



The City of Biggs

Economic Development & Market Analysis Study

PMC

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EXECUTIVE SUMMARY

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INTRODUCTION

Since the City of Biggs incorporated in 1903, the downtown has served as the primary center of cultural and economic activity for the community. Initially, an agriculture-based economy thrived as Biggs' fertile soil produced wheat, oranges, peaches, figs, alfalfa, walnuts, cherries, prunes, almonds, pears, and sugar beets. In the early to mid-1900s, rice became a major crop cultivated in Biggs and attracted farmers from across the nation, sustaining the town's thriving economy. The beautiful Hotel Colonia building remains a symbol of Biggs prosperous history.

In addition to the business opportunities presented by rice farming, the rice fields became an important habitat and food source for migrating ducks and geese. The bird habitat is a precious natural resource and also an asset that provides the City with opportunities for economic development. Although the agricultural sector of Biggs' economy has waned in recent years, rice remains a primary crop cultivated in the region. In 1999, the Sun West Rice Mill was established in Biggs and it generates a vast majority of the town's current property tax revenue.



The Historic Hotel Colonia in Biggs, CA, 2007

BACKGROUND

In recent years the City of Biggs has focused on identifying measures to stimulate the City's stagnant economy and revitalize the downtown. As part of this ongoing effort an economic development committee was formed consisting of civil servants, business owners, and residents of Biggs. Vice-Mayor Frith serves as the designated Councilmember liaison to the Economic Development Committee. In December 2005, the City of Biggs was awarded a CDBG Planning and Technical Assistance Grant from

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the State of California to prepare an Economic Development and Market Analysis Study. On March 19, 2007, the City approved an agreement with PMC to prepare the Economic Development and Market Analysis Study utilizing approved and budgeted funding from the 2005 Planning and Technical Assistance Grant.

The study consists of the following components:

- Research of Market Trends;
- Analysis of Existing Conditions and Infrastructure;
- Identification of Impediments to Business Development; and
- Implementation Strategies for Business Development.

OBJECTIVES OF THE STUDY

This study is the first step in helping the City of Biggs meet the following long-term objectives related to economic development:

- Create business and employment opportunities for the citizens of Biggs that will raise income levels and improve the quality of life for the community.
- Develop a sustainable economic base and maintain a business environment that is in balance with other competing needs in Biggs.
- Create a thriving business environment in the City.
 - Improve the physical conditions and the consumer environment downtown.
 - Increase the number of businesses downtown.
 - Increase the number of destinations downtown.
 - Increase the number of activities downtown.
 - Increase the number of people arriving in downtown to conduct business or attend other activities.
- Grow revenues received by the City that can be used to finance needed projects and initiatives.

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PROVEN PRACTICES

To achieve the level of economic development articulated in the objectives, the City of Biggs will need to examine what tools and techniques are being used successfully by other communities to stimulate and sustain their economies. PMC performed a survey of proven practices to revitalize downtown that examined current literature from economic policy analysts, academic institutions, and non-profit organizations charged with economic development in their respective regions. The survey also included case studies of similar communities that have recently undergone economic development efforts specifically aimed at revitalizing their downtowns. The results of that survey yielded the following proven practices for economic development.

Exhibit 1 - Proven Practices for Revitalizing Downtown

10 Proven Practices For Revitalizing Downtown

- 1. Develop a Vision**
- 2. Develop a Strategic Plan**
- 3. Develop Public/Private/Non-Profit Partnerships**
- 4. Remove Barriers and Impediments to Development**
- 5. Improve the Appearance of Downtown**
- 6. Preserve Historic Structures**
- 7. Encourage Entertainment & Retail Downtown**
- 8. Create a Strong Office Market**
- 9. Develop an Action Plan**
- 10. Promote Downtown**

BIGGS PROFILE

A Demographic Profile of Biggs

There are a number of demographic factors influencing economic development in the City of Biggs. Demographics are directly linked to consumer trends. Following are some

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of the demographic characteristics of the City that must be considered when developing strategies for economic development:

- Biggs has a density of 3,450 persons per square mile. This is comparable to many urban areas and much higher than many suburbs or fast-growing edge cities.
- 27 percent of Biggs' residents are age 15 or younger, a proportion significantly higher than both the state and national averages.
- Median income in Biggs is \$33,250, an income level much lower than the state or national average, \$47,500 and \$42,000 respectively.
- In contrast to typical communities in California and across the US, householders age 45-54 do not have the highest income levels. In Biggs, young families age 25-34 earn the highest incomes.
- The unemployment rate in the Chico-Paradise reporting area for the first quarter of 2007 is 6.9 percent, a rate significantly higher than state and national levels. Outlying areas, including Biggs, typically average one percent higher than the metro rate.
- In Biggs, a large portion of the population over 16 years of age (39.3 percent) is not in the labor force.
- 34.4 percent of residents age 25 and older do not have a high school diploma.
- Only 7 percent of residents age 25 and older have a bachelor's or advanced college degree.

Comparisons to Other Communities

As part of the economic analysis, PMC compared Biggs with eight other jurisdictions. Wheatland, Westmorland, and Dunsmuir were selected because of their similar character and population, based on 2000 US Census data. Weed, Yreka, and Winters were included in the comparison because they are smaller towns that have recently undertaken economic development planning initiatives to revitalize their downtowns. Finally, the neighboring cities of Gridley and Oroville were included to provide a regional economic perspective.

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Population growth and sales tax revenue were examined across seven communities. The results indicate that Biggs is lagging significantly behind all cities in terms of its growth and its ability to generate revenue from sales and use tax.

The neighboring City of Gridley's per capita sales tax revenue is \$169, which exceeds the 2004 California State average of \$146.25 per person. Even Biggs' closest comparison, Wheatland, generates almost three times the amount of sales tax revenue per resident. The statistics clearly reveal that Biggs' economy is underperforming. One of the first steps required to stimulate the economy is the identification market trends and opportunities.

Exhibit 2 – Sales Use Tax

Sales & Use Tax Revenues Per Resident - California Cities*								
County	Butte			Yuba	Imperial	Siskiyou		
City	Oroville	Gridley	Biggs	Wheatland	Westmorland	Dunsmuir	Weed	Yreka
1991-92	\$194	\$112	\$10	\$28	\$39	\$64	\$100	\$173
1992-93	\$195	\$123	\$15	\$29	\$43	\$69	\$107	\$182
1993-94	\$186	\$127	\$13	\$20	\$35	\$66	\$95	\$191
1994-95	\$175	\$120	\$12	\$21	NA	\$66	\$107	\$188
1995-96	\$178	\$128	\$13	\$32	NA	\$83	\$115	\$194
1996-97	\$185	\$142	\$17	\$42	\$37	\$66	\$109	\$203
1997-98	\$175	\$135	\$17	\$41	\$50	\$75	\$114	\$207
1998-99	\$188	\$135	\$10	\$44	\$12	\$73	\$117	\$216
1999-00	\$197	\$144	\$13	\$45	\$67	\$74	\$127	\$237
2000-01	\$208	\$145	NA	\$38	\$66	\$56	\$132	\$231
2001-02	\$207	\$137	\$8	\$32	\$40	\$41	\$155	\$239
2002-03	\$209	\$147	\$9	\$35	\$64	\$46	\$171	\$250
2003-04	\$217	\$169	\$13	\$39	\$52	\$44	\$178	\$254

Source: California State Controller, Cities Annual Reports

* The most recent data on this table is from 2003-2004. Since that time, Gridley's sales and use tax revenue has increased, while Biggs' has further declined, (Source: Personal Communication, City of Biggs staff).

MARKET ANALYSIS

When the demand for some goods and services is not being met locally, this trend is referred to as sales leakage. The leakage occurs because consumers make purchases at establishments outside the City or even outside the state via mail or Internet sales. Purchasing decisions are typically influenced by one or more factors, including convenience, opportunity, quality, service, selection, and marketing.

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PMC conducted an analysis of sales leakage and surplus in Biggs and surrounding communities. The results reveal that there is a retail opportunity equaling roughly \$11 million within the City of Biggs. Regionally, the economy is more competitive. When areas up to 10 miles around the City are included in the survey, there is actually a retail surplus equaling approximately \$80 million in retail sales.

These regional statistics highlight the difficult task that lies ahead for civic and business leaders in Biggs as they strive to achieve economic growth. There is, however, enormous opportunity at a local level if the City can establish an economic base that meets the everyday needs of its residents. To compete at a regional level, Biggs will need to distinguish itself from neighboring cities and tap markets where opportunities for sustainable economic growth exist.

Saturated Markets

The following chart represents those markets that are saturated within the survey area radiating out from Biggs.

- **Oversaturated Markets – 1 Mile**
 - Drinking Places – Alcoholic Beverages
 - **Oversaturated Markets – 5 Miles**
 - Motor Vehicles & Parts Dealers
 - Building Materials, Garden Equip. & Supply Stores
 - Food & Beverage Stores
 - Health & Personal Care
 - Limited Service Eating Places (Fast Food)
 - **Oversaturated Markets – 10 Miles**
 - Motor Vehicles & Parts Dealers
 - Furniture & Home Furnishings
 - Building Materials, Garden Equip. & Supply Stores
 - Food & Beverage Stores
 - Health & Personal Care
 - Gasoline Stations
 - Sporting Goods Stores
 - Hobby and Music Stores
 - Book Stores
 - General Merchandise Stores
 - Full Service Restaurants
 - Limited Service Eating Places (Fast Food)
 - Drinking Places
- Legend**

 red text denotes a saturated market both a 5-mile local and 10-mile regional level



Market Opportunities

The following chart represents market opportunities in the survey area. Note that some opportunities within a 5-mile radius are actually saturated markets when viewed at a 10-mile radius. It becomes even more critical to understand business potential and the location of potential customers when saturated markets are so close in proximity.

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- Business Opportunities – 1 mile
 - Every market segment except bars and drinking establishments.
- Business Opportunities – 5 miles
 - Furniture Stores - \$0.4 million
 - Home Furnishings - \$0.7 million
 - Electronic & Appliance Stores - \$0.5 million
 - Gasoline Stations - \$0.7 million
 - Clothing Stores - \$2.4 million
 - Shoe Stores - \$0.5 million
 - Jewelry, Luggage, and Leather Goods - \$0.3 million
 - Book, Periodical, and Music Stores - \$0.4 million
 - Dept. Stores & General Merchandise - \$7.5 million
 - Full Service Restaurants - \$6.8 million
 - Special Food Services - \$0.6 million
- Business Opportunities – 10 miles
 - Electronics & Appliance Stores \$1.6 million
 - Specialty Foods - \$0.4 million
 - Clothing Stores - \$4.4 million
 - Shoe Stores - \$1.1 million
 - Jewelry, Luggage, and Leather Goods - \$0.5 million
 - Special Food Services - \$0.6 million

Legend

-  green text denotes market opportunity at both a local and regional level
-  orange text denotes a local market opportunity that is saturated at a regional level

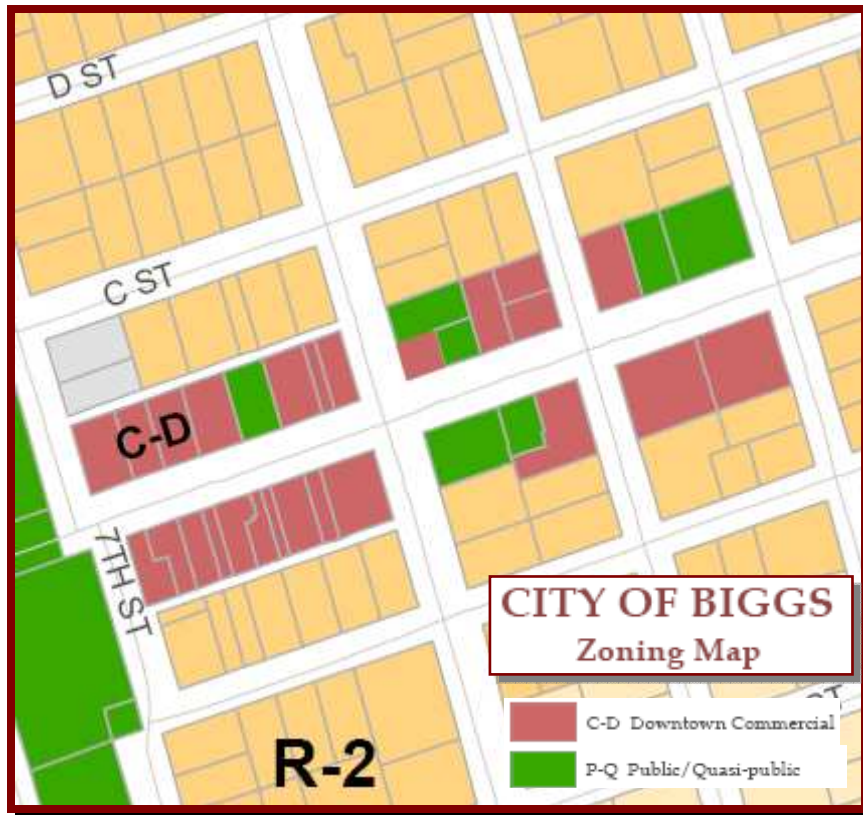
REGULATORY AND PHYSICAL ENVIRONMENT

The City of Biggs Commercial Downtown area is located adjacent to the north and south sides of B Street between Fourth and Seventh Streets in central Biggs. The area generally consists of existing residential and public structures (fire station, post office, and library) between Fourth and Sixth Streets and a mix of aging commercial buildings between Sixth and Seventh Streets. The block between Sixth and Seventh Streets, along with a single adjacent commercial use located at the northwest corner of Fifth and B Street, contains all of the commercial sales tax-generating uses within the City of Biggs.

The City has not adopted any Downtown Specific Plan, Zoning, Subdivision, or Design Standards for the Commercial Downtown area. As a result, the Goals, Policies and Programs contained within the General Plan are applicable to development within the Commercial Downtown area of the City and new development activity is regulated by the existing Municipal Code. The Commercial Downtown area does not currently have a downtown business owners association, and is not subject to a redevelopment district or to any special tax provisions or programs. Additionally, none of the buildings within the Commercial Downtown area are formally designated as historic by the City of Biggs.

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Exhibit 3 - City of Biggs Zoning Map



Among the 31 parcels of land located within the Downtown Corridor between Fourth and Sixth Streets, six parcels contain structures that are vacant. There is a lack of available space for purchase or rent primarily due to the poor conditions of many of the structures. While limited, the area does provide a small grocery store, restaurant, credit union/bank, various small service and professional offices, a drinking establishment, and two automotive repair shops.

Impediments to Development

An analysis of the infrastructure and regulatory environment reveals the following conditions for, and impediments to development.

Water

The existing water wells operate on a direct drive system requiring a water reservoir.

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- Impediment - The primary water-related impediments to Commercial Downtown development are due to low overall system water pressures which may not support necessary commercial fire flows and the under-sized, aging and non-looped water service located within the alley south of B Street. It should be noted, however, that the City is in the process of replacing their water systems for the majority of lines. This is anticipated to improve both water pressures and water flows.

Sewer

The City of Biggs is its own wastewater provider.

- Impediment - The City's wastewater collection system requires a great deal of rehabilitation and the lines in the Downtown Corridor are no exception. The age and condition of the infrastructure represents a potential impediment to the development of new uses in the downtown area and could become a problem if all existing users were to begin to utilize the system.

Storm Drainage

The City of Biggs provides storm water drainage facilities at varying locations in the City.

- Impediment - The only accessory storm drainage infrastructure within the downtown area is vertical curving along both sides of B Street. The Storm Drainage Master Plan proposed the future installation of two new storm drainage inlets at the intersection of Seventh and B Streets, however funding is not currently available to complete the project.

Transportation

The City's General Plan identifies B Street as an Arterial Roadway and as a Pedestrian Route on the City's Pedestrian and Bicycle Route Map.

- Impediment - The use of the Biggs' B Street Corridor as a major truck route presents an impediment to development in the downtown due to noise impacts, litter, and potential traffic safety issues that could arise as a result of a thriving downtown commercial area.

Land Availability

Within the study area, there is little room for new or expanded development.

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- Impediment - Between Fourth and Seventh Streets, there are only three parcels lacking a structure. Although there is limited opportunity to develop on vacant parcels, substantial opportunity exists for redevelopment or use of existing buildings within the area. There are currently seven parcels that contain vacant structures and numerous others that could be redeveloped to accommodate new or expanded commercial opportunities. Despite the lack of available parcels, the availability of vacant properties presents a market for businesses to come and occupy existing structures.

Environment

Fortunately, Biggs currently has no open environmental cleanup sites on the Cortese List, which is compiled and managed by the California Department of Toxic Substances Control.

- Impediment - There are, however, two Leaking Underground Fuel Tank (LUFT) sites within the study area that are currently under remediation.
 1. Vacant Gas Station (498 B Street)
 2. Quick-Stop (454 B Street)

Other environmental impediments include:

- The possible presence of lead paint or asbestos in older buildings
- High fire hazard due to zero-lot line building, the age of the structures, low area water pressure, and the presence of vacant buildings.
- Noise impacts from trucks and nearby railroad tracks where approximately 24 trains pass daily.

Other Impediments

The City of Biggs has significant concerns about other potential obstacles to economic revitalization. These include, but are not limited to, the following:

- The poor physical condition of many buildings downtown, some of which have remained empty and unused for years;
- The financial investment required to bring buildings up to code for adaptive reuse;

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- The viability and limited availability of parcels zoned for commercial development;
- The need for other types of zoning, such as mixed-use residential and commercial zoning, that will help stimulate economically viable projects downtown;
- The need to foster commercial development in other areas of the City without further eroding the economic vitality of the B Street commercial area; and
- The limited amount of parking and the absence of processes to waive parking requirements.

STRATEGIES FOR ECONOMIC DEVELOPMENT

Sustainable economic development strategies consider the long-term effects of economic development initiatives and strive for economic stability with persistent growth. An analysis of a community's strengths, weaknesses, opportunities, and threats (commonly referred to as a SWOT analysis) is often the first step in thinking strategically about a city's economic future.

SWOT Analysis

This initial SWOT analysis for the City of Biggs can be expanded and refined as planning and development efforts move forward and as conditions change on the ground. (Please see the full report for a detailed description of each strength, weakness, opportunity, and threat.)

Strengths:

- Charm
- High Density
- Sidewalks
- Trees
- Historic Buildings
- Commitment of Civic Leaders
- Parks

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Weaknesses

- Lack of Adequate Infrastructure
- Limited Commercial Activity
- Truck Route Location through Downtown
- Limited Shaded Areas in Downtown
- Limited Use of Public Spaces
- Separation of Commercially Zoned Areas
- Inflexible Permitting Process

Opportunities

- Signage
- Low-Cost Electrical Power
- Demographic Serving Businesses
- Vacant Buildings
- Historic Buildings
- Bicycle Lanes
- Shade Trees
- Tourism

Threats

- Neighboring Gridley
- Future Economic Downturn
- Quality of Schools

Potential Strategies for Economic Development

Following are potential strategies that the City may choose to implement to achieve its stated economic development objectives:

- Establish an Environment Conducive to Business
- Establish a Package of Economic Incentives
- Reroute Truck Traffic around Downtown
- Develop New Commercial Areas
- Pursue a Redevelopment Initiative Downtown
- Tap into Tourism

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- Establish Partnerships
- Bring the Community Downtown

Establish an Environment Conducive to Business

The business environment in downtown Biggs must be improved on several fronts:

- Improving the physical infrastructure of many buildings downtown, rehabilitating structures that the City would like to retain, and making room for new buildings and development;
- Improving the safety of downtown by eliminating truck traffic that creates a potential hazard to pedestrians and other motorists as well as producing air and noise pollution; and
- Improving the appearance of downtown to create an attractive and engaging destination for consumers.

Establish Package of Economic Incentives

Business attracts more business. Conversely, the lack of economic activity in Biggs is also a significant deterrent to potential new businesses and entrepreneurs who might consider operating in the City. To counteract this trend the City could choose to develop a package of incentives to entice new businesses to locate in Biggs. The City could explore a number of options including the following:

- Waive sewer hook-up fees;
- Waive parking requirements;
- Negotiate a graduated sales tax revenue schedule as a subsidy for strategic new businesses or as a tool to entice local businesses in nearby cities to relocate to Biggs;
- Waive permitting fees;
- For strategic non-profits, like a medical clinic or community development organization, subsidize or waive the rent for space that is owned or leased by the City for an established period of time; and
- Market the lower costs for electricity in Biggs and identify electric-intensive businesses that may benefit greatly from the lower energy costs.

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Without specific incentives, there is little the City can currently leverage to attract and retain businesses in such an underperforming economic environment.

Reroute Truck Traffic Around Downtown

No downtown can possibly achieve its objective for economic development if it is perceived to be an unpleasant environment in which to conduct business or a place where health and safety are at risk. The number of large transport vehicles that currently pass directly through downtown on B Street between Sixth and Seventh Streets is an enormous deterrent to business development. The trucks pose a safety hazard to other vehicles and pedestrians, as well as create air and noise pollution that is not conducive to a thriving business environment.

The trucks, however, are representative of important economic activity in the City. The following needs to be included:

- Access to industrial areas west of downtown;
- A timely direct route from Highway 99 to the industrial areas;
- A road that can accommodate heavy-axle and extended-trailer truck traffic; and
- A safe route that will limit the risks of accidents and company liability for damage to City infrastructure.

There are several actions that could allow the City to eliminate truck traffic as an impediment to economic development downtown.

- Reroute all truck traffic to enter Biggs on Rio Bonito and utilize the E Street corridor and railroad crossing at grade to access industrial areas west of downtown;
- Explore an extension of Dakota/Brough Ave, including a new railroad crossing at grade;
- Make left turns illegal when approaching B Street from the south along Sixth Street, thus funneling truck traffic north to the E Street corridor and grade crossing; and
- Explore the possibility of building a road east of the school complex to divert truck traffic on B Street north to Rio Bonito and the E Street corridor. Prohibit

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trucks in excess of established size and weight limits from entering B Street beyond that point.

Developing the right solution for rerouting truck traffic will require the collaboration of civic leaders, planners and engineers at all levels of government, and local businesses. Funding for the project is a critical component. The City may wish to pursue another CDBG Planning and Technical Assistance grant focused solely on devising a plan to reroute truck traffic for reasons of health and safety and/or economic development. Other funding and assistance can be obtained thorough CalTrans.

[Pursue Redevelopment Options Downtown](#)

Redevelopment describes one or more public actions undertaken to stimulate economic activity when the private market is not providing sufficient capital or economic growth to meet community objectives. This public action usually involves such measures as:

- Direct public investment;
- Capital improvements;
- Enhanced public services;
- Technical assistance;
- Marketing and promotion;
- Tax benefits; and
- Planning initiatives, such as rezoning.

Several of the buildings in downtown Biggs meet the definition of blight. One of the tools available to governments to deal with the elimination of blight is the exercise of eminent domain. When privately-owned land in a public area, such as downtown Biggs, is contributing to the economic stagnation of the greater community, then the use of eminent domain could be justified.

Sometimes it is simply the threat of eminent domain that will encourage a private landowner to fulfill their responsibilities as good stewards of the property. In some cases, owners welcome the use of eminent domain when there is no market for their land holdings. Other owners wish to take advantage of the statutory benefits. For example, a property owner is granted special status for income tax purposes by both the Internal Revenue Service and the California Franchise Tax Board for profits which the owner receives through an eminent domain settlement or judgment.

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The most controversial form of eminent domain—the taking of private residences to turn over to a third-party developer—is not a possible scenario in downtown Biggs. The American Planning Association encourages planners and empowered officials to link all “redevelopment, including any use of eminent domain...to a plan.” These recommendations include:

- Redevelopment plans should also be consistent with adopted comprehensive plans, including General Plans and Specific Plans.
- All such plans should be subject to rigorous public involvement.
- Legislation governing redevelopment authorities should include a clearly defined process for designating redevelopment areas.
- Whenever possible, a designated and well-defined redevelopment authority should be a prerequisite to eminent domain use.
- Public-private partnerships for redevelopment should be constructed to ensure they are fair, open, equitable, transparent, and accountable for acting in the public interest.
- Public notice and participation processes should be required and outreach should include citizens, property owners, businesses, and civic institutions.

Source: (July 2005 Domestic Policy Watch, W. Paul Farmer, AICP, APA Executive Director)
(<http://www.planning.org/domesticagenda/2005/jul05.htm>)

Develop New Commercial Areas

The lack of available land suitable for commercial development is a significant deterrent to economic development in Biggs. Although the City has zoned an additional section of undeveloped land adjacent to the electrical substation on the west side of Sixth Street north of Dakota/Brough Road, the area currently has minimal value as commercially zoned land. There are several factors that clearly limit the land’s commercial value:

- The lack of visibility of the area from major highways or thoroughfares;
- The lack of accessibility to the area by major boulevards or thoroughfares;
- The adjacent electrical substation and industrial areas;
- The adjacent railroad;

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- The area lacks a traditional street grid to integrate it into the surrounding neighborhood; and
- The area is separated from the current downtown and from other commercial areas.

The most viable area for commercial and retail development is the intersection of B Street and Highway 99. From a traditional retail perspective this plot of land is particularly desirable for the following reasons:

- The land is situated at the intersection of a major regional highway and the main street through the City of Biggs;
- The land is currently undeveloped, and “greenfield” development is typically cheaper and faster than infill development in an established downtown;
- The land is clearly visible from a major regional highway; and
- The land is situated on the “gravity” side of Biggs, which means the B Street entrance to Highway 99 is already the primary destination for motorists leaving and entering Biggs.

Gravity flow models help retail developers chart traffic flows and identify convenient attractive locations for retail establishments along existing routes. Among such potential retail sites, those that are particularly coveted are situated where the majority of motorists are able to make a right turn into the shopping center. This would be the case for all motorists leaving Biggs along B Street who would want to enter any new commercial establishments located there.

Many of the businesses that civic leaders would like to attract to Biggs, such as a leading grocery store chain or drug store, would be much more likely to locate in a new commercial development at the intersection to a major regional highway than in downtown Biggs, or the isolated commercially zoned area west of Sixth Street.

Although development of commercial areas outside of downtown might be seen as a departure from the stated goals and policies in the current General Plan, there may be ways for the City to leverage development of the B Street and Highway 99 intersection to benefit additional economic development in Biggs, including downtown.

In many ways the development would align with the City’s stated policies and goals to create an attractive gateway to Biggs along B Street. A new development at the

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intersection would also solve the visibility problem for the City of Biggs; a development in the area would in effect put Biggs on the map for motorists on Highway 99 who would normally drive past the B Street intersection without turning off the highway.

Implementation strategies for business development at B Street and Highway 99 include:

- Annexation - Annex the land along B Street to Highway 99. If possible, annex the land directly to the east of Highway 99 as well, so that development of the entire intersection falls under the jurisdiction of the City of Biggs. Without this level of control there is a risk that undesirable and uncoordinated development on the east side of Highway 99 could undermine the goals of the City and decrease the economic potential of all development in the area.
- Vision - Create a vision for the new development and the B Street commercial corridor.
- Design Guidelines - Create or update City policies and ordinances to ensure that the design of new developments will adhere to the published vision.
- Traffic & Circulation - Create a traffic and circulation plan for the area that takes into consideration the potential new commercial uses and retail development.
- Rezoning - Rezone the entire B Street corridor for mixed-use development, which would account for current uses as well as new commercial or mixed uses. Zoning changes must come first because obtaining variances or code changes are typically too expensive and time-consuming for most developers.
- Infrastructure - Determine what infrastructure the City could implement in the area to prepare it for commercial development; determine what portions of the required infrastructure should be provided by developers.
- Housing - Include plans for mixed-income housing or apartments to serve the tight rental market in the area.
- Available Land - Assemble parcels for development.

Strategies to help integrate historic downtown Biggs with possible new commercial development at B Street and Highway 99:

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- Identify Benevolent Developer(s) - Negotiate with developer(s) who, in addition to exploiting the economic opportunities available in the City, can also help the City achieve its vision for the area and support long term sustainable economic development.
- Funnel Traffic Downtown - Leverage the new commercial activity at the east end of B Street and develop strategies to funnel some of that traffic west along B Street towards downtown. This will require creating commercial, retail, entertainment, and cultural destinations downtown.
- Redirect Revenues - Utilize the increased sales tax revenues and other associated fees to help fund initiatives to revitalize downtown.
- Cater to Tourists - Create destinations downtown that cater to tourists.

A leading grocery store and drug store chain have already been mentioned as possible anchor tenants for a retail center at B Street and Highway 99. Another strategic addition to commercial development at the site would be a hotel or lodge. An upscale hotel or lodge at the site could vastly improve the design and appearance of the development, as well as provide the foundation for the City to begin exploiting the opportunities that exist in the area of tourism, particularly those products and services that would serve hunting, fishing, and other outdoor enthusiasts.

[Tap into Tourism](#)

Create Tourist Destinations

Tourists are spending money in Butte County. According to *California Tourism*, a joint marketing venture of the California Travel and Tourism Commission and the Division of Tourism, tourists spent \$215.8 million in Butte County in 2004, an increase of \$14 million over 2003 (see Appendix E, Tourism in Shasta Cascade Region). The City of Biggs should implement strategies to make sure that a significant portion of those dollars are spent in Biggs. Some strategies to draw tourists downtown include the following:

- Museum - A museum that preserves the history of the rice growing region, including photographs, stories, films, old product packaging and labels, and displays of antique farming equipment.
- Local Brew Pub - A pub where beer is brewed bearing the emblem of the city and perhaps capitalizing on rice as an ingredient in beer. "Biggs Black Rice

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Brewery and Pub” might create a lively space downtown for locals as well as visiting hunters and fishermen. Although the general market analysis for Biggs indicates that the City is only oversaturated in one market—drinking establishments—cursory research places the nearest brew pub to Biggs in Paradise. Creating a niche market around entertainment venues, restaurants, and bars is one potential strategic direction that the City could choose to pursue.

- Outdoor Enthusiasts - Encourage and attract businesses to downtown that cater to the specific needs of hunters, fishermen, and other outdoor enthusiasts, including, but not limited to, bait and tackle, hunting equipment and clothing, camping equipment, and maps and guides.
- Cyclists - Establish and connect bicycle lanes in Biggs to the regional network of bike trails, then consider encouraging businesses that cater to the needs of cyclists.

Transient Occupancy Tax (TOT)

Another important aspect of attracting an upscale hotel or lodge to Biggs is the transient occupancy tax (TOT) that would be added to City revenues. The authority to levy TOT is granted to the legislative bodies of both cities and counties by Revenue and Taxation Code 7280.

The County of Butte has set its TOT rate at 6%. Nearby Chico’s TOT rate is 10%. From that, Chico currently collects about \$1.7 million a year in TOT revenue, which is the sixth-largest revenue source listed in that city’s operating budget. (Sales tax is the largest single revenue producer for Chico.) Currently, Biggs has no operating hotels.

Following is an example of how one successful tourist and business oriented hotel might affect City revenues. The table calculates annual TOT revenue generated from a 100 room hotel using a tax rate of 8% with varying room and occupancy rates based on industry averages for the region published by the State.

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Exhibit 4 – Potential Transient Occupancy Tax Revenues

City of Biggs Potential Revenue from Transient Occupancy Tax (TOT)			
Hotel Revenue Variables	Low Room Rate/Occupancy	Average Room Rate/Occupancy	High Room Rate/Occupancy
TOT Rate	8%	8%	8%
Rooms	100	100	100
Average Room Rate	\$80.00	\$90.00	\$100.00
Occupancy	50%	65%	80%
Annual TOT Revenue	\$116,800.00	\$170,820.00	\$233,600.00

Source: California Tourism, California Travel and Tourism Commission (2006)

Establish Partnerships

Establishing partnerships with public, private, and non-profit entities is another critical component of revitalizing downtown. Some partnerships the City may wish to pursue are listed below:

- Business improvement district (BID);
- Job training center;
- Non-profit medical clinic;
- Local community college;
- Local university
 - California State University, Chico
 - University of California, Davis – Internationally known and respected for its research and development in agriculture and natural resources; and
- Community development organizations, especially those providing services to youth and senior citizens.

The presence of one or two of these institutions, especially an extension of a local community college or university, would help stabilize downtown Biggs and provide a solid foundation for future economic development.

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Bring the Community Downtown

Community Center

The City can also help to create more destinations downtown. A community center located directly downtown or adjacent to the City Park would be a wonderful way to stimulate more activity downtown. Perhaps the old jail could be rehabilitated as a youth center. Funding for the planning, design, and construction of such facilities can be acquired through CDBG grants, HUD, and other federal and state programs.

Farmer's Market

The City could also help to establish a farmer's market downtown. This would provide the City with another opportunity and public venue to market the City's produce, products, and agricultural heritage. The focal point of the market could be the public plaza on the north side of B Street.

Making the Most of Public Spaces

Redesigning, landscaping, and upgrading materials in the public plaza on B Street could help the City find new uses for the space and attract more City residents to use the plaza on a daily basis. One popular trend among communities facing similar challenges to Biggs is the community building project. This project approach relies on volunteers, local business sponsors, and faith-based organizations, who, along with the City's assistance and supervision, band together to tackle small improvement projects in designated areas. These projects benefit the community in many ways, including:

- Helping to build civic pride;
- Getting things built at a lower cost; and
- Getting the community involved in the building process.

The City's residents have already demonstrated their capacity to accomplish goals in this manner with the recent repainting of neglected buildings on the south side of B Street. The City could help identify, organize, and supervise similar projects in the future.

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NEXT STEPS

This economic development and market analysis study accomplished the following:

- Provided proven practices for economic development from communities and regions similar to Biggs.
- Examined local demographics and noted community characteristics important for the successful implementation of future economic development efforts.
- Compared growth in population, income, and tax revenues across similar communities.
- Analyzed local economic conditions to identify oversaturated and underserved markets that provide opportunities for growth.
- Surveyed the current infrastructure and regulatory environment to determine the City's capacity to develop.
- Identified possible business strategies to help the City revitalize downtown and achieve the economic development it desires.

The immediate next steps for the City could consist of one or more of the following:

- Conduct further targeted research and studies.
- Develop a vision for downtown Biggs or the entire B Street commercial corridor, including the intersection of B Street and Highway 99.
- Develop a strategic plan that will incorporate the City's vision, identify specific initiatives, and establish a timeline of events that represent an executable and sustainable plan for economic development.
- Identify and implement a business development initiative to jumpstart Biggs' economy.

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The table below depicts at a high level what is required during the next planning phase. The actual results of such a planning exercise may yield other priorities and a different schedule for the City.

Exhibit 5 – Example Strategic Planning Timeline

Action	Timeline				
	ASAP	This Year	Next Year	5 Years	Long Term
Zoning & Ordinances					
Marketing					
Public Outreach					
Partnerships					
Business Recruitment					
Studies & Plans					
Traffic & Circulation					

This table is for illustrative purposes and does not represent specific recommendations

ECONOMIC DEVELOPMENT & MARKET STUDY

INTRODUCTION

In 1871, Mr. A.M. Pitts and Mr. Lewis Posey founded the town of Biggs Station, located in the southwestern region of Butte County, California. The name "Biggs" was given to the town in honor of Major Marion Biggs, who was elected to the State Assembly in 1869 and resided in the neighboring town of Gridley. The town became known as "Biggs Station", after the Southern Pacific Railroad was completed in the mid-1800s. In the summer of 1878, there were two major fires in Biggs Station. The buildings that were destroyed in the fire were rebuilt, but shortly after "Station" was dropped from the town's name. In 1903, the City of Biggs incorporated.

Agriculture has always been a basis of Biggs' local economy. The soil is fertile, creating prime farmland that has been built up by deposits from the Sierra Mountains, which were carried down by the Feather River. The Feather River is also the primary water source for the Butte County Canal. The Butte County Canal was the first major water system to be developed in the area and articles written at the turn of the twentieth century deemed it to be the ticket to economic vitality for the area. The creation of the City's water system played a fundamental role in Biggs' involvement in the farming industry. Perpetual water rights went to every acre of land sold in Biggs. Biggs' fertile soil initially produced wheat, oranges, peaches, figs, alfalfa, walnuts, cherries, prunes, almonds, pears, and sugar beets.



Feather River in Biggs 1903

In the early to mid-1900s, rice became a major crop cultivated in Biggs and attracted farmers from across the nation, sustaining the town's thriving economy. Rice fields became the most profitable and, therefore, most popular crop cultivated in the City. In addition to the business opportunities presented by rice farming, the rice fields became an important habitat and food source for migrating ducks and geese. The creation of this bird habitat is an asset to the community that can be exploited for economic purposes. In 1999, the Sun West Rice Mill was built in Biggs. Although the mill is the largest employer and generates a vast majority of the town's property tax revenue, it

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does not generate substantial sales tax revenue. Since rice is only processed within Biggs and then shipped out of town to be sold, the City's largest company does not actually produce a significant amount of sales tax.

As agriculture has rapidly declined in recent years, many communities are feeling the effects of a weakening economy. As a result of high gas prices, the cost of transporting agricultural goods has become a financial burden on many small local farmers. Transportation of goods, in addition to other factors, has led to a significant decline in farming. Because Biggs has long relied on agriculture for economic prosperity, the deterioration of the industry is having considerable impacts on the economic vitality of the City. With virtually no money being pumped into the economy, new ways to maintain the vitality are proving to be a challenge for the City.



Rice Fields in Biggs, Early 1900's

The City of Biggs Economic Development and Market Analysis Study is primarily intended to aid the City in developing a vision and plan to move forward with economic development efforts. This plan is intended as a tool to guide investment decisions by elected officials, City staff, and community stakeholders and also intended to serve as a foundation for the pursuit of future public and private investments. Funded by a Planning and Technical Assistance Grant (PTA) as part of a larger CDBG grant, the plan is the end result of a collaborative effort between City staff, Council members, and contract staff to develop a short-range and long-range vision for downtown Biggs.

The recommendations in this Plan were developed through the evaluation of proven practices for economic development, reviewing case studies of towns with characteristics similar to that of Biggs, and assessing the City's own economic profile. It is apparent that Biggs' downtown area contains opportunities that are not being fully appreciated or utilized. This Plan is intended to identify those opportunities and provide implementation strategies that will lead to a vision for the future of the downtown.

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HISTORY

Located one mile from Highway 99, Biggs' downtown is the City's civic and historic center. The B Street Corridor Commercial District forms the downtown core of the community and includes virtually all the commercial businesses within Biggs. Significant historic structures along B Street include the Colonia Hotel (pictured below), the Biggs Carnegie Library, and the Sacramento Valley Bank Building. Commercial uses along B Street have been in a state of decline for more than 10 years due to a variety of conditions. Currently, numerous buildings on the south side of B Street are not occupied by active businesses and expansion of commercial and industrial uses has been quite slow in recent years.



Hotel Colonia, Early 1900's

Downtown Biggs has potential as a prime location for retail and other commercial developments. The B Street corridor has several unique amenities and attractions including its historic element, the walkability and inviting atmosphere of the streets, and the location of the downtown as the central core. All of these assets give the downtown great potential for future development.

Biggs currently encompasses 338 acres of residential, commercial, and industrial land. The City's General Plan assumes between 10 to 30 acres of new industrial development alone could occur by 2015. Commercial development assumed under this Plan includes intensified uses along B Street and three to five acres of new commercial development along Sixth Street near the southern City limits.

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OBJECTIVES OF THE STUDY

This study is the first step in helping the City of Biggs meet the following long-term objectives related to economic development:

- Create business and employment opportunities for the citizens of Biggs that will raise income levels and improve the quality of life for the community.
- Develop a sustainable economic base and maintain a business environment that is in balance with other competing needs in Biggs.
- Create a thriving business environment in the City.
 - Improve the physical conditions and the consumer environment downtown.
 - Increase the number of businesses downtown.
 - Increase the number of destinations downtown.
 - Increase the number of activities downtown.
 - Increase the number of people arriving in downtown to conduct business or attend other activities.
- Grow revenues received by the City that can be used to finance needed projects and initiatives.

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PROVEN PRACTICES FOR ECONOMIC DEVELOPMENT

As the City of Biggs starts down the path toward economic revitalization, it is an opportune time to examine what tools and techniques are being used by other communities to stimulate and sustain their economies. This survey of proven practices examined current literature from economic policy analysts, academic and non-profit institutions charged with economic development in their respective regions, and case studies of similar communities that have recently undergone economic development efforts specifically aimed at revitalizing their downtowns.

While each community has its own unique character and strengths to draw upon, recurring themes arise from the research and the experiences of communities that have already undergone significant downtown revitalization efforts. It is important to understand those proven practices and to consider how each one of them might be applied to improve the economic vitality of downtown Biggs. The communities of Weed and Yreka in Siskiyou County, as well as the City of Winters in Yolo County have all recently undergone similar economic planning and development efforts. Those case studies, in combination with current research and literature, form the basis for the 10 practices described below.

1. DEVELOP A VISION FOR THE DOWNTOWN

Almost every example of successful economic development begins with a clear vision of where the community would like to be once the “revitalization” has occurred. Without a clear understanding of the goals and objectives of a revitalization effort, it is difficult to create enthusiasm, engage stakeholders, recruit participants, prioritize initiatives, or develop a workable plan. The visioning process requires the participation of private business interests, government, and the public. If one of those stakeholders is not present, then the chances for realizing the vision are diminished.



Biggs Water Tower, 2007

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In the Downtown Revitalization Plan for the City of Weed, stakeholder meetings were held to inform the community of the plans, as well as to get input on the perception of the town and community members' vision for the future of their downtown. Similarly, in the City of Winters, the Downtown Master Plan was developed by a 16-member committee of business owners, property owners, and residents. Although Winters' plan was geared primarily toward economic development, by utilizing their own community members to create the plan, the City advanced their community development efforts while pursuing their economic goals. In both cases, community members were engaged early in the processes and were utilized to help identify the cities' strengths and weaknesses.

Visioning workshops are one way to focus the efforts of stakeholders seeking to synthesize their creative and often divergent ideas about the future of their community into one common vision. An objective, knowledgeable, and experienced facilitator is key to a successful visioning workshop. City governments may seek the professional services of a firm experienced in stakeholder analysis, strategic planning, and visioning to perform this work.

This plan, the Economic Development Plan for the City of Biggs, would function as an excellent primer for stakeholders participating in a future visioning effort. All participants in such an exercise will need a common body of knowledge and a common language to discuss the economic objectives of the City. This plan is one way to educate, create interest, and build enthusiasm among community members in preparation for developing a common vision.

2. DEVELOP A STRATEGIC PLAN

After engaging the right mix of stakeholders and crafting a common vision of a revitalized Biggs, the next step toward economic development is creating a strategic plan. A strategic plan should be comprehensive in scope: it should prioritize initiatives, identify resources, provide specific financing options, consider the risks of specific actions, and develop alternatives and mitigation measures for any initiative that is not a guaranteed success. When devising an economic development strategy, it is easy to be distracted by the potential for short-term gains. This is especially true when there is so much at stake for the community. Any strategic plan, however, must consider the long-term effects of economic development initiatives and strive for economic sustainability. Neither can the potentially negative effects of some economic development be ignored.

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It is important to consider the long-term health, safety, and quality of life for the entire community before embarking on any economic development strategy.

SWOT Analysis

In preparation for a strategic planning effort, there are certain preliminary steps and analysis that can be performed. An analysis of a community's strengths, weaknesses, opportunities, and threats (commonly referred to as a SWOT analysis, meaning a review of Strengths, Weaknesses, Opportunities and Threats) is often the first step in thinking strategically about a city's economic future. This plan will provide an initial SWOT analysis that can be expanded and refined as planning and development efforts move forward and as conditions change on the ground.

Surveys

Surveys are also an important part of a strategic planning effort. Some surveys that could be beneficial to the Biggs downtown revitalization are surveys that reveal consumer needs and desires. Surveys that target residents as well as potential consumers could examine who currently patronizes businesses in downtown Biggs, what types of businesses residents and potential consumers want to see downtown, and what type of environment and aesthetic improvements current and potential customers would like to see downtown. Surveys should be designed to permit statistical analysis and be adequately distributed to ensure a representative sample of residents and potential patrons of downtown businesses.

3. DEVELOP PRIVATE/PUBLIC/NON-PROFIT PARTNERSHIPS

The capacity of the City of Biggs to implement and sustain any economic development efforts will depend greatly on how successfully the City is able to forge partnerships with private and non-profit interests. Partners may be widely varied, from stakeholders for planning efforts to business partners who will collaborate with the City to implement its economic revitalization initiatives. Partnerships do several important things for any city engaging in economic development, such as:

- Provide knowledge, skills, and experience not present in city government;
- Share the financing and funding of economic development initiatives;
- Provide access to other funding mechanisms not available to city government; and

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- Provide a means of implementing initiatives outside the constraints of government purview.

Following are a few examples of common public/private/non-profit partnerships that improve local business practices and the success of economic development initiatives.

Business Improvement District

A Business Improvement District (BID) is a public/private partnership where a coalition of business owners agrees to collectively contribute to the maintenance, development, and marketing of a defined commercial area. In order to establish a BID, interested business owners must receive authorization from the municipality in which the BID resides. BIDs are funded through special assessments collected from the property owners within the defined boundaries of the district and are typically managed by a board of directors elected by the BID members.

A BID typically provides services such as street and sidewalk maintenance, public safety officers, park and open space maintenance, marketing, capital improvements, and may also spearhead special development projects. The services provided by a BID are a supplement to the services already provided by the municipality, thus a BID does not forfeit any of its rights to receive public services at the same level of quality and frequency as those businesses outside of the BID.

It helps to learn from successes of Biggs' competitors. For example, the Gridley Business Improvement District publishes the following mission, goals, and priorities:

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Exhibit 6 – Missions, Goals, and Priority Activities

Mission

The mission of the Gridley Business Improvement District is to create an image of Gridley as a desirable destination, a place of choice in which to visit, shop, dine and contract for services. A secondary program goal is the attraction of investment into the various commercial areas through the stimulation of new business startups.”

Goal

To implement a program of work in order to achieve or goals of:

- i. Beautification
- ii. Promotion
- iii. Recruitment/Retention
- iv. Operations

The Gridley Business Improvement District was created and implemented to enable the traditional Gridley Business District to compete more successfully and cost-effectively with nearby commercial centers and malls for tenants and customers.

Priority Activities:

1. Television Advertising
2. Pacific Flyway
3. Streetscape
4. Murals

Source: (<http://www.gridleyareachamber.com/business/bid.html>)

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Redevelopment Agency

The City of Biggs could consider forming a redevelopment agency as a means of assisting the City to reuse and redevelop underutilized property. Redevelopment agencies are subject to California redevelopment law and may be governed by three different types of policy-making boards, depending on the preferences of the establishing government body.

Exhibit 7 – Proven Practices to Revitalize Downtown

10 Proven Practices For Revitalizing Downtown

- 1. Develop a Vision**
- 2. Develop a Strategic Plan**
- 3. Develop Public/Private/Non-Profit Partnerships**
- 4. Remove Barriers and Impediments to Development**
- 5. Improve the Appearance of Downtown**
- 6. Preserve Historic Structures**
- 7. Encourage Entertainment & Retail Downtown**
- 8. Create a Strong Office Market**
- 9. Develop an Action Plan**
- 10. Promote Downtown**

Although the powers of redevelopment agencies regarding eminent domain generate significant public debate, it is generally held that such agencies improve a city's chance of stimulating development and growth in areas where there is limited appeal for private development. Recent practices of redevelopment agencies adopt policies to not use the power of eminent domain involving existing residential land uses,

4. REMOVING BARRIERS/IMPEDIMENTS TO DEVELOPMENT

Removing barriers and impediments to development is a critical component of any economic revitalization plan. These barriers may be in outdated zoning ordinances that no longer address the needs of the community, in City ordinances that unduly restrict or discourage desired development, or in physical obstructions or conditions that are

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not conducive to development, such as poor traffic circulation, parking, or deteriorating buildings.



Sacramento Valley Bank, 2007

5. IMPROVE APPEARANCE OF DOWNTOWN

Aesthetic improvements to downtown areas remain extremely popular methods of encouraging economic revitalization. Improved appearances alone cannot revitalize a downtown, but few downtown revitalization efforts succeed without improving the physical environment that consumers encounter.

By recognizing the power of improving the consumer experience downtown, many cities have undertaken significant efforts to improve streetscapes, storefronts, signage, lighting, and the amenities in public spaces and parks downtown. These efforts are geared toward creating a unique “sense of place,” improving the safety and convenience of shopping downtown, and giving consumers a destination and reason to visit the downtown versus other commercial areas. Drawing a critical mass of people downtown is a fundamental step in generating the required customer base for sustainable businesses downtown.

6. PRESERVE HISTORIC STRUCTURES

Creating a unique sense of place requires that cities leverage the assets that give their community character. Historic buildings, statues, commemorative plaques, and other relics that collectively tell the story of the community are essential elements in creating a special sense of place. Many historic structures feature architecture and design features that can no longer be reproduced or would otherwise be too expensive for cities to acquire today. Identifying and protecting these valuable assets is an important part of any city’s economic and community development plan.

Fortunately, the City of Biggs has several historic landmarks downtown. The former Hotel Colonia, Sacramento Bank building, and the Biggs Carnegie Public Library are all sources of community pride that help maintain the unique history and feel of the City. Developing strategies for maintaining historical structures and financing future restoration efforts is essential.

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Beyond the buildings themselves, there is a need to ensure that future developments downtown maintain the important design concepts established by the early structures. This type of contextual design is critical to maintaining a unique sense of place. The Credit Union in the heart of B Street is a nice example of contextual design that uses modern architecture and building materials without departing from the general look and feel established in downtown Biggs. The City may want to consider the following as part of historical preservation efforts:

- Continue to maintain and refine the inventory of historical resources in Biggs (an inventory is already part of the Biggs General Plan);
- Identify the necessary procedures to designate the structures as historical and register them with the State and National Register of Historic Places;
- Create a historic resource commission whose members may be appointed by the municipal government to oversee writing and implementing local preservation ordinances;
- Designate a historic district(s); and
- Develop design guidelines or adopt form-based codes that help ensure contextual design for any new developments downtown.

7. ENCOURAGE ENTERTAINMENT & RETAIL DOWNTOWN

Stimulating retail activity downtown has traditionally been part of any economic development strategy, but more recent trends among cities have acknowledged the importance of bringing entertainment enterprises downtown.

Leverage Entertainment to Support Other Businesses

In addition to being viable businesses in their own right, entertainment venues, which may include movies theatres, live theatre, music venues, theme-based restaurants and bars, or other similar establishments, perform an important function for neighboring businesses—namely, getting people downtown. Live performance venues, for example, create ideal opportunities for surrounding restaurants to capitalize on the dining needs of theatre patrons. Acknowledging and promoting the complementary relationships among businesses is a key component in developing a sustainable economic development strategy.

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Develop a Local-Serving Retail Strategy

Developing retail strategies that cater to the needs of the local population will also generate consumer traffic downtown. Small community-based businesses that offer products and services designed to meet the unique needs of a city's specific demographics can play important roles in sustaining a community's economic base. Most of this comes down to understanding the customer and potential market base. Still, municipal governments can play an important role by encouraging and supporting small community-based businesses downtown.



Local Grocery Store in Downtown Biggs, 2007

Develop Market Niches

Market niches offer communities an opportunity to leverage resources that may allow a city to corner the market on a particular commodity. In this manner, a city becomes widely known as the destination to acquire specific goods or services. Antique stores, secondhand shops, sidewalk cafes, and arts and crafts are just a few examples of niche markets that have been exploited by economically savvy communities. Successfully implemented, market niches are a boon to the local economy, but they also come with significant risks since the community's economic vitality is highly dependent on one commodity.

For the City of Biggs, there may be opportunities to capitalize on the unique natural resources and recreational activities available in the area.

Tap into Tourism

Outside of major resort towns and large urban areas, tourist dollars may not be enough to sustain a business, but capitalizing on smaller tourist markets could ensure profitability for many local businesses. In Biggs, for example, duck hunters and other outdoor enthusiasts could prove to be a lucrative market for City businesses, provided that there is adequate planning and effort made to market to their needs.

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According to the Gridley Area Chamber of Commerce, the region is a sportsman's haven, offering excellent hunting, fishing, and naturalist opportunities on private and public lands and facilities.

[Gray Lodge Waterfowl Management Area](#)

The Gray Lodge Waterfowl Management area, located approximately 13 miles southwest of Biggs, is comprised of 8,400 acres of some of the most intensively used and developed wetlands along the entire Pacific Flyway. The area attracts around 70,000 visitors annually. Biggs is also within minutes of the exceptional recreational facilities available at Lake Oroville.

[Sutter Buttes](#)

The nearby Sutter Buttes, formed 1.5 to 2.5 million years ago, are the world's smallest complete mountain range and can be seen for miles around. Sutter Buttes are enjoyed by thousands who annually come to photograph or paint the mountains. Scenic drive markers direct motorists around the exterior of the Buttes.

[Feather River](#)

The Feather River, located three miles east of Gridley, boasts some of the best salmon fishing the state, and also draws steelhead and striper fishermen each year. The most popular spot on the Feather for salmon is at the "outlet," where the water from the Thermalito Afterbay flows into the river. The "outlet" is located off Vance Avenue, which connects to Larkin Road, northeast of Biggs.

Further research to gauge the potential of developing a tourist industry in Biggs could be an outgrowth of this plan.

8. CREATE A STRONG OFFICE MARKET

Successful entertainment and retail establishments are likely to stimulate the commercial office market downtown and along adjacent corridors. Successful office-based enterprises can be important tax revenue-generating businesses, and they also act as an additional magnet to draw people downtown. For buildings that cannot meet the code requirements for more intensive uses, commercial office space is often the ideal solution.

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9. DEVELOP AN ACTION PLAN

Every strategic plan must evolve into an action plan that details and prioritizes attainable goals and initiatives; otherwise the strategy may remain just a dream among disillusioned stakeholders. Likewise, action plans, in the absence of an articulated strategy and vision, are not likely to coordinate efforts, leverage available resources, or meet measurable objectives when they have never been formulated or communicated.

This economic development plan will provide a solid foundation for additional strategic planning efforts by the City of Biggs. This plan can also serve as a springboard to identify and prioritize initiatives around which individual action plans could be developed.



Local Businesses in Downtown Biggs, 2007

10. PROMOTE DOWNTOWN

Successful downtowns present themselves with an identifiable brand fashioned from the unique history, values, culture, and physical attributes of the city. Biggs has already developed a logo and established a presence on the Web. Following are additional tools and techniques that could be leveraged by the City of Biggs to promote downtown:

- Develop brochures and literature to promote downtown. This goes beyond paper-based approaches—a presence on the Internet is a critical component to all businesses in today’s marketplace.
- Establish a festival or annual community event downtown to promote community spirit and showcase downtown businesses.
- Draw on the talents of community artists, actors, story-tellers, and musicians to create a vibrant and engaging atmosphere downtown.
- Issue press releases and public service announcements about developments downtown.

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- Work with individual business and property owners to help them better promote their products and services and explore ways to jointly advertise their businesses.
- Inform the community that something new is happening in downtown Biggs. T-shirts, buttons, and posters are just a few of the items that can be used to promote downtown, help reinforce a collective image, and instill a sense of pride in the community.

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CITY ECONOMIC PROFILE

DEMOGRAPHIC PROFILE

There are a number of demographic factors influencing the economic development of the City of Biggs. Exhibit 3 is a summary of the main demographic categories for the City. Demographics are directly linked to consumer trends:

Exhibit 8 – Demographics in Biggs, CA, and the US

2000 CENSUS DATA				
BIGGS				
POPULATION	Number		Number	Number
Total population	1,793			
Square miles (land)	0.52			
Population per square mile	3,451.63		217.18	79.56
GENDER	Number	Pct	Pct	Pct
Male	852	47.5	49.8	49.1
Female	941	52.5	50.2	50.9
AGE	Number	Pct	Pct	Pct
15 or younger	496	27.7	23	21.4
16-24	276	15.4	14.3	13.9
25-44	526	29.3	31.6	30.2
45-64	307	17.1	20.5	22
65+	188	10.5	10.6	12.4
Average age (years)	Number		Number	Number
	32.48		34.6	36.22
RACE AND ETHNICITY	Number	Pct	Pct	Pct
White	1,336	74.5	59.5	75.1
Black or African American	8	0.4	6.7	12.3
American Indian and Alaska native	33	1.8	1	0.9
Asian	15	0.8	10.9	3.6
Native Hawaiian and other Pacific islander	0	0	0.3	0.1
Some other race	332	18.5	16.8	5.5
Two or more races	69	3.8	4.7	2.4
Hispanic or Latino	494	27.6	32.4	12.5

Sources: U.S. Census Bureau, 2000 Census; ePodunk

The table below shows income by demographic. In contrast to typical communities in California and across the US, householders age 45-54 do not have the highest income levels in Biggs; young families (age 25-34) actually earn the highest incomes. This is an

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important fact to consider when developing business strategies for economic development.

Exhibit 9 – Income Levels in Biggs

2000 CENSUS DATA BIGGS			
MEDIAN HOUSEHOLD INCOME BY AGE (\$ IN PREVIOUS YEAR)			
	Number	Number	Number
Median household income	33,250	47,493	41,994
Householder under 25	33,250	24,742	22,679
Householder 25-34	42,188	44,424	41,414
Householder 35-44	41,016	54,365	50,654
Householder 45-54	30,750	61,312	56,300
Householder 55-64	37,000	55,742	47,447
Householder 65-74	21,667	37,000	31,368
Householder 75 and older	13,269	27,081	22,259
PER CAPITA INCOME BY RACE OR ETHNICITY (\$)			
	Number	Number	Number
Per capita income	12,386	22,711	21,587
White	13,878	27,707	23,918
Black or African American	15,750	17,447	14,437
Native American	10,120	15,226	12,893
Asian	0	22,050	21,823
Native Hawaiian and Pacific islander	0	15,610	15,054
Some other race	8,620	10,579	10,813
Two or more races	11,348	14,573	13,405
Hispanic or Latino	8,989	11,674	12,111

Sources: U.S. Census Bureau, 2000 Census; ePodunk

Another important statistic to examine in regards to economic development is the employment status of the local workforce. In Biggs, a large portion of the population over 16 years of age is not in the labor force.

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Exhibit 10 – Employment Status in Biggs

Biggs	1990		Census 2000		1990-2000
Population 16+ by Employment Status	Number	Percent	Number	Percent	Annual Rate
Total	1,115	100.0%	1,243	100.0%	1.09%
In Labor Force	659	59.1%	754	60.7%	1.36%
Civilian Employed	577	51.7%	666	53.6%	1.44%
Civilian Unemployed	82	7.4%	88	7.1%	0.71%
In Armed Forces	0	0.0%	0	0.0%	0.00%
Not in Labor Force	456	40.9%	489	39.3%	0.70%

Source: US Census Bureau; 2000 Census

COMPARISONS TO OTHER COMMUNITIES

As part of the economic analysis, PMC compared the existing business mix profile of Biggs with a total of eight other jurisdictions. Three of these jurisdictions were selected because of their similar character and population, based on 2000 US Census data. They are:

- Wheatland;
- Westmorland; and
- Dunsmuir.

Three other cities are included in the comparison because they are smaller towns that have recently undertaken economic development planning initiatives to revitalize their downtowns. Although Winters is nearly three times the size of Biggs, it proves to be a valuable case study due to its similarity in character. Like Biggs, Winters has an historic, walkable downtown that, much like Biggs, was in need of revitalization as city-organized economic development efforts were initiated. Winters also has traditionally relied on agriculture as the primary means of economic activity. The three cities recently revitalizing their downtowns are:

- Weed;
- Yreka; and
- Winters.

Two other neighboring cities have been included to provide a regional economic perspective:

ECONOMIC DEVELOPMENT & MARKET STUDY

- Gridley; and
- Oroville.

Exhibit 11 – Population, Housing Units, and Density

Population, Housing Units, Area, and Density: 2000									
County	Butte			Yuba	Imperial	Siskiyou			Yolo
City	Oroville	Gridley	Biggs	Wheatland	Westmorland	Dunsmuir	Weed	Yreka	Winters
(2000) Census Population	13,004	5,382	1,793	2,275	2,131	1,923	2,978	7,290	6,125
Housing Units	5,419	1,963	613	816	667	1,170	1,293	3,303	1,954
Total Area in square miles	12.27	1.57	0.52	0.76	0.4	1.81	4.85	10.04	2.78
Land Area	12.25	1.57	0.52	0.76	0.4	1.81	4.85	9.98	2.75
Population Density per square mile	1,061.40	3,427.60	3,451.60	3,007.50	5,263.60	1,062.10	613.4	730.8	2,226.60
Housing Units per square mile	442.3	1,250.20	1,180.10	1,078.70	1,647.50	646.2	266.3	331.1	710.3

Source: U.S. Census Bureau, Census 2000 Summary File 1

	Biggs
	Best Match
	Second Best Match

Because the last official US Census was completed in 2000, it is useful to examine the change in population for the selected comparison groups. Three cities (Biggs, Dunsmuir, and Weed) remained very close to their 2000 population; two cities (Oroville and Yreka) experienced moderate growth; Gridley and Westmoreland showed a significant growth in population; and Wheatland's estimates show a dramatic 75 percent increase in population. While these changes may seem to diminish the relevance of comparing Wheatland to Biggs, it is important to keep in mind that Biggs could easily experience similar rapid growth if the planned residential developments within its sphere of influence were to be constructed, and the City were to annex those new developments, as is currently foreseen.

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Exhibit 12 – Change in Population for Select California Cities (2001-2006)

Population – Select California Cities (Estimated 2001 -2006)								
County	Butte			Yuba	Imperial	Siskiyou		
City	Oroville	Gridley	Biggs	Wheatland	Westmorland	Dunsmuir	Weed	Yreka
1999-00	12,645	5,040	1,752	1,976	1,768	1,910	2,947	6,902
2000-01	12,999	5,498	1,794	2,293	2,216	1,920	2,974	7,288
2001-02	13,053	5,644	1,801	2,368	2,232	1,902	2,996	7,239
2002-03	13,271	5,745	1,809	2,689	2,185	1,884	2,983	7,292
2003-04	13,344	5,769	1,805	3,178	2,247	1,882	2,963	7,313
2004-05	13,432	5,730	1,797	3,466	2,441	1,904	3,000	7,408
2005-06	13,550	5,949	1,780	3,465	2,375	1,888	2,954	7,338
% Change	7.16%	18.04%	1.60%	75.35%	34.33%	-1.15%	0.24%	6.32%

Source: California State Controller, Cities Annual Reports

Table Legend

	(-) 0.01 - (-)10%
	0 - 10%
	10 - 20%
	20 - 30%
	30 - 40%
	40 - 80%

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SALES LEAKAGE AND SURPLUS

When the demand for some goods and services is not being met locally, this trend is referred to as sales leakage. The leakage occurs because consumers make purchases at establishments outside the City or even outside the state via mail or Internet sales. Purchasing decisions are typically influenced by one or more factors, including convenience, opportunity, quality, service, selection, and marketing.

Leakage represents an opportunity for local businesses to recapture sales leaving the area. In the case of both Winters and Weed, this type of analysis was performed. The Retail Marketplace Profile report identifies retail sales and retail potential dollar amounts; the leakage/surplus factor, which measures the gap between supply and demand; and the number of businesses by industry.

Key variables used in this report include:

- 2006 Estimated Population, Households, Median Disposable Income, and Per Capita Income;
- Total retail sales dollars for retail trade and food and drink industry sectors;
- Total retail potential dollars for retail trade and food and drink industry sectors;
- Leakage/surplus factor for retail trade and food and drink industry sectors; and
- Total business in retail trade and food and drink industry for a specified area.

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SUMMARY RETAIL MARKETPLACE PROFILE

Exhibit 13- Demographic Summary


B St AT 7th St Biggs, CA 95917						
Summary Demographics						
	2006 Population	2,069		Survey Area		
	2006 Households	666		Latitude:	39.41275	
	2006 Median Disposable Income	\$34,046		Longitude:	-121.71235	
	2006 Per Capita Income	\$15,688				
Market Analysis Summary						
Radius	Industry Summary	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/ Surplus Factor	No. of Businesses
1 mi.	Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$2,436,437	\$13,184,367	\$10,747,930	68.8	5
5 mi	Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$123,121,100	\$87,152,661	(\$35,968,439)	-17.1	97
10 mi	Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$279,260,284	\$199,631,863	(\$79,628,421)	-16.6	231

Source: ESRI Tapestry Community Database

SATURATED MARKETS

The following chart represents those markets that are saturated within the survey area radiating out from Biggs.

- Oversaturated Markets – 1 Mile
 - Drinking Places – Alcoholic Beverages
- Oversaturated Markets – 5 Miles
 - Motor Vehicles & Parts Dealers
 - Building Materials, Garden Equip. & Supply Stores
 - Food & Beverage Stores
 - Health & Personal Care
 - Limited Service Eating Places (Fast Food)
- Oversaturated Markets – 10 Miles
 - Motor Vehicles & Parts Dealers
 - Furniture & Home Furnishings
 - Building Materials, Garden Equip. & Supply Stores
 - Food & Beverage Stores
 - Health & Personal Care
 - Gasoline Stations
 - Sporting Goods Stores
 - Hobby and Music Stores
 - Book Stores
 - General Merchandise Stores
 - Full Service Restaurants
 - Limited Service Eating Places (Fast Food)
 - Drinking Places

Legend
 red text denotes a saturated market both a 5-mile local and 10-mile regional level

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MARKET OPPORTUNITIES

The following chart represents market opportunities in the survey area. Note that some opportunities within a 5-mile radius are actually saturated markets when viewed at a 10-mile radius. It becomes even more critical to understand business potential and the location of potential customers when saturated markets are so close in proximity.

- **Business Opportunities – 1 mile**
 - Every market segment except bars and drinking establishments.
- **Business Opportunities – 5 miles**
 - Furniture Stores - \$0.4 million
 - Home Furnishings - \$0.7 million
 - Electronic & Appliance Stores - \$0.5 million
 - Gasoline Stations - \$0.7 million
 - Clothing Stores - \$2.4 million
 - Shoe Stores - \$0.5 million
 - Jewelry, Luggage, and Leather Goods - \$0.3 million
 - Book, Periodical, and Music Stores - \$0.4 million
 - Dept. Stores & General Merchandise - \$7.5 million
 - Full Service Restaurants - \$6.8 million
 - Special Food Services - \$0.6 million
- **Business Opportunities – 10 miles**
 - Electronics & Appliance Stores \$1.6 million
 - Specialty Foods - \$0.4 million
 - Clothing Stores - \$4.4 million
 - Shoe Stores - \$1.1 million
 - Jewelry, Luggage, and Leather Goods - \$0.5 million
 - Special Food Services - \$0.6 million

Legend



green text denotes market opportunity at both a local and regional level

orange text denotes a local market opportunity that is saturated at a regional level

ECONOMIC DEVELOPMENT & MARKET STUDY

SALES TAX REVENUE

Pursuant to Section 7203.1 of the California Revenue and Taxation Code, the Legislature increased the state portion of the sales and use tax to 6.25 percent. An additional one percent tax may be imposed by a city or county. This additional one percent tax, often referred to as the Bradley-Burns local sales and use tax, is a critical source of revenue for most city and county governments. It also acts as an incentive for local governments to promote economic development as a means of generating operating income and funds for other initiatives.

A COMPARISON OF SALES TAX REVENUES ACROSS CITIES

Total sales and use taxes collected by the City of Biggs between 1991 and 2004 range from a low of \$14,773 in 2001-02 to a high of \$27,907 in 1996-97. Gross sales tax revenues for Biggs are significantly lower than the relatively similar rural communities of Wheatland and Westmorland.

Exhibit 14- Sales and Use Tax

Sales & Use Tax Revenues - California Cities*								
County	Butte			Yuba	Imperial	Siskiyou		
City	Oroville	Gridley	Biggs	Wheatland	Westmorland	Dunsmuir	Weed	Yreka
1991-92	\$2,332,511	\$522,153	\$16,231	\$49,194	\$57,388	\$137,271	\$310,996	\$1,203,408
1992-93	\$2,341,535	\$571,173	\$23,781	\$52,804	\$66,836	\$146,487	\$332,283	\$1,293,016
1993-94	\$2,248,401	\$597,341	\$20,824	\$38,395	\$55,230	\$138,969	\$299,938	\$1,355,955
1994-95	\$2,129,944	\$570,960	\$19,505	\$40,351	NA	\$134,445	\$331,156	\$1,354,532
1995-96	\$2,199,803	\$608,414	\$21,558	\$61,068	NA	\$165,869	\$352,761	\$1,382,257
1996-97	\$2,302,122	\$683,748	\$27,907	\$80,386	\$63,600	\$129,861	\$327,629	\$1,433,762
1997-98	\$2,177,765	\$655,515	\$27,766	\$79,695	\$87,283	\$146,622	\$341,313	\$1,445,352
1998-99	\$2,361,716	\$674,108	\$17,395	\$85,251	\$20,917	\$140,497	\$343,678	\$1,492,924
1999-00	\$2,489,634	\$726,015	\$22,224	\$88,216	\$118,663	\$142,135	\$374,401	\$1,639,190
2000-01	\$2,701,995	\$795,433	NA	\$85,999	\$146,325	\$106,963	\$392,652	\$1,682,882
2001-02	\$2,707,269	\$772,554	\$14,773	\$76,345	\$88,300	\$78,652	\$462,984	\$1,732,938
2002-03	\$2,769,044	\$844,029	\$16,764	\$93,761	\$140,863	\$85,910	\$508,716	\$1,824,201
2003-04	\$2,897,290	\$974,863	\$22,964	\$124,129	\$117,424	\$83,221	\$526,093	\$1,860,735

Source: California State Controller, Cities Annual Reports

* In 2007, the sales and use tax revenues for Biggs was approximately \$8,000. (Source: Personal Communication, City of Biggs staff).

Looking at gross sales tax revenue per resident also yields similar results. Biggs' closest match, Wheatland, collected three times the amount of sales tax per resident as Biggs.

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Exhibit 15- Sales and Use Tax Per Resident

Sales & Use Tax Revenues Per Resident - California Cities								
County	Butte			Yuba	Imperial	Siskiyou		
City	Oroville	Gridley	Biggs	Wheatland	Westmorland	Dunsmuir	Weed	Yreka
1993-94	\$186	\$127	\$13	\$20	\$35	\$66	\$95	\$191
1994-95	\$175	\$120	\$12	\$21	NA	\$66	\$107	\$188
1995-96	\$178	\$128	\$13	\$32	NA	\$83	\$115	\$194
1996-97	\$185	\$142	\$17	\$42	\$37	\$66	\$109	\$203
1997-98	\$175	\$135	\$17	\$41	\$50	\$75	\$114	\$207
1998-99	\$188	\$135	\$10	\$44	\$12	\$73	\$117	\$216
1999-00	\$197	\$144	\$13	\$45	\$67	\$74	\$127	\$237
2000-01	\$208	\$145	NA	\$38	\$66	\$56	\$132	\$231
2001-02	\$207	\$137	\$8	\$32	\$40	\$41	\$155	\$239
2002-03	\$209	\$147	\$9	\$35	\$64	\$46	\$171	\$250
2003-04	\$217	\$169	\$13	\$39	\$52	\$44	\$178	\$254

Source: California State Controller, Cities Annual Reports

Finally, if we compare sales and use tax as a percentage of general revenues, it is evident that the City of Dunsmuir is trending toward the same annual percentages as Biggs, despite Dunsmuir's relatively healthy percentages in the early 1990s. For the City of Wheatland, even with recent increases in population and gross sales tax revenues, sales and use tax revenues as a percentage of general revenues has remained fairly stable.

Exhibit 16- Sales and Use Tax as a Percentage

Sales & Use Tax Revenues as a Percentage of General Revenues - California Cities								
County	Butte			Yuba	Imperial	Siskiyou		
City	Oroville	Gridley	Biggs	Wheatland	Westmorland	Dunsmuir	Weed	Yreka
1993-94	48%	55%	11%	18%	21%	30%	36%	46%
1994-95	48%	54%	10%	13%	NA	27%	39%	46%
1995-96	46%	53%	10%	16%	NA	31%	36%	43%
1996-97	48%	46%	14%	26%	9%	28%	33%	43%
1997-98	46%	45%	12%	28%	13%	20%	36%	40%
1998-99	47%	46%	8%	28%	14%	17%	34%	45%
1999-00	45%	47%	9%	24%	31%	19%	33%	46%
2000-01	43%	45%	NA	24%	46%	15%	35%	44%
2001-02	44%	46%	3%	20%	33%	13%	36%	46%
2002-03	45%	38%	7%	20%	43%	14%	37%	44%
2003-04	46%	57%	9%	25%	31%	12%	39%	47%

Source: California State Controller, Cities Annual Reports

	Biggs
	Closest Match
	Second Best Match

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The neighboring city of Gridley's per capita sales tax revenue (\$169 per person) exceeds the 2004 California State average of \$146.25 per person. Sales and use tax revenues comprise 57% of Gridley's general revenues, again exceeding the state average of 27%. This is at least partly due to the number of residents in Biggs who patronize businesses in nearby Gridley to meet their daily needs, indicating economic development opportunities for the City of Biggs. If the City can attract businesses that provide basic goods and services to its residents to downtown or another suitable location, then a portion of the sales tax revenue currently going to Gridley could be captured by Biggs.

Regional cooperation for economic development can be mutually beneficial. Article XIII, Section 29, of the California Constitution authorizes cities and counties to enter into revenue-sharing agreements. This type of regional cooperation between Biggs and Gridley could be beneficial for both cities when considered as part of a larger plan to coordinate planning and land use.

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REGULATORY AND PHYSICAL ENVIRONMENT

The regulatory guidelines utilized within the City of Biggs Commercial Downtown area are consistent with those used by the balance of the City. The City has not adopted any Downtown Specific Plan, Zoning, Subdivision, or Design standards for the Commercial Downtown area. As a result, the Goals, Policies and Programs contained within the General Plan are applicable to development within the Commercial Downtown area of the City and new development activity is regulated by the existing Municipal Code. The Commercial Downtown area does not currently have a downtown business owners association, and is not subject to a redevelopment district or to any special tax provisions or programs. Additionally, none of the buildings within the Commercial Downtown area are formally designated as historic by the City of Biggs.

The City of Biggs Commercial Downtown area is located adjacent to the north and south sides of B Street between Fourth and Seventh Streets in central Biggs. The area generally consists of existing residential and public structures (fire station, post office, and library) between Fourth and Sixth Streets and a mix of aging commercial buildings between Sixth and Seventh Streets. The block between Sixth and Seventh Streets contains all of the commercial sales tax-generating uses within the City of Biggs and, with the exception of a single commercial use located at the northwest corner of Fifth and B Street, is the only location within the City providing commercial services. While limited, the area does provide a small grocery store, restaurant, credit union/bank, various small service and professional offices, a drinking establishment, and two automotive repair shops.



Small Commercial lot in Downtown Biggs, 2007

There are 31 parcels of land located within the downtown corridor between Fourth and Seventh Streets, ranging in size from a few thousand square feet to over one-third of an acre. In general, the parcels located between Fourth and Sixth Streets are larger parcels currently or historically used for a residential use, while those parcels located between Sixth and Seventh Streets are smaller commercial lots.

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Exhibit 14 blow provides a breakdown of the current uses within the Downtown Commercial Corridor.

Exhibit 17 – Land Ownership/Use Table

APN	OWNER	ADDRESS	ACRES	ZONING	GP	EXISTING LAND USE
001-071-008	COUNTY OF BUTTE	438 B ST	0	P-Q	C	Fire Dept.
001-091-002	NEVINS ROBERT R & WANDA L	429 B ST	0.33	C-D	C	Single Family Resid.
001-071-009	COUNTY OF BUTTE		0	P-Q	C	Fire Dept.
001-091-011	MORTON MORRIS & VITRA J	445 B ST	0.36	C-D	C	Single Family Resid.
001-071-015	WICKS LOVIE	444 B ST	0.19	C-D	C	Single Family Resid.
001-082-011	JOSE RICHARD D & SHELLEY L	457 B ST	0.25	C-D	C	Single Family Resid.
001-062-019	RANDHAWA G S & S K	454 B ST	0.1	C-D	C	Commercial /Conv. Store
001-062-018	MUNSON DANIEL JAMES	3011 5TH ST	0.1	C-D	C	Single Family Resid.
001-082-002	T.A. & R.M. FREITAS PROPERTIES		0.12	P-Q	C	Post Office
001-062-004	DOESCHER WANDA	460 B ST	0.15	C-D	C	Single Family Resid.
001-062-005	CITY OF BIGGS		0.15	P-Q	P	Park / Open Space
001-082-001	T.A. & R.M. FREITAS PROPERTIES	2994 6TH ST	0.25	P-Q	C	Post Office
001-062-006	BAYLES MARITAL TRUST	470 B ST	0.26	P-Q	P	Professional Office
001-081-009	THACKERAY HOLLIS S ETAL	479 B ST	0.23	C-D	C	Vacant
001-061-005	LIGHTY MARK W & TERESA N	476 B ST	0.12	C-D	C	Professional Office
001-061-006	BUTTE FEDERAL CREDIT UNION		0.06	C-D	C	Financial / Bank
001-061-035	BUTTE FED. CREDIT UNION	482 B ST	0.18	C-D	C	Financial / Bank
001-081-008	BRINK C M TEST. TRUST	481 B ST	0.07	C-D	C	Vacant
001-081-007	KOMAS JAMES	483 B ST	0.15	C-D	C	Vacant
001-061-009	CITY OF BIGGS		0	P-Q	P	Park/Parking lot
001-081-006	VALVERDE PRIMA	485 B ST	0.03	C-D	C	Vacant
001-081-020	LADARA FRANCIS	487 B ST	0.07	C-D	C	Auto repair
001-061-010	FRITH ROGER L & MARY E	488 B ST	0.17	C-D	C	Commercial /Restaurant
001-081-019	LADARA FRANCIS	489 B ST	0.14	C-D	C	Auto repair
001-061-017	RANDHAWA G S & S K	492 B ST	0.16	C-D	C	Commercial / Grocery
001-081-004	HONAN GARY & CATHLEEN M	491 B ST	0.06	C-D	C	Mining Supply
001-081-003	MATHAUSER FRANK & SHIRLEY	493 B ST	0.1	C-D	C	Bar
001-061-020	RANDHAWA G S & S K		0.14	C-D	C	Parking Lot
001-081-015	MATHAUSER FRANK & SHIRLEY	495 B St	0.12	C-D	C	Single Family Resid.
001-061-021	RODRIGUEZ J JESUS & VIRGINIA V	498 B ST	0.19	C-D	C	Vacant Gas Station / Auto
001-081-018	HONAN GARY & CATHLEEN	499 B ST	0.13	C-D	C	Vacant

Source: Butte County Assessor Data, 2007

As can be seen on the table above, there are seven parcels which have existing single-family residential dwellings on them, six parcels used for a public purpose, six parcels containing structures that are currently vacant, and 11 parcels having an active commercial or office/professional use.

GENERAL PLAN

The City of Biggs General Plan establishes two land use designations within the downtown B Street corridor between Fourth Street and Seventh Street. The applicable land use designations are as follows:

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Commercial:

Commercial land uses include offices, retail stores, personal services, and commercial services. These uses are all found in the present commercial area of Biggs. Some of the uses expected in this classification are: retail stores, professional offices, restaurants, automobile services, dry cleaners, and print shops. Some residential uses may be allowed by use permit.

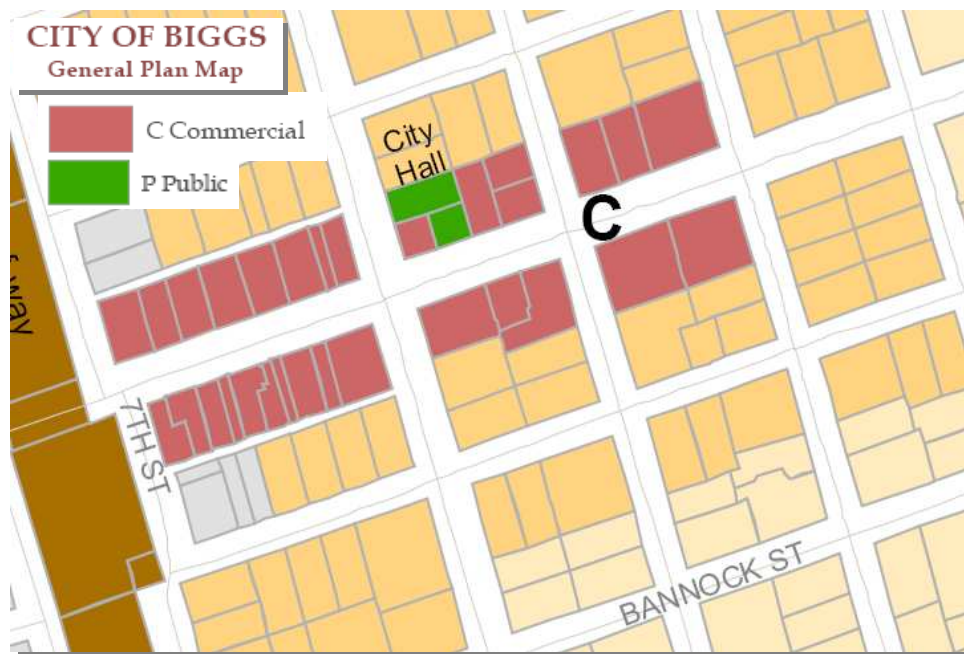
Public:

This classification includes public uses such as a school, library, police station, park, public water well, wastewater treatment plant, community building or other public facility. The size and scope of these uses is diverse, ranging from a mini neighborhood park to many acres for a wastewater treatment plant. These uses can generally be divided into three functional categories: education (schools); recreation (parks, swimming pool, etc.); and public facilities (water treatment, flood control, etc.).

The General Plan Land Use Map designates all of the parcels within the study area with the Commercial land use designation with the exception of an L-shaped parcel of land located on the north side of B Street, east of the Carnegie Building and west of the Library building, which is designated as Public and used as an open space area.

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Exhibit 18 - City of Biggs General Plan, 1998



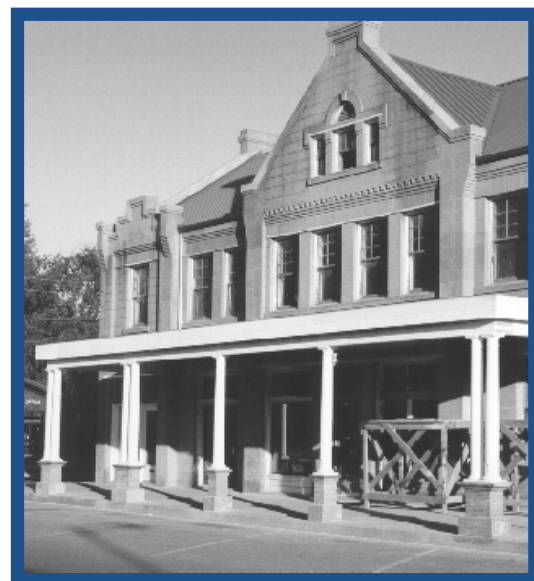
In addition to the designations on the City of Biggs Land Use Map, the General Plan establishes Special Planning Districts throughout the City, one of which is the B Street Corridor Commercial District. The City considers Special Planning Districts to be overlay designations which portray uses the City would encourage. The B Street Corridor Commercial District is described as follows in the General Plan:

B Street Corridor Commercial District

Setting

The B Street Corridor Commercial District forms the downtown core of the community and includes virtually all the commercial businesses within Biggs. Significant historic structures along B Street include: the Colonia Hotel, the Biggs Carnegie Library and the Sacramento Valley Bank Building.

Commercial uses along B Street have been in a state of decline for more than 10 years due to a variety of conditions. Currently,



Hotel Colonia within the B Street Commercial District

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numerous buildings on the south side of B Street are not occupied by active businesses.

Constraints

The most immediate constraint to establishment of new businesses along B Street is the lack of available spaces for purchase or rent. Limited vacant land is located on the north side of B Street and could accommodate new construction. The underutilized buildings along the south side of B Street represent the greatest potential for creating new business sites. However, the condition of these buildings is a concern and some of the structures may require significant improvements to meet current earthquake safety standards.

B Street Commercial District Vision

The City envisions the B Street Corridor remaining as the primary business district of Biggs. Ideally, businesses will occupy all structures along B Street between Sixth Street and Seventh Street, possibly extending further east or west as well, and will provide goods and services to meet the needs of the community.

Of particular interest is the restoration of the Colonia Hotel and reuse of the Brinks building which is located next to the Colonia. Another important component for the B Street corridor will be the opening of a restaurant(s) serving, at a minimum, breakfasts and lunches.

General Plan Policies

The City of Biggs General Plan contains numerous policies specifically applicable to the downtown area, as noted below:

- Policy 3.1.A - The compact form of the City will be maintained through a clear distinction between urban development and surrounding agriculture open space.
- Policy 3.1.B - Ensure that street design is pedestrian in scale and incorporates landscaping.
- Policy 3.1.C - Support efforts by residents and property owners to increase maintenance and improve properties within the community.
- Policy 3.1.D - The City will strive to revitalize the downtown area as the focal point of Biggs.

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- Policy 3.1.E - New development shall be compatible with existing urban areas.
- Policy 3.1.F - Community gateways shall be developed as inviting and attractive entries to Biggs.
- Policy 3.1.G - New growth will incorporate the established street patterns into development design.
- Policy 3.1.1 - Develop gateway entrances, using open space and design monuments, to entice travelers on Highway 99 to visit Biggs.
- Policy 3.1.2 - Explore Programs for improving maintenance and upkeep of properties throughout Biggs.

Policies pertaining specifically to the Commercial District include the following:

- Policy 1.1.C - New construction and renovation of existing structures for commercial uses along B Street shall be designed to promote the historic character of the downtown.
- Policy 1.1.D - Direct new commercial development to the existing commercial corridor of B Street between Fifth Street and Seventh Street and along Sixth Street south of Bannock Street.
- Policy 1.1.E - Consider commercial uses within residential zones only when such uses are in the interest of the community.

ECONOMIC DEVELOPMENT & MARKET STUDY

ZONING

The study area, which includes the north and south sides of B Street, between Fourth and Seventh Streets, has two zoning designations - the C-D - Downtown Commercial zoning district and the P/QP - Public Quasi-Public zoning district. The C-D Downtown Commercial zoning district is intended to provide *"area for retail and service businesses which serve the residents of Biggs as well as the surrounding region. Located on B Street, this district encompasses the historic commercial core of Biggs. As such, the nature and character of both structures and uses within the C-D district should maintain and enhance the historic qualities of Biggs and should contribute to an attractive and inviting small town commercial main street environment."*

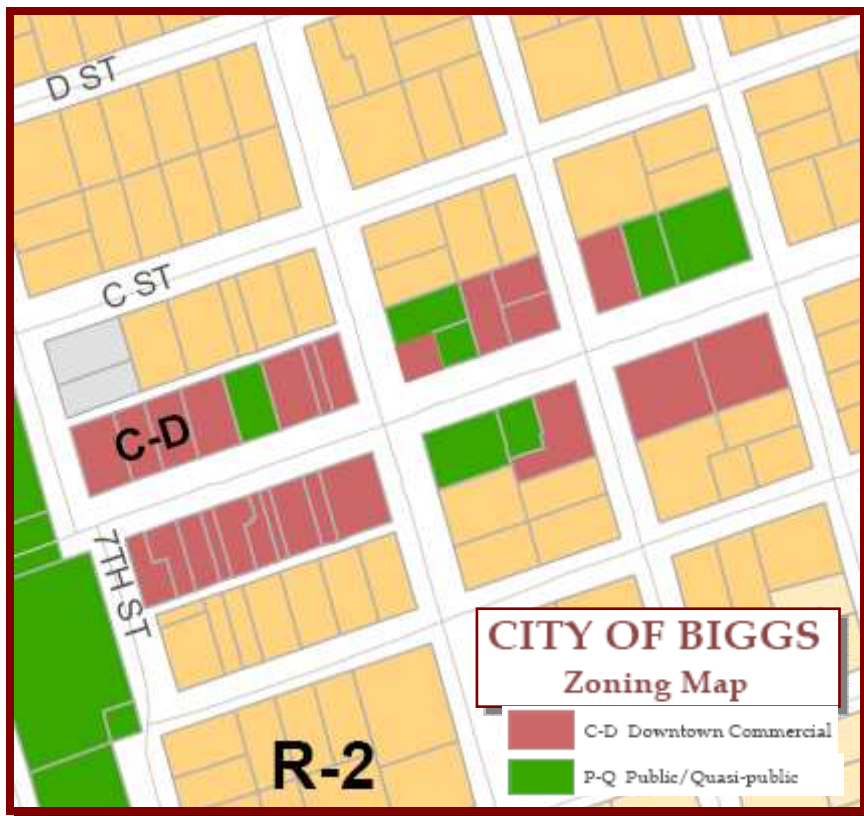
The P/QP Public Quasi-Public zoning district *"is intended to provide for a wide range of public, institutional and auxiliary uses which may be established in response to the health, safety, cultural and welfare needs of the citizens of Biggs."*

The predominant zoning in the Commercial Downtown area is the C-D - Downtown Commercial Zoning district. With the exception of the post office located at the southeast corner of Sixth and B Street and the Fire Station located at the northwest corner of Fourth and B Street, all building structures within the Downtown Commercial area are zoned with the C-D zoning designation.

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The exhibit below is a section of The City of Biggs Zoning Map, 2007. The map clearly depicts that the downtown commercial core area contains all of the principally permitted commercial businesses within the City of Biggs. With the limited exception of two vacant or undeveloped parcels of land zoned with the C-G – Commercial General zoning designation, all of the commercial zoning in the City falls within the Commercial Downtown area.

Exhibit 19 - Zoning in Downtown Biggs



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INFRASTRUCTURE

Water

The City of Biggs is the water service provider for customers and users in the City. The City's potable water system utilizes a system of three groundwater wells drawing from the local groundwater aquifer. A new well is currently being drilled and it is anticipated that the new well will replace an existing older well currently in use. The existing wells operate on a direct drive system, rather than a variable drive system, thereby requiring the use of a water reservoir. As new wells are developed to replace the older wells and/or existing wellhead equipment is replaced with newer variable speed drives, the need for an elevated water storage reservoir will be reduced.

Water system pressure is provided by use of a +/- 40,000-gallon elevated water storage reservoir. Normal static water pressure in the City varies from 35 to 40 pounds per square inch (City of Biggs Water Master Plan, 2000). The City potable water system utilizes an interconnected system of delivery infrastructure ranging from a 10-inch main running south from the water storage tank to the SunWest Rice Mill to 2-inch individual residential service lines in low-demand, short-run areas. The majority of water users within the City are billed on a flat rate fee schedule with the majority of residential dwelling units not connected to a water meter.

The City of Biggs is currently in the process of replacing a significant majority of the water lines within the delivery system. This includes the drilling of a new well, the upgrading of existing well facilities, installation of new fire hydrants and the replacement of over 80 percent of the total linear potable water pipe in the community. In addition, the water system upgrade project will install individual water meters on a majority of the service lines in the community.

While the current water system in the City is adequate to provide potable water for City residents, the age and operational deficiencies of the system (lack of system loops and adequate shut-off valve capacity) places a heightened burden on City public works staff to maintain the system. Upon completion of the water system upgrade, the water system within the City will reflect a modern system capable of sustaining water pressures adequate to provide for enhanced fire flows and greater system efficiency and utility.

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Within the Commercial Downtown area, water service is provided via water mains located within the adjacent public streets and/or alleyways. Potable water service is provided to all users and all B Street fire hydrants on the north side of B Street between Seventh Street and Fourth Street via a 6-inch and 8-inch water main located within the westbound travel lane of B Street. Potable water to users on the south side of B Street between Sixth and Seventh Streets is provided by a 2-inch non-looped water main located in the alley south of B Street. This service line is connected to an existing 6-inch water line running north-south on Sixth Street. Potable water to users on the south side of B Street between Sixth Street and Fourth Street is provided via north-south 6-inch water lines in Fourth, Fifth, and Sixth Streets.

Exhibit 20 – City of Biggs Water Master Plan, 2000



As described in the B Street Corridor Commercial District Special Planning Area narrative in the General Plan and as supported by the technical water system discussion in the Water Master Plan, the primary water-related impediments to Commercial Downtown development are due to low overall system water pressures which may not support necessary commercial fire flows and the under-sized, aging, and non-looped water service located within the alley south of B Street.

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Sewer

The City of Biggs is the wastewater provider for the City. The City operates a level-2 advanced primary water pollution control plant on nine acres located west of the City. The existing facility operates at an approximate .27 million gallons per day (mgd) average dry weather flow and has a capacity of 1.05 mgd peak wet weather flow. The treatment system is comprised of a series of settling ponds with an aerated lagoon, a rock filter treatment system, and a chlorination/dechlorination contact basin. Upon completion of the treatment process, treated water is discharged into Lateral K and Hamilton Slough.

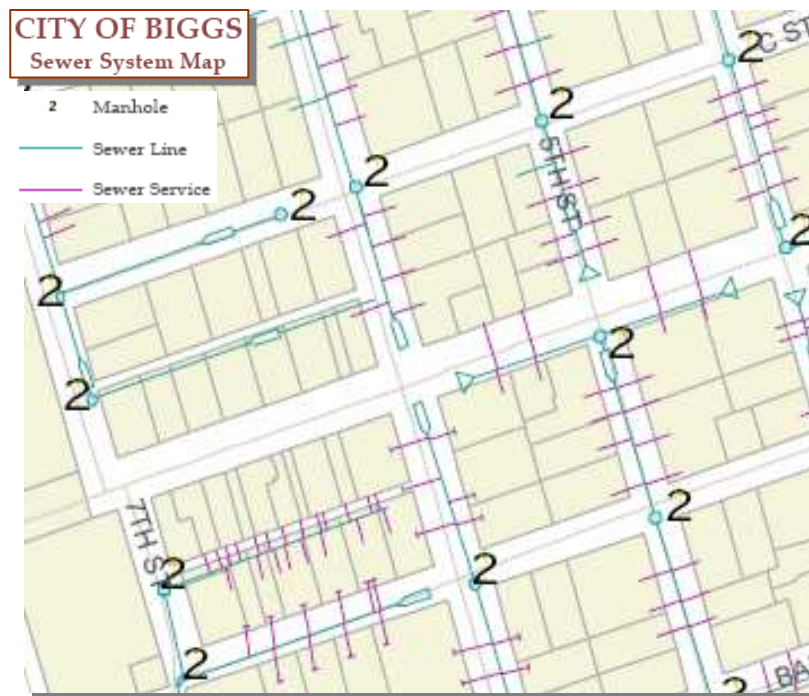
As further described in the Wastewater Master Plan, the treatment plant received a major facility upgrade in 2000-2001. As a result, the facility is in excellent shape and should function with expandable capacity for the next 15 years.

The existing City wastewater collection system is a gravity-based system composed of wastewater collection infrastructure (pipes, manholes, valves, etc.) and three lift stations. Much of the City's collection system is older "terra cotta" and "orangeberg" piping that is reaching the end of its useful life. In addition, the City's wastewater collection system is affected by root intrusion, cracks, and inundation and infiltration due to high ground water levels in the area.

The Commercial Downtown area is provided wastewater collection service via 6-inch lines generally running in a north-south direction. Parcels located between Sixth and Seventh Streets on the north side of B Street are serviced by a 6-inch gravity collection line located in the alleyway behind the commercial buildings. This collection line runs westward to Seventh Street and flows north to E Street. Parcels on the south side of B Street between Sixth and Seventh Streets are serviced by a 6-inch gravity collection line located in the alleyway behind the commercial buildings. This collection line flows westward to Seventh Street and runs south to Bannock Street. Users located between Sixth Street and Fourth Street drain into an existing 6-inch collection line in B Street that then drains into a north-south collection line in Fifth Street.

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Exhibit 21 - City of Biggs Sewer Master Plan, 2000



Pursuant to the City of Biggs Wastewater Master Plan, the City's wastewater collection system requires a great deal of rehabilitation and the lines in the downtown corridor are no exception. Exhibit 21, the Sewer Facilities Condition Map within the Wastewater Master Plan, identifies all lines providing wastewater collection to the Downtown Corridor, with the exception of the collection line located in the alley north of B Street, as being in "bad" condition and needing replacement. All of the collection lines within the downtown corridor area identified as being in "bad" condition are also identified as being first priority replacement lines in the proposed capital projects program.

The City's ability to collect and treat wastewater is adequate and meets existing RWQCB standards however, the age and condition of the collection infrastructure does represent a potential impediment to the development of new uses in the downtown area and could be a problem if all potential users were to begin to utilize the system to its full capacity.

Storm Drainage

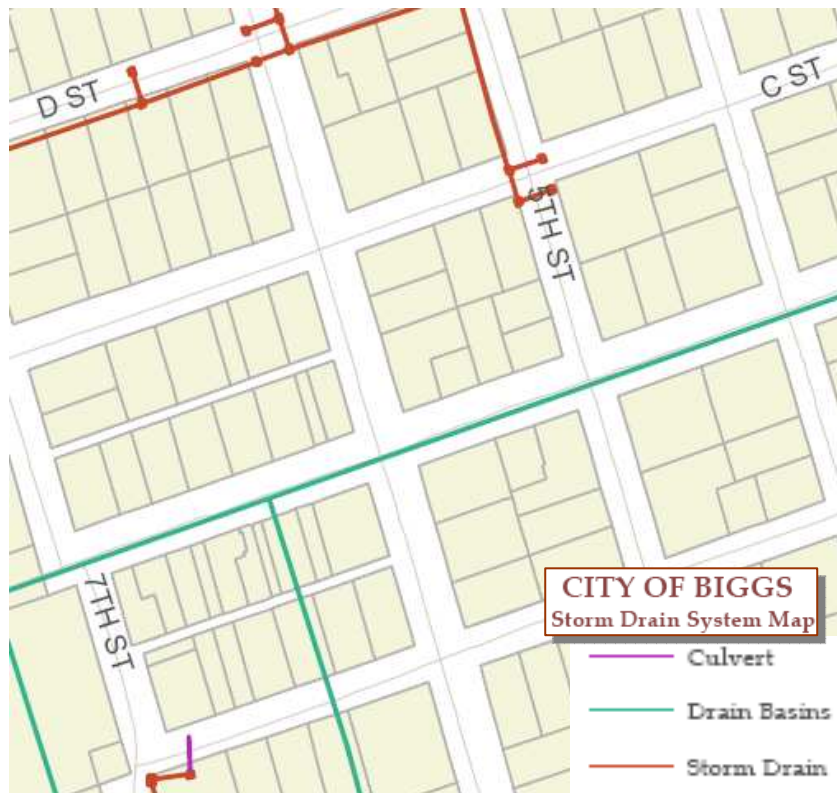
The City of Biggs provides storm water drainage facilities at varying locations in the City. In general, storm drainage in the City is conveyed either northward to Lateral K, which drains to the south into Hamilton Slough, or drains southward directly to Hamilton Slough. Based upon Figure 2-1 of the City of Biggs Storm Water Facilities

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Master Plan, the downtown corridor does not have any underground storm drainage infrastructure. The only accessory storm drainage infrastructure within the downtown area is vertical curbing along both side of B Street. Exhibit 22 from the Storm Drainage Master Plan proposes the future installation of two new storm drainage inlets at the intersection of Seventh and B Streets connecting to a new north-south storm drain line located along the west side of Seventh Street. However, funding is not currently available to complete the project.

As shown on the graphic below, the B Street centerline generally provides a "grade-break" for storm water runoff. Storm water runoff north of the B Street centerline generally flows in a northerly direction to developed infrastructure to the north and storm water runoff south of the B Street centerline generally flows in a southerly direction to developed infrastructure to the south.

Exhibit 22 - City of Biggs Storm Drain Master Plan, 2001



Transportation

The City of Biggs General Plan identifies B Street as an Arterial Street along its complete length within the City. The General Plan also designates B Street as a

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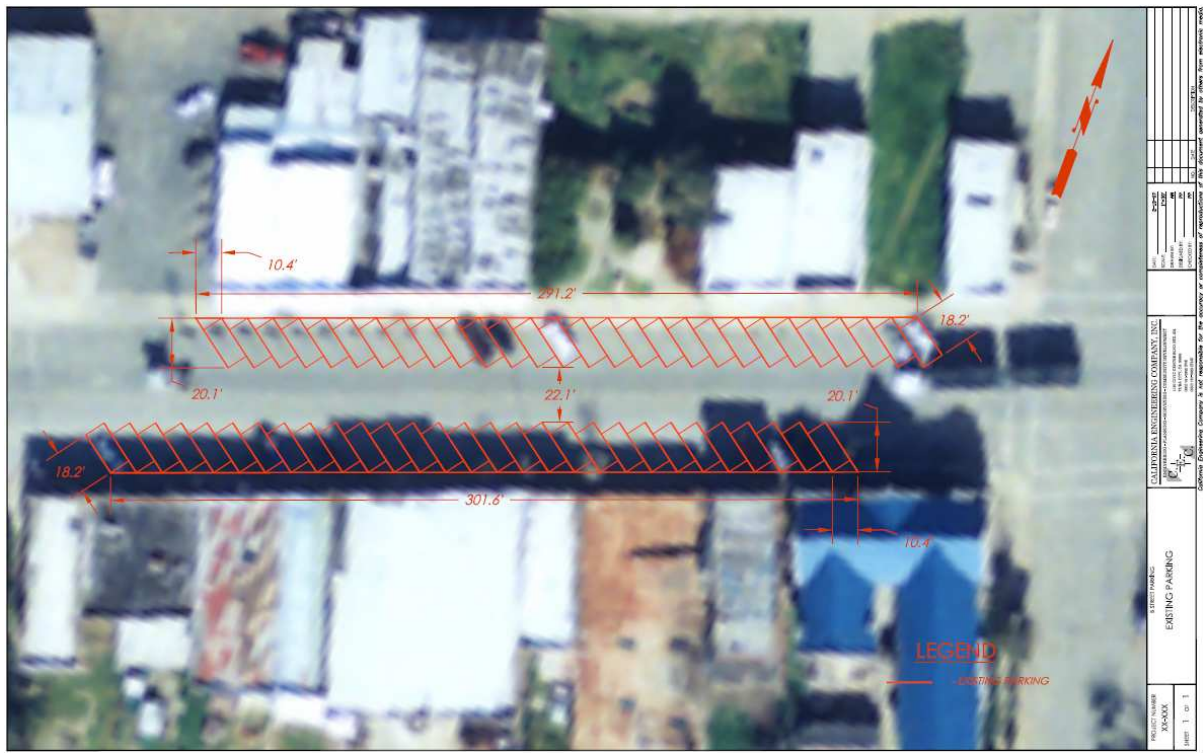
pedestrian route on the City Pedestrian and Bicycle Route Map. Arterial roadways are defined as *"streets provid[ing] the major travel corridors through Biggs, linking Collector streets with regional roadways. Arterials connect with both Residential Local and Collector streets. Arterial streets within the City of Biggs also provide access to some properties. Arterials carry the greatest traffic volumes. Speed limits may range from 25 m.p.h. to 35 m.p.h. Right of Way requirement for Arterials is 80 feet in width with a paved surface of 60 feet in width between curbs."* Additionally, the General Plan provides that the maximum acceptable Average Daily Trips (ADT) on an Arterial Street in Biggs is 5,000 ADT with an acceptable Level of Service of C or better. Based upon recent traffic counts, the ADT on B Street is approximately 3,000.

The General Plan also establishes two truck routes within the City, B Street and E Street. It is acknowledged in the General Plan that with "[T]he combination of commercial activity, the current parking spaces and heavy truck traffic has not resulted in significant problems to date. However, as Biggs grows and traffic levels increase this situation may result in safety concerns." While it is acknowledged that no significant traffic safety problems have occurred to date on B Street due to truck traffic, it is believed that the use of B Street by large volumes of trucks does present an impediment to development in the downtown area due to noise impacts, litter, and potential traffic safety issues that could arise as a result of streetscape enhancements and or an increase in traffic that would accompany a thriving downtown commercial area.

Parking within the downtown B Street corridor is a mixture of on-street parallel parking and angled parking. Between Fourth and Sixth Streets, on-street parking is accommodated by unmarked parallel parking opportunities with limited off-street parking in driveways and parking lots. Between Sixth Street and Seventh Streets, there are approximately 56 angled parking spaces at an approximate 60-degree angle. In addition to the available on-street parking spaces, limited off-street parking spaces are available in the grocery store parking lot, in the public parking area behind the downtown park, and along Fourth, Fifth, Sixth, and Seventh Streets.

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Exhibit 23 – Designated Parking Spaces in Downtown Biggs



LAND AVAILABILITY

Within the study area there is little room for new or expanded development. Between Fourth and Seventh Streets, there are only three parcels not developed with a structure. Of those, two are public parks and/or open space areas and one is a parking lot supporting the downtown grocery store.

While limited opportunities exist for development on vacant parcels, substantial opportunity exists for the redevelopment and/or use of existing vacant buildings within the area. As shown in the Land Ownership/Use table on Exhibit 17, page 52, there are currently seven parcels that contain vacant structures and numerous other uses that could be redeveloped to accommodate new or expanded commercial opportunities.

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ENVIRONMENTAL ISSUES

Biggs currently has no open environmental cleanup sites on the Cortese List, which is compiled and managed by the California Department of Toxic Substances Control. The list is a planning document used by the state, local agencies, and developers to comply with the California Environmental Quality Act requirements in providing information about the location of hazardous materials release sites.

There are currently three Leaking Underground Fuel Tank (LUFT) sites in Biggs that are being monitored by the state. (See detailed LUFT reports in Appendix D, page 17.) Two properties on the LUFT list, the Quik-Stop Convenience Market (454 B Street) and the vacant gasoline station located at 498 B Street, are located downtown. Both sites are currently under remediation.

Other environmental issues that could potentially impede development downtown, possibly due to the added cost of remediation, include:

- Age of buildings may indicate the presence of lead paint and asbestos;
- High fire hazard due to zero-lot line building, age of structures, low area water pressure, and presence of abandoned buildings; and
- Noise impacts from trucks and railroad tracks (approximately 24 trains per day).

OTHER IMPEDIMENTS

For the City of Biggs there is significant concern about other potential obstacles to economic revitalization. These include, but are not limited to, the following:

- The poor physical condition of many buildings downtown, some of which have remained empty and unused for years;
- The financial investment required to bring buildings up to code for adaptive reuse;
- The viability and limited availability of parcels zoned for commercial development;
- The need for other types of zoning, such as mixed use residential and commercial zoning, that will help stimulate economically viable projects downtown;

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- The need to foster commercial development in other areas of the City without further eroding the economic vitality of the B Street commercial area; and
- The limited amount of parking and the absence of processes to waive parking requirements.

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STRATEGIES FOR ECONOMIC DEVELOPMENT

Sustainable economic development strategies consider the long-term effects of economic development initiatives and strive for economic stability with persistent growth. An analysis of a community's strengths, weaknesses, opportunities, and threats (commonly referred to as a SWOT analysis) is often the first step in thinking strategically about a city's economic future.

STRENGTHS WEAKNESSES OPPORTUNITIES AND THREATS (SWOT)

Strengths

- Charm—The City of Biggs is a family-friendly community with traditional small-town charm.
- Density—Biggs has a density comparable to many urban areas and much higher than many suburbs or fast-growing edge cities. As such, Biggs is already a “walkable” community with realistic options for people to get downtown using transportation modes other than the automobile. Given the current limited amount of parking downtown and the difficulties that the City may incur significantly increasing parking spaces in the future, Biggs should take advantage of its traditional street grid, sidewalks, and shady tree-lined streets and direct people downtown on foot or by bicycle.
- Sidewalks—The sidewalk improvements made through the Sidewalks to Schools initiative should be expanded and leveraged to help safely direct foot traffic to downtown.
- Trees—From the beautiful old orchards that line B Street from Highway 99 to downtown, to the shady tree-lined streets of the surrounding neighborhoods, Biggs has an abundance of beautiful trees.



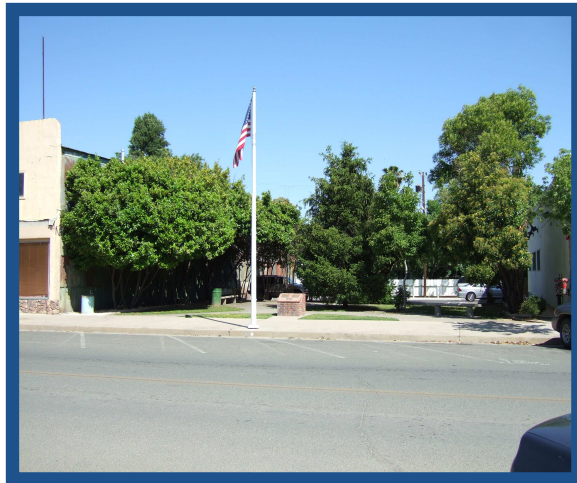
Downtown Biggs, 2007

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- Historic Buildings—Downtown Biggs is home to some notable historic structures that add depth and beauty to the City's character.
- Commitment of Civic Leaders—The City of Biggs is now focused on economic development; this plan is evidence of the City's interest in identifying the best means to revitalize the City's economy. An economic development committee, which includes stakeholders from the community, has also been formed to guide and sustain this effort.

Weaknesses

- Infrastructure—Many of the buildings in Downtown Biggs have serious structural problems that are limiting their full economic development and best use.
- Limited Commercial Activity—The limited commercial activity in the downtown core along B Street between Sixth and Seventh Streets is a deterrent to new businesses that need foot traffic and potential crossover customers arriving in Biggs to patronize other establishments.
- Truck Route—Trucks entering B Street from Hwy 99 destined for the SunWest Rice Mill and other industrial areas west of downtown must currently drive through the heart of downtown Biggs. Civic leaders and citizens have voiced concern over the many problems the current truck route causes for the City. The truck route creates traffic problems, health and safety issues, noise pollution, and air pollution, and wear and tear on City streets in a section of the City that needs to be a safe, convenient, and appealing place for people to shop and conduct business.
- Lack of Shade—Pedestrians and shoppers along B Street are exposed to the elements, particularly a lack of shade during warm weather.



Public Park in Downtown Biggs, 2007

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- **Public Spaces**—Though downtown Biggs does offer a public park on the east side of B Street that acts as a focal point for public ceremonies, it is not well utilized on a daily basis. The park is a strong candidate for redesign and landscaping. For instance, the trees planted on the west wall create a dank and shady area where no other plantings can grow, while failing to provide shade for the rest of the park. Some careful design and decorative landscaping could create a park that maximizes the utility of the space and is an attraction in its own right.
- **Separation of Commercially Zoned Areas**—Unfortunately, the commercially zoned area adjacent to the electric substation is not well suited for commercial development. Most retail developers would look at the current traffic flow in the City and quickly identify B Street, and particularly the B Street and Highway 99 intersection as the “gravity side” of the location—meaning that traffic is pulled towards the intersection and making it an ideal location for retail development. The area by the substation is separated from downtown by residential areas and buffered on the opposite side by industrial uses, making it an unlikely location for commercial development.
- **City Permitting Process**—The City has limited capacity to evaluate and approve requests that deviate from the standard. There is no process in place to grant variances for mixed-use development or other conditional uses.

Opportunities

- **Signage**—Directional signage indicating the direction and distance to Biggs from Highway 99 could benefit economic activity in Downtown Biggs.
- **Low-Cost Electrical Provider**—The City of Biggs currently provides electricity to its residents at a cost below the standard commercial rate. For businesses or facilities that consume large quantities of electricity, the cost savings that would be realized by conducting business in Biggs could be significant. This could be an opportunity for the City to recruit businesses to relocate to Biggs.
- **Demographic-Serving Businesses**—A pharmacy would serve senior citizens well. Civic leaders have expressed interest in this idea. Businesses that meet

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the needs of the Latino/Hispanic community and agricultural workers would also serve the targeted income group.

- Vacant Buildings—Rehabilitation of vacant buildings could provide much-needed commercial business space downtown.
- Historic Buildings—Whereas the Sacramento Bank building and the Carnegie Library building are both currently in use, there is an opportunity to rehabilitate the Hotel Colonia building into a thriving business enterprise that could serve as a catalyst for further economic development along the south side of B Street. The old Pharmacy building, which presents a handsome façade to the street, has many structural issues that may make the building difficult to rehabilitate or preserve without some type of subsidy, possibly from a historical preservation grant.
- Bicycle Lanes—The City should identify several bicycle routes through the City, officially demarcated with bike lanes that would separate bicycle traffic from automobile and truck traffic. The lanes would serve a health and traffic safety purpose and provide another opportunity to attract and direct potential customers downtown. A bicycle-friendly community could also help Biggs attract tourists and cyclists, especially if a regional network of bicycle trails were accessible from the City. The Gray Lodge Wildlife Area, for example, contains more than 80 miles of roads with more than 50 miles of trails available for hikers and bicyclists.
- Trees—Planting shade trees downtown and along the railroad would serve several purposes: 1) Coordinated with other streetscape and landscaping improvements, planting trees downtown would be very attractive. 2) The trees would help provide much needed shade for customers who must currently walk sidewalks that are completely exposed to sun, wind, and rain. 3) Trees would help create a visual buffer between the downtown and the railroad tracks. 4) Trees would absorb some of the noise created by the railway and industrial areas.
- Tourism—Currently, tourism is an untapped market in Biggs.

Threats

- Neighboring Gridley—The City of Gridley has an expansive economic base for a city of its size. One indicator of the City's economic success is the City's per

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capita sales and use tax revenue (\$169), which exceeds the California state average. Biggs will need to strategically examine its economic initiatives in relation to neighboring Gridley. According to the Gridley Area Chamber of Commerce, the residents of the cities of Live Oak and Biggs are among the 23,000 people considered part of the Gridley “trade area.”

- **Economic Downturn**—Any economic downturn affecting the area could limit the ability of the City to realize its goals. A downturn in the housing market could significantly diminish the customer base and resulting revenues that would be created from the construction of new homes and neighborhoods in and around Biggs, as well as the servicing of additional markets created by the new residents.
- **Quality of Schools**—The quality of local schools is an important factor for parents when determining where to purchase a home. If the schools in Biggs deteriorate and the public’s perception of the school system declines, the City could begin to lose an important demographic in the City. Currently, young families are the highest income earners in Biggs. Maintaining this demographic in the City is critical to stabilizing and expanding the City’s economic base.

The City must draw on its strengths, while mitigating or eliminating its current weaknesses. Opportunities must be explored and exploited, while threats must be analyzed and avoided, if possible. When examining the various paths towards economic development that the City could pursue, several common objectives are evident.

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IMPLEMENTATION STRATEGIES FOR ECONOMIC DEVELOPMENT

Following are potential strategies that the City may choose to implement to achieve the stated economic development objectives.

Establish an Environment Conducive for Business

The business environment in downtown Biggs must be improved on several fronts:

- Improving the physical infrastructure of many buildings downtown, rehabilitating structures that the City would like to retain, and making room for new buildings and development;
- Improving the safety of downtown by eliminating truck traffic that creates a potential hazard to pedestrians and other motorists as well as producing air and noise pollution; and
- Improving the appearance of downtown to create an attractive and engaging destination for consumers.

Establish a Package of Economic Incentives

Business attracts more business. Conversely, the lack of economic activity in Biggs is also a significant deterrent to potential new businesses and entrepreneurs who might consider operating in the City. To counteract this trend the City could choose to develop a package of incentives to entice new businesses to locate in Biggs. The City could explore a number of options including the following:

- Waive sewer hook-up fees;
- Waive parking requirements;
- Negotiate a graduated sales tax revenue schedule as a subsidy for strategic new businesses or as a tool to entice local businesses in nearby cities to relocate to Biggs;
- Waive permitting fees;
- For strategic non-profits, like a medical clinic or community development organization, subsidize or waive the rent for space that is owned or leased by the City for an established period of time; and

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- Market the lower costs for electricity in Biggs and identify electric intensive businesses that may benefit greatly from the lower energy costs. (This option will require further study and consultation with industry experts.)

Regardless of the methods the City chooses to implement, it is clear that without specific incentives, there is little the City can currently leverage to attract and retain businesses in such an underperforming economic environment. The benefits of such incentives should be clearly explained and the conditions required to qualify for the incentives should be unambiguously articulated.

Reroute Truck Traffic around Downtown

No downtown can possibly achieve its objective for economic development if it is perceived to be an unpleasant environment in which to conduct business or a place where health and safety are at risk. The number of large transport vehicles that currently pass directly through downtown on B Street between Sixth and Seventh Streets is an enormous deterrent to business development. The trucks pose a safety hazard to other vehicles and pedestrians, as well as create air and noise pollution that is not conducive to a thriving business environment.



Sun West Rice Mill in Biggs, 2007

The trucks, however, are representative of important economic activity in the City. Their needs include the following:

- Access to industrial areas west of downtown;
- A timely direct route from Highway 99 to the industrial areas;
- A road that can accommodate heavy-axle and extended-trailer truck traffic; and
- A safe route that will limit the risks of accidents and company liability for damage to City infrastructure.

There are several actions that could allow the City to eliminate truck traffic as an impediment to economic development downtown.

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- Reroute all truck traffic to enter Biggs on Rio Bonito and utilize the E Street corridor and railroad crossing at grade to access industrial areas west of downtown.
- Explore an extension of the Dakota/Brough Road, including a new railroad crossing at grade.
- Make left turns illegal when approaching B Street from the south along Sixth Street, thus funneling truck traffic north to the E Street corridor and grade crossing.
- Explore the possibility of building a road east of the school complex to divert truck traffic on B Street north to Rio Bonito and the E Street corridor. Prohibit trucks in excess of established size and weight limits from entering B Street beyond that point.

Developing the right solution for rerouting truck traffic will require the collaboration of civic leaders, planners and engineers at all levels of government, and local businesses. Funding for the project is a critical component. The City may wish to pursue another CDBG Planning and Technical Assistance grant focused solely on devising a plan to reroute truck traffic for reasons of health and safety and/or economic development. Other funding and assistance can be obtained thorough CalTrans.

Land Use & Real Estate Development Strategies

The lack of available land suitable for commercial development is a significant deterrent to economic development in Biggs. Although the City has zoned an additional section of undeveloped land adjacent to the electrical substation on the west side of Sixth Street north of Dakota/Brough Road, the area currently has minimal value as commercially zoned land. There are several factors that clearly limit the land's commercial value:

- The lack of visibility of the area from major highways or thoroughfares;
- The lack of accessibility to the area by major boulevards or thoroughfares;
- The adjacent electrical substation and industrial areas;
- The adjacent railroad;
- The area lacks a traditional street grid to integrate it into the surrounding neighborhood; and

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- The area is separated from the current downtown and from other commercial areas.

Ultimately, the City may decide that the best use for this plot of undeveloped land is a transitional zone where the uses could provide a buffer between the industrial areas on the west side of the railroad tracks and the residential areas to the east of Sixth Street.

The most viable area for commercial and retail development is the intersection of B Street and Highway 99. From a traditional retail perspective this plot of land is particularly desirable for the following reasons:

- The land is situated at the intersection of a major regional highway and the main street through the City of Biggs;
- The land is currently undeveloped, and “greenfield” development is typically cheaper and faster than infill development in an established downtown;
- The land is clearly visible from a major regional highway; and
- The land is situated on the “gravity” side of Biggs, which means the B Street entrance to Highway 99 is already the primary destination for motorists leaving and entering Biggs.

Gravity flow models help retail developers chart traffic flows and identify convenient attractive locations for retail establishments along existing routes. Among such potential retail sites, those that are particularly coveted are situated where the majority of motorists are able to make a right turn into the shopping center. This would be the case for all motorists leaving Biggs along B Street who would want to enter any new commercial establishments located there.

Many of the businesses that civic leaders would like to attract to Biggs, such as a leading grocery store chain or drug store, would be much more likely to locate in a new commercial development at the intersection to a major regional highway than in downtown Biggs, or the isolated commercially zoned area west of Sixth Street.

Although development of commercial areas outside of downtown might be seen as a departure from the stated goals and policies in the current General Plan, there may be ways for the City to leverage development of the B Street and Highway 99 intersection to benefit additional economic development in Biggs, including downtown.

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In many ways the development would align with the City's stated policies and goals to create an attractive gateway to Biggs along B Street. A new development at the intersection would also solve the visibility problem for the City of Biggs; a development in the area would in effect put Biggs on the map for motorists on Highway 99 who would normally drive past the B Street intersection without turning off the highway.

Implementation strategies for business development at B Street and Highway 99 include:

- Annexation - Annex the land along B Street to Highway 99. If possible, annex the land directly to the east of Highway 99 as well, so that development of the entire intersection falls under the jurisdiction of the City of Biggs. Without this level of control there is a risk that undesirable and uncoordinated development on the east side of Highway 99 could undermine the goals of the City and decrease the economic potential of all development in the area.
- Vision - Create a vision for the new development and the B Street commercial corridor.
- Design Guidelines - Create or update City policies and ordinances to ensure that the design of new developments will adhere to the published vision.
- Traffic & Circulation - Create a traffic and circulation plan for the area that takes into consideration the potential new commercial uses and retail development.
- Rezoning - Rezone the entire B Street corridor for mixed-use development, which would account for current uses as well as new commercial or mixed uses. Zoning changes must come first because obtaining variances or code changes are typically too expensive and time-consuming for most developers.
- Housing - Include plans for mixed-income housing or apartments to serve the tight rental market in the area.
- Infrastructure - Determine what infrastructure the City could implement in the area to prepare it for commercial development; determine what portions of the required infrastructure should be provided by developers.
- Available Land - Assemble parcels for development.

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Strategies to help integrate historic downtown Biggs with possible new commercial development at B Street and Highway 99:

- Identify Benevolent Developer(s) - Negotiate with developer(s) that, in addition to exploiting the economic opportunities available in the City, can also help the City achieve its vision for the area and support long term sustainable economic development.
- Funnel Traffic Downtown - Leverage the new commercial activity at the east end of B Street and develop strategies to funnel some of that traffic west along B Street towards downtown. This will require creating commercial, retail, entertainment, and cultural destinations downtown.
- Redirect Revenues - Utilize the increased sales tax revenues and other associated fees to help fund initiatives to revitalize downtown.
- Cater to Tourists - Create destinations downtown that cater to tourists.

A leading grocery store and drug store chain have already been mentioned as possible anchor tenants for a retail center at B Street and Highway 99. Another strategic addition to commercial development at the site would be a hotel or lodge. An upscale hotel or lodge at the site could vastly improve the design and appearance of the development, as well as provide the foundation for the City to begin exploiting the opportunities that exist in the area of tourism, particularly those products and services that would serve hunting, fishing, and other outdoor enthusiasts.

Redevelopment Options

Redevelopment describes one or more public actions undertaken to stimulate economic activity when the private market is not providing sufficient capital or economic growth to meet community objectives. This public action usually involves such measures as:

- Direct public investment;
- Capital improvements;
- Enhanced public services;
- Technical assistance;
- Marketing and promotion;
- Tax benefits; and

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- Planning initiatives, such as rezoning.

Blight is under-performing or obsolete land uses or buildings that exist where rational private investment cannot overcome market forces. The American Heritage Dictionary of the English Language offers what may be the simplest definition of blight: "something that impairs growth, withers hopes and ambitions, or impedes progress and prosperity." *"Within planning and redevelopment practice, blight may refer to these impairments on the physical fabric (buildings, properties, public improvements, etc.) on community structure and social fabric (neighborhood vitality, security, public health and welfare, etc.) or on the economy (property values, tax base, facility obsolescence, employment base, etc.)."* (<http://www.planning.org/policyguides/redevelopment.htm>)

Several of the buildings in downtown Biggs would meet the definition of blight. One of the tools available to governments to deal with the elimination of blight is the exercise of eminent domain. When privately-owned land in a public area, such as downtown Biggs, is contributing to the economic stagnation of the greater community, then the use of eminent domain could be justified. Sometimes it is simply the threat of eminent domain that will encourage a private landowner to fulfill their responsibilities as good stewards of the property. In some cases, owners welcome the use of eminent domain when there is no market for their land holdings. Other owners wish to take advantage of the statutory benefits.

The most controversial form of eminent domain—the taking of private residences to turn over to a third-party developer—is not a possible scenario in downtown Biggs. The American Planning Association encourages planners and empowered officials to link all "redevelopment, including any use of eminent domain...to a plan." These recommendations include:

- Redevelopment plans should also be consistent with adopted comprehensive plans, including General Plans and Specific Plans.
- All such plans should be subject to rigorous public involvement.
- Legislation governing redevelopment authorities should include a clearly defined process for designating redevelopment areas.
- Whenever possible, a designated and well-defined redevelopment authority should be a prerequisite to eminent domain use.

ECONOMIC DEVELOPMENT & MARKET STUDY

- Public-private partnerships for redevelopment should be constructed to ensure they are fair, open, equitable, transparent, and accountable for acting in the public interest.
- Public notice and participation processes should be required and outreach should include citizens, property owners, businesses, and civic institutions.

Source: (July 2005 Domestic Policy Watch, W. Paul Farmer, AICP, APA Executive Director)
(<http://www.planning.org/domesticagenda/2005/jul05.htm>)

Tap into Tourism

Creating Tourist Destinations

Tourists are spending money in Butte County. According to *California Tourism*, a joint marketing venture of the California Travel and Tourism Commission and the Division of Tourism, tourists spent \$215.8 million in Butte County in 2004, an increase of \$14 million over 2003 (See Appendix E, Tourism in Shasta Cascade Region). The City of Biggs should implement strategies to make sure that a significant portion of those dollars are spent in Biggs. A new hotel would place tourists in Biggs, but additional strategies are needed to encourage tourists to spend money in the City.

All of the previously mentioned strategies to make downtown an attractive environment for shopping and spending leisure time will also help make downtown an interesting destination for tourists. Additional ideas for catering to tourists within downtown include:

- Museum - A museum that preserves the history of the rice growing region, including photographs, stories, films, old product packaging and labels, and displays of antique farming equipment.
- Local Brew Pub - A pub where beer is brewed bearing the emblem of the city and perhaps capitalizing on rice as an ingredient in beer. "Biggs Black Rice Brewery and Pub" might create a lively space downtown for locals as well as visiting hunters and fishermen. Although the general market analysis for Biggs indicates that the City is only oversaturated in one market—drinking establishments—cursory research places the nearest brew pub to Biggs in Paradise. Creating a niche market around entertainment venues, restaurants, and bars is one potential strategic direction that the City could choose to pursue.

ECONOMIC DEVELOPMENT & MARKET STUDY

- Outdoor Enthusiasts - Encourage and attract businesses to downtown that cater to the specific needs of hunters, fishermen, and other outdoor enthusiasts, including, but not limited to, bait and tackle, hunting equipment and clothing, camping equipment, and maps and guides.
- Cyclists - Establish and connect bicycle lanes in Biggs to the regional network of bike trails, then consider encouraging businesses that cater to the needs of cyclists.

Transient Occupancy Tax (TOT)

Another important aspect of attracting an upscale hotel or lodge to Biggs is the transient occupancy tax (TOT) that would be added to City revenues. The authority to levy TOT is granted to the legislative bodies of both cities and counties by Revenue and Taxation Code 7280.

Exhibit 24 – TOT Receipts for Butte County (1999 – 2006)

California Transient Occupancy Tax Receipts by Jurisdiction Last Updated: March 15, 2007 By Fiscal Year Amounts in \$000									
Butte County	*Rate	1999	2000	2001	2002	2003	2004	2005	2006
Unincorporated	6.00%	45.9	37.8	44	40.9	38.4	39.7	41.8	42.3
Chico	10.00%	1,046.90	1,141.10	1,247.20	1,329.60	1,309.90	1,389.70	1,449.10	1,708.50
Gridley	6.00%	3.9	19.6	26.6	25.5	26.2	25.1	23.9	27.2
Oroville	9.00%	232.1	250.1	269.1	294.9	308.8	331.8	352.4	336.5
Paradise	10.00%	53.5	94.7	102.9	104.8	101.5	123.2	174.8	174.9
Total		1382.3	1543.3	1689.8	1795.7	1784.8	1909.5	2042	2289.4
Annual Growth		8.50%	11.65%	9.49%	6.27%	-0.61%	6.99%	6.94%	12.12%
Average Annual Growth 1999 - 2006									7.67%
Source: Compiled by Dean Runyan Associates, Inc. as reported by the California State Controller's Office									

The County of Butte has set its TOT rate at 6%. Nearby Chico's TOT rate is 10%. From that, Chico currently collects about \$1.7 million a year in TOT revenue, which is one of the largest revenue sources listed in the city's operating budget. (Sales tax is the largest single revenue producer for Chico.) Currently, Biggs has no operating hotels.

Following is an example of how one successful tourist and business oriented hotel might affect City revenues. The City of Biggs could institute a TOT rate of 8%, which is the average between the region's highest TOT rate in Chico and the lowest rate for unincorporated areas in Butte County.

ECONOMIC DEVELOPMENT & MARKET STUDY

Exhibit 25 illustrates the annual TOT revenue generated from a 100 room hotel using varying room and occupancy rates that are based on industry averages for the region published by the State.

Exhibit 25 – Potential Revenue from Transient Occupancy Tax

City of Biggs Potential Revenue from Transient Occupancy Tax (TOT)			
Hotel Revenue Variables	Low Room Rate/Occupancy	Average Room Rate/Occupancy	High Room Rate/Occupancy
TOT Rate	8%	8%	8%
Rooms	100	100	100
Average Room Rate	\$80.00	\$90.00	\$100.00
Occupancy	50%	65%	80%
Annual TOT Revenue	\$116,800.00	\$170,820.00	\$233,600.00

Source: California Tourism, California Travel and Tourism Commission (2006)

Establish Partnerships

Establishing partnerships with public, private, and non-profit entities is another critical component of revitalizing downtown. Business Improvement Districts are one such partnership that has been previously discussed in this report. Subsidizing key non-profit partners has also been discussed. Additional partnerships the City may wish to pursue are listed below:

- Non-profit medical clinic;
- Local community college;
- Local university
 - Chico State
 - University of California Davis – Internationally known and respected for its research and development for agriculture and natural resources; and
- Community development organizations, especially those providing services to youth and senior citizens.

The presence of one or two of these institutions, especially an extension of a local community college or university, would help stabilize downtown Biggs and provide a foundation for future economic development.

ECONOMIC DEVELOPMENT & MARKET STUDY

Bring the Community Downtown

Community Center

The City can also help to create more destinations downtown. A community center located directly downtown or adjacent to the City Park would be a wonderful way to stimulate more activity downtown. Perhaps the old jail could be rehabilitated as a youth center. Funding for the planning, design, and construction of such facilities can be acquired through CDBG grants, HUD, and other federal and state programs.



Former Jail in Biggs, 2007

Farmer's Market

The City could also help to establish a farmer's market downtown. This would provide the City with another opportunity and public venue to market the City's produce, products, and agricultural heritage. The focal point of the market could be the public plaza on the north side of B Street.

Making the Most of Public Spaces

Redesigning, landscaping, and upgrading materials in the public plaza on B Street could help the City find new uses for the space and attract more City residents to use the plaza on a daily basis. One popular trend among communities facing similar challenges to Biggs is the community building project. This project approach relies on volunteers, local business sponsors, and faith-based organizations, who, along with the City's assistance and supervision, band together to tackle small improvement projects in designated areas. These projects benefit the community in many ways, including:

- Helping to build civic pride;
- Getting things built at a lower cost; and
- Getting the community involved in the building process.

The City's residents have already demonstrated their capacity to accomplish goals in this manner with the recent repainting of neglected buildings on the south side of B Street (see right). The City could help identify, organize, and supervise similar projects in the future.

ECONOMIC DEVELOPMENT & MARKET STUDY



Newly Painted Buildings in Downtown Biggs, 2007

NEXT STEPS

This economic development and market analysis study accomplished the following:

- Examined local demographics and noted community characteristics important for the successful implementation of future economic development efforts.
- Compared growth in population, income, and tax revenues across similar communities.
- Provided proven practices for economic development from communities and regions similar to Biggs.
- Analyzed local economic conditions to identify oversaturated and underserved markets that provide opportunities for growth.
- Surveyed the current infrastructure and regulatory environment to determine the City's capacity to develop.
- Identified possible business strategies to help the City revitalize downtown and achieve the economic development it desires.

The immediate next steps for the City could consist of the following:

- Conduct further targeted research and studies.
- Develop a vision for downtown Biggs or the entire B Street commercial corridor.

ECONOMIC DEVELOPMENT & MARKET STUDY

- Develop a strategic plan that will incorporate the City's vision, identify specific initiatives, and establish a timeline of events that represent an executable and sustainable plan for economic development.
- Identify and implement a business development initiative to jumpstart Biggs' economy.

The table below depicts at a high level what is required during the next planning phase. The actual results of such a planning exercise may yield other priorities and a different schedule for the City.

Exhibit 26 – Example Strategic Planning Timeline

Action	Timeline				
	ASAP	This Year	Next Year	5 Years	Long Term
Zoning & Ordinances					
Marketing					
Public Outreach					
Partnerships					
Business Recruitment					
Studies & Plans					
Traffic & Circulation					

This table is for illustrative purposes and does not represent specific recommendations

REFERENCES AND DATA SOURCES

REFERENCES AND DATA SOURCES

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- City of Biggs, Council and Staff
- City of Yreka Downtown Plan
- City of Weed Downtown Revitalization Plan
- City of Winters Downtown Master Plan
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- ESRI Tapestry Community databases
- The Gridley Area Chamber of Commerce, <http://www.gridleyareachamber.com>
- *Smart Growth at the Frontier: Strategies and Resources for Rural Communities*, Barbara Wells, Northeast-Midwest Institute, 2002
- *Turning Around Downtown: Twelve Steps to Revitalization*, Christopher B. Leinberger, The Brookings Institution, March 2005
- US Bureau of Economic Analysis
- US Census
- *Welcome Back Downtown: A Guide to Revitalizing Pennsylvania's Small Towns*, Martin Shields & Tracey Farrigan, Pennsylvania State University, 2003

APPENDICES

APPENDIX A – ESRI BUSINESS SUMMARY



Business Summary by SIC Codes

39.41275,-121.71235 Site Type: Radius	B St AT 7th St Biggs, CA 95917 Radius: 1.0 miles				B St AT 7th St Biggs, CA 95917 Radius: 5.0 miles				B St AT 7th St Biggs, CA 95917 Radius: 10.0 miles			
Total Businesses:	45				482				1,172			
Total Employees:	290				3,109				7,949			
Total Residential Population:	2,069				12,064				29,581			
Daytime/Nighttime Population Ratio:	0.14				0.26				0.27			
	BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture & Mining	2	4.5%	19	6.6%	28	6.1%	227	7.3%	70	6.0%	545	6.9%
Construction	4	9.1%	16	5.6%	35	7.6%	144	4.6%	139	11.9%	464	5.8%
Manufacturing	1	2.3%	33	11.5%	11	2.4%	187	6.0%	51	4.4%	884	11.1%
Transportation	3	6.8%	7	2.4%	19	4.1%	119	3.8%	42	3.6%	221	2.8%
Communication	0	0.0%	0	0.0%	1	0.2%	2	0.1%	2	0.2%	2	0.0%
Electric, Gas, Water, Sanitary Services	0	0.0%	0	0.0%	4	0.9%	19	0.6%	5	0.4%	51	0.6%
Wholesale Trade	6	13.6%	66	22.9%	24	5.2%	190	6.1%	75	6.4%	709	8.9%
Retail Trade Summary	5	11.4%	8	2.8%	97	21.0%	704	22.7%	237	20.2%	1,610	20.3%
Home Improvement	0	0.0%	0	0.0%	9	1.9%	96	3.1%	24	2.0%	161	2.0%
General Merchandise Stores	0	0.0%	0	0.0%	2	0.4%	12	0.4%	6	0.5%	193	2.4%
Food Stores	3	6.8%	4	1.4%	17	3.7%	131	4.2%	37	3.2%	242	3.0%
Auto Dealers, Gas Stations, Auto Aftermarket	0	0.0%	0	0.0%	15	3.2%	103	3.3%	35	3.0%	169	2.1%
Apparel & Accessory Stores	0	0.0%	0	0.0%	4	0.9%	5	0.2%	8	0.7%	14	0.2%
Furniture & Home Furnishings	0	0.0%	0	0.0%	8	1.7%	11	0.4%	23	2.0%	69	0.9%
Eating & Drinking Places	1	2.3%	3	1.0%	24	5.2%	295	9.5%	54	4.6%	634	8.0%
Miscellaneous Retail	1	2.3%	1	0.3%	18	3.9%	51	1.6%	50	4.3%	128	1.6%
Finance, Insurance, Real Estate Summary	2	4.5%	6	2.1%	36	7.8%	98	3.2%	93	7.9%	279	3.5%
Banks, Savings & Lending Institutions	1	2.3%	5	1.7%	12	2.6%	41	1.3%	22	1.9%	81	1.0%
Securities Brokers	0	0.0%	0	0.0%	1	0.2%	2	0.1%	2	0.2%	5	0.1%
Insurance Carriers & Agents	1	2.3%	1	0.3%	8	1.7%	16	0.5%	21	1.8%	46	0.6%
Real Estate, Holding, Other Investment Offices	0	0.0%	0	0.0%	15	3.2%	39	1.3%	48	4.1%	147	1.8%
Services Summary	17	38.6%	122	42.4%	182	39.4%	1,238	39.8%	416	35.5%	2,843	35.8%
Hotels & Lodging	0	0.0%	0	0.0%	2	0.4%	10	0.3%	12	1.0%	61	0.8%
Automotive Services	2	4.5%	2	0.7%	18	3.9%	36	1.2%	40	3.4%	99	1.2%
Motion Pictures & Amusements	1	2.3%	0	0.0%	10	2.2%	19	0.6%	21	1.8%	93	1.2%
Health Services	0	0.0%	0	0.0%	24	5.2%	440	14.2%	37	3.2%	548	6.9%
Legal Services	0	0.0%	0	0.0%	3	0.6%	12	0.4%	9	0.8%	24	0.3%
Education Institutions & Libraries	3	6.8%	107	37.2%	18	3.9%	291	9.4%	38	3.2%	749	9.4%
Other Services	11	25.0%	13	4.5%	107	23.2%	430	13.8%	259	22.1%	1,269	16.0%
Government	3	6.8%	11	3.8%	17	3.7%	171	5.5%	27	2.3%	321	4.0%
Other	1	2.3%	0	0.0%	8	1.7%	9	0.3%	15	1.3%	18	0.2%
Totals	44	100.0%	288	100.0%	482		3,108		1,172		7,947	

Source: Business data provided by InfoUSA, Omaha NE Copyright 2006, all rights reserved. ESRI forecasts for 2006.

APPENDICES



Business Summary by NAICS Codes

39.41275,-121.71235 Site Type: Radius	B St AT 7th St Biggs, CA 95917 Radius: 1.0 miles				B St AT 7th St Biggs, CA 95917 Radius: 5.0 miles				B St AT 7th St Biggs, CA 95917 Radius: 10.0 miles			
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Total Employees:	290				3,109				7,949			
Total Residential Population:	2,089				12,094				29,581			
Daytime/Nighttime Population Ratio:	0.14				0.28				0.27			
	BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES		BUSINESSES		EMPLOYEES	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing and Hunting	1	2.3%	12	4.2%	21	4.5%	173	5.6%	46	3.9%	418	5.3%
Mining	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%	2	0.0%
Utilities	0	0.0%	0	0.0%	3	0.6%	19	0.6%	4	0.3%	28	0.4%
Construction	4	9.1%	18	5.6%	35	7.5%	144	4.6%	144	12.3%	470	5.9%
Manufacturing	1	2.3%	33	11.6%	13	2.8%	177	5.7%	53	4.5%	984	10.9%
Wholesale Trade	6	13.6%	68	22.9%	24	5.2%	160	6.1%	75	6.4%	709	8.9%
Retail Trade	4	9.1%	5	1.7%	72	15.5%	407	13.1%	175	14.9%	964	12.1%
Motor Vehicle and Parts Dealers	0	0.0%	0	0.0%	13	2.8%	100	3.2%	30	2.6%	152	1.9%
Furniture and Home Furnishings Stores	0	0.0%	0	0.0%	4	0.9%	3	0.1%	11	0.9%	35	0.4%
Electronics and Appliance Stores	0	0.0%	0	0.0%	4	0.9%	8	0.3%	8	0.7%	17	0.2%
Building Material and Garden Equipment and Supplies Dealers	0	0.0%	0	0.0%	9	1.9%	96	3.1%	23	2.0%	153	1.9%
Food and Beverage Stores	3	6.8%	4	1.4%	16	3.4%	130	4.2%	36	3.1%	240	3.0%
Health and Personal Care Stores	0	0.0%	0	0.0%	2	0.4%	20	0.6%	3	0.3%	26	0.3%
Gasoline Stations	0	0.0%	0	0.0%	2	0.4%	3	0.1%	4	0.3%	17	0.2%
Clothing and Clothing Accessories Stores	0	0.0%	0	0.0%	4	0.9%	5	0.2%	9	0.8%	15	0.2%
Sporting Goods, Hobby, Book, and Music Stores	1	2.3%	1	0.3%	4	0.9%	8	0.3%	17	1.4%	46	0.6%
General Merchandise Stores	0	0.0%	0	0.0%	2	0.4%	12	0.4%	6	0.5%	193	2.4%
Miscellaneous Store Retailers	0	0.0%	0	0.0%	10	2.2%	20	0.6%	23	2.0%	65	0.8%
Nonstore Retailers	0	0.0%	0	0.0%	2	0.4%	1	0.0%	4	0.3%	5	0.1%
Transportation and Warehousing	3	6.8%	13	4.5%	17	3.7%	158	5.1%	38	3.1%	289	3.6%
Information	1	2.3%	2	0.7%	7	1.5%	26	0.8%	15	1.3%	34	0.4%
Finance and Insurance	2	4.5%	8	2.1%	21	4.5%	59	1.9%	45	3.8%	132	1.7%
Central Bank; Credit Intermediation and Related Activities	1	2.3%	5	1.7%	11	2.4%	39	1.3%	20	1.7%	71	0.9%
Securities, Commodity Contracts, and Other Financial Investments and Related Activities	0	0.0%	0	0.0%	2	0.4%	4	0.1%	4	0.3%	15	0.2%
Insurance Carriers and Related Activities; Funds, Trusts, and Other Financial Vehicles	1	2.3%	1	0.3%	8	1.7%	16	0.5%	21	1.8%	46	0.6%
Real Estate and Rental and Leasing	0	0.0%	0	0.0%	25	5.4%	89	2.9%	68	5.8%	218	2.7%
Professional, Scientific, and Technical Services	4	9.1%	6	2.1%	22	4.7%	58	1.9%	65	5.5%	290	3.6%
Legal Services	0	0.0%	0	0.0%	3	0.6%	12	0.4%	11	0.9%	30	0.4%
Management of Companies and Enterprises	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Administrative and Support and Waste Management and Remediation Services	1	2.3%	2	0.7%	18	3.9%	155	5.0%	55	4.7%	265	3.3%
Educational Services	2	4.5%	105	36.5%	18	3.9%	292	9.4%	38	3.2%	749	9.4%
Health Care and Social Assistance	1	2.3%	1	0.3%	36	7.8%	515	16.6%	70	6.0%	790	9.9%
Arts, Entertainment, and Recreation	1	2.3%	0	0.0%	7	1.5%	13	0.4%	17	1.4%	86	1.1%
Accommodation and Food Services	1	2.3%	3	1.0%	26	5.6%	307	9.9%	68	5.8%	701	8.8%
Accommodation	0	0.0%	0	0.0%	2	0.4%	10	0.3%	12	1.0%	61	0.8%
Food Services and Drinking Places	1	2.3%	3	1.0%	24	5.2%	297	9.6%	56	4.8%	640	8.1%
Other Services (except Public Administration)	8	18.2%	7	2.4%	74	15.9%	149	4.8%	152	13.0%	601	7.6%
Automotive Repair and Maintenance	2	4.5%	2	0.7%	14	3.0%	23	0.7%	31	2.6%	64	0.8%
Public Administration	3	6.8%	11	3.8%	17	3.7%	171	5.5%	27	2.3%	321	4.0%
Unclassified Establishments	1	2.3%	0	0.0%	8	1.7%	6	0.2%	19	1.6%	19	0.2%
Totals	45	102.3%	290	100.7%	482	99.6%	3,109	100.0%	1,172	99.9%	7,949	100.0%

Source: Business data provided by InfoUSA, Omaha NE Copyright 2006, all rights reserved. ESRI forecasts for 2005.

APPENDICES

APPENDIX B – BIGGS BUSINESS PROFILE 2000 – 2004

2000 County Business Patterns																							
<table><tr><th colspan="2">Major Industry</th></tr><tr><td>Total for ZIP Code</td><td>95917</td></tr><tr><td>Number of establishments:</td><td>30</td></tr><tr><td>First quarter payroll:</td><td>\$690,000</td></tr><tr><td>Number of employees:</td><td>152</td></tr><tr><td>Annual payroll:</td><td>\$3,360,000</td></tr></table>												Major Industry		Total for ZIP Code	95917	Number of establishments:	30	First quarter payroll:	\$690,000	Number of employees:	152	Annual payroll:	\$3,360,000
Major Industry																							
Total for ZIP Code	95917																						
Number of establishments:	30																						
First quarter payroll:	\$690,000																						
Number of employees:	152																						
Annual payroll:	\$3,360,000																						
		Number of Establishments by Employment-size class																					
Industry Code	Industry Code Description	Total	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more												
	Total	30	21	3	4	2	0	0	0	0	0												
11	Forestry, fishing, hunting, and agriculture	1	0	0	0	1	0	0	0	0	0												
23	Construction	7	6	0	0	1	0	0	0	0	0												
31	Manufacturing	3	1	1	1	0	0	0	0	0	0												
42	Wholesale trade	4	2	0	2	0	0	0	0	0	0												
44	Retail trade	4	2	1	1	0	0	0	0	0	0												
48	Transportation & warehousing	3	3	0	0	0	0	0	0	0	0												
52	Finance & insurance	1	0	1	0	0	0	0	0	0	0												
62	Health care and social assistance	3	3	0	0	0	0	0	0	0	0												
81	Other services (except public administration	4	4	0	0	0	0	0	0	0	0												

Source: U.S. Census Bureau

APPENDICES

2001 County Business Patterns

Major Industry

Total for ZIP Code:	95917
Number of establishments:	29
First quarter payroll:	\$881,000
Number of employees:	173
Annual payroll:	\$3,982,000

Industry Code	Industry Code Description	Number of Establishments by Employment-size class									
		Total	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more
	Total	29	18	4	4	3	0	0	0	0	0
11	Forestry, fishing, hunting, and agriculture	1	0	0	0	1	0	0	0	0	0
23	Construction	6	4	0	1	1	0	0	0	0	0
31	Manufacturing	4	1	1	1	1	0	0	0	0	0
42	Wholesale trade	4	2	0	2	0	0	0	0	0	0
44	Retail trade	4	2	2	0	0	0	0	0	0	0
48	Transportation & warehousing	2	2	0	0	0	0	0	0	0	0
52	Finance & insurance	1	0	1	0	0	0	0	0	0	0
53	Real estate & rental & leasing	1	1	0	0	0	0	0	0	0	0
62	Health care and social assistance	3	3	0	0	0	0	0	0	0	0
81	Other services (except public administration)	2	2	0	0	0	0	0	0	0	0
99	Unclassified establishments	1	1	0	0	0	0	0	0	0	0

Source: U.S. Census Bureau

APPENDICES

2002 County Business Patterns

Major Industry

Total for ZIP Code:	95917
Number of establishments:	27
First quarter payroll:	\$744,000
Number of employees:	126
Annual payroll:	\$3,539,000

Industry Code	Industry Code Description	Number of Establishments by Employment-size class									
		Total	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more
	Total	27	20	4	2	1	0	0	0	0	0
11	Forestry, fishing, hunting, and agriculture	2	1	0	1	0	0	0	0	0	0
23	Construction	7	5	2	0	0	0	0	0	0	0
31	Manufacturing	3	1	0	1	1	0	0	0	0	0
42	Wholesale trade	2	2	0	0	0	0	0	0	0	0
44	Retail trade	3	2	1	0	0	0	0	0	0	0
48	Transportation & warehousing	2	2	0	0	0	0	0	0	0	0
52	Finance & insurance	1	0	1	0	0	0	0	0	0	0
53	Real estate & rental & leasing	2	2	0	0	0	0	0	0	0	0
56	Admin, support, waste mgt, remediation ser	1	1	0	0	0	0	0	0	0	0
62	Health care and social assistance	3	3	0	0	0	0	0	0	0	0
81	Other services (except public administration	1	1	0	0	0	0	0	0	0	0

Source: U.S. Census Bureau

APPENDICES

2003 County Business Patterns											
Major Industry											
Total for ZIP Code:		95917									
Number of establishments:		27									
First quarter payroll:		\$802,000									
Number of employees:		134									
Annual payroll:		\$3,919,000									
		Number of Establishments by Employment-size class									
Industry Code	Industry Code Description	Total	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more
	Total	27	19	4	3	1	0	0	0	0	0
11	Forestry, fishing, hunting, and agriculture	2	0	1	1	0	0	0	0	0	0
23	Construction	6	4	2	0	0	0	0	0	0	0
31	Manufacturing	3	2	0	0	1	0	0	0	0	0
42	Wholesale trade	2	2	0	0	0	0	0	0	0	0
44	Retail trade	2	1	1	0	0	0	0	0	0	0
48	Transportation & warehousing	4	3	0	1	0	0	0	0	0	0
52	Finance & insurance	1	0	0	1	0	0	0	0	0	0
53	Real estate & rental & leasing	2	2	0	0	0	0	0	0	0	0
62	Health care and social assistance	3	3	0	0	0	0	0	0	0	0
81	Other services (except public administration	2	2	0	0	0	0	0	0	0	0

Source: U.S. Census Bureau

APPENDICES

2004 County Business Patterns

Total for ZIP Code:	95917
Number of establishments:	25
First quarter payroll:	\$792,000
Number of employees:	144
Annual payroll:	\$4,587,000

		Number of Establishments by Employment-size class									
Industry Code	Industry Code Description	Total	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1000 or more
	Total	25	15	6	3	1	0	0	0	0	0
11	Forestry, fishing, hunting, and agriculture	3	1	1	1	0	0	0	0	0	0
23	Construction	7	5	2	0	0	0	0	0	0	0
31	Manufacturing	3	2	0	0	1	0	0	0	0	0
42	Wholesale trade	2	1	1	0	0	0	0	0	0	0
44	Retail trade	2	0	2	0	0	0	0	0	0	0
48	Transportation & warehousing	3	2	0	1	0	0	0	0	0	0
52	Finance & insurance	1	0	0	1	0	0	0	0	0	0
53	Real estate & rental & leasing	2	2	0	0	0	0	0	0	0	0
62	Health care and social assistance	1	1	0	0	0	0	0	0	0	0
81	Other services (except public administration)	1	1	0	0	0	0	0	0	0	0

Source: U.S. Census Bureau

APPENDICES

APPENDIX C – ESRI MARKET PROFILE

RETAIL MARKET PROFILE – 1 MILE RADIUS



Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 1.0 miles

Summary Demographics

2006 Population	2,069
2006 Households	666
2006 Median Disposable Income	\$34,046
2006 Per Capita Income	\$15,688

Industry Summary

	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$2,436,437	\$13,184,367	\$10,747,930	68.8	5
Total Retail Trade (NAICS 44-45)	\$2,244,076	\$11,439,286	\$9,195,210	67.2	4
Total Food & Drink (NAICS 722)	\$192,361	\$1,745,081	\$1,552,720	80.1	1

Industry Group	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$0	\$3,203,120	\$3,203,120	100.0	0
Automobile Dealers (NAICS 4411)	\$0	\$2,711,474	\$2,711,474	100.0	0
Other Motor Vehicle Dealers (NAICS 4412)	\$0	\$262,838	\$262,838	100.0	0
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$0	\$228,808	\$228,808	100.0	0
Furniture & Home Furnishings Stores (NAICS 442)	\$0	\$391,517	\$391,517	100.0	0
Furniture Stores (NAICS 4421)	\$0	\$237,060	\$237,060	100.0	0
Home Furnishings Stores (NAICS 4422)	\$0	\$154,457	\$154,457	100.0	0
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$0	\$295,710	\$295,710	100.0	0
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$0	\$407,179	\$407,179	100.0	0
Building Material and Supplies Dealers (NAICS 4441)	\$0	\$377,695	\$377,695	100.0	0
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$0	\$29,484	\$29,484	100.0	0
Food & Beverage Stores (NAICS 445)	\$2,127,084	\$2,575,080	\$447,996	9.5	3
Grocery Stores (NAICS 4451)	\$2,127,084	\$2,398,717	\$271,633	6.0	3
Specialty Food Stores (NAICS 4452)	\$0	\$102,241	\$102,241	100.0	0
Beer, Wine, and Liquor Stores (NAICS 4453)	\$0	\$74,122	\$74,122	100.0	0
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$0	\$489,787	\$489,787	100.0	0
Gasoline Stations (NAICS 447/NAICS 4471)	\$0	\$1,221,413	\$1,221,413	100.0	0
Clothing and Clothing Accessories Stores (NAICS 448)	\$0	\$655,636	\$655,636	100.0	0
Clothing Stores (NAICS 4481)	\$0	\$533,840	\$533,840	100.0	0
Shoe Stores (NAICS 4482)	\$0	\$75,912	\$75,912	100.0	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$0	\$45,884	\$45,884	100.0	0
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$104,998	\$225,102	\$120,104	36.4	1
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$104,998	\$114,587	\$9,589	4.4	1
Book, Periodical, and Music Stores (NAICS 4512)	\$0	\$110,515	\$110,515	100.0	0

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Source: ESRI and info USA®.

APPENDICES



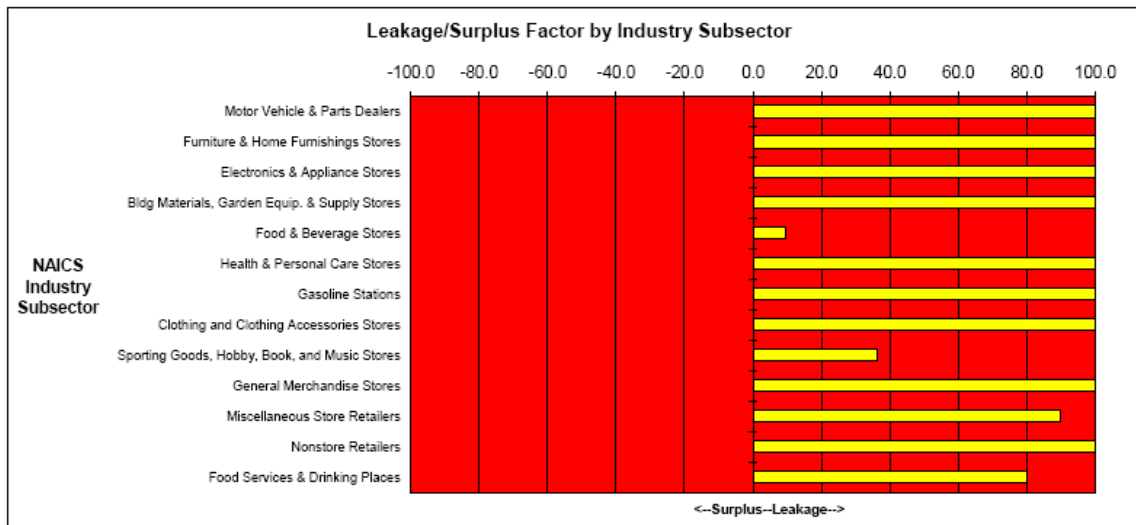
Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 1.0 miles

Industry Group	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$0	\$1,375,367	\$1,375,367	100.0	0
Department Stores Excluding Leased Depts. (NAICS 4521)	\$0	\$931,842	\$931,842	100.0	0
Other General Merchandise Stores (NAICS 4529)	\$0	\$443,525	\$443,525	100.0	0
Miscellaneous Store Retailers (NAICS 453)	\$11,994	\$224,247	\$212,253	89.8	0
Florists (NAICS 4531)	\$0	\$10,823	\$10,823	100.0	0
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$0	\$66,890	\$66,890	100.0	0
Used Merchandise Stores (NAICS 4533)	\$0	\$24,972	\$24,972	100.0	0
Other Miscellaneous Store Retailers (NAICS 4539)	\$11,994	\$121,562	\$109,568	82.0	0
Nonstore Retailers (NAICS 454)	\$0	\$375,128	\$375,128	100.0	0
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$0	\$269,070	\$269,070	100.0	0
Vending Machine Operators (NAICS 4542)	\$0	\$30,269	\$30,269	100.0	0
Direct Selling Establishments (NAICS 4543)	\$0	\$75,789	\$75,789	100.0	0
Food Services & Drinking Places (NAICS 722)	\$192,361	\$1,745,081	\$1,552,720	80.1	1
Full-Service Restaurants (NAICS 7221)	\$0	\$1,081,796	\$1,081,796	100.0	0
Limited-Service Eating Places (NAICS 7222)	\$4,651	\$538,674	\$534,023	98.3	0
Special Food Services (NAICS 7223)	\$5,290	\$103,277	\$97,987	90.3	0
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$182,420	\$21,334	\$-161,086	-79.1	1



Source: ESRI and info USA®.

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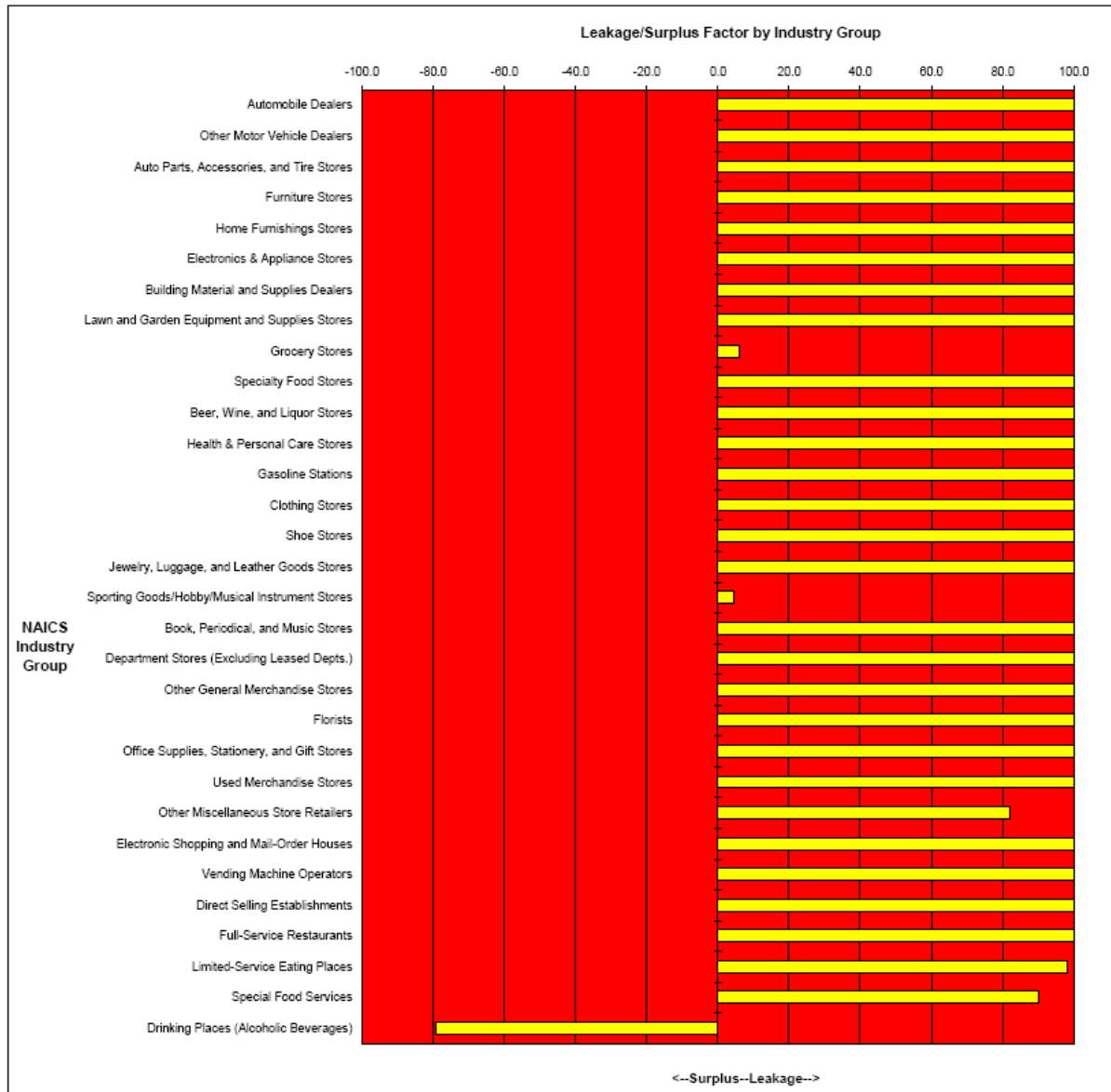


Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 1.0 miles



Source: ESRI and info USA®.

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APPENDICES

RETAIL MARKET PROFILE – 5 MILE RADIUS



Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 5.0 miles

Summary Demographics

2006 Population	12,094
2006 Households	4,089
2006 Median Disposable Income	\$31,193
2006 Per Capita Income	\$17,412

Industry Summary

	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$123,121,100	\$87,152,661	\$-35,968,439	-17.1	97
Total Retail Trade (NAICS 44-45)	\$115,351,481	\$76,170,772	\$-39,180,709	-20.5	72
Total Food & Drink (NAICS 722)	\$7,769,619	\$10,981,889	\$3,212,270	17.1	25

Industry Group	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$45,972,524	\$21,708,343	\$-24,264,181	-35.9	13
Automobile Dealers (NAICS 4411)	\$40,936,842	\$18,349,224	\$-22,587,618	-38.1	6
Other Motor Vehicle Dealers (NAICS 4412)	\$2,607,976	\$1,978,541	\$-629,435	-13.7	1
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$2,427,706	\$1,380,578	\$-1,047,128	-27.5	6
Furniture & Home Furnishings Stores (NAICS 442)	\$1,202,422	\$2,351,749	\$1,149,327	32.3	4
Furniture Stores (NAICS 4421)	\$972,049	\$1,394,527	\$422,478	17.9	2
Home Furnishings Stores (NAICS 4422)	\$230,373	\$957,222	\$726,849	61.2	2
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$1,362,748	\$1,849,185	\$486,437	15.1	4
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$5,713,947	\$3,113,007	\$-2,600,940	-29.5	9
Building Material and Supplies Dealers (NAICS 4441)	\$3,246,424	\$2,847,519	\$-398,905	-6.5	6
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$2,467,523	\$265,488	\$-2,202,035	-80.6	3
Food & Beverage Stores (NAICS 445)	\$38,337,361	\$16,763,759	\$-21,573,602	-39.2	15
Grocery Stores (NAICS 4451)	\$37,221,134	\$15,633,468	\$-21,587,666	-40.8	10
Specialty Food Stores (NAICS 4452)	\$672,949	\$655,121	\$-17,828	-1.3	4
Beer, Wine, and Liquor Stores (NAICS 4453)	\$443,278	\$475,170	\$31,892	3.5	1
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$8,304,092	\$3,360,563	\$-4,943,529	-42.4	2
Gasoline Stations (NAICS 447/NAICS 4471)	\$7,607,005	\$8,386,354	\$779,349	4.9	3
Clothing and Clothing Accessories Stores (NAICS 448)	\$912,655	\$4,081,403	\$3,168,748	63.5	4
Clothing Stores (NAICS 4481)	\$912,655	\$3,361,449	\$2,448,794	57.3	4
Shoe Stores (NAICS 4482)	\$0	\$457,894	\$457,894	100.0	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$0	\$262,060	\$262,060	100.0	0
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$909,289	\$1,373,856	\$464,567	20.3	4
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$669,347	\$733,942	\$64,595	4.6	3
Book, Periodical, and Music Stores (NAICS 4512)	\$239,942	\$639,914	\$399,972	45.5	1

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in curr

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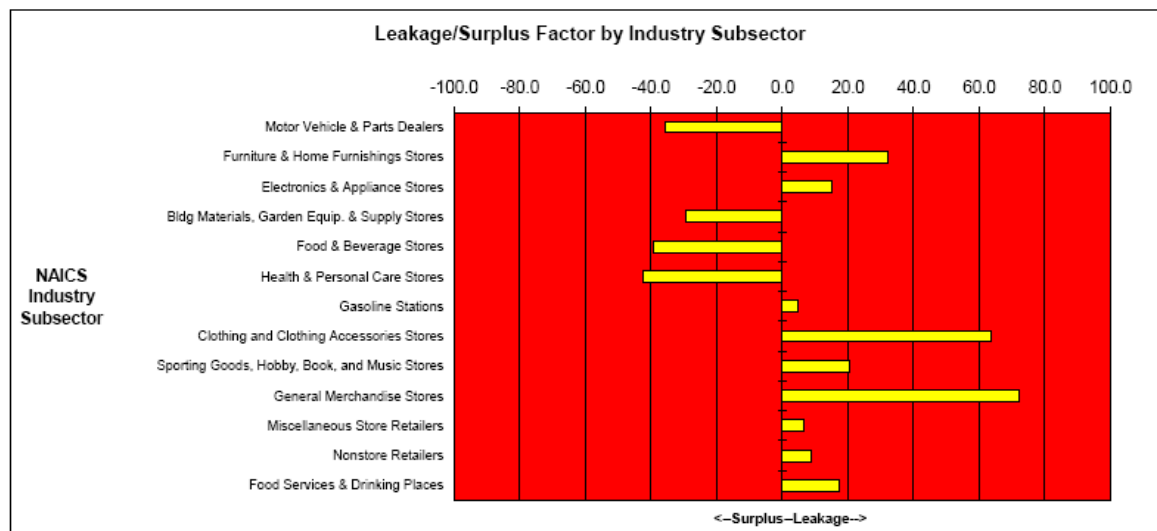
Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 5.0 miles

Industry Group	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$1,451,523	\$8,966,464	\$7,514,941	72.1	2
Department Stores Excluding Leased Depts. (NAICS 4521)	\$1,451,523	\$5,999,141	\$4,547,618	61.0	2
Other General Merchandise Stores (NAICS 4529)	\$0	\$2,967,323	\$2,967,323	100.0	0
Miscellaneous Store Retailers (NAICS 453)	\$1,380,862	\$1,583,349	\$202,487	6.8	10
Florists (NAICS 4531)	\$42,726	\$98,375	\$55,649	39.4	1
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$868,745	\$420,188	\$-448,557	-34.8	5
Used Merchandise Stores (NAICS 4533)	\$206,596	\$147,678	\$-58,918	-16.6	2
Other Miscellaneous Store Retailers (NAICS 4539)	\$262,795	\$917,108	\$654,313	55.5	2
Nonstore Retailers (NAICS 454)	\$2,197,053	\$2,632,740	\$435,687	9.0	2
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$1,772,648	\$1,690,225	\$-82,423	-2.4	1
Vending Machine Operators (NAICS 4542)	\$0	\$194,159	\$194,159	100.0	0
Direct Selling Establishments (NAICS 4543)	\$424,405	\$748,356	\$323,951	27.6	1
Food Services & Drinking Places (NAICS 722)	\$7,769,619	\$10,981,889	\$3,212,270	17.1	25
Full-Service Restaurants (NAICS 7221)	\$0	\$6,800,628	\$6,800,628	100.0	0
Limited-Service Eating Places (NAICS 7222)	\$7,060,691	\$3,398,954	\$-3,661,737	-35.0	20
Special Food Services (NAICS 7223)	\$40,054	\$651,487	\$611,433	88.4	1
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$668,874	\$130,820	\$-538,054	-67.3	4



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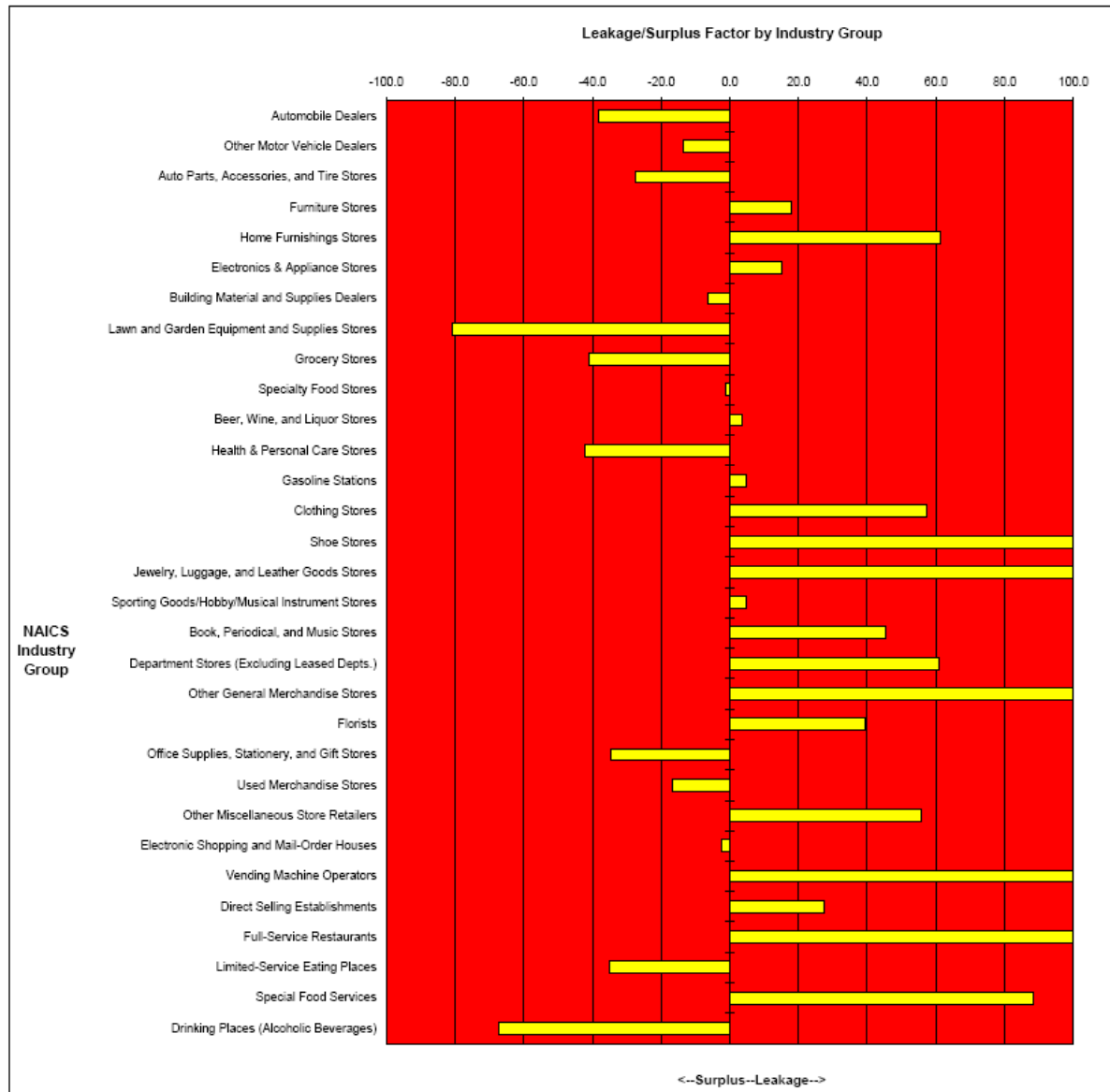


Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 5.0 miles



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APPENDICES

RETAIL MARKET PROFILE – 10 MILE RADIUS



Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 10.0 miles

Summary Demographics

2006 Population	29,581
2006 Households	10,103
2006 Median Disposable Income	\$28,642
2006 Per Capita Income	\$15,996

Industry Summary

	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$279,260,284	\$199,631,863	\$-79,628,421	-16.6	231
Total Retail Trade (NAICS 44-45)	\$239,510,401	\$174,844,309	\$-64,666,092	-15.6	175
Total Food & Drink (NAICS 722)	\$39,749,883	\$24,787,554	\$-14,962,329	-23.2	56

Industry Group	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$64,278,694	\$50,098,922	\$-14,179,772	-12.4	30
Automobile Dealers (NAICS 4411)	\$55,532,130	\$42,419,403	\$-13,112,727	-13.4	13
Other Motor Vehicle Dealers (NAICS 4412)	\$4,253,514	\$4,652,344	\$398,830	4.5	5
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$4,493,050	\$3,027,175	\$-1,465,875	-19.5	12
Furniture & Home Furnishings Stores (NAICS 442)	\$5,925,412	\$5,112,800	\$-812,612	-7.4	11
Furniture Stores (NAICS 4421)	\$1,730,247	\$3,124,873	\$1,394,626	28.7	4
Home Furnishings Stores (NAICS 4422)	\$4,195,165	\$1,987,927	\$-2,207,238	-35.7	7
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$2,468,606	\$4,076,617	\$1,608,011	24.6	8
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$11,431,884	\$7,244,582	\$-4,187,302	-22.4	22
Building Material and Supplies Dealers (NAICS 4441)	\$8,484,681	\$6,631,416	\$-1,853,265	-12.3	15
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$2,947,203	\$613,166	\$-2,334,037	-65.6	7
Food & Beverage Stores (NAICS 445)	\$64,521,863	\$38,937,937	\$-25,583,926	-24.7	35
Grocery Stores (NAICS 4451)	\$61,803,365	\$36,501,569	\$-25,301,796	-25.7	22
Specialty Food Stores (NAICS 4452)	\$1,063,975	\$1,446,501	\$382,526	15.2	9
Beer, Wine, and Liquor Stores (NAICS 4453)	\$1,654,523	\$989,867	\$-664,656	-25.1	4
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$9,643,470	\$7,614,032	\$-2,029,438	-11.8	3
Gasoline Stations (NAICS 447/NAICS 4471)	\$21,359,523	\$19,286,100	\$-2,073,423	-5.1	6
Clothing and Clothing Accessories Stores (NAICS 448)	\$2,888,457	\$8,860,655	\$5,972,198	50.8	9
Clothing Stores (NAICS 4481)	\$2,756,418	\$7,176,803	\$4,420,385	44.5	8
Shoe Stores (NAICS 4482)	\$0	\$1,098,948	\$1,098,948	100.0	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$132,039	\$584,904	\$452,865	63.2	1
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$5,117,510	\$3,043,421	\$-2,074,089	-25.4	17
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$3,209,257	\$1,590,653	\$-1,618,604	-33.7	13
Book, Periodical, and Music Stores (NAICS 4512)	\$1,908,253	\$1,452,768	\$-455,485	-13.6	4

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in cur

Source: ESRI and info USA®.

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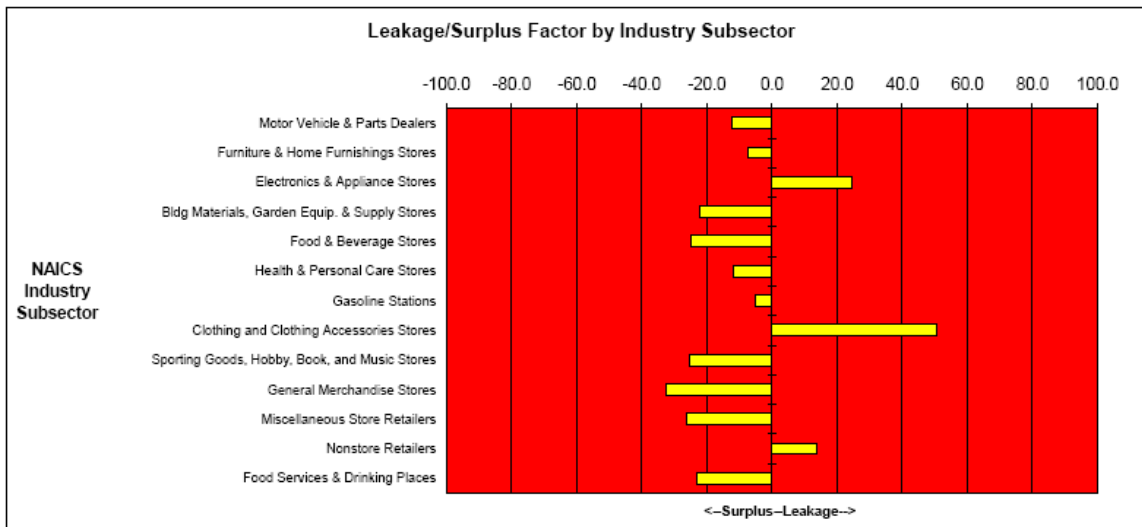
Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 10.0 miles

Industry Group	Supply (Retail Sales)	Demand (Retail Potential)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$41,114,104	\$20,950,828	\$-20,163,276	-32.5	6
Department Stores Excluding Leased Depts. (NAICS 4521)	\$23,153,473	\$14,821,580	\$-8,331,893	-21.9	4
Other General Merchandise Stores (NAICS 4529)	\$17,960,631	\$6,129,248	\$-11,831,383	-49.1	2
Miscellaneous Store Retailers (NAICS 453)	\$6,245,821	\$3,649,161	\$-2,596,660	-26.2	23
Florists (NAICS 4531)	\$197,650	\$224,765	\$27,115	6.4	3
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$1,893,158	\$974,112	\$-919,046	-32.1	10
Used Merchandise Stores (NAICS 4533)	\$261,747	\$303,976	\$42,229	7.5	3
Other Miscellaneous Store Retailers (NAICS 4539)	\$3,893,266	\$2,146,308	\$-1,746,958	-28.9	7
Nonstore Retailers (NAICS 454)	\$4,515,057	\$5,969,254	\$1,454,197	13.9	5
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$3,545,296	\$3,647,776	\$102,480	1.4	2
Vending Machine Operators (NAICS 4542)	\$440,987	\$595,820	\$154,833	14.9	1
Direct Selling Establishments (NAICS 4543)	\$528,774	\$1,725,658	\$1,196,884	53.1	2
Food Services & Drinking Places (NAICS 722)	\$39,749,883	\$24,787,554	\$-14,962,329	-23.2	56
Full-Service Restaurants (NAICS 7221)	\$23,742,323	\$14,789,218	\$-8,953,105	-23.2	1
Limited-Service Eating Places (NAICS 7222)	\$14,238,958	\$8,309,571	\$-5,929,387	-26.3	46
Special Food Services (NAICS 7223)	\$836,593	\$1,407,657	\$571,064	25.4	2
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$932,009	\$281,108	\$-650,901	-53.7	7



Source: ESRI and info USA®.

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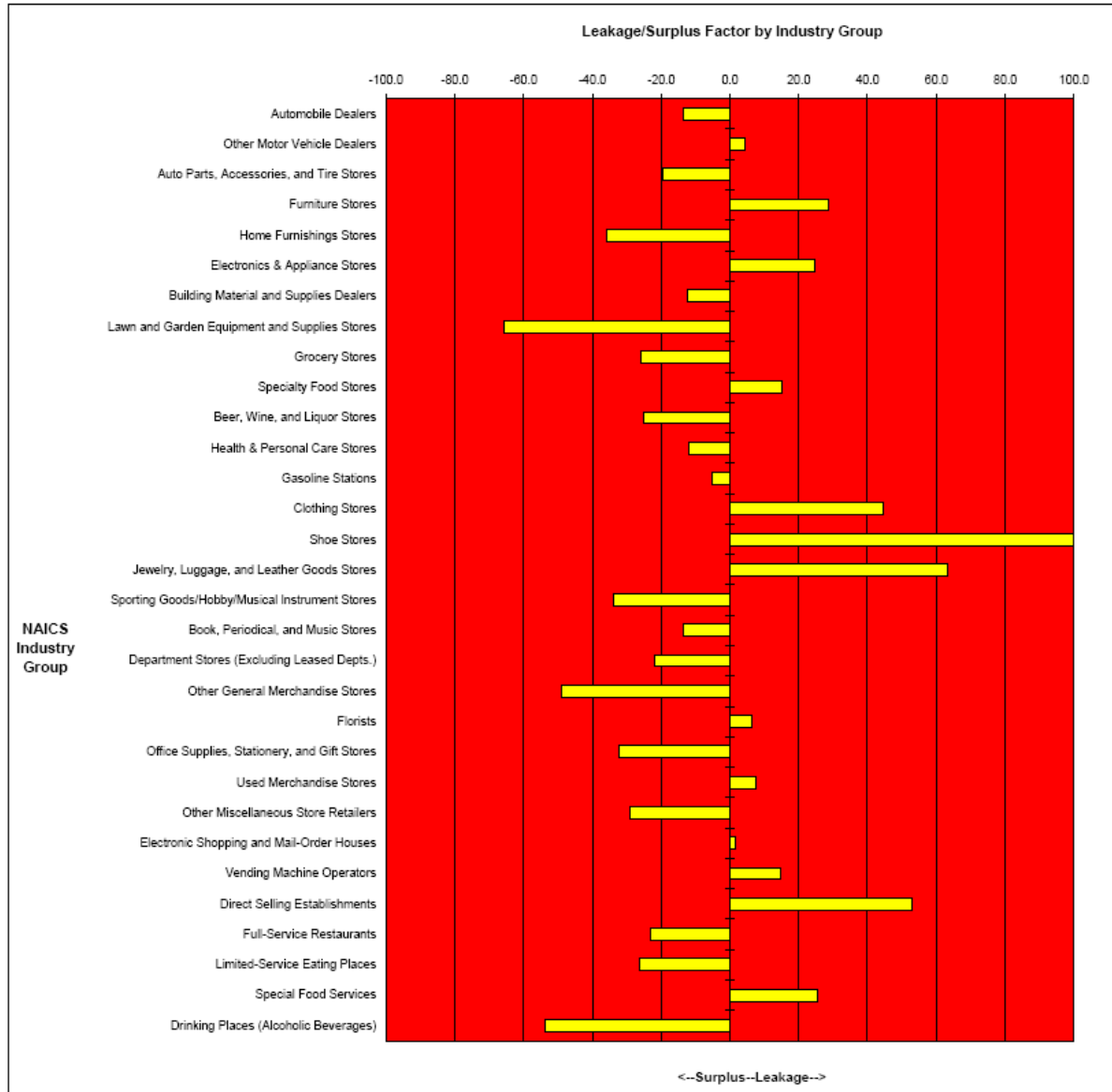


Retail MarketPlace Profile

B St AT 7th St
Biggs, CA 95917

Site Type: Radius

Latitude: 39.41275
Longitude: -121.71235
Radius: 10.0 miles



Source: ESRI and info USA®.

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APPENDICES

APPENDIX D – LUFT REPORTS

Biggs Economic Market Analysis Study

Local Impediments to Development

Environmental Issues

LUFT REPORT (ABBREVIATED)		
BIGGS AUTO INC (BIGGS) 498 B ST BIGGS, CA 95917		
CASE STATUS: OPEN		
REGIONAL BOARD (LEAD AGENCY) - CASE #: 040174 CENTRAL VALLEY RWQCB (REGION 5R) - (RDJ) CONTACT: RANDY JUDGE - (530) 224-4845 LOCAL AGENCY BUTTE COUNTY - (LR) RB RECORD FILE #: Full LUFT Report Internet Address http://www.geotracker.waterboards.ca.gov/wports/luft.asp?agency_id=040174&assigned_name=MAIN SITE		
Locational Information		
PHYSICAL LOCATION:		
GLOBAL ID T0600700169	LATITUDE 39.412926851	
GEOGRAPHIC DATA DETAILS:	LONGITUDE -121.712186056	
DATUM North American Datum 1983	SURVEY METHOD Geotracker Move Tool	
PROJECTION Geographic Projection	ESTIMATED ACCURACY 378.24 feet	
SOURCE OF DATA ETAK Geocoding Class 1 Block Match - Street Segment Exact Address Match		
Detailed Release Information		
CASE TYPE: Drinking Water Aquifer		
ENFORCEMENT TYPE: None Taken	FUNDING: R	
HOW LEAK WAS DISCOVERED: Other Means	METHOD USED TO STOP DISCHARGE: Close and Remove Tank	
INTERIM:		
CAUSE OF LEAK: Corrosion	SOURCE OF LEAK: Tank	
SUBSTANCES RELEASED:		
Discharge Begin Date UNKNOWN	Substance Gasoline - Automotive	Quantity
Remediation On Site		
Start Date 1/3/2007	Method Air sparging	Phase Water
REGULATORY HISTORY		
BEGIN DATE	STATUS	
	UNKNOWN None Taken	
	3/31/1997 Case Open	
	3/31/1997 * Leak Discovery	
	3/31/1997 * Leak Stopped	
	4/1/1997 * Leak Reported	
	8/28/1997 * System Entry	
	12/18/1997 * Site Assessment	
	12/29/1997 * Site Assessment	
	3/31/1999 * Site Assessment	
	2/18/2000 *5R - Remediation Plan	
	5/2/2002 * Regulatory Review	
	5/20/2002 * Directive Letter Sent	
	7/30/2002 * Regulatory Review	
	10/2/2002 *5R - Remediation Plan	
	10/30/2002 *5R - Remediation Plan	
	1/3/2007 Remediation	
Depth to Water Information		
MIN DEPTH TO WATER 5.35 feet	MAX DEPTH TO WATER 10.83 feet	FREE PRODUCT? NO
		MAX FREE PRODUCT THICKNESS n/a
Wells Nearby		
Water System Name	Water System ID	Common Well Name
CITY OF BIGGS	0410001	WELL 01 (BERTHA)
CITY OF BIGGS	0410001	WELL 03 - HENRY
CITY OF BIGGS	0410001	WILLARD WELL 02
CITY OF BIGGS	0410001	2ND STREET WELL - DESTROYED

APPENDICES

Biggs Economic Market Analysis Study

Local Impediments to Development

Environmental Issues

Land Use Controls		
<u>FUTURE LAND USE REPORTED AT CLOSURE</u>	<u>CURRENT LAND USE</u>	
	COMMERCIAL	
<u>SITE MANAGEMENT REQUIREMENTS</u>		
NO ACTION		
<u>SITE MANAGEMENT DESCRIPTION</u>		
<u>BROWNFIELD (ABANDONED PROPERTY NOT REDEVELOPED DUE TO CONTAMINATION AND LIABILITY COST CONCERNS)</u>		
NO		
Risk Management		
<u>CASE TYPE</u>	<u>BENEFICIAL USE</u>	<u>BASIN (CALCULATED)</u>
DRINKING WATER AQUIFER	AGRICULTURAL SUPPLY INDUSTRIAL SERVICE SUPPLY MUNICIPAL AND DOMESTIC SUPPLY INDUSTRIAL PROCESS SUPPLY	SACRAMENTO VALLEY (5-21)
<u>VULNERABILITY BASIS</u>	<u># DRINKING WELLS IMPACTED</u>	
ABOVE AN AQUIFER, WHICH IS A SOURCE OF WATER SUPPLY FOR A COMMUNITY.	0	
<u>MTBE THREAT CLASSIFICATION</u>	<u>IMPACTED DRINKING SOURCE DESCRIPTION</u>	
A - HIGHEST PRIORITY		
<u>MTBE THREAT DESCRIPTION</u>	<u>DISTANCE TO SURFACE WATER (CALCULATED)</u>	
<u>MTBE CLEANUP CLASSIFICATION</u>	<u>PLUME/CONTAMINANT DESCRIPTION</u>	
1 - ~0-5 YEARS TO REACH DOWNGRAIENT RECEPTOR		
<u>MTBE CLEANUP DESCRIPTION</u>	<u>SOIL DESCRIPTION</u>	
<u>NEAREST SURFACE WATER BODY (CALCULATED)</u>	<u>PRIORITY</u>	
<u>ECOLOGICAL RISK DESCRIPTION</u>	<u>CASE DESCRIPTION</u>	
<u>RB RECORD FILE #</u>		

APPENDICES

Bigg Economic Market Analysis Study

Local Impediments to Development

Environmental Issues

LUFT REPORT (ABBREVIATED)		
DOUBLE H MARKET (BIGGS) 454 B ST BIGGS, CA 95917		
CASE STATUS: OPEN		
REGIONAL BOARD (LEAD AGENCY) - CASE #: 040075 CENTRAL VALLEY RWQCB (REGION 5R) - (RDJ) CONTACT: RANDY JUDGE - (530) 224-4845		
LOCAL AGENCY BUTTE COUNTY - (LR) RB RECORD FILE #: Full LUFT Report Internet Address http://www.geotracker.waterboards.ca.gov/reports/luft.asp?global_id=T0600700071&assigned_name=MAINSITE		
Locational Information		
PHYSICAL LOCATION:		
GLOBAL ID	LATITUDE	
T0600700071	39.41360399	
GEOGRAPHIC DATA DETAILS:	LONGITUDE	
DATUM	-121.7100006	
North American Datum 1983		
PROJECTION	SURVEY METHOD	
Geographic Projection	Geotracker Move Tool	
SOURCE OF DATA	ESTIMATED ACCURACY	
ETAK Geocoding Class 1 Block Match - Street Segment	376.24 feet	
Exact Address Match		
Detailed Release Information		
CASE TYPE:		
Drinking Water Aquifer		
ENFORCEMENT TYPE:	FUNDING:	
None Taken	R	
HOW LEAK WAS DISCOVERED:	METHOD USED TO STOP DISCHARGE:	
Subsurface Monitoring		
INTERIM:		
CAUSE OF LEAK:		
Unknown		
SOURCE OF LEAK:		
Unknown		
SUBSTANCES RELEASED:		
Discharge Begin Date	Substance	Quantity
UNKNOWN	Gasoline - Automotive	
Remediation On Site		
Start Date	Method	Phase
11/15/2004	Air sparging	Water
REGULATORY HISTORY		
BEGIN DATE	STATUS	
UNKNOWN	None Taken	
	12/11/1992 Case Open	
	12/11/1992 * Leak Discovery	
	12/11/1992 * Leak Stopped	
	12/14/1992 * Leak Reported	
	12/31/1992 * System Entry	
	10/25/1994 * Site Assessment	
	2/14/1995 * Site Assessment	
	4/2/1999 * Site Assessment	
	8/27/2002 *5R - Remediation Plan	
	10/26/2004 *5R - Remediation Plan	
	11/22/2004 Remediation	
	2/13/2007 Verification Monitoring	
Depth to Water Information		
MIN DEPTH TO WATER	MAX DEPTH TO WATER	FREE PRODUCT?
2.07 feet	9.3 feet	NO
		MAX FREE PRODUCT THICKNESS
		n/a
Wells Nearby		
Water System Name	Water System ID	Common Well Name
CITY OF BIGGS	0410001	WELL 01 (BERTHA)
CITY OF BIGGS	0410001	WILLARD WELL 02
CITY OF BIGGS	0410001	WELL 03 - HENRY
CITY OF BIGGS	0410001	2ND STREET WELL - DESTROYED

LUFT Report (Abbreviated)

Double H Market

APPENDICES

Bigg Economic Market Analysis Study

Local Impediments to Development

Environmental Issues

Land Use Controls		
<u>FUTURE LAND USE REPORTED AT CLOSURE</u>		<u>CURRENT LAND USE</u>
		COMMERCIAL RESIDENTIAL
<u>SITE MANAGEMENT REQUIREMENTS</u>		
NO ACTION		
<u>SITE MANAGEMENT DESCRIPTION</u>		
<u>BROWNFIELD (ABANDONED PROPERTY NOT REDEVELOPED DUE TO CONTAMINATION AND LIABILITY COST CONCERNS)</u>		
NO		
Risk Management		
<u>CASE TYPE</u>	<u>BENEFICIAL USE</u>	<u>BASIN (CALCULATED)</u>
DRINKING WATER AQUIFER		SACRAMENTO VALLEY (5-21)
<u>VULNERABILITY BASIS</u>	<u># DRINKING WELLS IMPACTED</u>	
ABOVE AN AQUIFER, WHICH IS A SOURCE OF WATER SUPPLY FOR A COMMUNITY.	0	
<u>MTBE THREAT CLASSIFICATION</u>	<u>IMPACTED DRINKING SOURCE DESCRIPTION</u>	
B - SECOND HIGHEST PRIORITY		
<u>MTBE THREAT DESCRIPTION</u>	<u>DISTANCE TO SURFACE WATER (CALCULATED)</u>	
<u>MTBE CLEANUP CLASSIFICATION</u>	<u>PLUME/CONTAMINANT DESCRIPTION</u>	
1 - ~0.5 YEARS TO REACH DOWNGRAIENT RECEPTOR		
<u>MTBE CLEANUP DESCRIPTION</u>	<u>SOIL DESCRIPTION</u>	
<u>NEAREST SURFACE WATER BODY (CALCULATED)</u>	<u>PRIORITY</u>	
<u>ECOLOGICAL RISK DESCRIPTION</u>	<u>CASE DESCRIPTION</u>	
<u>RB RECORD FILE #</u>		

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Biggs Economic Market Analysis Study

Local Impediments to Development

Environmental Issues

REPORT		
JONES CHUCK FLYING SERVICE (BIGGS)		
<u>REGIONAL BOARD (LEAD AGENCY) - CASE #:</u> 040085		
216 HAMILTON RD W BIGGS, CA 95917		
CENTRAL VALLEY RWQCB (REGION 5R) - (RDJ) CONTACT: RANDY JUDGE - (530) 224-4845		
<u>LOCAL AGENCY</u>		
BUTTE COUNTY - (LR)		
<u>RB RECORD FILE #:</u>		
<u>Full LUFT Report Internet Address</u>		
http://www.geotracker.waterboards.ca.gov/reports/luft.asp?global_id=T0600700081&assigned_name=MAINSITE		
Locational Information		
<u>PHYSICAL LOCATION:</u>		
<u>GLOBAL ID</u>	<u>LATITUDE</u>	
T0600700081	39.45094437	
<u>GEOGRAPHIC DATA DETAILS:</u>	<u>LONGITUDE</u>	
<u>DATUM</u>	-121.0982725	
North American Datum 1983		
<u>PROJECTION</u>	<u>SURVEY METHOD</u>	
Geographic Projection	Geotracker Move Tool	
<u>SOURCE OF DATA</u>	<u>ESTIMATED ACCURACY</u>	
ETAK Geocoding Class 1 Block Match - Street Segment Exact Address Match	1643.65 feet	
Detailed Release Information		
<u>CASE TYPE:</u>		
Drinking Water Well		
<u>ENFORCEMENT TYPE:</u>	<u>FUNDING:</u>	
None Taken	R	
<u>HOW LEAK WAS DISCOVERED:</u>	<u>METHOD USED TO STOP DISCHARGE:</u>	
Subsurface Monitoring	Remove Contents Close and Remove Tank	
<u>INTERIM:</u>		
N = No Interim Action		
<u>CAUSE OF LEAK:</u>	<u>SOURCE OF LEAK:</u>	
Spill	Unknown	
<u>SUBSTANCES RELEASED:</u>		
<u>Discharge Begin Date</u>	<u>Substance</u>	<u>Quantity</u>
UNKNOWN	Gasoline - Automotive	
Remediation On Site		
<u>Start Date</u>	<u>Method</u>	<u>Phase</u>
10/30/2003	Innovative Technology	Unknown
REGULATORY HISTORY		
<u>BEGIN DATE</u>	<u>STATUS</u>	
UNKNOWN	None Taken	
	1/21/1992 Case Open	
	1/21/1992 * Leak Discovery	
	1/21/1992 * Leak Stopped	
	1/15/1993 * Leak Reported	
	3/17/1993 * System Entry	
	6/28/1993 * Site Assessment	
	1/31/1996 *5R - Remediation Plan	
	9/12/1997 Remediation	
	9/26/2001 * Directive Letter Sent	
	5/1/2002 * Regulatory Review	
	7/26/2002 * Regulatory Review	
	3/6/2003 *5R - Remediation Plan	
	7/14/2003 * Site Assessment	
	10/30/2003 Remediation	
	9/14/2004 *5R - Remediation Plan	
	11/15/2004 Remediation	
Depth to Water Information		
<u>MIN DEPTH TO WATER</u>	<u>MAX DEPTH TO WATER</u>	<u>FREE PRODUCT?</u>
4.1 feet	9.31 feet	NO
		<u>MAX FREE PRODUCT THICKNESS</u>
		n/a
Wells Nearby		
<u>Water System Name</u>	<u>Water System ID</u>	<u>Common Well Name</u>
None		

LUFT Report (Abbreviated)

Jones Chuck Flying Service

APPENDICES

Biggs Economic Market Analysis Study

Local Impediments to Development

Environmental Issues

Land Use Controls		
<u>FUTURE LAND USE REPORTED AT CLOSURE</u>	<u>CURRENT LAND USE</u>	
	COMMERCIAL RESIDENTIAL	
<u>SITE MANAGEMENT REQUIREMENTS</u>		
NO GROUNDWATER EXTRACTION AT ANY DEPTH WITHOUT NOTIFICATION MAINTAIN MONITORING OF GROUNDWATER NOTIFY PRIOR TO CHANGE IN LAND USE		
<u>SITE MANAGEMENT DESCRIPTION</u>		
<u>BROWNFIELD (ABANDONED PROPERTY NOT REDEVELOPED DUE TO CONTAMINATION AND LIABILITY COST CONCERNS)</u>		
NO		
Risk Management		
<u>CASE TYPE</u>	<u>BENEFICIAL USE</u>	<u>BASIN (CALCULATED)</u>
DRINKING WATER WELL		SACRAMENTO VALLEY (5-21)
<u>VULNERABILITY BASIS</u>	<u># DRINKING WELLS IMPACTED</u>	
ABOVE AN AQUIFER, WHICH IS A SOURCE OF WATER SUPPLY FOR A COMMUNITY.	1	
<u>MTBE THREAT CLASSIFICATION</u>	<u>IMPACTED DRINKING SOURCE DESCRIPTION</u>	
	DOMESTIC WELL AT THE SITE WAS CONTAMINATED. THE WELL WAS ABANDONED AND A NEW DOMESTIC WELL WAS INSTALLED UPGRADIENT OF THE GROUNDWATER CONTAMINATION.	
B - SECOND HIGHEST PRIORITY	<u>DISTANCE TO SURFACE WATER (CALCULATED)</u>	
<u>MTBE THREAT DESCRIPTION</u>		
<u>MTBE CLEANUP CLASSIFICATION</u>	<u>PLUME/CONTAMINANT DESCRIPTION</u>	
1 - ~0-5 YEARS TO REACH DOWNGRADIENT RECEPTOR		
<u>MTBE CLEANUP DESCRIPTION</u>	<u>SOIL DESCRIPTION</u>	
<u>NEAREST SURFACE WATER BODY (CALCULATED)</u>	<u>PRIORITY</u>	
<u>ECOLOGICAL RISK DESCRIPTION</u>	<u>CASE DESCRIPTION</u>	
<u>RB RECORD FILE #</u>		

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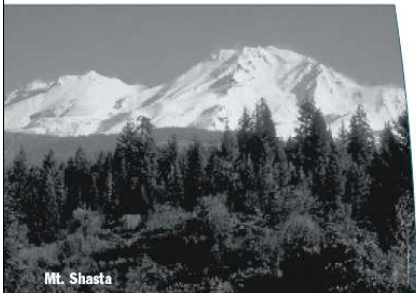
APPENDIX E – REGIONAL TOURISM FACTS & FIGURES

Shasta Cascade



The Shasta Cascade is an outdoor recreation wonderland. Volcanic landscapes and dense forests provide a scenic venue for camping, hiking, biking, hunting, fishing, swimming, boating, water-skiing, snow shoeing, downhill and cross-country skiing, birding and wildlife viewing. The region includes Siskiyou, Modoc, Trinity, Shasta, Lassen, Tehama, Plumas and Butte Counties.

The California Welcome Center, Anderson is located adjacent to Interstate 5.



Population of Cities (2005)

- Redding 88,459
- Yreka 7,383
- Oroville 13,369

National Parks

- Whiskeytown-Shasta-Trinity National Recreation Area
2005 attendance 740,275
- Lassen Volcanic National Park
2005 attendance 365,535
- Lava Beds National Monument
2005 attendance 107,475

State Parks

- Castle Crags State Park
Attendance 36,128*
- Plumas-Eureka State Park
Attendance 32,810*
- McArthur-Burney Falls State Park
Attendance 168,311*
- Lake Oroville State Recreation Area
Attendance 1,364,348*

*2004/2005 fiscal year

Domestic Visitor Volume

	Avg. Annual County Volume 2001-2003 (person-trips)	Business Travel	Leisure Travel
Shasta	1.99 million	0.41 million	1.58 million
Butte	2.23 million	0.49 million	1.74 million

Source: D.K. Shifflet & Associates, Ltd., 2004

Domestic Visitor Profile

	CA Leisure Travel to Shasta County/Redding MSA (Avg. 2000-2004)	CA Leisure Travel to Butte County/Chico MSA (Avg. 2000-2004)
Non-CA resident travelers	18%	7%
Avg. length of stay (all trips)	1.86 days	2.25 days
Avg. length of overnight stay	2.85 days	3.6 days
Avg. party size	2.24 persons	2.46
% Traveling with children	31%	37%
% Day trips	47%	47%
Mean household income	\$63,430	\$58,290
Used rental car	4%	2%
Hotel/motel stay	39%	30%

Source: D.K. Shifflet & Associates, Ltd., 2006

Average expenditures per person per day (less transportation)

	Total	Leisure Travel
Shasta County (Avg. 2000-2004)	\$76.59	\$73.11
Butte County (Avg. 2000-2004)	\$70.66	\$62.64

Source: D.K. Shifflet & Associates, Ltd., 2006

Lodging Statistics

	Avg. Occupancy Rate 2005	Percent change 2004:2005	Avg. Room Rate 2005	Percent change 2004:2005	Hotel Census	Room Census
California North	61.8%	0.7%	\$82.61	5.1%	620	32,864
Redding/Chico	63.8%	1.8%	\$64.42	2.2%	68	4,415

Source: Smith Travel Research, 2006

APPENDICES