYMENT BY INDUSTRY GROUP
YOLO COUNTY AND AIRPORT VICINITY COMMUNITIES, 1990 TO 1997

			1990 TO 1997 JOB GROWTH BY INDUSTRY GROUP						
Area	1990 Jobs	1997 Jobs	Total	Retail	Office	Medical	Education	Manuf.	Other
Yolo County Total	57,894	75,202	17,308	1,693	3,223	1,015	951	3,702	6,724
Davis	9,617	10,407	790	382	-70	219	211	-52	100
UC Davis	13,808	14,162	354	0	0	0	354	0	0
Woodland	14,531	16,785	2,254	634	-348	571	239	1,269	-111
Winters	1,018	1,090	72	93	-46	35	5	-33	18
West Sacramento	16,159	28,919	12,760	533	3,817	170	100	2,117	6,023
Unincorporated Airport Vicinity	1,615	2,644	1,029	19	-89	19	3	238	839

Source: ADE, data from Sacramento Area Council of Governments
Notes: Unincorporated airport vicinity includes the unincorporated areas closest to Davis, Woodland, and Winters.

PROJECTED EMPLOYMENT

SACOG estimates that Yolo County will add about 68,000 new jobs between 1997 and 2020. Over half of these new jobs in Yolo County are projected to go into West Sacramento. Davis (including UC Davis) expects to add about 12,000 new jobs and Woodland expects to add about 17,000 jobs between 1997 and 2020, while Winters expects to add 1,600 jobs during this period. SACOG only projects 63 new jobs in the unincorporated area, excluding UC Davis, during this period. However, if policy shifts in the incorporated cities result in growth controls, this could divert some development into the unincorporated areas.

Countywide, the largest portion of the projected job growth will occur in office employment with 29,100 new jobs, while manufacturing activities expect to add another 10,300 jobs.

INITIAL ASSESSMENT OF INDUSTRIES

ADE ranked the industries within Yolo County on the basis of two key economic indicators -- job growth between 1991 and 1997, and employment concentration relative to the state.[8] Once these indicators are calculated, the industries will then fall into one of four "quadrants." These quadrants indicate the role of a particular industry within the county's economy.

- Positive Job Growth - High Concentration: Industries within this quadrant are considered growing economic base sectors. They constitute the strength of the economy, and represent opportunities for growth in other areas such as supplier industries.
- Positive Job Growth - Low Concentration: This quadrant contains the emerging industries. These industries have shown recent growth, but may still have room for further expansion.
- Negative Job Growth - High Concentration: These industries are considered declining economic base sectors. They are strong industries that have shown some recent vulnerability, and could be considered business retention targets.
- Negative Job Growth - Low Concentration: These industries do not have an especially notable regional presence and do not have growth prospects as strong as the industries in other quadrants.

Based on this quadrant analysis, the key growing economic base industries for the county center around agriculture, transportation, and distribution (see Table 1). Together, these industries comprise the strength of the regional economy, and can be considered potential industry targets to

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[8] Data comes from the IMPLAN ES202 county employment database, and does not include public sector jobs and self-employment.

fill vacant properties at Yolo Airport. In addition, a number of growing manufacturing industries and construction sectors have also concentrated in the county.

Although target industries generally include only growing industries, Yolo County has a number of concentrated industries that lost employment between 1991 and 1997. These industries are considered retention targets. Although they may have shown recent employment losses, they could potentially occupy land at Yolo Airport if market conditions have priced them out of the denser urban centers. These retention targets include food processing, paper manufacturing, and trucking/warehousing.

As shown on Table 1, the emerging industries encompass a broad cross-section of the economy, with numerous manufacturing and services industries represented. Several of these emerging industries, such as business services, health services, insurance, and real estate, generally require immediate proximity to population and/or business centers and are probably not suitable for the airport property. Some of the sectors that may fit well with Yolo Airport's location include recreational services, the emerging manufacturing industries, and various utility services.

TABLE 2
GROWING INDUSTRIES AND CONCENTRATIONS OF EMPLOYMENT
YOLO COUNTY, 1991 TO 1997

Source: ADE, data from MIG ES202 county employment database
Note: Industries written in *italics* had an employment growth rate lower than the statewide average

LAND MARKET IN THE SURROUNDING COMMUNITIES

Davis

The City of Davis has identified several vacant parcels throughout the city and the UC Davis property as potential sites for business development. Many of these sites are located along the I-80 corridor, and a number of them are in various stages of development. Much of the undeveloped land in Davis is marketed towards higher end research and development, office, light manufacturing, and other business park types of uses. Together, these parcels encompass about 230 acres. Only about 60 acres of this vacant land is suitable for distribution, transportation, and certain types of manufacturing.

However, a number of growth control measures have passed in the last few years, including Measure J. The measure requires a referendum for redesignating agricultural or open space uses, and places similar restrictions on developing the Nishi and Covell Center properties, which together cover over 400 acres.[9] This effectively constricts the long-term supply of land that will be available for business development in the City of Davis.

These growth control measures do not apply to UC Davis, which is located in unincorporated Yolo County. UC Davis has 66 acres designated for research and other academic enterprises, and plans to

[9] This total does not include the Davis Technology Center, which covers about 2,000 acres and lies outside of the Davis incorporated city limits.

market the land as build-to-suit sites with either groundleases at fair market value or in-kind payment arrangements.[10]

Woodland

The City of Woodland has positioned itself as a marketable location for a variety of business uses. A number of projects have been developed over the past few years, and its proximity to a major highway interchange makes Woodland a very well situated location for distribution and transportation services.

The city has an existing inventory of about 13 million square feet of commercial space, and about 300 acres of undeveloped land. However, other vacant land currently in the city's sphere of influence could eventually increase this total to at least 1,200 acres. In addition, the pending closure of the Spreckels sugar processing facility could increase the available land inventory even further.[11]

Winters

Though the community currently has a limited job-generating base, Winters' proximity to I-505 makes it a potential location for some business activities. At least 45 acres along the freeway is currently vacant and available for business development.[12]

POTENTIAL SQUARE FOOTAGE DEMAND

As shown in Table 3, the total employment growth for office, manufacturing, utilities, transportation, and agriculture projected by SACOG through 2020 in Woodland, Winters, Davis (excluding job growth at UC Davis), and the surrounding unincorporated areas is 18,800 jobs. These sectors are considered basic employment sources because they generate wealth by bringing in revenue from outside of Yolo County. Basic employment excludes local serving businesses such as retail, health services, and education. The majority of basic job growth is projected to occur in Woodland, which expects to add 12,600 jobs during period. Davis expects to add about 5,300 of these types of jobs during this period, while Winters is projected to add another 800 jobs.

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[10] The University's Office of Enterprise Development serves as the point-of-contact for the properties, and estimates existing fair market value for ground leases at comparable facilities in Vacaville and West Sacramento at between $1 and $2 per square foot annually. In-kind payments would entail exchange of services with collaborative research partners.

[11] Estimated inventory of land and commercial space comes from interviews with commercial brokers at CB Commercial and Jim Naekel Realty.

[12] Information comes from a combination of a windshield survey, and research through Yolo County public records.

Altogether, the projected basic employment is expected to generate demand for up to 760 acres of new development. The projected employment in Woodland accounts for about 540 acres of this demand, while Davis and Winters account for 180 and 30 acres, respectively. Woodland's projected job growth has a higher concentration of manufacturing and distribution jobs, while Davis' growth in basic jobs is more concentrated in office employment. Typically, office employment requires the least amount of land per employee, while warehousing and manufacturing activities consume considerably more land.

Based on the existing supply of vacant industrial land in these municipalities, the projected job growth can be accommodated for the foreseeable future. Thus, any market demand for development sites at Yolo County Airport will not result from a shortage of industrial sites in the incorporated areas. These figures conservatively assume efficient use of the land, but should still be considered at the high end of actual land demand because existing building spaces will likely absorb some portion of the expected job growth.

TABLE 3
PROJECTED JOB GROWTH FOR CITIES NEAR YOLO COUNTY AIRPORT AND ESTIMATED ACREAGE DEMAND, 1997 TO 2020

	1997 TO 2020 PROJECTED JOB GROWTH IN BASIC INDUSTRIES				
Area	Total Job Growth In Basic Industries	Office	Manufacturing	Other Basic Industries	Projected Acreage Demand (Maximum)
Davis	5,342	3,557	747	1,038	183
Woodland	12,623	6,291	3,576	2,756	539
Winters	803	353	74	376	34

Source: ADE, job growth projections from SACOG

Note: Basic industries do not include local-serving businesses, education, and medical uses. Projected acreage demand represents a maximum land demand because existing businesses could absorb job growth into their existing facilities and new businesses could fill existing building vacancies.

SITE DEVELOPMENT ISSUES

This section examines some of the site-specific issues pertinent to developing non-aviation uses at the airport. Overall, the airport has several constraints that either require mitigation or otherwise limit the types of businesses that can locate at the airport. These constraints include site infrastructure capacity, the narrow access roads leading to the airport, the airport's isolation from population and business centers, the availability of vacant industrial land in other parts of Yolo County, and the airport's proximity to an adjacent residential neighborhood. Individually, these constraints will not significantly hinder efforts to attract business development at the airport, but when combined they constitute a broad challenge.

Site Infrastructure Improvements

Most of Yolo County Airport's existing infrastructure systems are not designed for high volume usage, and some of them are fully contained on-site. The *Yolo County Airport Master Plan* indicates that infrastructure improvement plans are designed to accommodate commercial and light industrial uses. The improvements identified in the plan are vital to making expanded use of the airport properties possible, although capacity constraints may still preclude some types of uses. In the short-term, the existing infrastructure systems along the west side of Aviation Avenue can accommodate some additional business uses

According to the schedule outlined in the master plan, infrastructure improvements to the vacant lands throughout the airport property will occur in three phases, with the eventual goal of integrating the airport's existing network of self-contained infrastructure systems. For the parcels identified as possible sites for non-aviation uses, the infrastructure improvement costs total about $325,000. However, the costs of integrating the infrastructure systems throughout the airport are likely to be shared by several projects identified in the master plan. If some components of the master plan are not implemented, then new business development may need to rely on self-contained infrastructure systems, some of which may have capacity constraints.

Drainage

Much of the eastern part of the airport property falls within a 100-year floodplain. The master plan indicates that a drainage plan "can be implemented in phases to accommodate the phased commercial development of lands within the Airport without adversely impacting drainage and/or flooding along Airport Slough." The plan also indicates that the drainage plan is compatible with flood control and water district operations.

Water

Water is currently provided through three wells on the airport property. The existing commercial businesses use a storage system encompassing 166,000 gallons with a production rate of 75 gallons per minute (gpm). This configuration is sufficient for normal water consumption, but the existing flow rate is insufficient to meet fire flow demand. Moreover, new buildings in Yolo County over 4,000 square feet are required to install automatic fire sprinklers. The master plan proposes a new water distribution system that will serve both domestic and fire water requirements. Even with this system, the production capacity of the existing wells is probably not sufficient for certain types of manufacturing operations, particularly those industries that use large volumes of water in processing.

Sewage

The current sewage system uses septic tanks and a shallow leachbed. Proposed improvements to this system call for a central collection system and a distribution system. These improvements also phase out the improvement in accordance with lease out. The system would still be contained on the site. Again, this places limitations on the potential for operations that process large volumes of water. Without these improvements, some new developments will likely need to construct on-site septic systems.

Gas and Electricity

The existing electrical lines serve the fixed base operators and other on-site facilities using overhead wires. The master plan calls for undergrounding of several electrical lines and service to the vacant parcels. Depending on the voltage configuration, this may be sufficient for most future uses.

PG&E does not currently provide natural gas service to the airport site, but a 4" transmission line runs along County Road 29. Although not common practice, it may be possible to obtain service to airport from this line.

Telephone

Communications infrastructure currently consists of telephone wires running overhead. The master plan proposes undergrounding these lines at the same time as the water delivery and sewage system improvements. Many types of businesses now require high-speed communications infrastructure to maintain their competitiveness. These communications lines are typically most critical to either offices or large-scale industrial operations. Options include DSL, T-1, cable, and fiber. DSL service is comparatively economical and can run on conventional copper wires, but requires close proximity to digital switches. T-1 lines provide the fastest and most reliable service, but it also has much higher capital costs. Many industry observers believe that in the next five years, wireless technology will become more cost efficient than some of the existing options, particularly in rural areas.

Land Supply Elsewhere in the County

Between 1997 and 2020, the area encompassing Davis, Winters, and Woodland expects to add approximately 18,800 jobs in basic employment categories, many of which would be appropriate for the airport site. At least 575 vacant acres have already been designated for business development in Woodland, Davis, and Winters. Although job growth in the area is expected to absorb up to 760 acres and thus create a shortage of vacant land, up to 1,400 additional acres could be made available over the next 20 years and easily accommodate the expected job growth.[13] Moreover, some of this industrial land is available at costs under $90,000 per acre.

Remote Location and Transportation Access

The airport is situated in a location central to Davis, Winters, and Woodland, although the site lies eight miles from the nearest population centers and 11 miles from I-505. In addition, the site is not easily accessible by public transportation and too distant from Davis, Winters, and Woodland for bicycles or walking. This distance makes the site less attractive for a number of uses, including retail and youth recreation. Because of this, businesses that do not rely on access to population centers or proximity to other businesses are the most likely to locate at the airport.

The existing roadway system has excess capacity to accommodate additional vehicles. According to the *Yolo County Airport Master Plan Environmental Impact Report*, the access roads leading to the airport have a vehicle capacity of about 1,100 vehicles per hour, and the most recent traffic count along County Road 29 is 725 vehicles per hour. Although this indicates that the roads surrounding the Yolo County Airport site can accommodate additional commuters, the configuration of the roads is not suitable for any significant volume of trucks.

The primary east-west route is County Road 29, and according to the EIR, Yolo County has designated this road as a major transportation route. However, the road itself is a narrow two-lane rural route with no shoulders and several tight curves between Winters and Davis. The road also floods frequently. County Road 98, which runs north-south along the airport's western boundary, has a straight alignment but also has a narrow bridge close to the southern entrance to Aviation Avenue. These constraints make the airport an unlikely location for business types that generate large volumes of truck traffic, such as distributors or wholesalers.

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[13] The 1,400 acres would come from the sites currently in the Woodland sphere of influence, the Nishi and Covell Center sites near Davis, and the University Research Park sites at UC Davis. Development and annexation of some large parcels in Davis needs to go to citizen referendum under Measure J, which expires in 2010.

Adjacent Residential Uses

The residential neighborhood at the southeast end of the airport property places some additional constraints on the types of uses that are appropriate for the airport. Some of the issues potentially affecting the adjacent residential uses include light intrusion, pollution, noise, and traffic. Although the existing fixed base operator uses include some maintenance operations and aircraft testing, they are all to the west of Aviation Avenue and relatively small scale operations that generate low volumes of traffic. Additional business development at the southern end of the airport will need to at least minimize impacts on the residential areas.

POTENTIAL USES

Based on the characteristics of the Yolo County economy and using the economic base analysis as a guide, the ideal industrial targets should center around growing economic base industries and emerging industries. These industries have driven Yolo County's recent employment growth and comprise the bulk of the countywide demand for new business space. However, each of these major use categories carries its own set of trade-offs that may not work well with the airport properties.

This section identifies uses that have shown growth potential or already have a significant concentration of jobs in the county, and assesses them in relation to site-specific constraints at Yolo County Airport. In addition, this section estimates the number of jobs that new business development at the airport can potentially generate.

PRIMARY POTENTIAL USES

Aviation Uses

With their existing business base and identifiable existing constituent group, expanded aviation uses at Yolo County Airport constitute the most logical use for the vacant parcels at the facility. Fixed-base operators currently account for about 17 developed acres at the airport and these existing operators have options on developing an additional 6 to 14 acres.[14] The master plan calls for additional hangar facilities and other improvements at the airport site over the next few years. In addition, the plan has at least 53 acres already designated for future fixed base operations or other aviation-related uses.

In addition to attracting new fixed-base operators and expanding the existing aviation operations at the airport, an area of diversification could entail attracting aviation suppliers and support services. Potential markets for these uses could open up due to the tightening land market at general aviation airports around the Bay Area. These types of uses would include maintenance, testing, and distribution.

[14] Woodland Aviation has an option on 5.7 acres south of its existing facility, and may expand its existing hangar onto the 4.4 acre parcel

Agricultural Services

Given the airport's rural location and proximity to agricultural land uses, agricultural facilities represent another logical market to target. The current zoning for A-1 classified land already conditionally allows a wide range of agricultural activities, other than farming, within agriculturally designated areas, including processing facilities, storage spaces, and fruit/vegetable stands. Because of the ubiquity of agricultural land in the unincorporated areas of Yolo County, attracting agricultural services from A-1 zoned properties may be difficult. However, some land around the airport is zoned for Agricultural Reserve, and those zones have tighter restrictions on the types of activities that can occur on the premises, including processing.

In addition, because of its proximity to Yolo County's prime agricultural land the airport could also serve as a distribution point for certain products. For example, an agricultural operation in Stockton uses private jets to ship out high value crops, although the runway capacity at Yolo Airport may not withstand the types of planes required for this type of operation.

Research and Technology Industries

Research and technology-driven industries have shown considerable growth in Yolo County. Much of this involves agriculture and biotechnology, and UC Davis has very active academic and other research programs in these areas. To accommodate these types of activities, UC Davis has developed collaborative research partnerships with private businesses and has plans to develop 66 acres of unincorporated University-owned properties near the University Airport to expand on these activities.[15]

The University anticipates that its existing land resources can accommodate its needs for the foreseeable future. However, the University has also received inquiries from private businesses and other research-oriented operations to provide space for research. Some of these types of activities cannot be accommodated at UC Davis because of either large space requirements or security concerns. For example, some types of seed or plant research require a combination of greenhouses, agricultural land, laboratories, and administrative offices. This combination of uses requires inexpensive land as well as flexibility in the allowable land uses.

Light Manufacturing

Among the manufacturing sectors with the best growth potential in Yolo County, small scale operations such as wood product, metal product, and other component manufacturing would be appropriate for the airport site. Several light manufacturing industries in Yolo County have shown

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[15] The UC Regents have approved the conceptual plan and Environmental Impact Report, and UC Davis is in the process of preparing guidelines and goals for using the property.

recent job growth and have a large existing job base. Moreover, these uses would be compatible with the character of the existing aviation businesses at the airport.

Storage Facilities

Utilities and construction industries in Yolo County grew between 1991 and 1997, and many of these operations require storage yards outside of the urban centers. These spaces accommodate machinery, equipment, and vehicles, and may require administrative or repair shop spaces as well. These types of uses already border the Watts/Woodland Airport site, and would fit with the existing character of the airport site. In addition, other service-oriented businesses also require secure space for document and other archival storage.

Eating Places

The airport site and the surrounding area do not currently have any eating places. An eating place at the airport would potentially serve both employees at the airport, as well as visitors who come for the shooting range and skydiving activities. This type of use would not require significant infrastructure, except that it would need a reliable water source and adequate wastewater collection and treatment.

SECONDARY POTENTIAL USES

Recreational Uses

From a land use perspective, recreational uses rank among the most attractive potential uses for the vacant airport parcels because of their high degree of versatility in that they require few permanent structures and can easily convert into other uses. Because of this versatility, recreational uses are attractive as interim uses. In addition, for some forms of recreation the airport's remote location is beneficial. For example, the airport is already a destination for recreational activities with the Yolo Sportsmen's Association Recreation Area and the existing skydiving operation. These uses are unique and draw from a regional market area. Some other recreational uses require immediate proximity to a large population base, and developing a market for some of these uses could pose a major challenge due to the airport's remote location.

Golf Courses

Physically, the 48-acre parcel currently designated as an environmental buffer can function as a possible location for a golf course in a 9-hole or executive configuration. The Urban Land Institute estimates that a full-sized 18-hole golf course with clubhouse and other amenities requires about 120 acres. The golf course option is especially attractive because it can generate revenue as either a

permanent or interim use, with a minimum of permanent structures necessary. In addition, its design can account for and work around the flood plains that exist on a site.

From a market perspective, a population of 25,000 to 30,000 is needed to support one public 18-hole course, according to the National Golf Foundation's Golf Participation survey. Yolo County currently has at least five golf courses, which is about the right number considering the county's 1999 population of 158,800. The existing population provides marginal support for one additional golf course at best. SACOG projects that the county will add an additional 82,000 residents between 1997 and 2020, which would create a long-term demand for two or three new golf courses. However, the potential for one of these golf courses to locate at Yolo County Airport is relatively low because of the limited amount of land available.

Outdoor Recreation

In addition to a golf course, other types of outdoor recreational facilities could make use of the 48-acre environmental buffer parcel. The existing skydiving activities at the airport use a portion of the buffer as a landing area, and attract about 4,000 visitors a year, most of whom come from outside of Yolo County. This type of adrenaline activity at the airport may or may not attract visitors to other recreational opportunities on the site, but skydivers do bring along an additional 8,000 friends and family members every year.

Recently, a group interested in developing part of the airport property into a go-cart track contacted the County. This type of use is appropriate for the airport, provided that it does not generate a large volume of activity, does not interfere with skydiver landings, and minimizes any noise intrusion into the surrounding neighborhoods and adjacent businesses. This also applies to other forms of extreme sports, such as bike racing.

A regional park can also easily accommodate vacant space, with parts of it serving as an interim use until other markets more fully develop. In addition, some communities have adopted athletic tournaments as an economic development strategy, and developed the facilities to accommodate these activities. For example, the City of Lancaster has an eight-field athletic complex that hosted 45 softball tournaments in 1998, attracting a projected 19,000 visitors and about $3 million into the local economy.[16] The City had recently added two fields to the facility at a cost of $850,000. In addition, Lancaster has begun constructing a 169-acre soccer facility that will ultimately have 26 lighted fields.

The impact of this approach is that a tournament-caliber athletic facility will inevitably draw users from outside the region, generating vehicle traffic as well as demand for visitor services such as

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[16] Skeen, Jim; *Los Angeles Daily News*, "Hard cash from softball to total millions in A.V"; January 14, 1998.

eating places and lodging. In addition, in order to compete with other state-of-the-art facilities throughout the state, all of the fields will probably require lighting, which spills over into the surrounding residential areas, although new light fixture designs can minimize this effect.

Indoor Recreation

In recent years, the variety of indoor athletic facilities throughout California has widened considerably. In addition to traditional indoor recreation such as basketball, bowling, studio sports (like martial arts, aerobics, and dance), swimming, and ice skating, new indoor facilities have developed to accommodate the growth in inline hockey as well as some activities normally found outdoors such as batting cages, driving ranges, and rock climbing walls. These new facilities often locate in low rent industrial areas, rather than retail centers or higher visibility locations near freeways. However, the airport's considerable distance from Davis and Woodland could limit the market potential of such uses because many of the customers that would these facilities are youths who do not drive.

Support Services

In addition, a number of other visitor services, such as concessions and retail sales, can be developed provided that the level of activity is sufficient to support them. For example, the skydiving operation has a pro shop on the premises. Other recreational activities could develop similar types of ancillary activities as additional revenue sources.

Transportation and Distribution

Aside from air transportation, other modes of transportation and distribution services have a substantial concentration of employment in Yolo County. Clearly, a market within the county for these types of businesses exists, as evidenced by the growth captured in Woodland and West Sacramento. However, a number of site-specific limitations could impede the potential for these types of uses at the airport.

To begin with, the site is situated at least eight miles in any direction from an interstate highway and some type of proximity to either major transportation arteries or centers of commerce are essential for transportation and distribution businesses. Aviation Avenue, County Road 95, and County Road 29 are the main roadway links to the airport. These roads are narrow with two lanes, parts of which frequently flood during the rainy season. County Road 95 connects to County Road 31, which provides primary access between Interstate 505 and Davis. While these roads are sufficient for the existing level of activity at the airport, the existing roadways may not work well with distribution and transportation operations that require unimpeded road access and potentially generate large volumes of truck traffic. In addition, transportation and distribution uses potentially generate noise and may need to operate around the clock.

EMPLOYMENT POTENTIAL FOR NON-AVIATION USES AT THE AIRPORT AND TARGET INCOME GROUP BENEFIT

The existing airport master plan has initially designated 8.5 acres of possible non-aviation development on two parcels. In addition, additional acreage could eventually be made available along the environmental buffer. The initial assessment of business sectors in Yolo County identified a number of uses suitable for the airport property. Most of the "growing economic base" industries were in manufacturing and other light industrial use categories. Other categories include "emerging industries" such as recreation and services. For the short-term, most of the projected jobs created by initially developing non-aviation businesses will likely be in light industrial uses, which are similar to the types of uses already at the airport.

With the initial development of 10 acres for industrial uses, the airport would potentially generate about 139 jobs in non-aviation industries. Of this total, about 117 of them would fall into occupational categories that benefit workers in the target income groups. The bulk of the jobs are in production/laborer occupations, which account for half of the total, or about 70 jobs. Attracting a restaurant to the airport will add about nine additional jobs, eight of which fall into occupational categories that benefit target income group workers.

TABLE 4
EMPLOYMENT POTENTIAL

Occupational Category	Jobs From Ten-Acre Development	Jobs From Restaurant
Managers/Admin	11	1
Professional/Technical	11	0
Sales	11	1
Clerical	24	0
Services	9	7
Ag.	2	0
Production	70	0
Total New Jobs	139	9
Total TIG Jobs	117	8

SOURCE: Applied Development Economics

adequate infrastructure preparation is key to making the airport a viable alternative for business development.

Development and Disposition Approach: When the above steps have been completed, the County could consider recruiting a master developer to partner with the County under a long-term lease arrangement to implement business development at the airport.

As an alternative to negotiating separate land leases for individual tenants, the County may seek to recruit a developer or broker and work out a master lease with them. The advantage to this approach is that the County has some assurance of a steady revenue stream and does not assume all of the upfront costs for site preparation and possible building construction. Under this type of arrangement, the developer serves as the agent and the primary tenant contact, which frees the County from having to negotiate multiple land leases. The trade-off to this approach is that the County will likely need to make the site even more price competitive.

The existing tenants at the airport operate under land leases with the County, with annual lease terms somewhere in the range of $1,500 to $5,700 per acre. Comparisons with other general aviation airports indicate that these terms are relatively low; however with some less rural industrial land in Yolo County selling for under $90,000 per acre, these terms may well reflect the prevailing market conditions. This is especially true if the County chooses to go with land leases for non-aviation uses, since low cost industrial land is available for purchase elsewhere in the county. Conversations with local brokers have indicated that these low land costs make land leases less attractive.

Restaurant: The County should attract a restaurant to the parcel adjacent to Prestar and the Yolo Sportsmen Club.

In addition to compatible industrial uses, the airport would also serve as an appropriate site for a restaurant or other eating place. The existing tenants and recreational visitors constitute a natural market for a restaurant. Because of its proximity to the existing recreational uses, the best location for a restaurant is near the north entry to the airport along Aviation Avenue. In addition to serving existing patrons, a restaurant also serves as a potential source for sales tax revenue. From a fiscal standpoint, sales tax generating uses such as retail and eating establishments provide two potential revenue streams for the County, the proceeds from leases and revenues from sales tax. Since most retail uses generally rely on close proximity to population centers, the airport will likely not work for most types of retail. However, a restaurant has the highest potential of deriving revenue from both existing and future patrons.

Recreational Uses: The County should direct any new recreational uses to the areas near the north entrance.

The proximity to existing recreational uses near the north entrance makes this part of the airport more appropriate for new recreational activities. Because of the limited amount of land available to non-aviation uses in this area, new recreational uses will need to develop on the environmental buffer. Any new recreational activities will need to minimize the amount of noise and light that intrudes into the surrounding areas. The recreational activities should also only develop closer to the north airport entrance because the south end of the environmental buffer is directly adjacent to a residential area.

Marketing: The County should adopt and implement a systematic marketing program that specifically targets those industries that would potentially benefit from locating at Yolo County Airport.

This report includes a recommended marketing plan for Yolo County. A full description of the marketing plan is in the next chapter.

CONCEPTUAL MARKETING PLAN

The following conceptual marketing plan assumes that the County will place 10 acres now designated as aviation reserve on the market for business recruitment, and dedicate at least that portion of the 28 acre parcel to non-aviation industries. This is a specific piece of property at the airport, which will serve to attract a select set of targets. Therefore, a focused marketing plan tailored to this specific site is indicated.

Although a broad strategy is not defined in this report, it is assumed that the marketing of this property will be incorporated into Yolo County's existing overall business attraction program. Yolo County's overall business attraction program includes membership in SACTO and SAMG, two regional economic development associations. These entities are dedicated to business attraction. Yolo County's current business attraction program relies heavily on SACTO and SAMG.

BASIC COMPONENTS OF A MARKETING PLAN

Volumes of information are available about the basic theory and practice of industrial recruitment. To save space, the basics are not included in this report.[17] A good industrial marketing plan is practical, implementable, and tailored to the needs of specific target industries. The components vital to such a plan include the following:

I. Clear Goals

This suggested goal is simple and elegant: **attract one or more new industrial and/or commercial users to the Yolo County Airport.**

Depending on how much interest is generated by the marketing approach, a number of additional steps may be needed to achieve this goal. For instance, this site is one of the few sites in the unincorporated county with significant industrial job-creation potential, with most potential job generating uses conditionally allowed with a conditional use permit. County staff and elected officials should therefore be fully supportive of these marketing efforts, and ensure the permit process is planned in advance and streamlined for this location. County permit and building staffs should also be involved in recruitment from the outset.

[17] If additional training is desired, a list of instructional manuals, handbooks, books, and organizations can be provided on request. Current Yolo County staff appears knowledgeable enough to skip the basics in this report.

Second, as recommended, the County may want to consider leasing the land long term to a master developer who would build one or more buildings on spec. A checklist to help determine when **speculative buildings** are appropriate and detailed descriptions of these buildings can be found in Appendix B. Targeted users are primarily small owner-operators. These users more typically cannot afford to buy land and build their own facility, but usually lease suitable existing buildings. The developer may need financial assistance to make speculative buildings pay. Alternatively, the County may wish to build a speculative building of its own.

2. Define the Product Being Marketed

In the case of Yolo Airport, the product being marketed is the group of sites available for industrial development. The 10-acre aviation reserve site would be a finite product, as are the other previously described parcels suitable for new businesses. Developing spec buildings on the sites would expand on the product definition. This definition should also include a profile of the infrastructure and site improvements at the airport. A summary and description of the product available at Yolo County Airport can be found in Appendix C.

3. Improve the Product's Weaknesses

The County should first concentrate on making the site easy to occupy. These items include:

- Designating the area for all industrial users
- Completing any remaining infrastructure to make the site useable
- Subdividing the land into smaller parcels
- Marketing

Improvements that take longer should be planned and budgeted. Workarounds must be planned for areas that cannot be improved.

4. Define the Target Market to Fit the Product

As described in previously, potential target users include light industries, aviation users, and office users. The next section describes these potential target uses in greater detail.

5. An Understanding of How the Target Market Makes Siting Decisions

The strengths and weaknesses of the property as seen by a company's site selector are included in the product desirability section below.

6. Knowledge of Your Competition

This site will compete with offerings by all urban areas nearby, including Davis, Woodland, West Sacramento, Vacaville, Winters, and Dixon. These areas all offer locations closer to employees, to local services, and have better highway access. Yolo County is offering a niche product, seeking users that do not need or want to be in these areas. Either they desire remoteness, are not as concerned with access to transportation, or want to be among aircraft, balloons, parachutes and wildlife. There are plenty of such users -- they must simply be found and courted.

7. Clear Marketing Approach

The successful marketing approach will include the following:

- An organizational plan and management support. The County's Economic Development Coordinator is also the Airport Director. He should include this marketing plan in his overall program, designate staff and budget to implement the plan, and act. The County Administrative Officer and other county management should fully support these efforts, fully expecting to personally participate as needed.
- The recruitment team defined. The recruitment team includes Economic Development staff to generate leads, make initial contact, generate user interest, and bring the deal home. It also includes a larger team to be tapped as needed for each project. That is, any county department or entity that can affect the final project. This includes at least County Planning, Building, the APCO, Roads, Public Works, Sheriff and Fire. It also includes PG&E (for electricity and gas), local builders, local trucking firms, business service firms, employment departments, training agencies, the FBO's and others.
- A set of tactics designed to locate prospects and create positive responses. See below for more detail.
- A set of marketing materials tailored to the tactics. See below for more detail.
- A workplan and budget. See below for more detail.

TARGET INDUSTRIES

The target industries in the chapter pertaining to potential uses can be further refined into a set of industries that the County can specifically target through direct mail, direct calling, trade show attendance, trade magazine advertising, and other approaches. Appropriate business users to recruit include the following:

- Metal fabrication
- Plastics fabrication
- Repair
- Printing and publishing
- Wood products
- Miscellaneous light industry
- Electric and electronic equipment

- Leather goods, textiles, apparel
- Photo, optical, medical equipment
- R & D of all types
- Agricultural technology firms needing low cost space.
- Other uses that do not need urban settings, such as:
  - Construction companies (upkeep on yard space should be strict)
  - Business services firms not needing an urban setting
  - Data processing, computer programming
  - Schools and universities
  - Laboratories not needing an urban location.
  - Other office users not needing an urban setting
  - Aviation dependent and related users
  - Suppliers to the aviation industry.

A full-service restaurant would constitute another good target. Such an establishment could function like the Buckhorn in Winters, drawing regional traffic to the airport and making the drive and the airport itself part of the experience. It would serve local users (pilots, FBO employees, etc.), local recreation users (balloonists, sky divers, sport club members, etc), local industry (to be recruited), local businesses and schools (DQ University, etc.), and local residents. The local trade alone probably would not support such a large establishment.

DESIRABILITY OF THE PRODUCT BEING MARKETED

Site Selection Factors Sought by Companies

Corporate facility managers consider a number of major site selection factors when analyzing expansion and location opportunities. Different authors, associations, economic developers and companies categorize these criteria differently, and companies prioritize them differently depending on a number of internal and market realities. No matter how the factors are categorized, each site location decision is a unique process -- a process that considers a combination of quantitative and qualitative variables. The community will win a higher percentage of competitions if it can: 1) show it meets the basic quantitative criteria; **and** 2) effectively sell itself as a great place to live and do business.

Howard Stafford classifies the site variables from a company's standpoint into four categories, with the factors of labor productivity, market accessibility, labor rates, and transportation most important

in nationwide searches.[18] As the search narrows to a locality, personal contacts and local amenities rise in importance.[19]

Friction of Distance Variables

- Transportation of things (costs)
- Markets (their location)
- Materials (raw materials and intermediate goods)
- Communications (including the movement of managers)

Attributes of Areas

- Labor (including cost, availability, productivity, stability)
- Agglomeration and infrastructure (i.e. Are there other like firms to prove operations there are feasible? Companies like to cluster where they know other like firms succeed.)
- Power (including fuel flexibility, receiving and shipping flexibility, increased storage, proximity to supply, commitment of providers)
- Water (including quantity and quality)
- Quality of Life (intangible)

Governmental Influences

- Taxes (state, local, property -- rates and effectiveness of local use)
- Incentives (tax relief, infrastructure funding, subsidies)
- Political climate (business friendly? Right-to-work state?)
- Environmental issues (including impacts, pre-approval requirements)

Local Site Selection Factors

- General patterns (location, transportation, etc.)
- Parcel location, size, cost
- Land use regulations
- Industrial parks
- Helpfulness of local economic developers and government agencies

Site selection factors are more commonly classified into categories similar those described in Table 5. Detailed information is available in SACTO's regional profile and other published materials.

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[18] Stafford, Howard A.; *Principles of Industrial Facility Location*; Conway Publications; 1980; Ch. 3-6

[19] Ibid, pp. 160-164

TABLE 5
AIRPORT INDUSTRIAL SITE STRENGTHS AND WEAKNESSES

Siting Factor Sought by Potential Prospect	Site Assessment	Comment
Real Estate Related Costs		
Low lease rates or land costs	Ground lease rate is a very low at $276/month per acre.	This is a nominal cost. All costs for a user will be for building and operations.
Low Construction costs	Same as the whole region.	
Up-front rent/cost concessions	None other than low rent.	County can consider creating other incentives if land does not lease quickly.
Market/Corporate Accessibility	Airport is central to all of Sacramento and Solano counties.	
Primary Consumer markets	Airport is central to all of Sacramento and Solano counties.	
Access to Raw Materials and Suppliers	Airport is central to all of Sacramento and Solano counties.	
Business services/Technical support	Any needed service is 8-20 miles away.	Delivery reduces or eliminates the distance.
Corporate/Division Headquarters		Good HQ location for a smaller company.
Taxes/Regulatory Environment		
Property Tax Rates	None -- ground lease.	Buildings would be taxed, depending on ownership.
Corporate and Business Taxes	Statewide	
Personal Income Taxes	Statewide	
Favorable local Government	County willing to negotiate	Must prepare the county for eventual deals.
Community Attitude Toward Business		Currently uncompetitive.
Tax Relocation/Startup Incentives	None by the county at this time.	
Quality of Life		
Housing Affordability	A wide range of options within 30 minutes of site.	
Cost of Living	County is below average for the region.	
Recreational/Cultural Amenities	A wide range of options within 30 minutes of site.	
Climate	Mild and favorable	
Ease of Commute	20-30 minutes by car.	Live elsewhere, fly in and out to run your business!
Low Crime Rate	Full airport security	
School System	A wide range of options within 30 minutes of site.	
Labor Quality/Availability		
Educated Labor Force	Draw from 350,000 workers of all degrees within 30 minutes.	

TABLE 5 (CONTINUED)

Siting Factor Sought by Potential Prospect	Site Assessment	Comment
Availability of low-cost labor	700,000 people and 350,000 workers within 30 minutes.	
Availability of continuing education	UC Davis, Sacramento State, DQ University, and three community colleges within 30 minutes.	
Job Training programs	Ample, equal to anywhere in California	
Industry specific skills	Draw from 350,000 workers of all degrees within 30 minutes.	
Infrastructure		
Major Highways	Interstate 80 is 9 miles away; Interstate 505 is 5 miles away.	
Local Roads	Wide two-lane county arterials to and from interstates.	Really the only weakness other than remoteness.
Port	Sacramento is 10 miles east.	
Airport	On site. Scheduled passenger service located 20 miles from site.	
Rail	No	
Electricity	PG & E	
Natural gas	To north of airport	Willing to lay gas to site?
Telecommunications	Overhead phone lines.	Will work with user for T-1, satellite or other services.
Sewer/Water	Wells on site, septic sewer system.	Most users will accept this unless they are heavy water processors.

Source: Applied Development Economics

MARKETING ACTION PLAN APPROACH

I. Create a Package of Marketing Materials

Create a packet of appropriate marketing materials for distribution to prospects and marketing partners. The packet should include the following:

- A cover statement of targeted users.
- A map showing the airport's location relative to Sacramento, Vacaville, Davis, major highways and other important features.
- A map of the airport which shows the location of all features on airport property. The Airport Layout Plan is more complex than needed, but will suffice until a new one is developed.
- A site profile, showing property address, transportation, utilities, contact name, etc.

- A profile of the Yolo County Airport -- The enclosed AirNav profile, downloaded from the Internet, will suffice.
- A Sacramento Regional Economic Profile -- Obtain SACTO's profile of the Greater Sacramento Region, which is geared to business attraction, and will be a useful tool. The latest version is January 2000.
- A SEDCORP economic profile. Since Dixon and Vacaville are within 30 minutes, the labor market and business network will include these communities, plus any others within a one-hour circle.
- A Yolo County profile. The profile SACTO developed is attached, and needs updating. The Yolo County profile will have limited value, since any business locating at the County Airport will do business throughout the Sacramento region, and in Solano and other East Bay counties. The Davis, West Sacramento, Woodland and Winters profiles are also attached.
- Any specific information requested by the individual client. This might include the number of employees of a particular occupation within commute distance, labor union activity, etc. This information is typically developed as needed for specific prospects, then kept for future reference.

2. Personally Spread the Word about Yolo Airport

Directly and personally distribute the site information, including maps, to a selected group of organizations. Meet their key marketing individuals and discuss the specific site. Only through personal contact will you generate significant awareness of the site as an alternative location. Through personal awareness you will build the momentum needed to get the site included in proposal packages, and you may get serious leads. The following need contacting at a minimum. Follow up with these key individuals periodically.

- UC Davis Office of Enterprise Development
- SACTO -- Barbara Hayes and Bob Burris
- The airport office and staff, including the FBO's and other businesses
- Any County offices that have a public access desk, kiosk or pamphlets. Discuss this at staff meetings and informally to all staff.
- City offices in Davis, Woodland, Winters and West Sacramento
- SAMG via Dave Freitas at Trade and Commerce Agency
- SACOG
- Local commercial real estate brokers. SACTO should be willing to provide a list of the brokers they work closely with. In addition, the Sacramento Business Journal has a special annual

publication listing the "Heavy Hitters" in the region. The County should be willing to consider paying a commission for any leads generated.

- Local developers. The Sacramento Business Journal has a list of developers in its annual Top 25 Listing. This list should be courted when it's time to build a spec building, or arrange a build-to-suit.
- The Port of Sacramento offices
- Local motels and hotels
- The Hyatt Regency, the Raddison, and other hotels with convention space for business meetings.
- Local employers, such as Raleys, MCI, Keebler, etc. These firms often have suppliers or customers that would be interested in a new facility.

3. Advertise More Broadly

The County should consider the following additional specific tactics.

- Ask for the inquiry list from UC Davis. The University's Office of Enterprise Development maintains a prospect list which includes companies they cannot assist with space needs. A formal request from the County for the list is required to obtain this information.
- Include the information on the Yolo County web site.
- Place an ad in the Sacramento Business Journal. Rates for a 1/4 page in the Prime Properties section of the weekly publication are about $150 to $200 per placement.
- Generate an article about the airport and the new land in the Sacramento Business Journal. Mike McCarthy is the senior reporter who covers that beat.
- Attend the Wescon Spring Trade show in Anaheim, which runs from February 25 to March 1, 2001. This show is tailored to the electronic industry and its suppliers. Aviation is among the industries included in this show. Because TeamCalifornia is not participating in this show, arrange meetings with target companies to meet during the show, attend the show and cruise the exhibition area seeking prospects. The cost totals $700 to $800 for travel, show tickets, and meals with clients.
- Attend the Wescon Fall Trade Show in San Jose, which runs October 16-18, 2001. This show is tailored to the electronics industry and its suppliers. Aviation is among the industries included in this show. Because TeamCalifornia is participating in this show, plan to attend as part of the

SACTO team and man the California booth. If SACTO does not participate, join TeamCalifornia on your own. In addition, arrange meetings with target companies to meet during the show, attend the show and cruise the exhibition area seeking prospects. The cost is $2,000 to $3,000, or less if SACTO participates. E-mail Chris Backlund at Trade and Commerce at CBacklund@commerce.ca.gov to reserve your space.

- Place classified ads in On-line aviation magazines that may generate interest. The two periodicals with the largest circulation are *Flying* and *AOPA Pilot*, each with over 300,000 subscribers. *Private Pilot*, and *Plane & Pilot* are others found at the newsstand. *Flyer* seems to be a web-based publication. These magazines are all geared to pilots, and almost all real estate classifieds in these publications are for private homes and hangars. Nevertheless, these are free or inexpensive to place, and may generate an occasional response.

- Send direct mail to all manufacturers and suppliers who advertise in *Flying*, *Flyer*, *Private Pilot*, and *Plane & Pilot*. These companies may be seeking new locations at airports. Many of the companies on the current advertiser list appear to be East Coast firms who may be looking to cost-effective West Coast expansions. Follow up your letter with a phone call.

- Promote the airport and this land at events pilots attend, including the Marysville fly-in and others.

4. Recruit, Recruit, Recruit

Schedule the necessary time and budget to support these activities. Add 1/3 extra time for follow-up with prospects by phone, email and mail. Thorough follow-though is rarer than not, and often makes the difference between a tire kicker and a sale. This is especially true for the smaller owner-operator type firms that predominate the target list.

5. Track Your Progress

Create a prospect database that is easily kept, updated, and tracks all contacts with a prospect. For example, the Act! Contact management software, originally developed by Lotus and currently marketed by Symantec, is available for a nominal price. Act! is used by many economic development organizations, and features include generating merge letters, tracking responses, keeping a Rolodex, reminders for follow-up, etc. Act! also generates a series of useful pre-designed reports and allows complete customization. Newer versions are compatible with Palm® handheld computing devices.

THE NEED FOR EXISTING BUILDINGS TO OCCUPY

The county will **dramatically improve competitiveness** if it keeps a continuous supply of quality buildings available for immediate occupancy by light industry -- usually smaller owner-operator businesses. These businesses typically need between 10,000 and 50,000 square feet of space on one to five acres. They seldom buy and build, and usually lease. They often seek to reduce operating costs, and need to either expand into new markets or move from crowded, outdated, inefficient facilities. The owner may have run his business for many years and wants to locate near his ultimate retirement location. These site location decisions more often revolve around personal factors rather than quantitative factors. The County will successfully attract many such firms if it can improve upon the more problematic aspects of doing business in the existing location. This type of prospect will account for most of the prospects likely to find the airport attractive. **This prospect will not consider you unless you can provide a ready-to-go facility.** Existing buildings are scarce, and Yolo County will get many serious prospects with this unique strategy.

Shirtsleeve calculations show that a 10,000 to 20,000 square foot speculative or build-to-suit building would cost between $60 and $80 per square foot to build,[20] with the corresponding debt service running at about $0.50 per square foot per month.[21] Lease rates in the Sacramento area run between $0.35 and $0.40 per square foot per month.[22] Therefore, developers may need to partner with the user, or may need an inducement to build without losing money. The county may consider building itself, seeking assistance from grant programs, creating public-private partnerships, etc.

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[20] *Quick Cost Calculator for Sacramento* found at http://www.rsmeans.com

[21] This assumes a 20-year loan with an interest rate of eight percent with semiannual payments.

[22] This refers to a basic industrial shell under 50,000 square feet. Data was originally presented by Dennis F. Shorrock of Colliers International at the "2001 Earlybird Economic Forecast Conference," which was sponsored by the Sacramento Business Journal on October 24, 2000.

APPENDIX A

LAND USE COMPATIBILITY GUIDELINES FOR SAFETY
MAP OF YOLO AIRPORT VICINITY AND TABLE OF LAND USES
YOLO COUNTY AIRPORT COMPREHENSIVE LAND USE PLAN

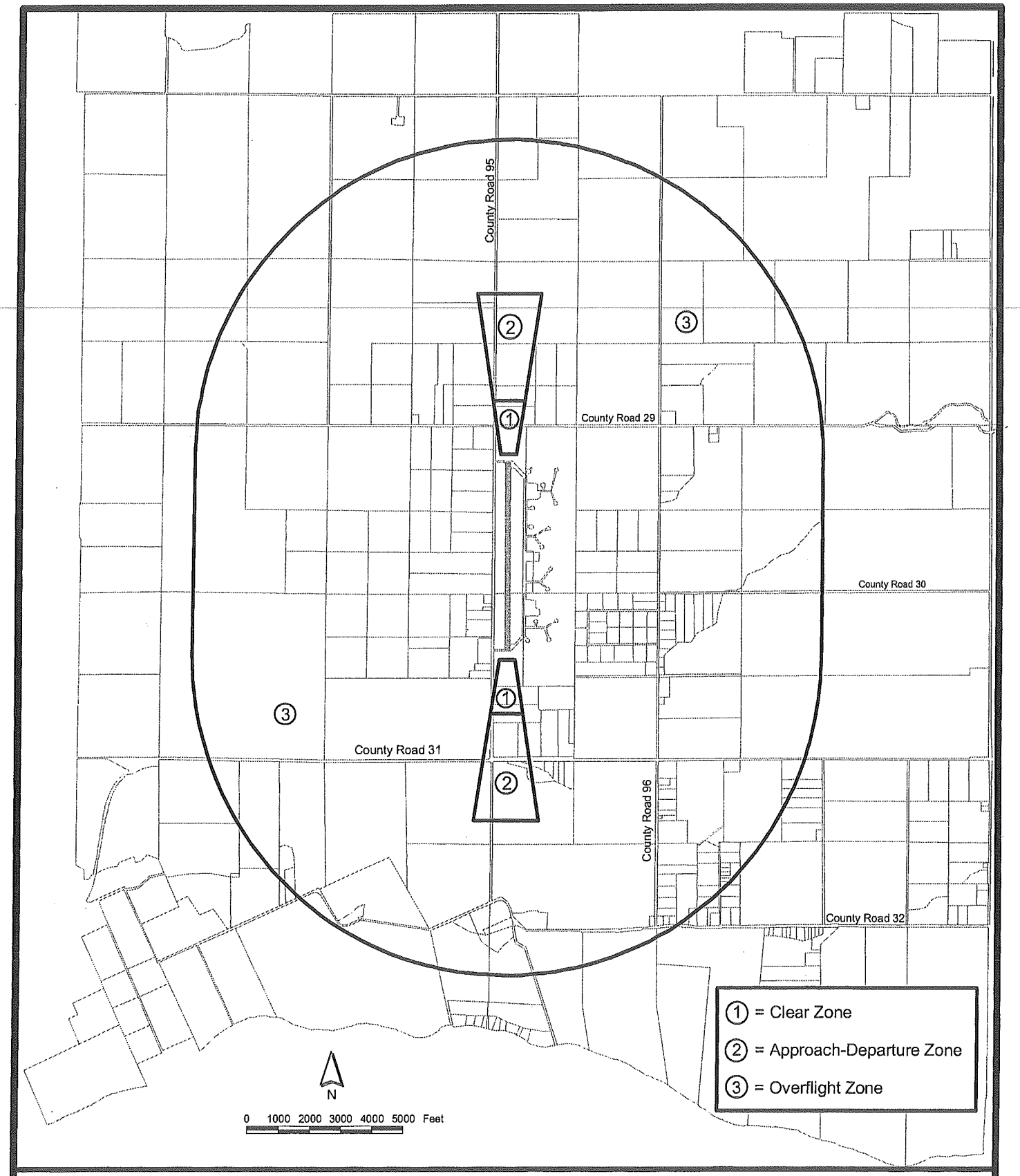

Figure 10
Yolo County Airport
Safety Zones

YOLO COUNTY AIRPORT LAND USE COMPATIBILITY GUIDELINES FOR SAFETY			
LAND USE CATEGORY and (Standard Industrial Classification Code)	COMPATIBILITY WITH		
	CLEAR ZONE	APPROACH-DEPARTURE ZONE	OVERFLIGHT ZONE
RESIDENTIAL			
Single-family detached	No	Yes[1]	Yes
Two-family dwelling	No	No	Yes
Multi-family dwelling (3+ families)	No	No	Yes
Group quarters & rooming houses (702, 704)	No	No	Yes
Mobile home parks or courts (6515)	No	No	Yes
MANUFACTURING			
Food & kindred products (20)	No	Yes[2]	Yes
Textiles & apparel (22, 23)	No	Yes[2]	Yes
Transportation equipment (37)	No	Yes[2]	Yes
Lumber & wood products (24)	No	Yes[2]	Yes
Furniture & fixtures (25)	No	Yes[2]	Yes
Paper & allied products (26)	No	Yes[2]	Yes
Printing & publishing (27)	No	Yes[2]	Yes
Chemicals & allied products (28)	No	No	No
Asphalt paving & misc. petroleum (295, 299)	No	No	Yes
Petroleum refining (2911)	No	No	No
Rubber & plastics (30)	No	No	No
Stone, clay, glass & concrete products (32)	No	Yes[2]	Yes
Primary & fabricated metals (33, 34)	No	Yes[2]	Yes
Electrical and electronic equipment (36)	No	Yes[2,13]	Yes[13]
Leather products (31)	No	Yes[2]	Yes
Industrial, commercial & computer equipment (35)	No	Yes[2,13]	Yes[13]
Photo, optical & medical equipment (38)	No	Yes[2]	Yes
Miscellaneous manufacturing (39)	No	Yes[2]	Yes
TRANSPORTATION, COMMUNICATIONS & UTILITIES			
Streets, roads, & highways	No	Yes	Yes
Heavy rail lines: freight & passenger (40)	No	Yes	Yes
Light rail lines: passenger (41)	No	Yes	Yes
Trucking & rail freight terminals (42)	No	Yes[2]	Yes
Warehousing & storage (422) [4]	No	Yes[2]	Yes
Passenger terminals & stations	No	No	Yes
Water transportation: freight & passenger (44)	No	Yes	Yes
Parking lots (752)	No	Yes[2]	Yes
Transportation services (47)	No	Yes[2,5]	Yes
Radio, TV & telephone (48)	No	No	Yes[13]
Cellular radio transmission antenna (4812)	No	Yes[14]	Yes
Courier service (4215)	No	Yes[2]	Yes
Electrical & natural gas generation & switching (491, 492)	No	No	Yes[13]
Natural gas & petroleum pipelines & storage (46)	No	No	Yes
Water treatment plants (494)	No	No	Yes[6]
Sewer treatment plants (4952)	No	No	Yes[6]
Sanitary landfills (4953)	No	No	Yes[6]
Recycling & transfer facilities (4953) [7]	No	Yes[2,6]	Yes[6]
Hazardous material facilities (4953)	No	No	Yes[6]

YOLO COUNTY AIRPORT LAND USE COMPATIBILITY GUIDELINES FOR SAFETY			
LAND USE CATEGORY and (Standard Industrial Classification Code)	COMPATIBILITY WITH		
	CLEAR ZONE	APPROACH-DEPARTURE ZONE	OVERFLIGHT ZONE
WHOLESALE TRADE			
Paints, varnishes & supplies (5198)	No	No	Yes
Chemicals & allied products	No	No	Yes
Petroleum truck terminals	No	No	Yes
Miscellaneous wholesale trade	No	Yes[2]	Yes
RETAIL TRADE			
Department & variety stores (single) (53)	No	No	Yes
Lumber, building materials & nurseries (521, 526)	No	Yes[2]	Yes
Grocery stores & drug stores (54)	No	No	Yes
Paint, glass, wallpaper & hardware (523, 525)	No	No	Yes
Auto, truck, boat & RV dealers (55)	No	Yes[2]	Yes
Mobile home dealers (527)	No	Yes[2]	Yes
Auto & truck service stations (554)	No	No	Yes
Fuel dealers (598)	No	No	Yes
Apparel & shoes (56)	No	No	Yes
Home furnishings (57)	No	No	Yes
Eating & drinking (58)	No	No	Yes
Miscellaneous retail trade (59)	No	No	Yes
BUSINESS & PERSONAL SERVICES			
Auto, truck, boat, RV & miscellaneous repair (75, 76)	No	Yes[2]	Yes
Mobile home repair (1521)	No	Yes[2]	Yes
Commercial laundries & cleaning (721)	No	Yes[2]	Yes
Coin-operated laundries (7215)	No	No	Yes
Photographers, beauty & barber, shoe repair (722-725)	No	No	Yes
Funeral services (726)	No	No	Yes
Business services (73)	No	Yes[2]	Yes
Computer programming & data processing (737)	No	No	Yes
Travel agencies (4724)	No	No	Yes
Legal & engineering (81, 87)	No	No	Yes
Banks, credit unions & financial (63, 64, 65)	No	No	Yes
Hotels, motels, inns, bed & breakfast (701)	No	No	Yes
Business parks & industrial clusters	No	Yes[2,8]	Yes
Office buildings (offices for rent or lease)	No	No	Yes
Business & vocational schools (824, 829)	No	No	Yes
Construction businesses (15, 16, 17)	No	Yes[2]	Yes
Miscellaneous personal services (729)	No	No	Yes
SHOPPING DISTRICTS			
Neighborhood shopping centers	No	No	Yes
Community shopping centers	No	No	Yes
Regional shopping centers	No	No	No

YOLO COUNTY AIRPORT LAND USE COMPATIBILITY GUIDELINES FOR SAFETY			
LAND USE CATEGORY and (Standard Industrial Classification Code)	COMPATIBILITY WITH		
	CLEAR ZONE	APPROACH-DEPARTURE ZONE	OVERFLIGHT ZONE
PUBLIC AND QUASI-PUBLIC SERVICES			
Post offices (53)	No	No	Yes
Government offices (91-96)	No	No	Yes
Government social services (83)	No	No	Yes
Elementary & secondary schools (821)	No	No	Yes[9]
Colleges & universities (822)	No	No	No
Hospitals (806)	No	No	No
Medical & dental laboratories (807)	No	Yes[2]	Yes
Doctor & dentist offices (801-804)	No	No	Yes
Museums & art galleries (84)	No	No	Yes
Libraries (823)	No	No	Yes
Churches (866)	No	No	Yes
Cemeteries (6553)	No	Yes[2,10]	Yes
Jails & detention centers (9223)	No	No	No
Child care programs (6 or more children) (835)	No	No	Yes
Nursing care facilities (805)	No	No	Yes
RECREATION			
Neighborhood parks	No	No	Yes
Community-wide & regional parks	No	No	Yes
Riding stables (7999)	No	Yes[2]	Yes
Golf courses (7992)	No	Yes[2,11]	Yes
Open space & natural areas	Yes[3,6]	Yes[2,6,12]	Yes[6]
Natural water areas	Yes[3,6]	Yes[2,6,12]	Yes[6]
Recreation & amusement centers (793, 799)	No	No	Yes
Physical fitness & gyms (7991)	No	No	Yes
Camps, campgrounds & RV parks (703)	No	No	Yes
Dance halls, studios & schools (791)	No	No	Yes
Theaters - live performance (7922)	No	No	Yes
Motion picture theater - single or double (783)	No	No	Yes
Motion picture theater complex - 3 or more (783)	No	No	No
Professional sports (7941)	No	No	No
Stadiums and arenas	No	No	No
Auditoriums, concert halls, amphitheaters	No	No	No
Fairgrounds and expositions (7999)	No	No	No
Racetracks (7948)	No	No	No
Theme parks	No	No	No

YOLO COUNTY AIRPORT LAND USE COMPATIBILITY GUIDELINES FOR SAFETY			
LAND USE CATEGORY AND (Standard Industrial Classification Code)	COMPATIBILITY WITH		
	CLEAR ZONE	APPROACH-DEPARTURE ZONE	OVERFLIGHT ZONE
AGRICULTURE AND MINING			
Row & field crops (011, 013, 016)	Yes[3,6]	Yes[2,6]	Yes[6]
Tree crops (012)	No	Yes[2,6]	Yes[6]
Intensive livestock (021, 024, 027)	No	Yes[2,6]	Yes[6]
Nursery products (018)	No	Yes[2,6]	Yes[6]
Poultry (025)	No	Yes[2,6]	Yes[6]
Pasture & grazing	Yes[3,6]	Yes[2,6]	Yes[6]
Agricultural services (7)	No	Yes[2]	Yes
Mining & quarrying (10, 12, 14)	No	Yes[2,6]	Yes[6]
Oil & gas extraction (13)	No	No	Yes

FOOTNOTES:

1 Single family residential is a compatible land use only if the density is five acres or more per single family residence

2 Uses compatible only if they do not result in a large concentration of people. A large concentration of people is defined as a gathering of individuals in an area that would result in an average density of greater than 25 persons per acre per hour during any 24 hour period ending at midnight, not to exceed 50 persons per acre at any time. (See Appendix A)

3 No buildings, structures, above-ground transmission lines, or storage of flammable or explosive material above ground, and no uses resulting in a gathering of more than 10 persons per acre at any time.

4 No bulk petroleum products or chemical storage.

5 Tour operator passenger facilities not allowed.

6 Uses compatible only if they do not result in a possibility that a water area may cause ground fog or result in a bird hazard.

7 Household hazardous waste facilities operated as part of an integrated waste management program and resulting in only temporary storage of materials is allowed.

8 Uses in buildings must be compatible.

9 Use compatible only if requirements of California Education Code, Sections 17215, 81036 and 81038 are fulfilled.

10 No chapels or funeral homes.

11 No club houses, bars, restaurants or banquet facilities. Ancillary uses such as pro shops, snack bars, and specialty food and beverage services are allowed. New course layouts and revisions to existing courses must be reviewed by the ALUC for safety impacts.

12 No high intensity uses or facilities, such as structured playgrounds, ballfields, or picnic pavilions.

13 No uses that would cause electrical interference that would be detrimental to the operation of aircraft or aircraft instrumentation.

14 Use compatible only if there will be no on-site employees, and the Federal Aviation Administration has conducted an Aeronautical Study on the proposal and has concluded that the antenna will not constitute a hazard to air navigation.

APPENDIX B

SPECULATIVE BUILDING NEEDS DETERMINATION CHECKLIST

DETERMINE NEED FOR SPECULATIVE BUILDINGS

-Excerpt from Midwest Research Institute

Erecting a speculative building on an industrial site saves time. With a shell building in place, prospective tenants can make location decisions knowing that construction of a complete facility is not necessary. Finishing a shell usually goes quickly. The land is already cleared, utility hookups are in place, and any restrictions are already clear. A spec building is one way to bring prospects looking for a building into the community.

Should a community have a spec building? Although it can add to a community's assets and certainly should be considered, a spec building is a better investment in a community where the other resources important to industry are already present. Good transportation, a sufficient and well-trained labor force, and reasonable and available utilities are more important to prospects than a spec building. If a community does not have the basic resource base, a spec building is unlikely to attract an industry. The decision to invest in a spec building should be carefully made.

If a speculative building is considered a sound investment by the community, what size is appropriate? There is no one answer to this question, but as a general rule, communities with a population under 10,000 should not erect a facility that is over 30,000 square feet. Finding a tenant for a larger facility is less probable for a small community. Factors such as the size of the labor force, the financial capability of the community to support a facility, and the cost or land preparation should all be considered in deciding on size. If a tenant requires additional space, it can always be added.

SPECULATIVE BUILDINGS CHECKLIST

- Size is usually not over 30,000 square feet for communities under 10,000 in population
- Placement on fully developed lot
- Site large enough to allow expansion; approximately three or four times the amount of land needed for building itself; allow room for parking and loading
- Accessible by rail, if possible
- Use of building material that allows easy expansion such as concrete tilt-up or pre-engineered steel

- Ceiling height of 18 to 20 feet
- Smaller buildings should have no interior columns
- Flooring is optional; if installed, it should be four or five inches of reinforced concrete; flooring can be partially installed and then finished when a tenant is located
- Insulation, lighting , ventilation, doors, and roofing should be in place
- Minimum heating
- Rough grading of site
- Landscaping and mowing on a regular basis

APPENDIX C

SUMMARY AND SITE DESCRIPTION FOR YOLO COUNTY AIRPORT

Available Land at Yolo County Airport

Location

Street Address Aviation Avenue and County Road 95 at the Yolo County Airport.

Terms

Terms Long term ground lease. You build or will work with you on a BTS. Lease the land for $275/acre/month

Site Data

Parcel Size 10 acres

Land Use Status Currently vacant

Zoning Designation General aviation (Light industrial and commercial uses conditionally allowed)

Divisible Yes

Incentives

Development Status Vacant fully served.

Broker/Owner Information

Contact
Marshall Drack
Yolo County Airport Manager
292 West Beamer Street
Woodland, CA 95695

Phone 530-666-8042
Fax 530-666-8156

E-mail Marshall.Drack@ccm.yolocounty.org

Transportation

Nearest Major Highway Interstate 80 is 9 miles from the airport. Interstate 505 is 5 miles from the airport.

Rail Service No

Nearest Highway County Road 95

Directions

Trucks exit 113 on Road 29 and go west 4 miles to airport. Or exit 505 at Road 29A and go east 5 miles to airport.

Utilities/Infrastructure

Water Service Provider On-site wells operated by Airport Authority
Water Service Line Size 75gpm capacity

Sewer Service Provider On-site septic operated by Airport Authority

Electrical Service Provider PG&E
Power Size Available 12 kVA

Natural Gas Trunk Line 4" transmission line on Road 29 would need extension onto site.

Comments/Additional Data

Seeking industrial and commercial owner-operators to build their own facility adjacent to airport. See balloons, parachutes, wildlife out your front door!

Revision Dates 11/21/00

APPENDIX A

LAND USE COMPATIBILITY GUIDELINES FOR SAFETY
MAP OF YOLO AIRPORT VICINITY AND TABLE OF LAND USES
YOLO COUNTY AIRPORT COMPREHENSIVE LAND USE PLAN