

THE DEVELOPMENT OF THE GRAPEVINE VALLEY:
A CONCEPTUAL FRAMEWORK

by

Thomas G. DiGiovanni

Bachelor of Arts
Harvard College
1979

and

Margot A. Lyman

Bachelor of Arts
Wheaton College
1978

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© Margot A. Lyman

Signature of Author _____
Thomas G. DiGiovanni
Department of Architecture
August 13, 1985

Signature of Author _____
Margot A. Lyman
Department of Architecture
August 14, 1985

Certified by _____
James McKeller
Associate Director for Education
Center for Real Estate Development
Thesis Advisor

Accepted by _____
Lawrence S. Bacow
Chairman
Interdepartmental Degree Program In Real Estate Development

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Submitted to the Department of Architecture on August 14, 1985
in partial fulfillment of the requirements for the Degree of
Master of Science in Real Estate Development

ABSTRACT

The Grapevine Valley concept is a large-scale land development program which targets a novel form of recreation and living in Northern California. It is based on four new and largely untested elements. These major components are interdependent, and must be properly phased or lose their vitality and economic viability. Thus, the success of the program lies not only on the market acceptance of each discrete land use, but also on their appropriate mix and timing.

The development's effort to be recognized in the marketplace relies on its distinctive and innovative features. Each major element is unique either in its design or market orientation. Further, the combination of land uses provides for and encourages a high degree of use which results in higher rates of utility and value for the consumer.

The thesis is essentially a framework study and functions mainly on the conceptual level. It attempts to define the concept and frame the major elements of the program in such a way as to identify and discuss all the larger issues which stem from them. The appendices cover some of the more technical issues of the concept. The land use formulation which results from these discussions represents a first attempt at a master plan for the 7,000 acres of the Grapevine Valley.

Thesis Supervisor: James McKeller
Title: Associate Director for Education, Center for Real
Estate Development

ACKNOWLEDGEMENTS

Though the opportunity to explore development possibilities on virgin territory is enough to make any young real estate student dizzy with thoughts of profit potential, in reality, the task can lead to early frustrations and disappointments. By definition, a conceptual study is open-ended and somewhat vague in approaching and describing real estate development possibilities, opportunities and markets. A task of this nature exercises the creative dimension and asks the more critical and analytical faculties to play only a minor role.

While the primacy of the creative element has lead to a unique and bold land use formulation as the end-product of this thesis, it has done so at the expense of closure or finality on any issue discussed in the work. Relative certainty has given way to relative uncertainty. Accustomed as we are to the former in our training and in our lives, the acceptance of the latter as a neccessity has itself been one of the more important lessons learned in the process of studying and writing about the Grapevine Valley.

As with most important lessons, this one was not imparted without the help and attention of others. Our first thanks are extended to Gerald W. Blakeley, Jr. who gave us the opportunity in the first place. The inspiring vision and enthusiasm which he brought to the task of studying the Grapevine has characterized his long and illustrious career in the development industry. Also, we wish to thank Don Swartz whose articulate and forceful conviction about the possibilites of the Valley were expressed in the face of significant early skepticism. Gary Baker is especially deserving of our gratitude for his lengthy efforts in describing the technical opportunities and constraints for development offered by the landform itself, and for his diligence in preparing the exhibits which accompany this thesis. Also, for his willingness to spend hours at a time discussing any aspect of the progam we are very grateful. Finally, Gayle Koch is to be thanked for offering her support by reading and commenting on our drafts. Her timely criticism enabled us to sharpen our discussion and save valuable time in the process.

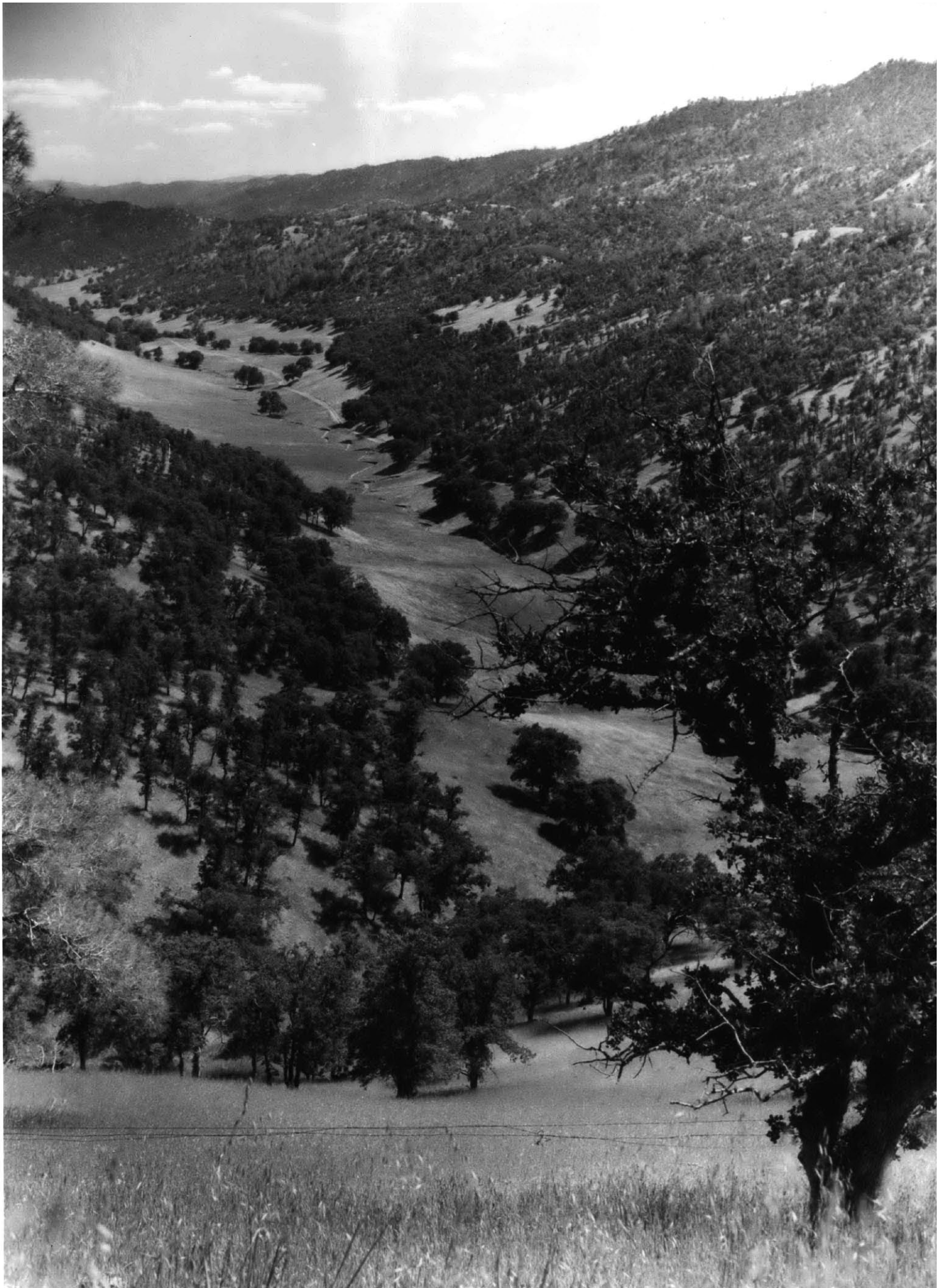
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CHAPTER ONE: SITE CONTEXT AND ORIGINAL CONCEPTS

A. The Site Context

The Grapevine Valley lies within the White Oak Ranch which comprises 11,200 acres of wooded valleys, ridges and canyons in northwest Colusa County, CA. Colusa County is located in the northwestern part of California's San Joaquin Valley, the country's richest and most productive agricultural region. The County stretches from the center of the San Joaquin to the eastern foothills of the Coastal Range. It is in this latter section of the County that White Oak and the Grapevine lie. Colusa is bounded by Lake County to the West, Glenn County to the North, Sutter County to the East and Yolo County to the South. It lies 20 miles above Napa County, California's wine country. Grapevine is an hour's drive north from Sacramento, and two hour's drive northeast from San Francisco.

The Grapevine Valley has a gently sloping floor flanked by branching east-west tributary canyons, and is framed by major ridgelines along its eastern and western limits. A larger parallel valley, Antelope, lies to the east of Grapevine. The Antelope Valley is an open, grassy plain approximately two miles wide, its northern and southern dimensions run far beyond the boundaries of the White Oak Ranch. By contrast, the topographic characteristics of the Grapevine form isolated smaller expanses.

The more gentle terrain is found in the Valley floor,

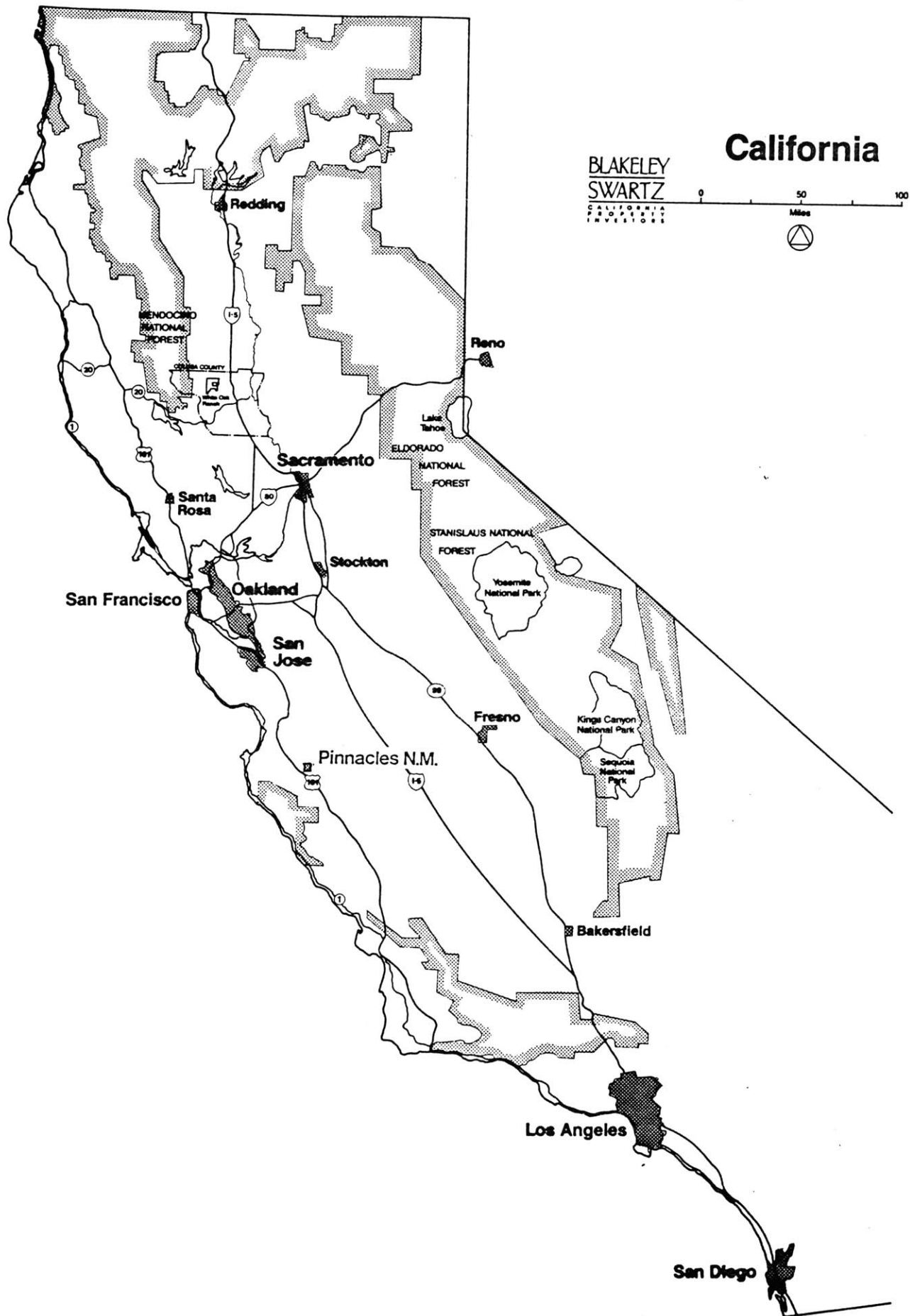
which is evenly sloped with an average grade change of 100 feet per mile. Side canyons are separated by a series of ridges and form independent spaces which are hidden from view from the main Valley. The Valley floor averages one half mile in width, and the ridgelines rise 600 to 800 feet above it. The rugged ridge terrain lends further to the feeling of isolation in the Valley. Oak and pine trees cover the ridges in its southern portion; coverage is less to the north. Range grass grows throughout the Valley.

Grapevine is approximately 15 miles west of Interstate 5, the main north/south interstate in California. Access is provided by a two lane paved road to the north end of the property. The Valley is 5 miles from Sites, CA, and 10 miles east of the Mendocino National Forest.

B. The Initial Concept

The White Oak Ranch was purchased in September, 1984 by Gerald Blakeley, Jr. and Donald Swartz, general partners of Blakeley Swartz, Los Angeles and Boston. The Ranch's great beauty, vastness, and varied visual character promoted not only by its topography, but also by the seasons, offers an array of development opportunities. The Blakeley Swartz Partnership wishes to minimize interruption of the landscape, while introducing truly unique products to the marketplace.

The concept involves creating three communities along the Valley floor and fourteen corporate 'preserves' in the canyons along the ridgeline. They also imagine it being a



place where the general public, in its inexhaustible love affair with the great out-of-doors, might come for a day long sojourn of view-taking and quiet recreation.

A Railroad

A first thought in their attempt to minimize disturbance to the landscape includes bringing all users into the site via an excursion railroad. Though this transportation form, especially in connection with residential use, would require some novel planning, it was one of the major conceptual 'marriages' made early in their thinking. In addition to the themes of nature and recreation, the railroad would lend an aura of adventure, romance and distinction to the general public considering a visit to the site. Pure adherence to this logic will mean that all cars must be left off-site in a resident/visitor parking facility. Thus, researching the affects of such a ban became an obvious aim of our study.

Corporate Preserves

The landscape affords some isolated and private areas, which led to the corporate preserve concept. The Partnership plans on the pre-sale of these naturally isolated parcels to provide initial capital for the remaining infrastructure development of the site. Pre-sale will also serve as an objective endorsement of the masterplan concept. The Partnership prefers company buyers to individual buyers for several reasons. The continuous flow of users that a

corporation will provide to the site will generate more revenue for the local retailers and railroad line. In addition, since companies have a greater use potential, their higher utility value will be translated into a higher purchase price for the land. Also, wealthy individual buyers have many estate options from which to choose in selecting a second home.

Communities Along the Valley

The Valley floor widens in several locations creating ideal community sites. Since many in our modern culture bemoan its increasing congestion and pollution, it is likely that a strong market exists of people interested in a simpler, cleaner, and more bucolic lifestyle.

The existence of this market, coupled with the large, open sites and the vast insulation the huge ranch provides, has influenced the Partnership's thinking toward the establishment of communities along the Valley. It wishes to emphasize private residential use within the town sites and to place facilities shared with the surrounding public-at-large at the Valley's northern boundary. This contribution to the greater public welfare will go far toward establishing good will and gaining approvals.

The towns will vary in character. Each will be oriented toward either primary residents, second home owners or the visitor trade. Our project will further refine this and other community concepts.

Visitors to the Valley

The concept for the Valley's development includes the promotion of recreational trade. The primary reasons for this include the attraction of the public to a magnificent natural setting and the subsequent revenue generated for the railroad operation and local retailers. Implicit in this assumption is an awareness of the significant demand for recreational activity and attractions in the Northern California region.

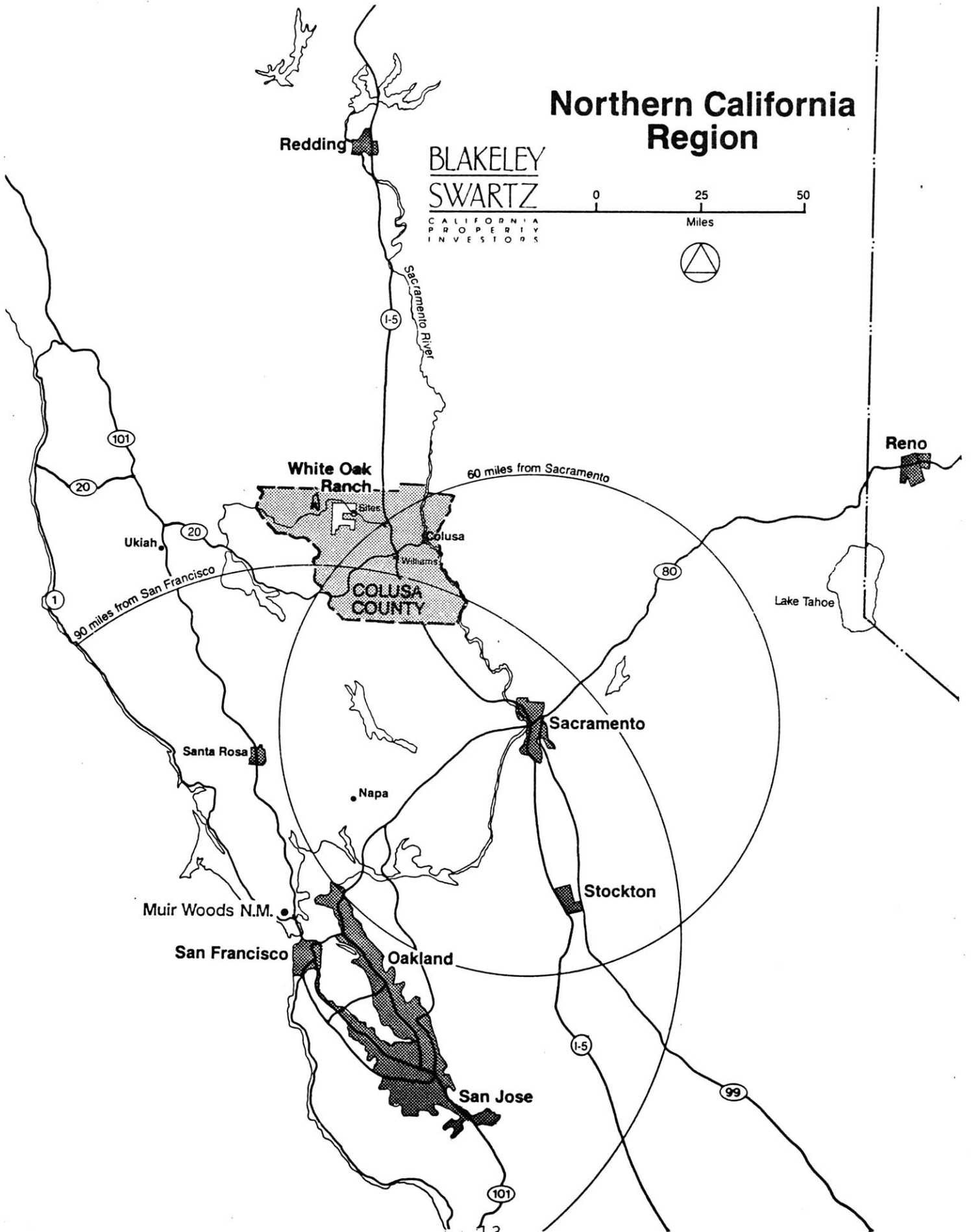
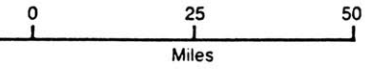
C. Thesis Objective

In undertaking this project, the authors have three major objectives in mind. First, it is our intention to critically analyze the major elements of the Grapevine concept. The corporate preserve, rail transportation system, residential community, and visitor elements will be evaluated independently for suitability and marketability within the geographic and market context of the Grapevine valley. In addition, these elements will be examined as a whole to determine the appropriate mix of factors to make the project economically viable.

Specifically, we intend to describe the genesis of each element, and how each is appropriate to the development themes and objectives of the project's proponents. A market rationale for each element will be developed to begin to establish the financial viability of the overall project. Further, we will examine the various issues of the project

Northern California Region

**BLAKELEY
SWARTZ**
CALIFORNIA
PROPERTY
INVESTORS



elements, and address their implications in planning and phasing the development.

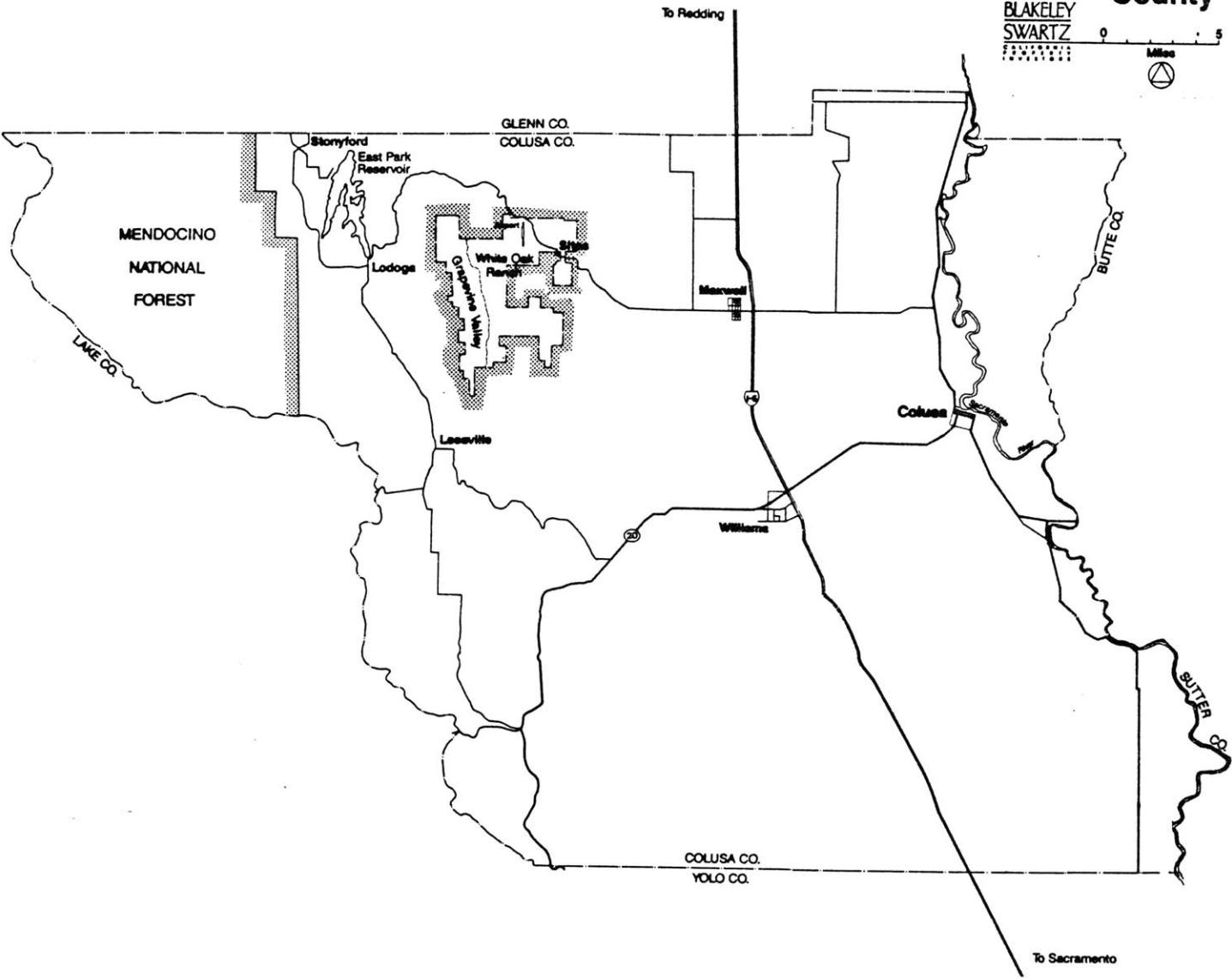
Second, the authors intend to provide creative input to a program which is still in its early conceptual stage. While the basic elements of the project have been established, the implementation strategies and phasing programs have yet to be addressed. We intend to make recommendations which creatively embellish the basic concepts which have been given us, and to address the fundamental development issues of implementation and phasing. In this way, we will both creatively advocate the program, and temper it with the realities of development drawn from a variety of analogues.

Third, this document will act as a standard from which all alternatives will flow, and against which all further refinements of the program will be judged. The development of the Grapevine Valley of White Oak Ranch is likely to last many years, and many refinements of the program are bound to be necessary over time as the developer adapts to a changing environment. This document serves as a first attempt to take the program beyond a handful of creative ideas and fashion a conceptual superstructure around which the detailed planning of each element will take its beginning.

Colusa County

BLAKELEY
SWARTZ

0 5
Miles



CHAPTER ONE SYNOPSIS

Project: Grapevine Valley

Location: Northern California

Size: 7,000 Acres

Concepts:

1. Tourist Railroad - 250,000 people/year
2. Corporate Preserves - 14 Sites
3. Car-Less Towns - 1,000 Lots
4. Visitors - 1,000,000 people/year

Thesis Objectives:

1. Analyse Basic Concept
2. Add Creative Input
3. Prepare a Standard to Measure Project Changes

CHAPTER TWO: SUMMARY AND RECOMMENDATIONS

A. Summary of the Major Components of the Grapevine Program

The succeeding four chapters present the major elements of the Grapevine Valley Concept. A fifth chapter discusses the issues involved in launching the project and presents a tentative set of development milestones for the owners. There are six appendices which comprise back-up information and offer some support for the viability of particular elements of the program. A summary of these follows.

Chapter Three presents the transportation element for the Grapevine. This is perhaps the most novel element of the program: the banishment of the automobile from the Valley and the design of a car-less environment. In place of a conventional arterial highway running through the eight mile Valley floor, the owners intend to construct a short line excursion railroad which will provide the only means of access to the Valley and its developed areas. The three new towns to be constructed in the Valley's interior will be planned on a scale to reflect the absence of the automobile.

Secondary transportation will assume a variety of modes depending on the nature of the need. These will range from helicopters for emergency use, to trams, drays and bicycles for short intra-town trips, to special land vehicles for some inter-Valley transit.

The rationale for this bold approach to transportation is fundamentally linked to the natural beauty and aesthetic

appeal of the Grapevine Valley. The owners' objective is to prevent the introduction of any element which would compromise or undermine this basic appeal. Furthermore, to restrict access to the Valley will reinforce its isolated and insular character and help establish a distinct sense of place. Also, the railroad is a well known mode of transit, having a colorful history and a positive image. The introduction of this mode into the Valley will enable the owners to strike a unique and bold theme early in the development process. Finally, the absence of auto-related infrastructure will result in significant land development cost savings which value can be passed through to the consumers. This will contribute to the market competitiveness of the town-lot product.

The preliminary logistics of railroad construction and operation are also discussed in the Chapter and Appendix C.

Chapter Four discusses the corporate preserve element which is a product designed as a broad-based recreational benefit offered by companies to their employees. Its closest analogue is that of a corporate-owned country inn with expanded recreational facilities. The investment appeal to a corporation stems from the product's significant value as an employee benefit. Its value derives from the promotion of company loyalty, the reduction of employee turnover, absenteeism and lateral moves, and competition for elite employee cohorts. Run well, the preserve benefit should be able to pay for itself.

As a land development concept, the product takes efficient advantage of the topography of the southern portion of the Valley by introducing a product which promotes a high rate of utilization and consequent value in the isolated canyons of that area. In addition to a greater utilization of a land resource, the product is designed for a market which is finite, well-focused and able to pay. Furthermore, the corporate preserve element will be pre-marketed, and will thereby provide an easy and relatively risk-free method of testing the overall Grapevine Valley Concept.

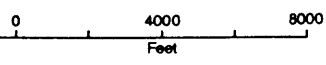
The target market for the preserve product consists of large service, financial, insurance and high technology companies located in the Northern California region. Consideration should be given to restricting sales to one company per industry. Chapter Four also discusses an overall sales strategy for the corporate preserves. Additional discussion is devoted to the design and operating characteristics of the preserves, as well as a description of a variety of analogues located mainly in California.

Chapter Five focuses on the new town element of the development program. A total of four communities are planned for the development; three are located in the Valley's interior, one at its northern edge. Each town will have a distinct use profile, but all will share a philosophy of superior aesthetics and liveability. Extensive landscaping and pathways will encourage walking and appreciation of the protected natural surroundings.

To East Park Reservoir

White Oak Ranch

BLAKELEY
SWARTZ
CALIFORNIA
PROPERTY
INVESTORS



Shank's Mare

White Oak

Airport

Sites Loop Rd

Sites

9 miles to I-5

Cousa Pacific R.R.

Trail

Antelope

GRAPEVINE VALLEY

Road

Grapevine

A total of 1,000 lots are tentatively planned for the interior towns; build-out is expected over ten years. Average lot size will be 3,000 SF. Each town will have a retail element, but the focus of retail activity will be in the middle town of Antelope. The four towns: White Oak, Shank's Mare, Antelope and Grapevine are profiled in Chapter Five.

Chapter Six examines the last element of the Grapevine program which involves the promotion of visitor activity in the Valley. The rationale for this component derives from the need to augment revenue for the railroad and the retail elements of the towns. Moreover, the visitor use will be consistent with the other uses contemplated for the Valley and will add to its distinctive image. As with the other components, the fundamental attraction will be provided by the aesthetics of the Valley itself. In addition, the railroad will act as a significant visitor draw.

An evaluation of the regional recreational market reveals a vital and expanding level of demand. Attendance at National Parks, National Forests and State Parks and Recreation Areas has increased steadily over the last six years. Additionally, the nearby Mendocino National Forest and the Colusa-Sacramento River State Park have experienced significant increases in attendance. In some areas, particularly the Sierra wilderness, demand for recreational facilities has caught up with supply; overcrowding has become commonplace, and recreationists are attempting to avoid

overcrowded locations by seeking out alternative facilities. Such a condition works to the advantage of the Grapevine's visitor program. Ideas for visitor activities include general recreation, retail attractions, a country inn, and a variety of cultural offerings.

Chapter Seven examines some of the issues associated with launching the project. An attempt is made to determine the necessary ingredients of a successful launch, and a rough estimate is made of the proper order of events. In addition, the chapter discusses the critical issue of image. In its examination of the program elements, the body of the framework study relies heavily on the ability of the owners to create an underlying image for the project as a whole, as well as to engineer a variety of component-specific images. Thus, a successful launch will also involve the proper seeding of a series of ideas, concepts and traditions which will be carried through the development.

A final aspect of a successful launch will involve winning over neighbors, local residents and governmental decision makers to the concept as envisioned by the owners. Though most of the impacts will be limited in the isolated Valley, critical to this effort will be the owners' ability to scope out potential opposition as well as support, and its willingness to view the approval process as a negotiation. Though the process may be complex, the dynamics are relatively simple. The solution will undoubtedly involve a trade of community goods for a level of impact.

B. Recommendations

A framework study asks more questions than it answers, raises more issues than it settles. As this study has identified and helped define the components of the Grapevine program, it now remains for Blakeley Swartz to focus on each element and to sharpen their picture of it.

Our recommendations fall into two major categories. The first set are specific to the Grapevine project itself and its various components. The second category deals with the consequences to an organization of undertaking a project of this size and scope. As with the thesis itself, this examination attempts only to introduce these issues and presents them as a launching point for further discussion and evaluation.

Specifically, we recommend that detailed analyses be conducted on the Northern California second home and recreation markets. In order to more effectively understand the market potential and competitive position of the Grapevine Valley in these two critical markets, more must be known about consumption patterns, consumer preferences, price trends and potential competition. On the whole, given what we have been able to observe about these markets, the products offered in the Grapevine program have the potential to be highly competitive due to the basic elements of value offered by each. Fundamentally, the commodities being sold in this program are aesthetics and quality. If packaged skillfully and delivered efficiently, sales will be brisk.

The second project-specific recommendation concerns the design and dynamics of the interior towns. We recommend that additional studies be conducted on analogous communities to better understand the variety of relationships and elements which make such places work. Is there a confluence of factors, both physical and psychological, which provide the critical mass that sets that special dynamism in motion? What elements can Blakeley Swartz introduce into its scheme for the towns which plant the seeds for this quality? Since the towns play a critical role in setting and sustaining the image and theme for the project as a whole, these issues are highly germane and must be explored further.

Third, as the corporate preserve element and its pre-sale program will largely determine how the entire program proceeds, presenting the preserve product in the most convincing and appealing fashion to its corporate market becomes highly critical. Not only must the product be well designed and refined, the pitch must also be the right blend of hard-nosed analysis, creative appeal and inspired salesmanship. We recommend that the owner retain the services of a human resource management consultant whose task it would be to assess the product from the perspective of a corporate personnel vice president, and to help refine the product and design a sales strategy to insure a successful sales program.

Fourth, having issued an opinion on the fundamental marketability of the program components, the next important

step for the owners is the preparation of parametric costs and probable revenues. Of particular importance is the determination of the method and the level of investment required in the transport of water to the Valley. Other backbone infrastructure elements must be examined to determine both their cost and potential for efficient phasing. We recommend that a carefully designed system for allocating those costs be applied to each program component to examine their potential profitability. We would also like to emphasize the importance of having each element stand alone in its ability to pay for itself and produce a minimum return to capital.

Fifth, a significant effort must be put to engaging the support and cooperation of neighbors, townspeople and land-use decision makers. Though the bold and unique qualities of the program may play a significant role in its acceptance in the market, these same qualities may turn the locals against it. Generally, people don't like change, and rarely do they like bold change. The railroad element may encounter a challenge if not properly presented. In our view, the dynamics of most approval strategies are simple, it is the preparation which is complex. Homework pays off.

Sixth, we have made frequent reference to image in this work. It is an important aspect of every component of the program. Talking about it is easy, engineering it requires skill and diligence. For often an image springs not from major sources, but rather from detail and minutia which

reflects care, attention and style. Moreover, image is an intangible which is as much in the mind of the beholder as in the mind of the designer. There is much room for miscommunication. This implies the need for a concerted focus and a serious commitment of resources on the part of a development company and individuals in that company. The requirements and consequences of this lead us to our final set of recommendations which deal with organizational matters.

Community development is an extremely complex and lengthy undertaking which can be tremendously rewarding professionally and financially. Yet because of their complexity and length, community development projects can take on a life of their own, apart from the stated focus of the company and lead that company into trouble. There have been many local examples of this phenomenon. From an organizational perspective, a critical element in a successful program is the examination from time to time of the match, or mismatch, as the case may be, between company goals and objectives and the direction that a complex project like Grapevine may be pulling it. As Blakeley Swartz proceeds from this very preliminary stage of analysis, it will be necessary to conduct these examinations at critical junctures.

The decisions made at these points will contain organizational and financial risks which must be carefully considered against their potential rewards. If the

risk-reward ratio is unsatisfactory, then the company must have the internal mechanisms to know when this is the case and the management discipline to act accordingly. Organizational flexibility is a necessary ingredient of a successful long-term community development program.

As a final note, the key to any profitable endeavor, long-term or not, is the ability to keep the environmental sensors turned on. This also requires organizational mechanisms and management discipline. Markets will continue to change to reflect changing circumstances and preferences. The Grapevine Valley Concept must be designed with enough market flexibility to change along with it . . . or ahead of it.

CHAPTER TWO SYNOPSIS

Summary of the Grapevine Program:

1. Transportation Element
2. Corporate Preserve Element
3. New Town Element
4. Visitor Activity Element
5. Launching the Program

Recommendations:

A. Project-Specific Recommendations

1. Detailed analyses of the Northern California second-home and recreation markets.
2. Additional studies on the dynamics and design of small towns. What makes them work?
3. With the aid of a consultant, refine the corporate preserve element and its marketing strategy.
4. Prepare analyses of parametric costs and probable revenues.
5. Prepare a carefully considered public approval strategy, implement it.
6. Understand the organizational and resource requirements of image-engineering.

B. Organizational Recommendations

1. Build in organizational discipline and flexibility to take on a project as complex as Grapevine.
2. Keep the environmental sensors on; build in market flexibility to the program.



CHAPTER THREE: TRANSPORTATION WITHIN THE GRAPEVINE VALLEY

A. Genesis of the Car-Less Concept

The decision to create a project without the automobile, and with train access instead, is the most dramatic element defining the project. It addresses both philosophical and practical interests.

Probably the strongest incentive for the car-less design was born in reaction to the marvelous, expansive peacefulness of the Valley. The owners are intent on preserving the natural environment, so that landscape flows without visual interruption and air quality remains more pure. Natural peace and quiet is protected.

The owners would like the project characterized by a unique and bold theme. The drama offered by the car-less theme goes far toward this end. It is a magnificent and novel way to protect the vast, natural expanse, while satisfying transportation needs within the site. The product will offer a living, vacation, and recreation environment so rare and novel as to insure its uniqueness within the market.

Concurrently, tremendous cost savings can accrue from reduced auto-infrastructure; including eliminating the necessity for roads, land loss, maintainance, and garage facilities.

The partners also feel that limiting the variety of access modes into the Valley will add to the mental and physical security of the individuals within it. Both

property and the emphasis on naturalism are better protected with the well-organized transportation network. Additionally, the mode change will further imbue the Grapevine Valley with a distinct 'sense of place'. The change to train will add further distinction and intrigue to both resident and visitor destinations within the site.

B. Support Transportation Network and Devices

Needless to say, along with the exodus of the auto go certain transport conveniences to which we have grown accustomed in a society where cars are allowed all but indoors. These issues of convenience in the movement of people and goods will be addressed by a variety of satellite transportation systems which will operate out of the depots at each township.

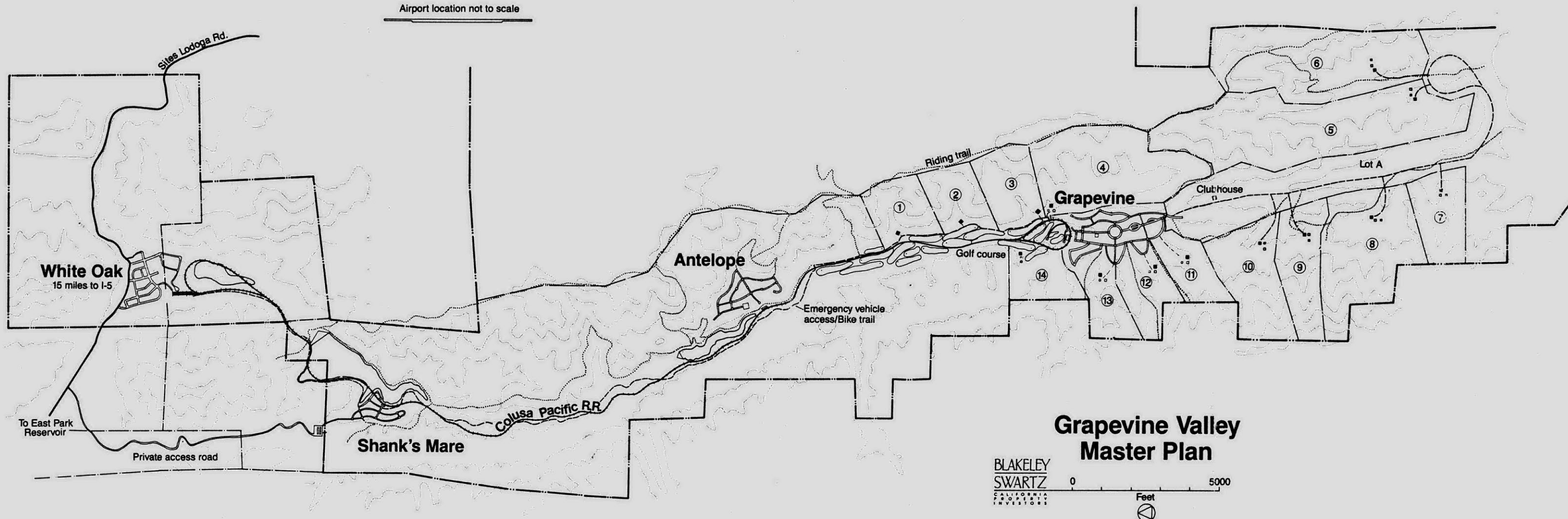
Emergency Services

In a medical emergency, a helicopter will transport individuals to the medical facility at White Oak, the northern-most town in the Valley. Each town and private preserve will have a landing pad for this purpose.

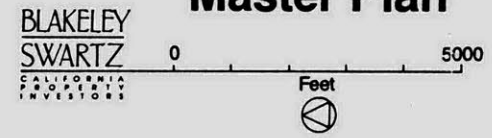
Each town will have its own fire station and volunteer fire department, which can handle local fires and small range fires. The entire project will be encircled by an elaborate fire break and trail network which would contain most range fires.

In the event of a large fire, adequate water will be

Airport location not to scale



Grapevine Valley Master Plan



maintained on-site, in the way of ponds and lakes, to provide helicopters and pump trucks with a close water supply. Both the Forest Service and the local agencies will have access to these sources.

Fire hydrants will be located along the rail line at strategic intervals and in the towns in a fashion similar to our suburban subdivisions.

In the event of an extreme emergency, evacuation routes will be clearly marked and fully explained to all residents. It will be rehearsed by all project personnel and residents of the Grapevine Valley.

Transport of Heavy Goods from Depot

Much thought is being given to motorless device alternatives which might be promoted for transportation of goods within the car-less setting.

In one scenario, the residents will be encouraged to operate their own pedal-powered devices, whether they be bicycle or rickshaw. The latter would be engineered in such a way as to allow for transport of groceries, luggage, etc.

For transportation of heavy goods, like furniture, each town and private preserve will be allowed its own special utility vehicle. It will be shared, requiring advance reservation for special uses. Horse-drawn drays will further compliment the on-site transportation system.

Some further research will also be done to analyze the logistics and economics of a tram system which would

transport visitors and residents from the outer reaches of the parking facility to the train at White Oak. Such a system would also be introduced in the town of Grapevine. This tram would service the corporate preserves, as well as provide transportation to residents at the farther reaches of Grapevine.

Trash removal, mail, and school transportation services will all be provided for within the system. Mostly, these will be concessioned-out to private service companies, but standards, like daily trash removal, will be set by the developing partnership.

C. Novel Living: Analogues for the Car-Less Environment

The following are existing analogues which will serve to illuminate and validate certain of the transportation-related concepts and devices:

Catalina Island, California

Catalina's success as a visitor attraction suggests that a mode change can indeed be part of the excitement of tourist travel. A visit to the beautiful, but quite commercial, town of Avalon requires a two-hour ferry ride from Long Beach at a roundtrip cost of eighteen dollars.

Although the car is not altogether banned in this one-mile-square town, it is interesting to note the increased conviviality the crowds display along the main streets as a result of its rarity. One resident volunteered that it is

becoming increasingly easy for people to bring their autos over by special permit. Apparently, this is resented by the long-standing residents of the island. However, the island's great minimization of vehicular traffic does inspire a common bond and a feeling of retreat from mechanized society.

Mackinac Island, Michigan

Mackinac is a popular island retreat off the coast of Michigan which is completely free of auto traffic. Residents and tourists instead rely on horse-drawn coaches called drays and bicycles for transportation on the island.

Emergency vehicles only are allowed during the prime season. In the spring and fall, special city contracts allow heavy equipment onto the island for construction purposes. The rest of the year's transportation demands are satisfied by the horse-drawn dray, which is able to pull literally tons of goods. Different companies operate the dray service, with some specializing in the transport of goods only.

The Island has approximately 600 year-round residents who reputedly cherish the special environment. A 1984 ferry count indicated ridership by approximately 1,500,000 annually. The adult ferry charge is \$6.75 and takes between one-half and three-quarters of an hour. The island is 9 miles around, 3 miles across, and approximately 4,500 acres in size.

Balboa Island, California

Balboa Island serves as a very nice example of how livable a tightly-woven community within a special setting would be, were it not for car traffic. In a technical sense, it is an island, although travel onto it requires only a small bridge from the mainland.

The entire island is covered in small lots. A common bond is clearly engendered by the proximity of houses. It is evident in the friendliness of neighbors. It is imagined that this would be further exaggerated were the island primarily limited to foot traffic.

Pajaro Dunes, California

The Pajaro Dunes residential project is located on the Monterey Peninsula and serves as a good example of a successfully designed walk-in community. It is designed so that visitors to the site may drive their cars to a common unloading area. Each of these areas is shared by approximately twenty houses. From this facility, luggage transport is achieved with the use of hand-pulled carts. A system of boardwalks lead to the houses.

The serenity and environmental protection achieved with this system has proven extremely successful and popular with a visitor trade, as it represents an 'adventure' every time. The project is a particularly fine analogue for the walk-in community.

D. The Train as Land Ferry to an Inland Island

A shortline railroad is the strongest candidate as alternative transportation to the car. Blakeley Swartz believes that by sending a shortline excursion rail up the eight-mile long Valley, the majority of transportation needs within the site can be provided.

The Train as a Symbol

One of the strongest reasons for a train, per se, is its strength and appeal as a symbol. It is emblematic and bold. In addition, there is a feeling that the train will suit the peacefulness of the valley, since the fixed rail minimizes disturbance to the land by containing all traffic flow to a narrow band along the Valley floor. Another aspect to the train's appeal is that, unlike the car, it disappears when not in use. Fundamental as it may seem, trains leave when not in use; cars stay and must be stored.

Further, a strong sense of community is engendered by the common bond of train travel into the site. Neighbors meet neighbors and cooperation is encouraged. Along these same lines, the Valley's inhabitants will enjoy increased security as result of the Valley's insulation from outside vehicular traffic.

As a symbol, the train is reminiscent of a slower and more dignified time in our history. In overcoming minor transportation changes, the owners might ask their buying public to remember the logistical ingenuity our forebears

displayed.

Beyond the train's romantic and aesthetic appeal, the fundamental economics of the system's development costs are reasonably competitive with the extensive road network that would be required for auto infrastructure.

Trade-Off Economics

We believe a rational equation exists which might objectively weigh, for the buyer, the merits and drawbacks of this unique system. It is hoped that the inconvenience of the mode change will prove to be outbalanced by the lower purchase and maintainance costs associated with auto-infrastructure savings. Increased environmental purity is difficult to measure, but must also be weighed. Money saved in these infrastructure costs to the communities will be transfered to the buyer in lower lot costs.

It is of paramount importance that the alternative form of transportation attract vacationers in the northern part of the state to the site. A train holds the sort of fascination and adventure necessary to accomplish this which is so important to the economics of the project. By drawing the general public in to ride the train and visit the communities, visitor traffic will support the railroad's operation costs, thereby minimizing proportional cost to the resident population.

E. The Rail System: An Expert's Thoughts

With the aid of a train consultant, Mr. Joseph Minnich of Colorado, we have learned a great deal about the fundamental design requirements and operating costs of running an excursion rail. Mr. Minnich has owned and operated his own short-line rail. The following outlines some general observations and information he provided. Detailed information regarding facilities, stock, and personnel needs, including costs and a proposed operating budget are contained in Appendix C.

Image of the Railroad

Railroads have an indescribable mystique about them. They are part of our national nostalgia. Preserving railroad history is a popular interest. Because of the general public's interest and expectations regarding railroads, Mr. Minnich emphasized the importance of project image, beginning with promotional imaging and ending with what the public actually 'sees'. A new rail should strive for authenticity wherever possible.

It is extremely important that the railroad's image be one of extreme reliability and competence. It must invoke an immediate confidence that will allay resident fears about being separated from their cars. Assuming the proper image is fastened in the public's minds, then Minnich believes the Colusa Pacific Railroad will be "one of the premier rails in the country", attracting interest from a variety of fields;

city planners, architects, real estate developers, railroad enthusiasts, the media, environmentalists, land-use experts, and the tourist industry.

The Railroad's Profitability

Minnich recommends that favorable support be aggressively sought from local environmental and historical groups. Assuming the imaging and support-gathering procedures are successful, then Minnich predicts real profitability for the Colusa Pacific, pointing out that privately-held railroads are eminently more successful financially than non-profit ones. In addition, he knows of no existing attempt at this sort of full service, year-round tourist rail service anywhere in Northern California. Minnich did note that the builders must provide 'something more' than a train ride alone for the railroad to be financially viable. He also emphasized the extreme importance of management skill and adequate capitalization to the project's success.

Personnel

Minnich believes that it is extremely valuable to keep railroad traditions alive. Railroad personnel should satisfy the public's expectations, from the traditional, perforated and punched ticket to the clothing of the gray haired crew that collects them.

In addition, crews must like people and show it. Mr. Minnich anticipates no problems with labor unions which he describes as "toothless tigers", and his guess is that we

should expect little difficulty locating experienced personnel.

Marketing Recommendations

He indicated that we should measure our market in terms of motel-nights and highway vehicle counts, using a radius of approximately 100 miles. We should expect to draw approximately 2% of that market.

He suggested the owners remember to market the project to the public in the way they want to perceive it. Traditionally, an advertising budget is based on 12% of the expected first year revenue and 10% of revenue from years two through five.

Promotion should begin eighteen months before the rail line is operable, in order to cultivate the market properly.

Mr. Minnich recommended the following sources be utilized in the marketing process:

1. Trade shows
2. Professional brochure distributors
3. Develop strong relationship with the Dept.
of Tourism
4. Attend premier travel shows in country
5. Cultivate tour bus operators (20% of ridership)
6. Buy TV time local region aimed at travellers
7. Get brochures into hotel/motel lobby racks
8. Join Sacramento Private Assoc. of Tourist
Attractions
9. Sacramento Train Museum will help draw.

10.Holidays can be turned into special events.

Minnich commented that any perceived competition from commercial rails is limited to annual 'flag waving' duty, and that he does not predict commercial rail interest in the excursion market.

He recommended that once the rail is operational, the owners should begin transporting visitors through the project-in-progress as a sales tool for the property and as valuable training experience for the crews.

Minnich also suggested that the following list of additional services and income-producing endeavors be considered in the long-range planning for the railroad: a gift shop, mini-conventions, executive entertainment, movie/television/commercial filming, on board food service, and a rail museum.

CHAPTER THREE SYNOPSIS

Element: Transportation

Nature: The Grapevine Valley will be car-less. A shortline railroad will serve as the primary artery for all traffic flow through the Valley.

Analogue: The developed areas of the Valley will be regarded as islands, with the railroad serving as a land ferry.

Rationale: 1. To protect the natural beauty of the Valley.
2. To reinforce the isolated and insular character of the Valley and to establish a distinct sense of place.
3. To strike a unique and bold theme.
4. To take advantage of the significant savings accruing from the absence of car-related infrastructure.
5. To place in the automobile's stead a transit mode that is well known, having a colorful history and a positive and attractive image.

Secondary Transportation:

Consisting of a variety of modes, depending on the nature of the need. Will attend to special circumstances as well as daily tasks. To include:

1. Helicopters: for emergency use.
2. Trams: for trip-related transportation.
3. Horse-Drawn Drays: same as above.
4. Bicycles: for resident and visitor circulation.
5. Special Land Vehicles: for special internal use.

CHAPTER THREE SYNOPSIS

Railroad Cost and Logistics:

Capital costs are expected to run \$6.5 million. A detailed capital and operating cost summary is contained in Appendix C.



CHAPTER FOUR: CORPORATE PRESERVES

A. Genesis of the Idea

The corporate preserve element of the Grapevine Valley concept plays a critical role in establishing the theme and testing the viability of the entire project. The idea of promoting recreational use through corporate investment in the initial phase of the project serves several purposes.

First, through establishing a program of pre-sales to corporations, an early test of the validity and economic basis of the concept is achieved. The ability to sell the corporate lots will be a function of the validity of the most basic theme driving the program: that people value nature and aesthetics and will part with money and certain comforts to attain them. Should the owners be off course on this fundamental rationale for the program, it will be known early. Relatively little investment will have been made, and the risk will have been minimized.

Second, pre-sale revenues will finance the initial infrastructure requirements, and enable the second phase of the development to be launched. Specifically, the rail transit element and various utility improvements will be built with corporate pre-sale revenues. It is expected that additional funds will be used to launch the second phase of the project. Beyond proving the concept, a successful corporate pre-sale program will establish a financial foothold for the project.

Third, the preserves will promote a use which is harmonious with the stated themes of the Grapevine Valley concept. Recreational activities will include hiking, horseback riding, tennis, golf and swimming. The remoteness of the Valley and the isolated nature of the preserve site will foster a clear sense of adventure, that of a place away from it all, unlike other recreational sites. Also, the size of the Valley will overwhelm any structures on it and will thereby amplify the presence of nature.

Fourth, the topography of the Valley and its canyons lends themselves to isolated ownership and use. A dozen canyons of varied size run off both sides of the southern portion of the valley. They range from 100 to 465 acres. Each has its own particular landform and rigelines, and presents a variety of opportunities for recreational use.

Fifth, corporate sponsorship of a recreational amenity for corporate employees and their families assures the greatest utilization of the Valley's recreational resources. By virtue of being able to offer the amenity for use to a greater number of people in a common association, Blakeley Swartz will realize a higher value in the marketplace. This contrasts with the most common use put to large rural ranch parcels, that is, estate or ranch lots. In these cases, the program is targeted toward wealthy individuals and their families, and the resulting land utilization rate is very low. Since greater utilization rates implies greater value to the users, the return to the land will be greater under

the corporate concept.

Finally, as a prospective market, corporations are a finite and well focused target. The Partnership will be able to identify, approach and elicit a response from its market in a relatively swift and efficient manner. Moreover, as a target market, corporations can easily afford the magnitude of investment contemplated here. This will enable the Partnership to more easily borrow the funds necessary for infrastructure improvements as these loans will be secured by purchase and sale agreements with its corporate buyers.

B. Nature of the Corporate Preserve Concept

The corporate preserve concept can be defined as a broad-based recreational benefit offered by certain employers to their employees. It is, in essence, a partial subsidy of their employees' family vacations in the form of a company benefit. It appeals to those firms which have a high degree of concern for their employees' quality of life, and who wish to offer a benefit which would promote a variety of family, civic and company virtues.

The preserves will be family-oriented, offering a variety of recreational opportunities. The location and orientation of the preserve facilities and activities will aid in fostering an awareness of and respect for nature. Also, this type of benefit will help promote company comraderie and loyalty.

This concept is distinct from the better known examples

of corporate retreats and conference centers. These are usually reserved for top executives who are combining two or three days of meetings and conferencing with a weekend of golf, tennis and fine dining. These retreats are considered to be an executive perk, and are enjoyed on an exclusive basis.

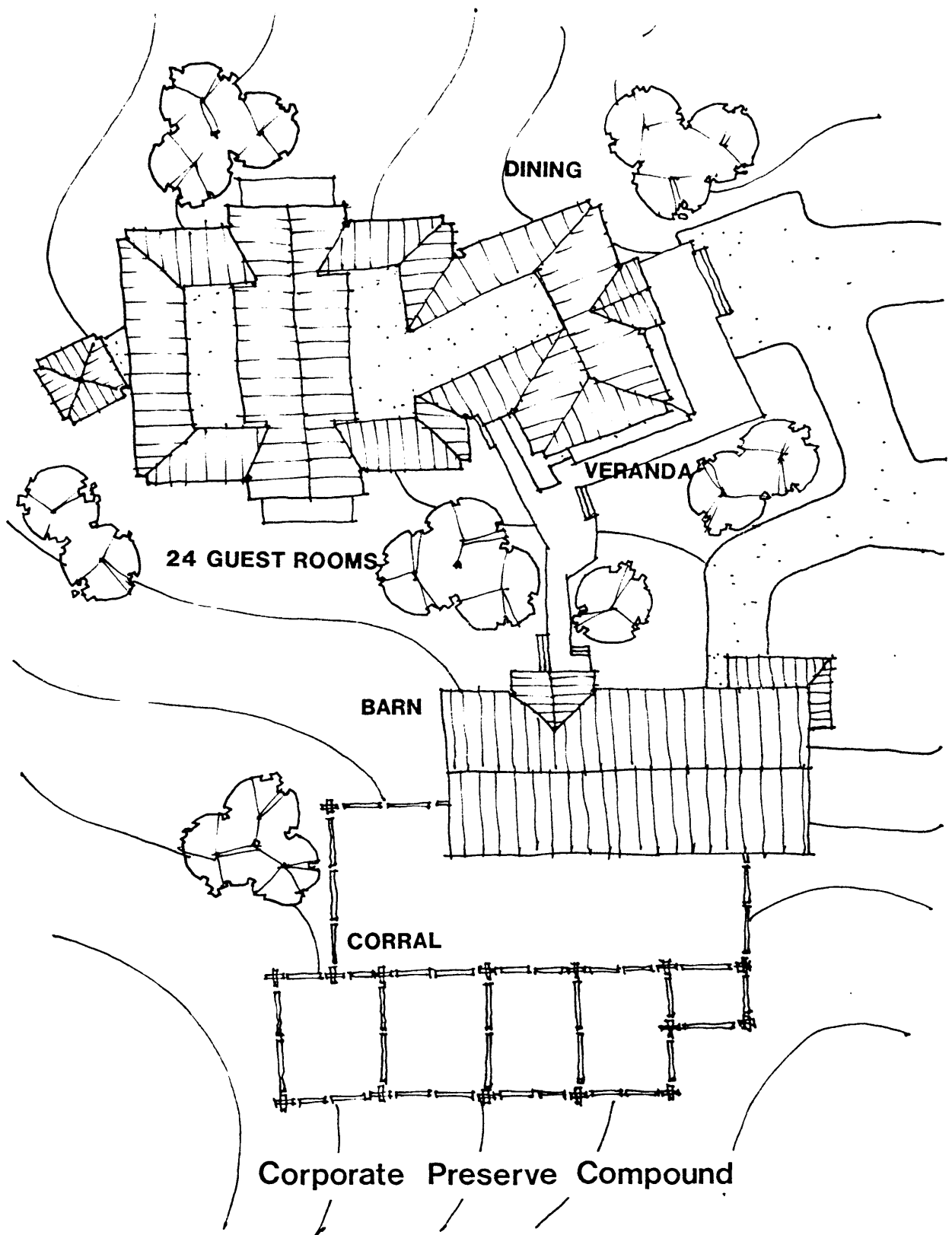
C. Visual Description of the Preserves

The Grapevine Valley Master Plan outlines the general boundaries of the fourteen preserve sites. All of the sites are located at the southern end of the Valley near the proposed town of Grapevine and the golf course, and all but two take direct access off the Valley. Each will use the rail line to enter the Valley, and each will have access to a tram running from the train depot to the camp facilities.

The preserve boundaries follow several canyon boundaries running off the Valley. Many of the canyons are set far back from the Valley floor, lending further to the feeling of isolation. Most have dramatic ridgelines and a topography of rolling hills, oak groves and grassy ranges.

D. Rationale for Purchase

The primary reason for a company to invest in a corporate preserve is to extend a benefit to its employees which will have value both to the employee and the company itself. In essence, the cost to the company of the benefit package will be equivalent to the foregone interest on the capital



necessary to purchase the land and build the lodging and recreational facilities. In turn, the lodging and facility fees paid by the employee users will cover all the operating costs of the preserve. Hypothetical capital and operating costs of a typical preserve facility are presented in Appendix D.

The clear division of company and employee contributions into the benefit package has several advantages for both parties. For the former, the act of extending the benefit is reduced to one decision: the capital contribution. It is a one-shot deal. Once the decision is made, the item will not creep onto the annual human resources expenditure request and present to management added difficulty and aggravation in the process of line item justification and decision.

Also, for many companies, the ability to extend a benefit through a capital expenditure presents it with an opportunity to convert surplus properties into a working asset. The company could redeploy some obscure property it has kept on the books in a tax-free exchange. Since the new asset is essentially to be held and made a part of a benefit package, the low basis on the traded asset should not matter to the company. In its own way, Blakeley Swartz can arrange a three way trade to pick up a parcel it itself has targeted.

For the employee users of the recreational asset, the absence of debt service factor in the cost of the amenity will serve to significantly reduce its price. In addition to having the amenity at hand, the fact that it is being offered

well below market rates adds real impact. The combination of the two factors constitutes a significant benefit for the employees.

As to justifying the original allocation of corporate capital, it is best left to each company to determine the combined value of higher employee morale, lower employee turnover, better health and an improved family life for employees and the resale value of the asset. Large firms and sophisticated mid-sized firms are now more aware of and concerned about the cost of employee turnover, low morale, etc. Many have conducted studies and know the value of a percent shift in the above indices. It is entirely conceivable that on the foregone revenue of a \$2,500,000 capital contribution (\$300,000 assuming a 12% hurdle rate. See Appendix D.) a company will be made whole through the combined value of the effects of the recreational benefit on its employee cohort. In such a case, the decision to invest in the corporate preserve will differ in no major way from the decision to invest in an asset bearing a 12% return. The major components of potential value to a company are more fully discussed below.

By providing a tangible, beneficial and valuable asset to a wide spectrum of its employees, a company achieves a variety of personnel goals. First, it is offering a highly valued recreational amenity to its employees. It is responding to highly popular activities in Northern California by presenting an alternative to crowded and

congested vacations in state and national parks, forests and beaches. In addition, the corporate preserve offers a viable alternative to expensive outings in such popular vacation areas as Napa Valley and Lake Tahoe. A benefit whose attributes include bucolic isolation, comfortable natural surroundings, and a variety of recreational alternatives for the entire family is bound to have a strong appeal in the highly active Northern California recreational market. By presenting an attractive recreational benefit the company will create a very positive association between the amenity's many virtues and itself. It is believed that this association will contribute significantly to company loyalty. The tangible results of this will be increased productivity through higher morale and lower absenteeism.

Furthermore, by promoting loyalty and creating good will in a tangible fashion, the company will differentiate itself from other firms in its industry. For the public at large, the company will set itself apart in the industry. The value of a good image will extend beyond its own employees and could make a difference in the marketplace. As many firms have discovered, a good corporate image is always worth a certain level of investment. By publicly associating its name with this type of endeavor, a company would be contributing to a good corporate image.

Also, the preserve benefit will become a factor for any employee considering any lateral move to another firm, and will likely reduce the number of times such a move is

contemplated. Since the loss of the benefit has the possibility of affecting the entire family's vacation and recreation habits, any offer from another firm must have comparable value to the employee's current package of compensation and benefits. The preserve benefit is likely to have a high emotional value attached to it, and will be hard to replace or compensate for. The effect over time will be to significantly lower the company's employee turnover rate. The financial effect of lowered turnover rates is significant, especially among middle-management and white-collar workers who require training.

Indeed, the company may wish to use some of the preserve facilities in an incentive compensation program. Such a program would, for instance, entirely subsidize the annual vacation of a long-time employee. In effect, the preserve facilities should be seen as an asset which can be molded to suit a company's human resource management needs and objectives.

An additional value inherent to the camp benefit is its philosophical promotion of the family. The design of the facilities, including the range of activities to be offered, will consider the needs of the entire family. The family orientation will not attempt to exclude use by a single person or a couple, rather there will be a simple encouragement of family participation, involvement and enjoyment. It seems trite to describe the benefits of family stability and cohesiveness, yet a company sponsored activity

which promotes this can yield a happier, more satisfied and, hence, more productive employee. To measure this effect is almost impossible, and it is doubtful whether such an effort is worthwhile. Yet most would agree that it is a valid paradigm, and is worth certain level of investment.

Yet another advantage to a company-sponsored vacation is that it presents an opportunity to engage its employees and their families in a health maintenance program. It would be possible, for example, to conduct, in conjunction with other firms, a series of physical examinations and tests to detect problems and establish preventative measures for a variety of common conditions of modern life, i.e. high blood pressure, weight problems, etc. A moderate focus on a healthy diet and healthful physical activity as promoted by a trained staff would not constitute a large investment and could yield significant results. These include a lowered rate of absenteeism due to illness, longer average careers, and lowered health insurance rates for the company.

E. Target Market for the Preserve Concept

The target market for the corporate preserve concept can best be described as those firms in the service, financial, insurance and high technology sectors of the economy, having 1000 employees or more, headquartered or having a major regional offices in Northern California, and within a reasonable driving time to the Grapevine Valley. Since four hours is the accepted reasonable driving time for a weekend

excursion in Northern California, the Grapevine Valley falls roughly within the market area of eight Standard Metropolitan Statistical Areas (SMSA's) with a total population in excess of 7,500,000. (See Appendix B.) This huge employment base accomodates a rich and extremely diverse regional economy. Major corporations in industries ranging from agribusiness, shipping and trade, banking and finance, insurance, natural resources and every segment of the high technology sector have either headquarters or major offices in one of these SMSA's.

The focus on headquarters is important for several reasons. First, a headquarters location will normally have a large number of employees attached to it, thereby making the decision more economically justifiable. Second, top management is centered there, and the decision affects their immediate territory. Third, that a major regional or headquarters location would have this type of benefit seems more appropriate than for a simple local office to have it. In other words, it would be difficult for the local office of a corporation headquartered in Pittsburgh to justify this type of decision, which provides a benefit not enjoyed by the employees (and management) of the home office. Rather, such an investment would be more appropriate for a firm like Bank of America or Crown Zellerbach of San Fransisco. Fourth, headquarter offices are more highly conscious of their image in the community and region. The image factor plays a greater role in home office locations.

Also, it may be important to restrict the sale of preserves to one company in any given industry. Such a strategy will tend to both protect and create value for the investing company. By insuring that no competitor for a firm's prized employee cohort can offer the same benefit, the Partnership will protect one of the main selling features of the preserve concept. Furthermore, over time the preserve benefit will acquire, by reputation, a significant allure and appeal to a competitive labor contingent, and as such, will afford its offeror an advantage in the most competitive segments of the labor market. Though the benefits of this sales policy seem to be compelling, it would be best to reserve judgement on whether to apply it until its relative importance, as perceived by the corporate market, is gauged. We recommend that the owners hold it open as a possibility or an alternative, and get corporate opinion as to its value. Such a restriction has its costs: highly complex and problematic deed restrictions, and the disadvantage of artificially and radically limiting the market.

It appears that the best size firm to target is one whose benefit package will not be overwhelmed by the addition of the preserve benefit. We have somewhat arbitrarily chosen a 1000 employee threshold. It would, however, appear to have some veracity, since companies normally calculate the cost of a benefit on an annual per-employee basis. The more employees to whom the preserve is offered, the lower the per-employee cost. Into this calculation a firm must also factor a usage

rate, so as to be accurate in its promise to reliably deliver the benefit to the entire employee population and avoid overcrowded facilities and unhappy "beneficiaries". Though each firm will best know its own benefit range, to target larger firms makes the most market sense.

Though currently in a period of consolidation, the numerous companies in Santa Clara County's famed Silicon Valley pose a particularly appropriate target for the preserve concept. Many suffer from extraordinarily high employee turnover rates; the average is approximately 30% per year. The preserve investment could easily pay for itself by making a small dent in the rate of lateral moves within the high technology field. Since the industry is highly diverse, the Partnership would not have to limit itself to selling but one "high tech" preserve. Opportunities exist for five or six to be marketed to Silicon Valley corporations.

Selling the Concept

An effective corporate presentation and sales strategy would include the following elements. First, in order to effectively communicate the fundamental image, the package should rely on extensive graphic exhibits such as site plans photographs, renderings, etc. An effort should be made to identify as many working analogues as possible, in order to vest the concept with a degree of validity and undercut some of the reflexive scepticism which characterizes the approach of many corporate officers. Once genuine attention is

focused on the image and its possibilities, the picture of the preserve should be completed by a succinct, yet comprehensive, description of its elements and operating characteristics.

Second, having presented the product, the next task must be to provide a sufficient rationale for its purchase. Again, the arguments must be brief but convincing. Moreover, it should be left to the company to determine the financial potential of this type of investment. Each firm will know the value of a percent shift in turnover rates, productivity indices and morale levels. The challenge to the Partnership will be to provide the company with as many valid benefits to which to attribute value.

Third, since the presentation will most likely be made to the personnel vice-president and staff, the strategy should respect their knowledge and intelligence. No attempt should be made to educate them in their own field. Simply, the preserve should be presented as an opportunity to engage their workforce, as but one element in an overall company benefit strategy. Also, there should be no hard sell, no over-engineered audio-visual display to put them on the defensive.

Finally, the Blakeley Swartz Partnership should reinforce its credentials with the corporate preserve market. It should establish beyond a doubt its ability to manage the project on time and on budget, with efficiency, style and grace. Though critical and essential, this particular task

should be easily accomplished given the background and achievements of the Partnership's principals.

F. Design and Operating Characteristics

This section attempts to put physical form and definition to the preserves. The physical arrangement of the facilities, as well as certain central operational issues are discussed. Following this, several California vacation and resort developments having particular parallels with respect to theme and image are profiled.

The central themes of the preserve are those of rest, relaxation, a quiet enjoyment of nature, and moderate recreation for the entire family. The location, nestled in a secluded canyon off an isolated valley, provides an ideal setting for this. Relatively little "improvement" needs to take place; the fundamental ambiance is already set by nature itself. The gentle yet dramatic landform, the wooded groves and the rolling range grass are the hallmarks of the place. Any development undertaken must reinforce these central images of nature in its undisturbed state. The attraction and appeal of nature is only enhanced with development which takes its cues from that which is already there, and introduces no element which will undermine or erode the natural themes.

One of the most popular and appealing images of relaxation in a natural setting is that of the country inn. The image of the country inn is one that is synonymous with

rest, recreation and hospitality. It is a warm and compelling image, one that is commonly held. For these reasons, the central facility of a corporate preserve, the place for overnight accommodations, meals and common activity, could be fashioned after a country inn. The inn may be one or several structures, but it should remain the focus of the entire preserve. A description of the elements of typical preserve facilities and operations follow.

Typical Preserve Elements

As a minimum, the corporate preserve will have the following facilities:

1. A central inn facility for lodging, eating and lounging, with a minimum of ten guest bedrooms.
2. A swimming pool, made architecturally interesting, perhaps like a pond, with cabanas and shade areas.
3. An outdoor eating area, with patio and fire pit, in a shaded area.
4. Some landscaping, a lawn with lawn furniture
5. Areas for such activities as volleyball, shuffleboard, horseshoes and croquet
6. Hiking trails, a nature walk
7. Equestrian trails and paddock

Facility Layout

Of the elements listed above, all but the equestrian and hiking trails should be located in a 2-3 acre central area.

This will leave the vast majority of the land undisturbed and thereby maintain its natural beauty and appeal. The trails would wander through the entire canyon and connect to trails in other preserves and the main equestrian and hiking trails of the Grapevine Valley. Guidelines for the site planning and architecture of the preserves would be set forth in a series of covenants, conditions and restrictions (CC & R's) to run with the land.

Pricing

Most country inns in California range in price from \$55 to \$120 per room-night, including breakfast. In order to maximize occupancy rates, the corporate preserves should aim at the lower end of this range, \$55 to \$65. This will help to insure that the amenity is priced to be affordable to all salaried employees of the company. Unlike most inns, and certainly unlike hotels, the room rate at the corporate preserve buys more than simple lodging. It buys the amenities of the entire destination. It is suggested that any user fees at the facilities be kept to a minimum, enough to cover operating costs.

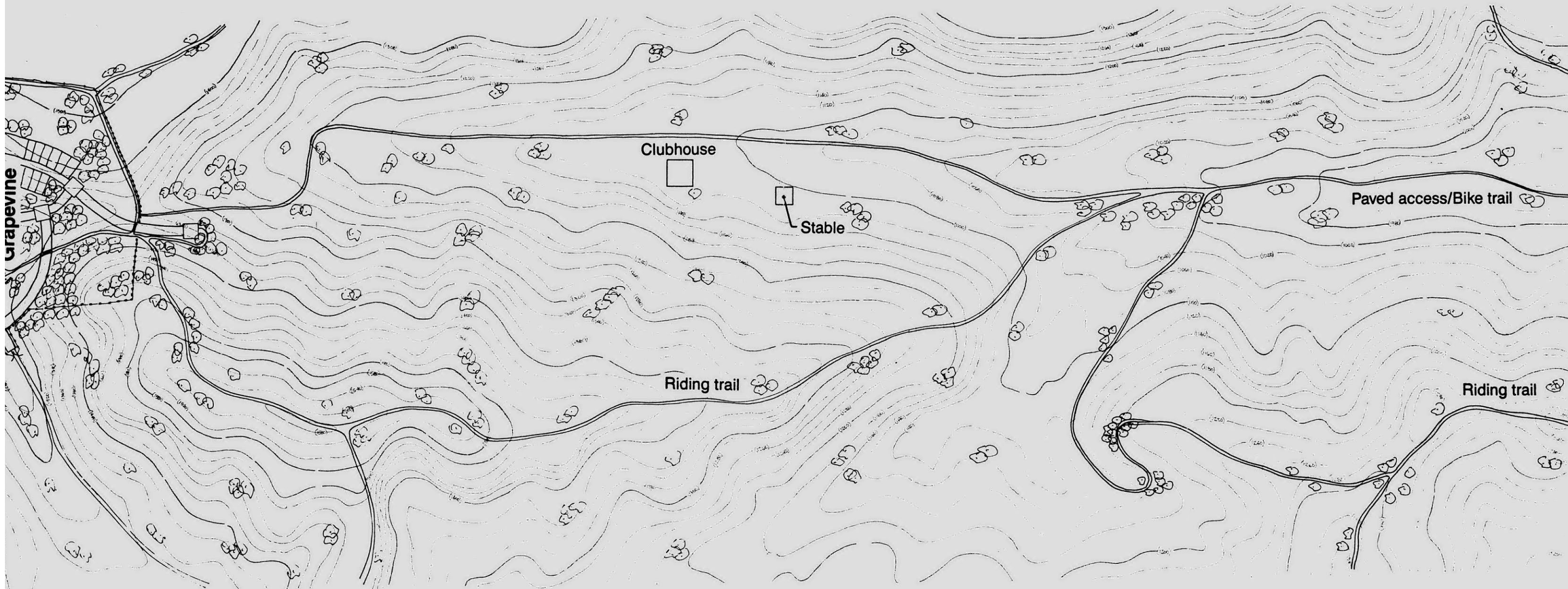
Since the anticipated contribution of the corporate sponsor is fundamentally limited to the capital necessary to buy the land and build the facility, the rate schedule must be carefully structured to cover all its operating costs. On the other hand, the rates must be kept sufficiently low to insure the perception of a benefit. If not perceived well,

the entire enterprize loses its impact. An operating proforma, projecting revenues and costs, is contained in Appendix D.

Operation

One way to help insure both low rates and a hospitable and enjoyable environment is to run the place like any good inn is run. That is, give charge of the operation to a married couple who will vest it with both a warmth and charm and an unbeatable operating efficiency. In return for a moderate salary, boarding privileges and an opportunity to be full-fledged innkeepers, the couple would handle the innumerable front- and back-of-the-house functions ranging from greeting guests and serving continental breakfast to internal accounting and billing and routine groundskeeping and cleaning.

As with a normal inn, the innkeeper-couple would be free to adjust seasonal rates, within a prescribed range, in order to boost occupancy rates. Along the same vein, a certain degree of outside use to include employees' extended families at slightly higher rates may be permitted. Beyond finding the right innkeeper-couple to run the place, the key to its success will lie in giving them a degree of operational flexibility which presents a personal touch while maximizing efficiency and revenue.



Grapevine

Clubhouse

Stable

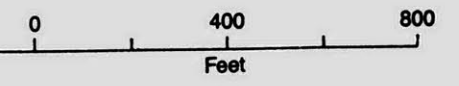
Paved access/Bike trail

Riding trail

Riding trail

Corporate Clubhouse and South Grapevine

BLAKELEY
SWARTZ
CALIFORNIA
PROPERTY
INVESTORS



Date: 6-1-85

Cooperative Services

Since there will be fourteen corporate preserves located off the southern portion of the valley, there is some advantage gained if some of the facility operating functions are handled cooperatively. A central service facility could handle such functions as providing sit-down lunches and dinners as well as handling reservations for the preserves. This would have the dual advantage of exploiting certain advantages of scale, and offering a higher quality of service than could otherwise be offered by individual preserves. Moreover, such a service will keep the sponsoring corporations out of the inn-keeping and restaurant business.

Lunches and dinners could be served out of a central restaurant/clubhouse located somewhere in south Grapevine. This would be one of a variety of dining options for the preserve vacationers. Others would include cooking facilities at the inn itself, bag lunches prepared at the inn, and restaurants serving lunch and dinner located in the Valley towns. Also, families would be able to order meals at the time they make their reservations and have them served at the central clubhouse.

Reservations could be handled centrally to enable the most efficient distribution of accommodations. When rooms at a particular inn are oversubscribed, the overflow could be directed toward another inn whose facilities are available. This would result in a greater average occupancy rate for the inns. Should the sponsoring corporations wish to hang onto a

room or two as perks or rewards, they could simply take them off the central booking system for an indefinite period. Additional services and facilities could be provided by the cooperative. These may include a golf course, tennis courts, an equestrian facility and health facilities. Each would operate on a fee basis, with the corporations assisting with initial capital for start-up.

In sum, the cooperative would act as a concessionaire to the various preserves. It would lower their service costs and operating overhead, raise the quality and expand the variety of recreational opportunities which would otherwise be too expensive for a single facility. The interests of the corporations and their employees and the image of the place will be best served so long as these services are provided in a manner consistent with the atmosphere of the preserves themselves. A sense of uniqueness, individuality and high quality must be clear in the delivery of these services. The "co-op" atmosphere should be avoided, as it would undermine the special qualities of the inns and the preserves in general. Well run, the cooperative will add to the attractiveness and appeal of the preserves, and supplement their range of recreational offerings.

G. Existing Analogues

The corporate preserve concept as described above is best regarded as a product of an evolutionary process in corporate and popular culture. The preserve idea has antecedents and

analogues in both, and the current formulation is a function of a variety of forces affecting them. Resort recreation was at one time an elite activity, reserved for those who could afford the price of the amenity as well as the time to enjoy it. In addition to the well-publicized playgrounds of the wealthy which gained currency in the early twentieth century, there were several examples of corporate retreats which were reserved for use by top executives and their families.

Speaking broadly from the perspective of popular culture, the rise in the the standard of living over the last sixty years and the concomitant ascendance of an egalitarian spirit in the country has fundamentally changed the way we live and work and profoundly altered our collective idea of the good life. Consequently, a vacation, a retreat, simply the idea of "getting away" for a time each year has become part of the average person's expectations for him/her self and family. As a result, entire industries not extant thirty years ago have become major elements of our economy. An economist would see this trend, both the expectation of liesure time in our lives and the absolute value attributed to it through the total purchase of liesure-related goods and services, as part of the "surplus" wealth generated by society.

Each of us knows in our own lives that as the idea of liesure time becomes a good which is fundamental to our well-being, the quality of that time takes on increasing importance. We have alluded to existing recreational alternatives in Northern California and have described them

as being either overcrowded or too expensive for many to enjoy. While these conditions will be detailed in a later chapter, the point here is simply to set forth a broad argument for demand for liesure time and to describe conditions which call for a more efficient market solution for delivering a recreational good of sufficient quality to the consuming public.

Speaking broadly from the perspective of corporate culture and the ethics of the workplace, it would be reasonably accurate to state that an evolution of similar hue and dimension has taken place over time. The once simple trade of time for money has evolved into a more complex transaction as a function of both production technology and broad societal changes. This has brought revolutionary changes to the concept, definition and conditions of work and compensation. Further, the structure of many companies has undergone a significant metamorphosis, as have the many relationships which parallel them.

The corporate preserve concept is designed to respond to the processes described above. It is a recreational product of high quality, which responds to a broad need and is configured and delivered in an efficient way to both of its consumers (i.e. corporations and their employees). Yet since the corporate preserve has no clear parallel on the market today, the analogues we have chosen serve mainly to illustrate the variety of recreational products being brought to the market and to further suggest the value and efficiency

of the preserve concept.

Coto de Caza

Coto de Caza is a 5000 acre valley nestled in the foothills of the Saddleback Mountain Range in eastern Orange County, adjacent to the Cleveland National Forest. Located 75 miles southeast of downtown L.A., it is equidistant from San Diego and Los Angeles. The valley had been used as a working cattle ranch for over a century until it was sold in 1964 and developed as a gentleman's hunt club and equestrian facility. Residential development proceeded after the Vic Braden Tennis College opened in 1974. Arvida Corporation took control of Coto de Caza in 1980; the current developer is a partnership between Disney/Arvida and Chevron Land and Development Company.

Completed projects at Coto de Caza include residential development of various densities, a conference center and resort facilities. The resort facility is marketed as Club de Caza and is available to Coto residents, members of the Tennis College, and users of the Conference Center, as well as registered resort guests. The club provides tennis, handball and raquetball courts, volleyball, basketball, billiards and bowling. In addition, there are spas, saunas, sunrooms, lounges, an exercise room, locker room, and a junior size olympic swimming pool available for use. A turn-of-the-century style general store complete with hitching post, soda fountain and post office is located on the Ranch

to make shopping convenient and interesting.

The old hunting lodge has been renovated and expanded to accomodate business conferences. The facilities accomodate groups from 5 to 120 in formats ranging from living room casual to classic schoolroom. Conferees are able to use all the resort facilities.

The remainder of Cota de Caza is planned to continue the resort-residential community concept. The plan design takes an essentially linear form, reflecting the form of the valley along its five-mile length and adjacent sloping hills. The plan stresses the preservation of the defining ridgelines, significant natural features and major sloped areas. Within the valley an open space/recreation spine is planned which includes a championship par 72 golf course designed by Robert Trent Jones II. The focal point of this area will be the Resort at Coto de Caza, a recreational and conference complex. A variety of residential development intensities are planned, with higher density residential uses near the Resort and lower density uses extending away from the valley, and into the side-canyon areas.

Pajaro Dunes

Pajaro Dunes is an ocean-oriented planned unit development of approximately 170 townhouses and single family homes located 90 miles south of San Francisco on Monterey Bay. The development is situated on a mile-and-a-half long peninsula separated from the mainland by a tidal estuary.

Access is gated and guarded and auto usage is restricted which contributes to a sense of privacy, isolation and security.

In addition to its residential use on a unique landform, Pajaro Dunes offers conference and seminar facilities to groups of 5 to 200. The conferees are housed in the privately owned homes and townhouses which are reserved through rental agreements and arranged by the seminar agency. Meals for the conferees are also coordinated by the agency and are catered either to the houses or the conference halls. Although the recreational facilities at Pajaro Dunes are not extensive, they do include tennis and volleyball courts. Pebble Beach is a short drive away. The most significant amenities at Pajaro are its beach and the ocean.

Warner Springs Ranch

Warner Springs Ranch is a 2500 acre hot springs resort situated in the foothills of Mt. Polomar in San Diego County along the western edge of the Cleveland National Forest. It lies 3000 feet above sea level approximately 60 miles northeast of San Diego, 110 miles southeast of Los Angeles and 75 miles east of Newport Beach. The Ranch's history goes back a century when it was the overnight stop between Arizona and Los Angeles for the Butterfield Overland Stagecoach Line. During the 1920's and 30's it became a favorite hangout of Hollywood stars and earned a reputation as an elite spa. Later, the resort, which had one hundred bungalows and a lodge as its central facilities, fell into disrepair and went

through a succession of ownerships.

Within the last two years, the latest owners of the Ranch, a partnership composed of the A. Cal Rossi Company, developers of San Francisco's Stanford Court Hotel, and Border Lights, Inc., a subsidiary of RKO General, Inc., has introduced a new concept to the second home/resort market. The concept involves the sale of proprietary (co-operative) interests in the Ranch and its recreational facilities. In essence, the shared arrangement offers the utility and enjoyment of a second home at a substantial value. The facilities have been augmented to include 250 bungalows, a championship golf course, seventeen tennis courts, two olympic swimming pools, a fitness club and spa, a youth camp with dorms and athletic fields, a paved air strip, an equestrian center with fifty horses for trail riding, and a large lodge with dining facilities. The product is targeted toward families; an ownership unit is currently priced at \$30,000. A total of 2000 units will be sold.

Burroughs Farms

Burroughs Farms is a 585 acre lakeside resort/campground in Brighton, Michigan; it is located within an hour's drive from the cities of Detroit, Flint, Lansing and Ann Arbor. Originally built as an executive retreat by the Burroughs Corporation in the 1930's, it was run as a company-subsidized operation for several decades. Some executives built cottages on the grounds, and sent their families there for

the summer. Over many years, the retreat developed as a small, close-knit community and acquired a variety of traditional annual activities. The private resort facilities included 27 holes of golf, 130 cabins, 115 campsites, a marina and boat launch, tennis courts, playfields and hiking trails.

In 1981, Burroughs sold the retreat in an attempt to dispose of an attraction which was keeping its executives from taking positions with the firm outside the Detroit headquarters. The resort, now with expanded facilities, is open to the public for retreats, recreation, camping and conferences. There is frequent use of the conference and seminar facilities by Detroit-based corporations, with some sending various departments there several times a month.

Berkeley, Stanford

The Alumni Associations of the University of California at Berkeley and Stanford University operate self-contained family vacation centers in two Northern California National Forests. The camps offer a wide variety of recreational activities designed to appeal to the entire family. These include hiking and nature walks, fishing, boating, tennis, volleyball, horseshoes and swimming. Services include babysitting and supervised youth and teen activity programs. Accommodations range from tent setups and separate cabins to rooms at the main lodges. The camps are run as non-profit ventures for the primary benefit of alumni and their

families. Occupancy rates are high, though seasonal.

Alisal Guest Ranch

The Alisal Guest Ranch is a 10,000 acre ranch resort located on California's Central Coast forty miles north of Santa Barbara in Solvang, CA. Most accommodations are located in a central lodge facility totaling sixty-six rooms. There are a few private bungalows. The Ranch focuses on passive recreation, emphasizing its pastoral qualities through horseback riding and golf. Adjacent to Alisal Lake, the resort also offers swimming, sailing and fishing activities. There are seven tennis courts on the premises.

CHAPTER FOUR SYNOPSIS

Element: Corporate Preserves

Nature: Broad-based recreational benefit offered by companies to their employees.

Analogue: A country inn with expanded recreational facilities.

Product Rationale:

1. To test validity of overall concept.
2. Use presale revenues to prove concept and finance project.
3. Harmonious use, promotes recreation.
4. Topography lends itself to isolated ownership and use.
5. Greater utilization of land resource, greater value creation.
6. Corporate market finite, well focused and able to pay.

Market Appeal:

1. To acquire significant and distinctive employee benefit at a favorable value.
2. To promote company loyalty.
3. To reduce employee turnover, absenteeism and lateral moves.
4. To philosophically promote family virtues.
5. To acquire an advantage in competition for elite employee cohorts.

Target Market:

1. Large (1000+ employee) service, financial and high tech firms based in the area.

CHAPTER FOUR SYNOPSIS

Target Market (cont.):

2. Restriction to one company/industry.
3. Sales strategy:
 - communicate image
 - provide rationale
 - reinforce credentials

Design & Operating Characteristics:

1. Typical elements: country inn with recreational elements
2. Layout: central facilities, open range
3. Pricing: 60% of market
4. Operation: innkeepers, charming & efficient
5. Co-op services: exploit advantages of scale in certain common functions

Analogues:

1. Coto de Caza
2. Pajaro Dunes
3. Warner Springs Ranch
4. Burroughs Farms
5. Berkeley, Stanford
6. Alisal Guest Ranch



CHAPTER FIVE: COMMUNITIES ALONG THE GRAPEVINE VALLEY

A. Genesis of the Idea

The developers would like to introduce several carefully designed communities along the Valley floor. Each will have its own distinct profile and purpose. The idea came to them not only in response to the natural suggestion of the land, but because of the belief that current conservative social trends reinforce values which include family togetherness, the great out-of-doors, and novel living environments.

In addition, the owners believe they can deliver a superior amenity package in a competitively priced product by virtue of their car-less concept. Infrastructure needs eliminated by that concept will be translated into a lower purchase price for house lots. Hand in hand with the lower lot costs goes the appeal of a more pure visual and breathing environment.

Especially now, with the over-crowded condition in many of our urban environs, we believe there is a strong market of people who will take advantage of this opportunity to live within the Ranch's bucolic and uncongested setting. The nation is returning to more conservative and traditional values, and the distance Grapevine Valley offers from the smog and congestion of urban life will undoubtedly be popular, if only as a weekend escape. At the same time, primary residents of the Valley will be able to reach the sophistication of San Francisco within a two hour drive.

B. Philosophy and Virtues of the Town Concept

The philosophy behind the design for these towns is one of innovation. The owners have exercised considerable restraint in choosing only three of the premier sites for their delicate planning of towns on a truly human scale. The concept is an anomaly in this day and age.

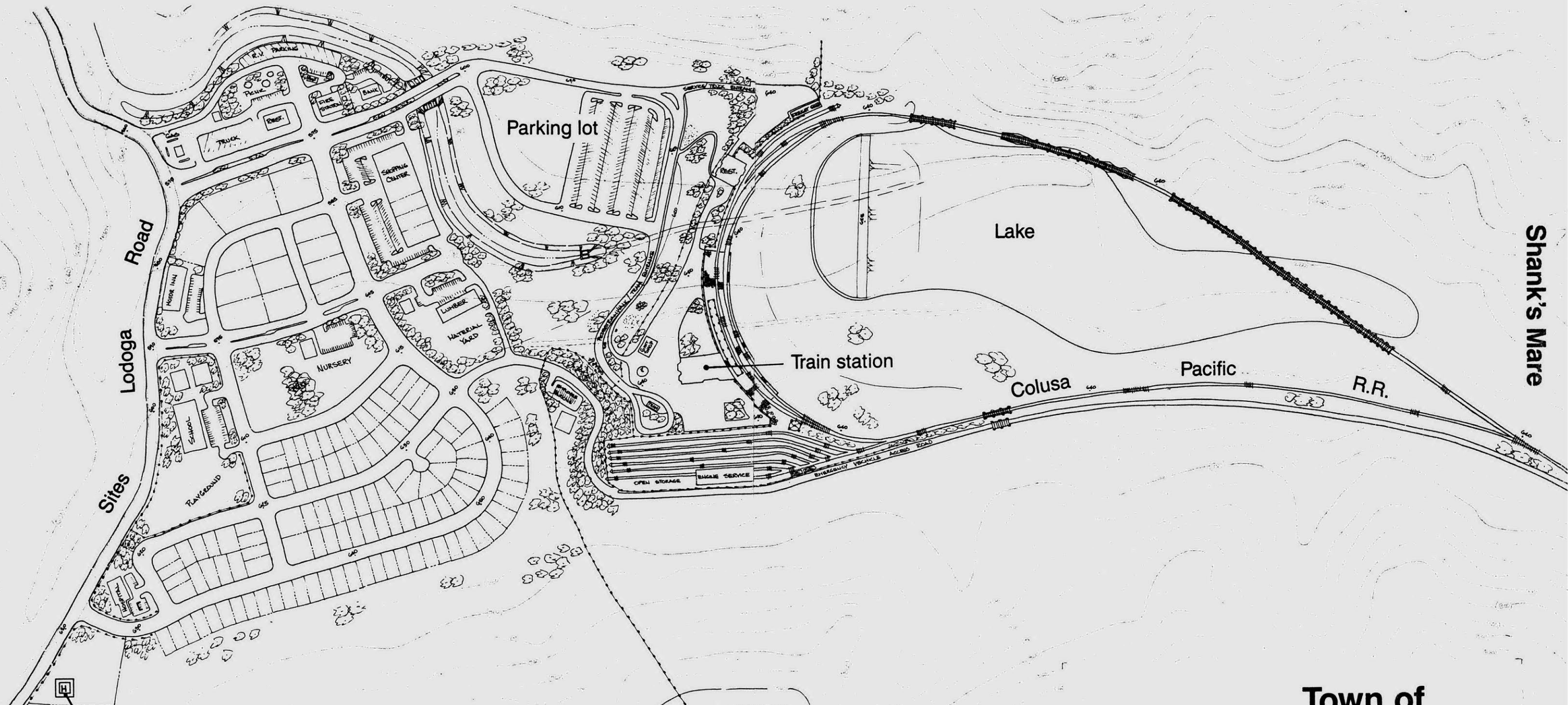
Though the towns will be made distinct from one another in function, the basic philosophy and advantages of their design will be consistent throughout. Each of the towns within the Grapevine Valley will be developed with great emphasis on superior aesthetics, the natural surroundings, and livability.

The creators envision beautiful, heavily landscaped villages, with winding pathways available for foot traffic only. They will be peaceful and secure places which will encourage walking and other forms of recreation which appreciate nature. Extravagant lengths will be undergone to provide the sorts of lighting and water features which will duly compliment these philosophies of aesthetic superiority.

C. Lot Characteristics

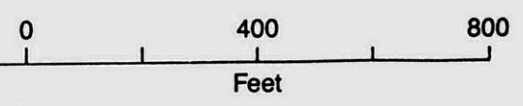
In total, the three towns will provide approximately 1,000 lots for residential and retail use. Their scale will be patterned after beach lots, with an average size of 35' by 85' or 3,000 square feet each.

They will be developed over a ten-year period. Some will



**Town of
White Oak**

**BLAKELEY
SWARTZ**
CALIFORNIA
PROPERTY
INVESTORS



Date: 8-1-85

be developed by the owners for purposes of establishing the projects. Some will be developed by outside builders, and some sold as lots only.

A large part of the economic return will come by virtue of the newly provided transportation network. Sites which were previously land-locked within the former ranch use will now be made available by the novel transportation network.

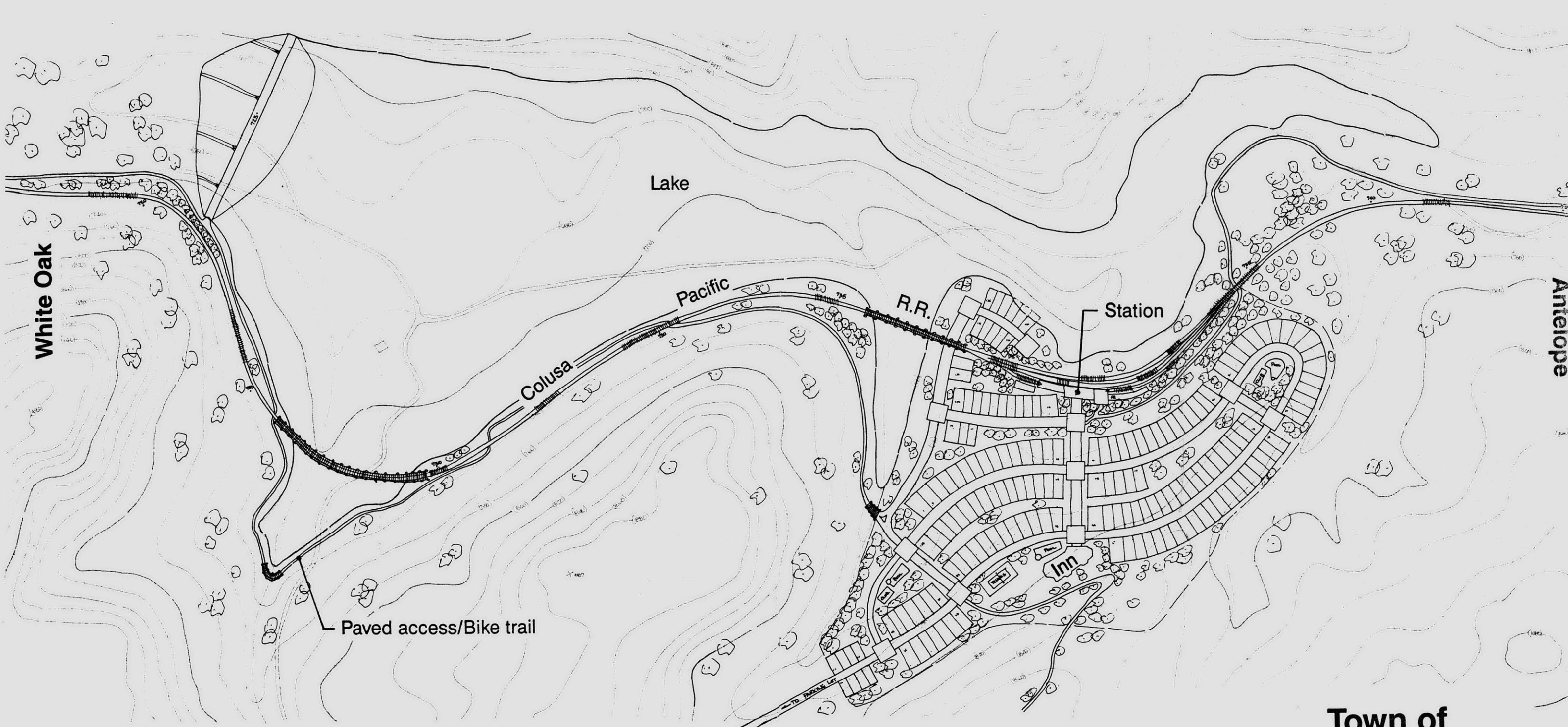
D. Town Profiles

Town of White Oak

White Oak will be developed as a conventional town and with deference to the surrounding communities. It will provide facilities which will service both the interior and exterior of the site. Lying outside the boundaries of the more private Valley, it will be designed for car traffic and will serve as the starting point from which all trains run.

Since this will be the only community through which all residents will pass, it will be designed to house all of the important large services, like a medical facility, a public school, and firestation. In addition to public services, it will offer an array of basic commercial services, like a grocery store, drug store, dry cleaner, and tailor.

Though White Oak may have some residents, it is imagined that most of those providing these businesses will want to live in the nearby walk-in community.



White Oak

Antelope

Lake

Colusa

Pacific

R.R.

Station

Inn

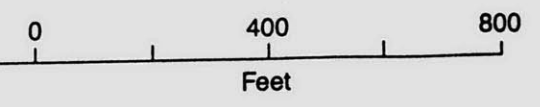
Paved access/Bike trail

Stable

Parking lot

Town of Shank's Mare

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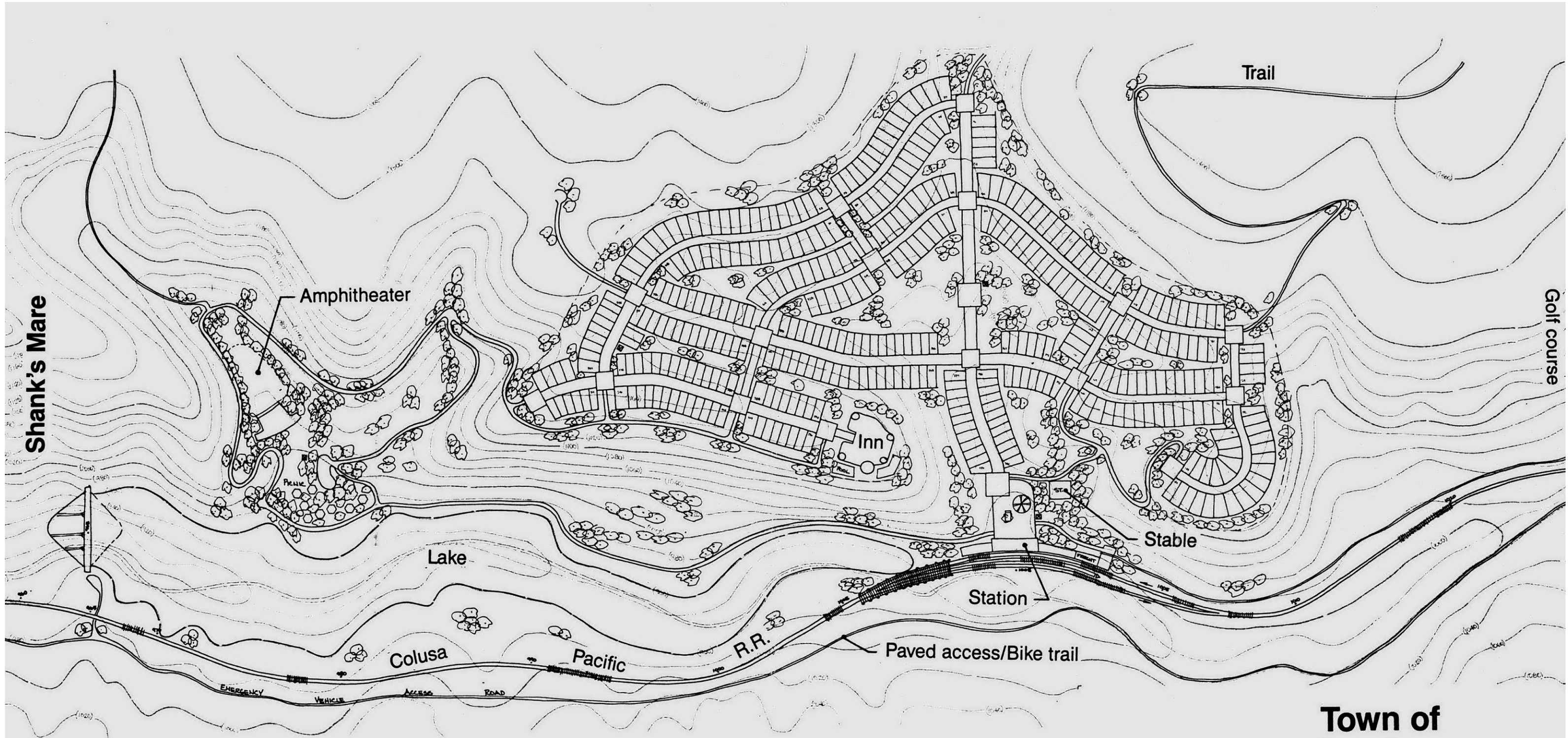
Town of Shank's Mare

While the other communities within the site will be accessible by train only, Shank's Mare, because of its proximity to White Oak will not frustrate its residents by the necessity of a short train ride, but will be developed as a hybrid walk-in community. Like the other communities within the valley, it will be car-less, but will provide for adjacent parking for its residents.

Since it will be borrowed from the distinct traditions of the valley in its design for foot traffic only, commercial entities will be discouraged. In fact, it is imagined that those services provided in White Oak will be manned by the residents of this nearby primary residence community. In this way, year-round residents can appreciate the charm of the car-less community, while maintaining some of the car's convenience. Since the resident's cars will be within easy walking distance of the town, Shank's Mare can offer a pleasant compromise livability to those families working outside the Valley region. They will not be reliant on the train, but will enjoy many of the same virtues of their brethren communities.

Town of Antelope

Some four miles into the Valley, a thematic, visitor-oriented community will be created. It will be the primary destination of visitors on the excursion rail and will encourage cultural, recreational, and restorative

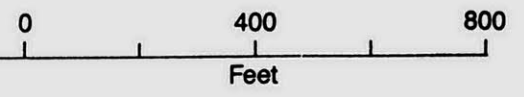


Shank's Mare

Golf course

Town of Antelope

**BLAKELEY
SWARTZ**
CALIFORNIA
PROPERTY
INVESTORS



Date: 8-1-85

activities.

A wonderful large inn will provide the focus for the town. It will stand adjacent to a beautiful large lake. The town will also have narrow climbing streets with shops along them, and trails for hiking and horseback riding. Chalets available for week-long rental will stud the wooded hillside, sharing a view of the impressive lake and surrounding countryside.

A sophisticated concert or playhouse series will be established during the summer months to draw visitors from the Sacramento and San Francisco areas. The Valley is ideal for this purpose and will act as a natural amphitheater for these sorts of 'on the green' and 'under the stars' events.

Antelope's architecture will be chosen to enhance and play-off of the beautiful natural setting. If sensitively designed and landscaped, its 'prettiness' will provide enticing respite from the city for visitors planning a day or week-long escape.

Recreation will be encouraged with walking trails, equestrian events, and lake sports like swimming, canoeing, and sailing. Outboard motors will be banned to protect the peace of the natural environment. Toward this same end, no motor cycles will be allowed within the Valley, and open range camping will not be permitted.

Year-round residence will be encouraged for artists and wares people, who by populating the community will help lend it a distinct aura. There will be extremely strict

control of the sorts of craftsmen operating shops in Antelope to insure the uniquely high quality of the work produced in the area. Each shop's emphasis will be on individual pieces, whether they be sculpture, paintings, or hand-knit sweaters. The shops will be highly individual themselves, with the artisan's living space designed above them.

Streetscapes will be intensely landscaped, with window boxes, hanging plants, and gaslights along them in order to make travel within the town a rare visual treat.

To protect this same scenic serenity, other retail will be limited to the small cafes and taverns which will support the visitor market. With the exception of an outdoor market, full-time residents and week-long visitors will ride the train to White Oak for their other buying needs.

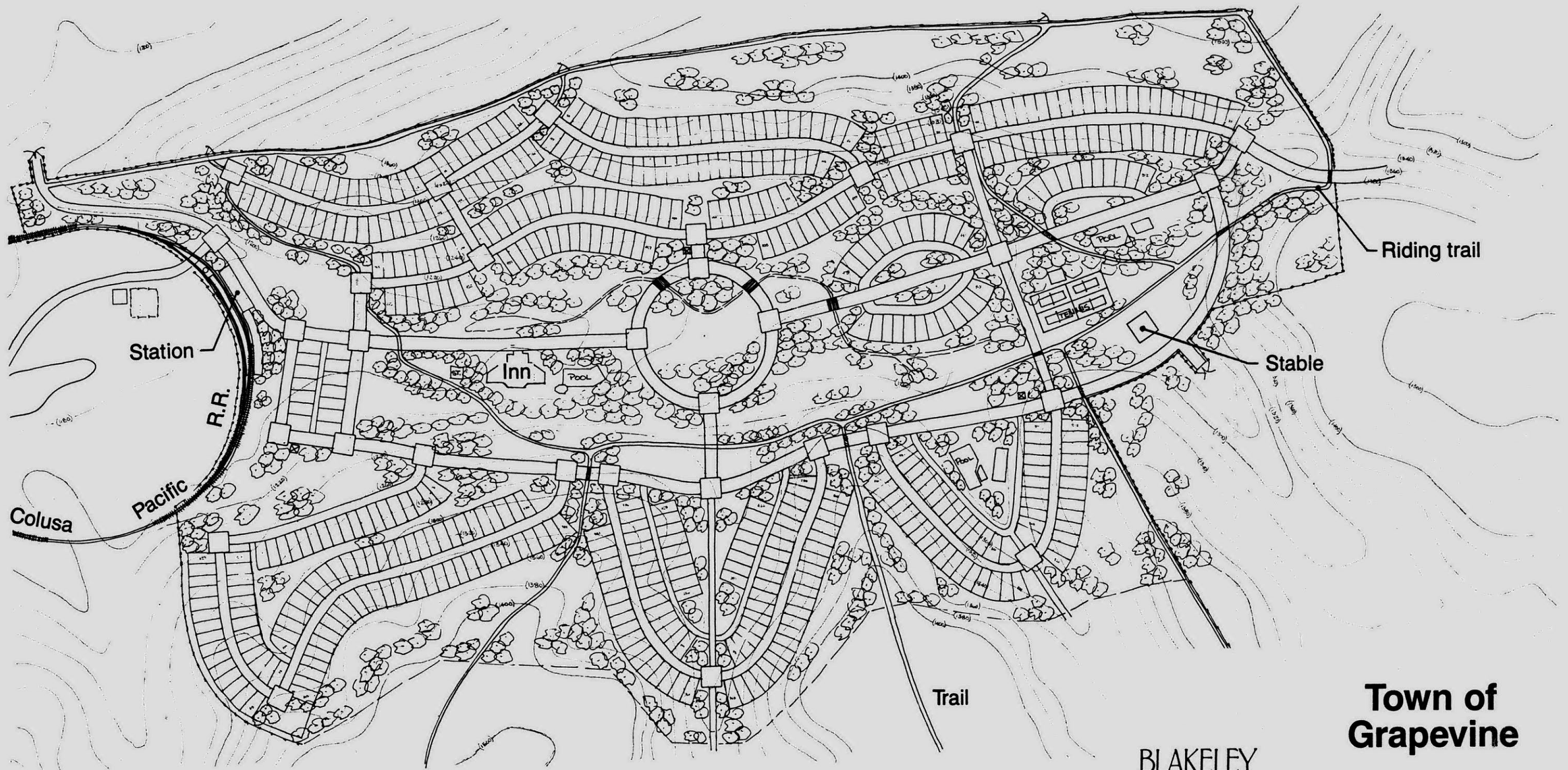
Town of Grapevine

At the end of the rail line and near the private preserves will lie the second-home community of Grapevine. There will be only a very small commercial district, since the the major appeal of this town will be its untouched openness and arboretum.

House lots will lie in bands along the surrounding hillsides. The developers are considering promoting a diverse 'Regional Architecture' theme for the distinction of different areas within the hillside community.

It is in this area of the property that the most extensive recreational facilities will be located, so that

Golf course



Corporate Clubhouse

Riding trail

Stable

Trail

Town of Grapevine

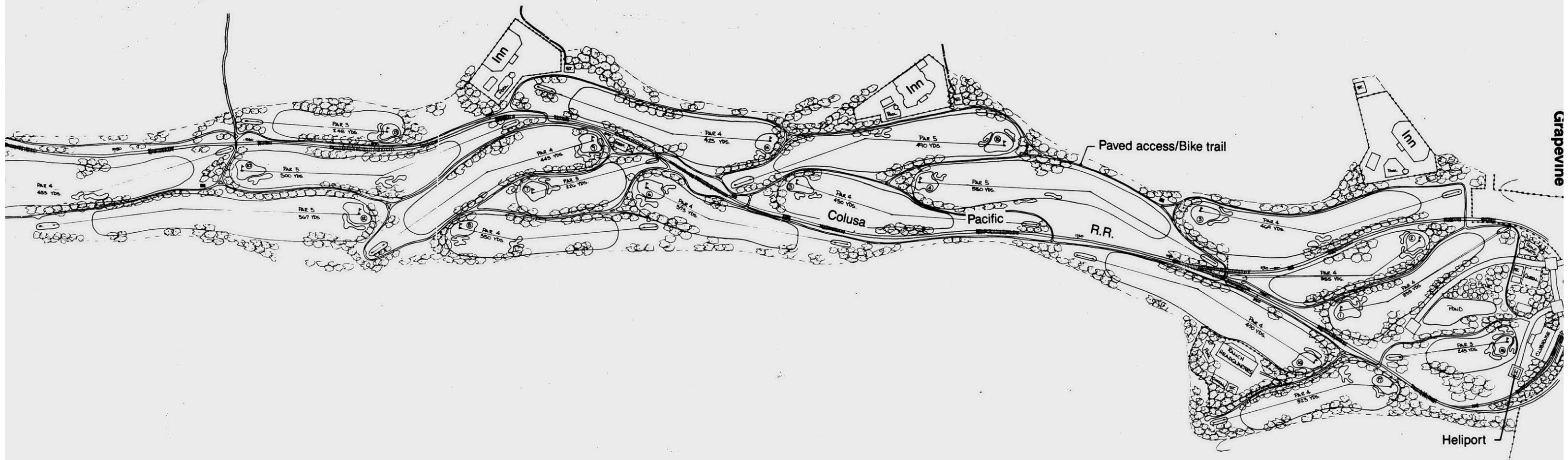
**BLAKELEY
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PROPERTY
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Date: 8-1-85

they may be jointly used with the corporate preserves which share the same, southern-most area of the Ranch. To protect the quality and availability of these facilities, they will be for private use by these two groups only. Other, smaller facilities will be made available to the transient visitor market in Antelope.

It is here in Grapevine that a large equestrian facility will be built, along with a championship 18-hole golf course. A small lake will also be developed in this portion of the property.



BLAKELEY SWARTZ
CALIFORNIA
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Golf Course

0 400 800
Feet

North Arrow

DATE 8-1-88

CHAPTER FIVE SYNOPSIS

Element: Four new towns.

Nature: Each with a distinct use profile. All will share a philosophy of superior aesthetics and livability. Landscaping and pathways will encourage walking and appreciation of the protected natural surroundings.

Basic Characteristics:

1. The three interior towns will provide a total of 1,000 lots.
2. Expected build-out will be over ten years.
3. Average lot size will be 3,000 SF (35'x 85').
4. Each will have some retail activity, though the retail focus of the Valley will be in Antelope.

Town Profiles:

1. White Oak: A conventional town developed with services donated to or shared with the surrounding communities.
2. Shank's Mare: A car-less town, but will provide adjacent parking facilities; designed to encourage primary residents.
3. Antelope: A thematic, visitor-oriented community; will encourage cultural and recreational activities; location of a visitor inn and many retail shops.
4. Grapevine: A second home community with an arboretum as a focus.



CHAPTER SIX: VISITORS TO GRAPEVINE VALLEY

A. Genesis of the Idea

The fourth major element in the Grapevine concept involves the promotion of visitor activity through the Valley. This element represents an attempt to capture a portion of the significant Northern California recreational market by offering a variety of recreational opportunities to the general public. By tapping this demand the developer will generate revenue for the rail operation and various community retailers and concessionaires.

The opportunity to open the Grapevine Valley to public as well as private use stems from several factors in the Northern California recreational market. First, the recreational habits of the regional population are heavily oriented toward non-urban attractions. This is due both to the relative scarcity of urban theme parks and attractions as compared to Southern California and to the relative abundance of beautiful and dramatic wilderness areas along the central California coastline and the Sierra Nevada Mountain Range.

Second, there are eight standard metropolitan statistical areas (SMSA's), San Francisco-Oakland, Sacramento, San Jose, Stockton, Fairfield-Napa, Modesto, Santa Rosa and Santa Cruz, comprising a total population of 7,500,700, within a four-hour driving distance to the Tahoe, El Dorado and Stanislaus National Forests, and the Yosemite, King's Canyon and Sequoia National Parks. In addition, there are over 100

state parks, beaches and recreation areas within an afternoon's drive of these population centers.

Third, the types of recreational alternatives that are available help develop and influence the recreational habits of the regional population. Due in part to the draw of the Sierra wilderness, the average Northern Californian thinks in terms of what can be covered in a three-day weekend. With a half day to get there and a half-day to get back, two days are spent at a recreation location. This willingness to dedicate up to six hours on the road toward a retreat extends the average radius for weekend recreation to 300 miles.

Despite the abundance of opportunities for active and passive recreation in the region, there are many peak periods, especially during the summer months and holiday weekends, when demand for recreational facilities outstrips supply. That is, state and national parks, forests and beaches are at capacity. Reservations for campgrounds are full months in advance; roads to major attractions are congested, and the experience of getting away to the country is diminished and compromised.

The Grapevine Valley will offer an alternative to some of these congested facilities. The isolated and peaceful nature of the Valley, the thoughtful and painstaking way by which the developers will blend its natural and man-made elements, and its relative proximity to population centers will assure the Valley's attractiveness and competitiveness in the

recreation market. With a well developed program of activities, the Grapevine Valley will offer a viable alternative to the existing set of recreational options now available to the public.

As a practical financial matter to the developer, the flow of recreationers and visitors to the Valley will provide a steady source of revenue for the railroad. Beyond its utility as the single mode of transportation through Grapevine for townfolk and corporate preserve users, the rail line will provide a significant attraction to the visiting public. Without this public ridership and its consequent revenue, the railroad would have to run at a loss and would therefore be impractical.

Moreover, the visitors will establish a significant demand for goods and services in the towns along the Valley. A steady exogenous demand for food, lodging and various retail goods will supplement the indigenous market of the towns. Indeed the visitor demand will, as with the railroad, constitute the critical market to sustain and make profitable the variety of economic activity in the towns. This relationship will help to frame the character of some of the towns, and give them a vitality and atmosphere which otherwise would be absent.

Thus, a symbiosis occurs among all the elements of the development. In preserving the peaceful, bucolic and isolated nature of the valley, the developers decide to restrict access to it by automobiles. This provides the

fundamental rationale for the construction of the railroad, and results in the distinctive and unique village/hill town paradigm of the valley's inhabited areas. Besides being an economically efficient solution in the housing market, and an elegant, graceful solution of a land planning challenge, the unique blend of natural and man-made elements in the Valley amplifies it as a singular attraction. As a result, recreationers and other visitors, tired of the congested Sierra wilderness, enter the Valley by rail and relax in the restaurants and lodges of the towns, and in doing so provide the critical mass in the transportation and domestic market elements to make it all work well.

In sum, the Grapevine Valley development program will provide a significant attraction to the Northern California recreational market. The visitors to the Valley will, in turn, generate needed revenue for the rail line and the communities. The resulting relationship will establish a unique character and image for the development, as well as assure its financial viability and success.

B. Profile of the Northern California Recreation Demand

U.S. resident travelers in California spent over \$25.9 billion on transportation, lodging, food, entertainment, recreation and incidentals during 1983 while traveling away from home overnight, or on day trips to places 100 miles or more away from home. Travel in California generates demand for many different goods and services, and produces receipts

for a number of different industries. Travel-related expenditure in California is the highest in the nation. The travel industry has become an important segment of the state economy, accounting for over 520,000 jobs and generating in excess of \$3.1 billion in federal, state and local taxes.

The Californias

Like many states, California has recently come to realize the vital nature of its tourist industry, and has launched a promotional campaign to augment travel within the state. The central theme of the campaign divides the state into a dozen separate "Californias", each with its own set of features and attractions. Areas have been given names like The North Coast, The Gold Country, The Inland Empire, The Deserts, The High Sierra, The Bay Area, etc. Residents of the major Northern California SMSA's are within an afternoon's driving time of six of the "Californias":

1. The North Coast: Covering Marin, Napa, Mendocino and Sonoma Counties and north to the Oregon border. This area features the giant redwood forests, and rugged and dramatic coastline; to the south lie the vineyards of Napa and Sonoma Counties.
2. The Bay Area: Covering San Francisco, San Mateo, Santa Cruz, Santa Clara and Alameda Counties. The attractions in this area are mainly urban in nature; everything from San Francisco to Stanford University.

3. The Central Coast: Covering Monterey, San Louis Obispo and San Benito Counties. Offering redwood forests, the beautiful bays of Morro and Monterey; the variety of Carmel, Salinas (Steinbeck Country) and San Simeon.
4. The Central Valley: Counties too numerous to mention, but including Colusa, Sacramento and Sutter Counties in the North Valley. Offering the history of the newly restored capitol building and Old Town Sacramento, the Valley also presents several jumping-off points for the Gold Country and the parklands of the High Sierra.
5. The Gold Country: Covering parts of Placer, El Dorado, Amador, Calaveras and Tuolumne Counties. Along the western foothills of the Sierra Nevada Range, a legacy of the Gold Rush of '49, now dotted with bed and breakfast inns and restored hotels.
6. The High Sierra: Covering Alpine, Madera, Mariposa and Mono Counties. Featuring Yosemite, Sequoia and King's Canyon National Parks.

Some Statistics

Californians have the most extensive array of parklands and beaches for recreational use of any state in the country. There are 22 National Forests in the state, covering a total of 24.5 million acres. In addition, there are 18 National Parks and Monuments with a total of 4.9 million acres and a

combined attendance of 31.4 million people in 1980. State Parks, Recreation Areas and Beaches cover over 1.0 million acres, and had a total of 63.0 million visitors in 1982.

Statistical details covering travel impacts on Northern California counties, summaries of recreational use at National Parks, National Forests and State Parks located in Northern California and a projection by the California Department of Parks and Recreation of recreational activity demand in Colusa County through the year 2000 are contained in Appendix E. The statistics indicate the continued vitality of the travel and recreation in the region.

Travel expenditures in the 29 county Northern California area totaled over \$9.6 billion. Overall attendance at the five most proximate National Parks and Monuments rose 16% over the last six years. Attendance at three of five National Forests also rose. The Mendocino National Forest, located within ten miles of the Valley, experienced a 50% increase in attendance over the last seven years to a total of 1.0 million visitor-days. Activity data for the Mendocino Forest show a dramatic increase in general sightseeing, hiking, horseback riding and swimming. These activities totaled 143,000 visitor-days in 1984. Time spent at the Mendocino Forest's resorts, lodges, hotels and recreation residences totaled another 71,000 visitor-days. After some discussion with National Forest Service personnel, it is our opinion that the low amount of activity in these latter categories relative to that of other National Forests is a

function of supply constraints. Resorts, lodges and recreation residences are highly popular in the four other National Forests, totalling 1.35 million visitor-days. It is felt that any supply located within the recreation market region will experience a high rate of use.

Data on 82 State Park Units located throughout the region indicate a 10% increase in attendance over the last six years to a total of 20.7 million visitor-days. County-wide results vary, yet Colusa, Lake, Nevada and Sacramento Counties experienced the highest rate of increase.

Finally, the California Department of Parks and Recreation, as part of an ongoing facility planning program, has estimated the potential recreation activity demand in each of the state's fifty-eight counties through the year 2000. The potential demand is a yardstick of what recreationists would do if the supply of facilities were not limited. The potential activity demand in Colusa County deriving from indigenous and exogenous populations is summarized in Appendix E, Part VI. Over the next fifteen years, activity demand is expected to increase by over 700,000 activity-days to a total of 3.36 million activity-days. This represents an increase over current levels.

C. Ideas for Visitor Recreation

The Grapevine Valley will offer an abundance of activities to visitors and recreationists. Its fundamental draw to this market, as with the others discussed earlier,

will stem from the Valley's natural beauty and drama. Moreover, the fact that its natural characteristics will be protected and preserved will reinforce the appeal. As stated previously, the Colusa Pacific Railroad will act as a significant visitor draw, and, like other excursion railways in the region, will become over time part of the lexicon of regional visitor attractions.

The draw provided by the Valley itself and its unusual "land ferry" will be supplemented by general recreational activities such as hiking, horseback riding, swimming, tennis, etc. The promotion of these activities will not involve a significant infrastructure investment and may perhaps be coordinated with the same concession operation designed to serve the corporate preserves. Of course, any coordinated system must be designed to be free of conflicts between these two user groups.

Beyond general recreational activity, the visitors will have a variety of things to do in the town of Antelope, which will be oriented toward their needs and preferences. Retail activity will be focused there, with a particular emphasis on craftspeople and artisans. This type of retail genre has proven extremely successful in other California localities, particularly in the coastal communities of Laguna Beach and Sausalito. Visitor accommodations will also be located in Antelope. A large country inn with a veranda and tavern will provide the needed physical focus and will, as a result, establish the image of the town.

Finally, it is possible that, over time as the Valley and its particular attractions begin to establish its image as a place to go and enjoy life in a unique way, the owners may be able to attract a repartory company, an orchestra or a similar cultural group. The owners should set this a goal, since to establish a residence for a cultural group is an achievement which will reinforce the unique image of the Valley and make that image in an uassailable and undesputable fact.

CHAPTER SIX SYNOPSIS

Element: Visitor Activity in the Valley

Nature: The promotion of visitor activity designed to add distinction to the development and revenue to the railroad and retail elements of the towns.

Rationale: 1. The existence of a strong regional recreation demand.
2. The Valley's competitive stature as a source of recreation supply.
3. The needed support of the railroad and retail elements brought about through visitor activity.

Profile of Northern California Recreational Demand:

1. Regional travel expenditures total \$9.6 billion.
2. Attendance at National Parks, National Forests, and State Parks and Recreation Areas has increased steadily over five years.
3. Attendance at the nearby Mendocino National Forest rose by 50% in five years.
4. Attendance at the Colusa-Sacramento River State Park increased by 42% in five years.
5. Recreation demand in Colusa County is projected to increase significantly over the next fifteen years.

Ideas for Visitor Recreation:

1. Fundamental attraction provided by Valley itself and Colusa Pacific Railroad.

CHAPTER SIX SYNOPSIS

Ideas for Visitor Recreation (cont.):

2. General recreational activities.
3. Retail activity with a focus on artisans and craftspeople.
4. A central country inn located in Antelope.
5. Cultural activity such as a repartory group orchestra.

CHAPTER SEVEN: LAUNCHING THE PROJECT

A. Elements of a Successful Launch

The complex nature of community development in general, combined with the unique qualities of the Grapevine program in particular, call for considerable thought and planning in the launching stage of the program. Not only must the relative mix and timing of discrete land use elements be determined, but also the critical ingredient of image must be properly engineered to sustain a variety of levels of public perception of the project over time. This chapter briefly discusses some of the larger issues involved in a successful launch, and suggests a few tactics which may be employed to insure it. A proposed set of pre-development milestones are contained in Appendix F.

The particular mix and timing of land use components will largely depend on a determination of market demand, price and component-specific infrastructure costs. As these have yet to be accurately determined, it is somewhat premature to propose a clear itinerary for the project. However, some general guidelines should be established.

First, it appears to be most logical that the corporate preserves be marketed as the initial product in the Grapevine Valley. As mentioned previously, this accomplishes some important objectives. It provides an objective verification of the basic marketing theme underlying the Grapevine program, and the pre-sales will provide some seed capital for

infrastructure improvements, particularly the railroad.

Second, given a successful preserve marketing program, the rail and the preserves should be phased together so as to establish the project and begin to make it a reality in the minds of prospective market segments and the general public. The construction of the railroad will require that a few depots be built. We suggest that the terminal depots, in White Oak and Grapevine, be built first. This is primarily so that the users of the preserve have access to the southern part of the Valley. The stations located in the other two communities can be brought in along their own particular development schedules.

We recommend that in addition to these two logical elements of the launch phase, some thought be given to adding a significant structure or other physical component which will assist in providing the initial public focus of the Grapevine program. This may be a clubhouse, an inn or a depot. Combined with the railroad, these elements will constitute the critical mass to establish a public image for the development and give it momentum.

B. Image: The Critical Ingredient

The term image has been used often in this study. It has been noted as an important factor in almost every facet of the Grapevine program. Yet as easy as it is to refer to this quality, it is very difficult to engineer and manage. It requires skill and diligence on the part of an organization

and its individuals. It depends as much on attention to detail as on bold and dramatic gestures. We recommend that Blakeley Swartz focus on two aspect of image-engineering. Both will be critical ingredients in the success of the program.

First, the owners must establish the Grapevine concept as a believable, credible and achievable project. General skepticism and accusations of gimmickry must be met with evidence of reputation and capability. We feel that Gerald Blakeley can play a critical role in establishing a receptive and positive feeling on the part of real estate professionals, the business community and the media. His reputation as a pioneer and seminal force in the industry puts him in a category occupied by only a handfull of people. Since the initial reception of the project announcement is critical to setting the image, a great part of the promotion and advertizing should take as its source the force of Blakeley's reputation.

Second, the other element of image will flow from the ability of the organization to pay close attention to great detail. The design traditions should emanate from the minutia of the project and remain consistant throughout all its major and minor elements. This aspect of image-engineering is purely a function of management skill and diligence. Yet its role is critical to maintaining momentum and balance during the life of a complex project.

CHAPTER SEVEN SYNOPSIS

Elements of a Successful Launch:

1. Specific mix and timing a function of markets, prices and costs.
2. As a general guideline, lead with the corporate preserves and the railroad.
3. Create a critical mass to establish a positive and believable image .

Image: The Critical Ingredient:

1. A difficult quality to manage, yet a sine qua non for the Grapevine program.
2. Launch the program on the force and weight of Gerald Blakeley's reputation.
3. Gear the organization to handle the detail of maintaining and sustaining an image.

APPENDIX A

Part I. Colusa County Statistical Data

1. Population	14,400
2. Total Area (sq. mi.)	1,156
3. Persons per Mile	12.5
4. Average Annual Rainfall	19"
5. Average Seasonal Temperature	
Summer	Max 98 F Min 60 F
Winter	Max 54 F Min 35 F
6. Total Assessed Valuation (FY85)	\$1,176,844,049
7. Gross Agricultural Production ('84)	\$111,338,000
8. Per Capita Income (Rank in State: 2)	\$16,728

Part II. Climate Conditions

Warm, dry summers and cool, wet winters are characteristic of the area as well as other parts of the Sacramento Valley Air Basin. This air basin includes the northern third of California's Central Valley. Annual precipitation ranges from 10 to 20 inches. Temperatures range from 20 degrees to 100 degrees F. Summers are usually dry and warm with continued marine air influx into the valley. Fall is characterized by calm conditions. Daytime surface heating diminishes with fewer hours of daylight.

Sources: California County Fact Book 1985

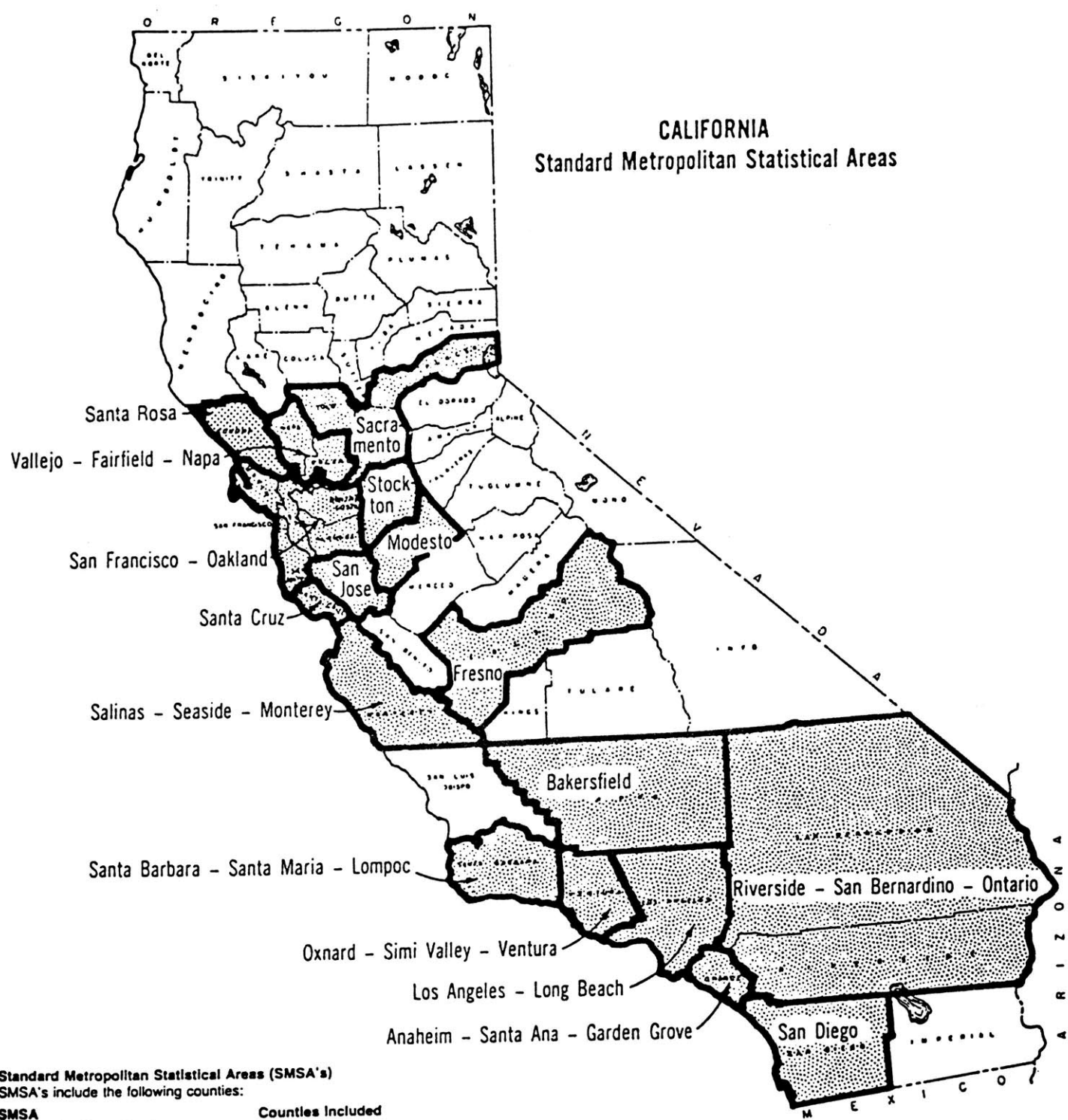
Stonyford-Ladoga Area Plan, Colusa County, 1983

APPENDIX B

Part III. Northern California Standard Metropolitan
Statistical Areas (SMSA's)

<u>SMSA</u> <u>=====</u>	<u>County</u> <u>=====</u>	<u>C'ty Pop.</u> <u>=====</u>	<u>SMSA Pop.</u> <u>=====</u>
1. San Fransisco-Oakland	Alameda	1,176,800	
	Contra Costa	698,600	
	Marin	224,600	
	San Mateo	607,200	
	San Fransisco	711,800	
	Total		3,419,000
2. Sacramento	Placer	133,500	
	Sacramento	866,200	
	Yolo	119,800	
	Total		1,119,500
3. Vallejo-Fairfield-Napa	Napa	101,600	
	Solano	265,300	
	Total		366,900
4. Stockton	San Joachin		397,000
5. Modesto	Stanilaus		295,000
6. Santa Rosa	Sonoma		325,000
7. Santa Cruz	Santa Cruz		205,400
8. San Jose	Santa Clara		1,372,900
Total Eight Northern California SMSA's			<u>7,500,700</u>

CALIFORNIA
Standard Metropolitan Statistical Areas



Standard Metropolitan Statistical Areas (SMSA's)

SMSA's include the following counties:

SMSA

- Los Angeles-Long Beach
- San Francisco-Oakland

- Anaheim-Santa Ana-Garden Grove
- San Diego
- Riverside-San Bernardino-Ontario

Sacramento

- Fresno
- Bakersfield
- Oxnard-Simi Valley-Ventura
- Stockton
- Santa Barbara-Santa Maria-Lompoc
- Salinas-Seaside-Monterey
- Vallejo-Fairfield-Napa
- Modesto
- Santa Rosa
- Santa Cruz

Counties Included

- Los Angeles
- Alameda, Contra Costa, Marin, San Mateo, San Francisco
- Orange
- San Diego
- Riverside, San Bernardino
- Placer, Sacramento, Yolo
- Fresno
- Kern
- Ventura
- San Joaquin
- Santa Barbara
- Monterey
- Napa, Solano
- Stanislaus
- Sonoma
- Santa Cruz

APPENDIX C
RAILROAD DATA

Part I: Planning Information

A. Governing Agencies:

- Federal Railroad Administration and State of California will regulate only mildly, mostly with regard to safety regulation, track standards and maintainance procedures.
- A good source for liability and property insurance is E.S.P., Kansas City (Mr. Gene Shores).

B. Rules of Thumb:

- 5-7 miles best length run for profitable turnover.
- Figure general ridership at 70% adults, 30% children.
- 1/2% slope constitutes 'level' grade for tracks.
- 2% maximum recommended grade main line.
- Trains weigh approximately 130 tons.
- Build initial system to accomodate long-range expectations.
- Expect reasonable market penetration by year 3, full by year 5.
- Standard gauge coach carries 60-80 passengers.
- Figure cost for bed preparation and laying of mainline track at \$100 a linear foot.
- Figure cost for track at yards and stations at \$50 a linear foot.
- Figure coach operating cost at 10 cents a mile.
- Figure steam locomotion operating cost at \$3.42/mile (including savings toward overhaul).
- Figure diesel locomotion operating cost at \$1.05/mile.
- Gift shop will add 34.5 cents in net revenue to every dollar of gross ticket sales.
- Passing siding should be 1/2 mile on main line, 2 times length of the train set at end points.
- Station siding should be 1,000 feet.

C. Comparables:

- Conway Scenic Railroad, NH ridership @ 95,000/yr.
- Strausburg Railroad, PA ridership @350,000/yr.
- Durango and Silverton, CO ridership @200,000/yr.
- Cass Scenic Railroad, WVA ridership @ /yr.
 (2,200 jobs generated)
- Texas State Railroad, TX ridership @ 75,000/yr.
- Skunk Train Railroad, CA ridership @100,000/yr.

D. Project-Specific Advice:

- Start with 5 active coaches to care for 150,000 people per year.
- Plan on using re-layed track and ties.
- Use open seating with reservations for first class, groups and bus tours only.
- Consider fare charge between \$8.75 and \$9.50
- By winding right of way down the valley floor to minimize grade steepness, sufficient savings to pay for extra track cost.

E. Recommended Preparation of Rolling Stock:

- Engine jackets to have space-age insulation beneath.
- Jackets should be painted with Emeron Paint.
- Front of engines to be painted with graphite and oil.
- Roofs should be painted silver for thermal efficiency.
- Common color scheme should coordinate rolling stock.
 Most color schemes use one indigenous and one contrasting color.
- Name of railroad important for identity, romantic appeal.

APPENDIX C
PART II: RAILROAD COST SCHEDULE

Capital Budget

Main Depot Area (White Oak)

Depot Building		\$100,000
Gift Shop		35,000
Covered Platform		25,000
Open Platform		30,000
Water Tank		10,000
Shops Building (shell)		100,000
Equipment:	30-ton crane	40,000
	steam generator	25,000
	shop air	5,000
	floor jacks	5,000
Machine Shop:	lathes, presses	20,000
	small equipment	30,000
	furniture, lockers	10,000
Fuel Tanks (2 Required)		10,000
Track Maintenance Shed		15,000
Landcaping & Fencing		80,000
Lighting		20,000
Walkways		10,000
Outdoor Furniture & Signage		15,000

	SUBTOTAL - MAIN DEPOT	\$585,000

Depot Building: Shank's Mare		60,000
Depot Building: Antelope		80,000
Depot Building: Grapevine		80,000
Water Tank: Grapevine		10,000

	SUBTOTAL - OTHER DEPOTS	\$230,000

TOTAL BUILDINGS & SERVICE EQUIPMENT \$815,000

APPENDIX C
PART II: RAILROAD COST SCHEDULE

Capital Budget

	Unit	Cost	Quantity	Total Cost
	----	----	-----	-----
Track and Road Bed:				
Main Line Track	LF	100	41,500	\$4,150,000
Yard Track	LF	50	4,000	200,000
Station Turnout Track	LF	50	4,000	200,000
Main Line Switches	EA	15,000	10	150,000
Foot Grade Crossing	EA	4,000	5	20,000
Signals, Semaphores	EA	1,000	6	6,000
Yard Switches	EA	10,000	6	60,000

			TOTAL TRACK	\$4,786,000

Locomotives and Rolling Stock:

Diesel Electric Locomotives	EA	75,000	2	\$150,000
Steam Locomotives	EA	250,000	2	500,000
Heavy Weight Coaches	EA	20,000	8	160,000
Light Weight Coaches	EA	20,000	4	80,000
Tap Lounge Car	EA	50,000	1	50,000
Observation Car	EA	50,000	1	50,000
Combine Cars	EA	20,000	2	40,000
Cabooses	EA	2,000	3	6,000
Box Cars (Freight)	EA	10,000	2	20,000
Hopper Cars (Ballast)	EA	5,000	2	10,000
Flat Cars (Freight)	EA	5,000	2	10,000
Refrigerator Cars	EA	10,000	2	20,000
Truck with Rail Guides	EA	30,000	1	30,000

			TOTAL LOCOMOTIVES & ROLLING STOCK	\$1,126,000

CAPITAL COST SUMMARY
=====

MAIN DEPOT BUILDINGS	\$585,000
OTHER DEPOT BUILDINGS	230,000
PARKING LOT (500 cars)	0
TRACK	4,786,000
ROLLING STOCK	1,126,000

TOTAL CAPITAL COSTS	\$6,727,000

APPENDIX C
PART II: RAILROAD COST SCHEDULE

Start-Up Budget

General Manager	\$35,000
Pre-Promotion	20,000
Office Equipment	15,000
Paper Products & Printing	10,000
Communication Equipment	5,000
Promotion & Advertizing	25,000

	\$110,000

APPENDIX C
PART II: RAILROAD COST SCHEDULE

Operating Cost

Year 1: Ridership @ 100,000

PERSONNEL:

1/3 Staff Level \$160,000

FIXED COSTS:

Contract Repairs	40,000
Insurance	25,000
Office Expense	5,000
Promotion	25,000
Professional Association	2,500
Legal & Accounting	25,000
Equipment Reserve	75,000
Taxes and Other Expenses	25,000
10% Contingency	22,250

TOTAL FIXED COSTS	\$244,750

VARIABLE COSTS:

	Cost/Mile	# Miles	Total Cost
	-----	-----	-----
Steam Locomotive	\$3.42	2,515	\$8,601
Diesel Locomotive	\$1.05	10,014	10,515
Passenger Coach	\$0.10	35,118	3,512

TOTAL VARIABLE COSTS			\$22,628

TOTAL OPERATING COSTS: YEAR ONE \$427,378

APPENDIX C
PART II: RAILROAD COST SCHEDULE

Operating Cost

Year 2: Ridership @ 200,000

PERSONNEL:
2/3 Staff Level \$321,300

FIXED COSTS:

Contract Repairs	40,000
Insurance	25,000
Office Expense	5,000
Promotion	25,000
Professional Association	2,500
Legal & Accounting	25,000
Equipment Reserve	75,000
Taxes and Other Expenses	25,000
10% Contingency	22,250

TOTAL FIXED COSTS	\$244,750

	Cost/Mile	# Miles	Total Cost
	-----	-----	-----
VARIABLE COSTS:			
Steam Locomotive	\$3.42	5,030	\$17,203
Diesel Locomotive	\$1.05	20,028	21,029
Passenger Coach	\$0.10	70,236	7,024

TOTAL VARIABLE COSTS			\$45,256

TOTAL OPERATING COSTS: YEAR TWO \$611,306

APPENDIX C
PART II: RAILROAD COST SCHEDULE

Operating Cost

Year 3: Ridership @ 250,000

PERSONNEL:
Full Staff Level \$482,000

FIXED COSTS:

Contract Repairs	40,000
Insurance	25,000
Office Expense	5,000
Promotion	25,000
Professional Association	2,500
Legal & Accounting	25,000
Equipment Reserve	75,000
Taxes and Other Expenses	25,000
10% Contingency	22,250

TOTAL FIXED COSTS	\$244,750

	Cost/Mile	# Miles	Total Cost
	-----	-----	-----
VARIABLE COSTS:			
Steam Locomotive	\$3.42	6,288	\$21,505
Diesel Locomotive	\$1.05	25,034	26,286
Passenger Coach	\$0.10	87,796	8,780

TOTAL VARIABLE COSTS			\$56,570

TOTAL OPERATING COSTS: YEAR THREE \$783,320

APPENDIX D
CORPORATE PRESERVE DATA

Part I. Preserve Sizes

- | | |
|-----|-----------|
| 1. | 100 Acres |
| 2. | 100 " |
| 3. | 100 " |
| 4. | 280 " |
| 5. | 460 " |
| 6. | 350 " |
| 7. | 100 " |
| 8. | 280 " |
| 9. | 140 " |
| 10. | 150 " |
| 12. | 100 " |
| 13. | 100 " |
| 14. | 100 " |

Part II. Cost of Corporate Preserve Investment

A. Land @ \$10,000/AC, (100 AC)	\$1,000,000
B. Improvements (Schedule 1.)	1,500,000

Total	\$2,500,000

Annual cost to company of benefit is \$300,000 (12% on \$2,500,000). For a 1000 employee firm, this amounts to \$300/employee/year.

APPENDIX D

CORPORATE PRESERVE 10 ROOM PROTOTYPE
SCHEDULE 1. CAPITAL COSTS

A. Construction Cost			
10 Bedroom Module			
500 SF/RM	5,000 SF		
Common Rms.	5,000 SF		

Total	10,000 SF		
Const. Cost	\$100 /SF	\$1,000,000	
B. Furnishings			
20 Rooms@	\$10,000 /Room	\$200,000	
C. Site Improvements			
Pool			
Tennis Courts			
Stables			
	Sub-total	\$200,000	
D. Off-Site Transportation			
Vehicle		\$25,000	
E. On-Site Improvements			
Utility Hook-up	25,000		
Septic System	25,000		
	Sub-total	\$50,000	
	TOTAL	\$1,475,000	
	=====	=====	

APPENDIX D

CORPORATE PRESERVE 10 ROOM PROTOTYPE
SCHEDULE 2. REVENUE AND OPERATING COSTS

A. Revenue Assumptions

1. Daily Room Rate	\$55.00
2. Occupancy	75.0%
3. No. Rooms	10

Total Annual Revenue \$150,563

B. Cost Assumptions

1. Salaries	\$30,000
2. Utilities	25,000
3. Insurance	10,000
4. Supplies	25,000
5. Cleaning Services	15,000
6. Capital RR	20,000
7. FF & E RR	20,000

Total Annual Costs \$145,000

APPENDIX E: PART I
 IMPACT OF TRAVEL ON CALIFORNIA COUNTIES, 1983
 =====

COUNTY	TOTAL TRAVEL EXPENDITURES (000)	TRAVEL GENERATED EMPLOYMENT (JOBS)	TOTAL TRAVEL EXPENDITURES (PERCENT)	TRAVEL GENERATED EMPLOYMENT (PERCENT)
San Francisco	3,330,477	75,512	34.46%	39.71%
San Mateo	2,785,795	33,310	28.82%	17.52%
Alameda	776,344	14,149	8.03%	7.44%
Santa Clara	701,489	17,891	7.26%	9.41%
Sacramento	379,902	9,022	3.93%	4.74%
El Dorado	258,194	6,367	2.67%	3.35%
Sonoma	169,372	4,033	1.75%	2.12%
Contra Costa	112,741	3,114	1.17%	1.64%
Santa Cruz	112,304	2,667	1.16%	1.40%
Marin	101,345	2,460	1.05%	1.29%
San Joaquin	90,653	2,182	0.94%	1.15%
Napa	85,007	2,180	0.88%	1.15%
Solano	84,759	1,579	0.88%	0.83%
Mendocino	82,409	2,037	0.85%	1.07%
Stanislaus	74,413	1,857	0.77%	0.98%
Mariposa	73,591	1,850	0.76%	0.97%
Nevada	63,247	1,486	0.65%	0.78%
Placer	54,529	1,358	0.56%	0.71%
Yolo	52,676	1,401	0.54%	0.74%
Lake	50,853	1,015	0.53%	0.53%
Butte	49,364	1,078	0.51%	0.57%
Tuolumne	49,085	861	0.51%	0.45%
Calaveras	37,083	668	0.38%	0.35%
Merced	31,421	758	0.33%	0.40%
Amador	20,859	423	0.22%	0.22%
Sutter	11,819	301	0.12%	0.16%
Yuba	11,622	265	0.12%	0.14%
Glenn	7,458	180	0.08%	0.09%
Colusa	6,584	158	0.07%	0.08%
TOTAL	\$9,665,395	190,162	100.00%	100.00%

Source: "The Economic Impact of Travel in California, 1983"
 California Office of Tourism, 1985

APPENDIX E: PART II
 NATIONAL PARK ATTENDENCE DATA: 1979-1984

	1979	1980	1981	1982	1983	1984	Six Year Increase
Muir Woods NM	137.0	146.4	141.1	130.4	130.3	136.2	-0.6%
Yosemite NP	5488.3	5782.1	5833.8	5595.5	5769.1	6367.7	16.0%
King's Canyon NP	2270.4	2302.9	2167.6	2349.3	2139.0	2541.7	11.9%
Sequoia NP	2195.8	2412.6	2996.1	2782.4	2371.2	2664.1	21.3%
Pinnacles NM	59.8	63.5	59.5	63.8	65.5	62.1	3.8%
TOTAL	10,151.3	10,707.5	11,198.1	10,921.4	10,475.1	11,771.8	

Figures in 1000's of Visitor Days.
 Source: National Park Service.

APPENDIX E: PART III
 NATIONAL FOREST ATTENDANCE DATA : 1978-1984
 =====

	1978	1979	1980	1981	1982	1983	1984	Seven Year Increase
	----	----	----	----	----	----	----	-----
Mendocino NF								
Developed Sites	233.3	220.4	247.5	274.9	280.1	251.2	255.8	
Undeveloped Sites	429.7	438.5	582.5	551.3	671.1	682.8	742.2	
Total	663.0	658.9	830.0	826.2	951.2	934.0	998.0	50.5%
El Dorado NF								
Developed Sites	1320.7	1561.1	1512.8	1478.1	1464.4	1331.2	1520.3	
Undeveloped Sites	1537.2	1699.1	1790.9	1912.0	1839.5	1490.2	1898.0	
Total	2857.9	3260.2	3303.7	3390.1	3303.9	2821.4	3418.3	19.6%
Stanilaus NF								
Developed Sites	1553.3	1548.9	1499.7	1587.8	1842.8	1795.7	1714.5	
Undeveloped Sites	1769.4	1796.3	1782.6	1433.5	1310.0	1030.2	1053.9	
Total	3322.7	3345.2	3282.3	3021.3	3152.8	2825.9	2768.4	-16.7%
Tahoe NF								
Developed Sites	1929.8	1647.6	1623.6	1755.2	1915.7	1726.3	1816.4	
Undeveloped Sites	2723.5	2208.4	2355.0	2610.9	2306.2	2458.7	2499.5	
Total	4653.3	3856.0	3978.6	4366.1	4221.9	4185.0	4315.9	-7.3%
Lake Tahoe Basin MU								
Developed Sites	1255.3	1271.0	2063.5	1600.2	1363.6	1392.2	1409.2	
Undeveloped Sites	902.9	988.5	980.6	1294.1	1145.8	1081.3	1156.9	
Total	2158.2	2259.5	3044.1	2894.3	2509.4	2473.5	2566.1	18.9%

Figures in 1000's of Visitor Days.
 Source: National Forest Service.

APPENDIX E: PART IV
NATIONAL FOREST ACTIVITY DATA: 1978-1984

	1978	1979	1980	1981	1982	1983	1984	Seven Year Increase
Mendocino NF								
General Sightseeing	3.9	4.2	13.4	15.6	17.7	18.3	20.0	412.8%
Hiking	16.3	19.2	37.8	37.0	41.6	76.1	75.9	365.6%
Horseback Riding	7.4	10.7	18.7	20.4	22.1	24.5	26.1	252.7%
Swimming	5.1	13.6	11.5	13.2	16.0	18.3	20.9	309.8%
Resorts, Lodges, Hotels	14.1	13.3	14.3	14.7	14.7	15.6	15.6	10.6%
Recreation Residences	59.1	55.6	61.5	67.2	72.3	67.8	55.8	-5.6%
El Dorado NF								
General Sightseeing	31.1	49.8	53.2	51.8	65.6	62.2	73.3	135.7%
Hiking	61.6	105.1	103.5	113.9	126.7	89.7	117.6	90.9%
Horseback Riding	23.5	33.4	28.1	33.4	45.1	34.2	41.1	74.9%
Swimming	47.0	55.2	55.8	64.8	61.8	58.4	101.9	116.8%
Resorts, Lodges, Hotels	42.2	49.5	49.2	50.4	50.0	44.8	50.8	20.4%
Recreation Residences	418.6	525.2	420.5	329.0	358.5	315.1	343.3	-18.0%
Stanilaus NF								
General Sightseeing	138.6	138.7	56.1	70.3	80.0	85.3	61.6	-55.6%
Hiking	118.6	103.0	102.4	95.6	80.4	72.3	147.2	24.1%
Horseback Riding	33.2	33.7	33.2	30.8	60.9	44.4	47.3	42.5%
Swimming	86.9	85.9	94.2	81.3	100.6	54.0	58.2	-33.0%
Resorts, Lodges, Hotels	66.5	71.8	98.4	129.6	134.8	143.4	141.5	112.8%
Recreation Residences	323.5	323.5	321.1	306.1	321.5	317.9	311.5	-3.7%
Tahoe NF								
General Sightseeing	182.9	86.5	83.9	109.0	140.2	115.0	69.6	-61.9%
Hiking	155.8	164.6	162.1	190.7	226.1	226.5	266.8	71.2%
Horseback Riding	28.0	31.0	29.3	32.7	28.9	45.9	51.2	82.9%
Swimming	104.3	95.7	112.1	97.3	79.7	69.0	133.2	27.7%
Resorts, Lodges, Hotels	43.4	45.4	46.2	46.2	44.7	42.2	36.0	-17.1%
Recreation Residences	94.1	96.9	93.3	94.8	90.1	73.0	72.5	-23.0%
Lake Tahoe Basin MU								
General Sightseeing	25.5	22.0	255.7	21.5	21.0	22.8	21.1	-17.3%
Hiking	109.0	103.7	88.4	96.4	77.4	56.4	63.8	-41.5%
Horseback Riding	20.9	24.8	32.6	36.2	26.8	26.2	28.6	36.8%
Swimming	239.7	233.2	341.1	341.2	252.0	258.4	264.9	10.5%
Resorts, Lodges, Hotels	143.8	222.3	191.8	195.5	164.2	140.1	151.7	5.5%
Recreation Residences	273.7	271.8	245.7	245.7	227.5	202.1	240.4	-12.2%

Figures in 1000's of Visitor Days.
Source: National Forest Service.

APPENDIX E: PART V
STATE PARK ATTENDANCE DATA: 1979-1984

County	Park Unit	1979	1980	1981	1982	1983	1984	Six Year Increase	% Increase
Alameda County	Bethany Reservoir	21,644	56,909	32,394	23,580	18,438	78,591	56,947	263.1%
	Carnegie	N/A	15,740	23,230	25,561	23,375	47,924	32,184	204.5%
	TOTAL	21,644	72,649	55,624	49,141	41,813	126,515	89,131	411.8%
Amador County	Indian Grinding Rock	40,580	37,241	28,583	23,413	25,388	27,577	(13,003)	-32.0%
Butte County	Bidwell Mansion	27,160	27,062	30,736	28,854	28,253	29,802	2,642	9.7%
	Bidwell River	N/A	N/A	77,467	127,661	103,165	66,398	(11,069)	-14.3%
	Lake Oroville	733,211	876,211	953,192	773,192	564,127	513,402	(219,809)	-30.0%
	TOTAL	760,371	903,273	1,061,395	929,707	695,545	609,602	(228,236)	-30.0%
Calaveras County	Calaveras Big Trees	178,321	162,799	181,432	182,261	175,108	182,162	3,841	2.2%
Colusa County	Colusa-Sacramento River	59,809	65,248	55,323	100,644	106,524	88,572	28,763	48.1%
Contra Costa County	Mount Diablo	266,481	284,013	305,058	312,398	369,751	379,513	113,032	42.4%
El Dorado County	D.L. Bliss	99,978	95,137	103,394	96,820	78,311	82,891	(17,087)	-17.1%
	Emerald Bay	330,526	354,783	410,565	335,228	509,892	515,082	184,556	55.8%
	Folsom Lake	297,231	401,985	300,752	273,838	309,148	381,337	84,106	28.3%
	Marshall Gold Discovery	390,926	410,350	387,657	374,004	358,819	439,733	48,807	12.5%
	Sugar Pine Point	137,702	131,325	150,376	142,523	134,400	158,849	21,147	15.4%
TOTAL	1,256,363	1,393,580	1,352,744	1,222,413	1,390,570	1,577,892	321,529	25.6%	
Lake County	Clear Lake	117,650	83,400	98,367	103,274	91,920	275,090	157,440	133.8%
Marin County	Angel Island	184,860	184,181	191,498	169,420	175,670	196,072	11,212	6.1%
	China Camp	143,836	162,976	171,149	136,104	124,021	149,415	5,579	3.9%
	Mount Tamalpais	541,587	521,667	505,051	787,501	944,215	1,148,354	606,767	112.0%
	Samuel P. Taylor	143,573	145,737	123,792	140,861	154,380	162,330	18,757	13.1%
	Tomaes Bay	63,032	70,094	72,967	37,382	41,904	224,279	161,247	255.8%
TOTAL	1,076,888	1,084,655	1,064,457	1,271,268	1,440,190	1,880,450	803,562	74.6%	

Figures in Visitor Days.
Source: California Department of Parks and Recreation.

APPENDIX E: PART V
STATE PARK ATTENDANCE DATA: 1979-1984

County	Park Unit	1979	1980	1981	1982	1983	1984	Six Year Increase	% Increase
Mendocino County	Caspar Headlands	2,307	11,042	8,708	7,443	7,808	9,601	7,294	316.2%
	Hendy Woods	46,753	51,069	48,201	54,975	68,401	64,487	17,734	37.9%
	Jug Handle	41,676	36,096	31,694	44,877	48,041	67,337	25,661	61.6%
	Mackerricher	714,512	673,944	696,236	631,756	528,954	510,936	(203,576)	-28.5%
	Manchester	81,632	60,991	91,512	114,141	90,926	96,260	14,628	17.9%
	Mendocino Headlands	219,631	543,812	635,426	587,512	517,388	674,843	455,212	207.3%
	Paul M. Dimmick	24,600	27,096	25,776	28,859	29,906	32,808	8,208	33.4%
	Russian Gulch	82,941	67,071	88,198	75,380	8,549	88,513	5,572	6.7%
	Smithe Redwoods	99,640	100,764	106,743	77,965	79,155	45,797	(53,843)	-54.0%
	Standish-Hickey	54,682	50,452	48,114	53,276	47,544	61,318	6,636	12.1%
	Van Damme	127,372	127,685	135,784	144,714	163,561	120,120	(7,252)	-5.7%
Westport-Union Landing	15,037	48,577	53,423	53,922	39,091	49,071	34,034	226.3%	
	TOTAL	1,510,783	1,798,599	1,969,815	1,874,820	1,629,324	1,821,091	310,308	20.5%
Napa County	Bothe Napa Valley	80,892	87,357	88,390	92,789	91,658	89,779	8,887	11.0%
	Robert Louis Stevenson	49,284	44,432	43,703	39,160	34,071	35,511	(13,773)	-27.9%
	TOTAL	130,176	131,789	132,093	131,949	125,729	125,290	(4,886)	-3.8%
Nevada County	Donner Memorial	N/A	162,365	174,183	200,548	175,489	221,495	59,130	36.4%
	Empire Mine	48,635	80,908	100,146	100,275	87,354	81,773	33,138	68.1%
	Malakoff Diggins	24,497	35,483	48,156	37,300	35,550	40,496	15,999	65.3%
	TOTAL	73,132	278,756	322,485	338,123	298,393	343,764	108,267	148.0%
Placer County	Auburn	536,764	589,928	662,879	390,636	521,403	518,762	(18,002)	-3.4%
	Folsom Lake	1,883,016	2,196,304	1,990,486	1,983,376	1,161,500	1,135,169	(747,847)	-39.7%
	Tahoe	18,588	25,241	23,223	17,317	16,097	13,077	(5,511)	-29.6%
	TOTAL	2,438,368	2,811,473	2,676,588	2,391,329	1,699,000	1,667,008	(771,360)	-31.6%
Sacramento County	Brannan Island	177,561	159,623	176,983	149,031	173,196	170,139	(7,422)	-4.2%
	Governor's Mansion	72,383	70,792	78,297	78,679	77,509	65,126	(7,257)	-10.0%
	Old Sacramento	205,615	214,392	580,557	874,893	793,945	692,467	486,852	236.8%
	State Capitol Museum	N/A	N/A	N/A	448,818	469,624	352,075	352,075	ERR
	State Indian Museum	86,374	94,448	108,614	108,063	99,527	104,350	17,976	20.8%
	Sutter's Fort	225,169	238,925	241,167	243,670	253,187	258,101	32,932	14.6%
	TOTAL	767,102	778,180	1,185,618	1,903,154	1,866,988	1,642,258	875,156	114.1%

Figures in Visitor Days.
Source: California Department of Parks and Recreation.

APPENDIX E: PART V
STATE PARK ATTENDANCE DATA: 1979-1984

County	Park Unit	1979	1980	1981	1982	1983	1984	Six Year Increase	% Increase
San Joachin County	Caswell Memorial	75,947	74,058	73,898	72,905	70,932	66,024	(9,923)	-13.1%
San Mateo County	Ano Nuevo	97,388	88,415	108,437	122,769	117,523	136,835	39,447	40.5%
	Bean Hollow SB	209,013	207,929	198,415	184,360	120,392	90,228	(118,785)	-56.8%
	Butano	35,507	40,794	40,418	40,151	38,963	38,223	2,716	7.6%
	Grey Whale SB	12,705	15,516	11,223	13,881	13,718	30,106	17,401	137.0%
	Half Moon Bay SB	1,170,547	1,177,798	1,048,932	760,220	983,273	995,821	(174,726)	-14.9%
	Montara SB	106,670	109,820	130,515	131,263	156,874	156,741	50,071	46.9%
	Pescadero SB	329,740	307,991	398,225	364,576	245,914	205,379	(124,361)	-37.7%
	Pomponio SB	264,720	131,711	137,871	108,419	91,804	80,632	(184,088)	-69.5%
	Portola	45,217	40,241	45,939	45,688	45,591	49,958	4,741	10.5%
	San Gregorio SB	339,058	368,014	378,934	322,991	281,661	260,413	(78,645)	-23.2%
	TOTAL	2,610,565	2,488,229	2,498,909	2,094,318	2,095,713	2,044,336	(566,229)	-21.7%
Santa Clara County	Henry W. Coe	20,248	18,522	22,298	25,837	20,796	19,517	(731)	-3.6%
Santa Cruz County	Big Basin Redwoods	532,960	556,392	644,303	508,180	758,300	907,681	374,721	70.3%
	Castle Rock	106,295	92,399	69,799	54,082	51,223	57,585	(48,710)	-45.8%
	Marks Forest	38,160	45,128	43,415	31,693	36,085	45,790	7,630	20.0%
	Cowell Redwoods	313,557	311,472	305,800	272,966	300,040	333,300	19,743	6.3%
	Manresa SB	944,876	830,886	697,640	566,779	140,714	130,681	(814,195)	-86.2%
	Natural Bridges SB	443,780	401,615	541,377	529,309	499,092	479,037	35,257	7.9%
	New Brighton SB	217,223	222,581	245,268	267,156	269,171	317,325	100,102	46.1%
	Seacliff SB	748,958	505,506	272,115	360,750	281,866	481,380	(267,578)	-35.7%
	Sunset SB	629,718	536,931	497,441	472,304	369,201	416,561	(213,157)	-33.8%
	Twin Lakes SB	659,800	612,423	959,413	947,510	1,300,425	1,345,940	686,140	104.0%
	TOTAL	4,635,327	4,115,333	4,276,571	4,010,729	4,006,117	4,515,280	(120,047)	-2.6%
Solano County	Benicia Capitol	19,466	18,160	19,136	22,379	21,658	20,189	723	3.7%
	Benicia	161,694	171,855	168,130	216,562	343,842	353,958	192,264	118.9%
	TOTAL	181,160	190,015	187,266	238,941	365,500	374,147	192,987	106.5%

Figures in Visitor Days.
Source: California Department of Parks and Recreation.

APPENDIX E: PART V
STATE PARK ATTENDANCE DATA: 1979-1984

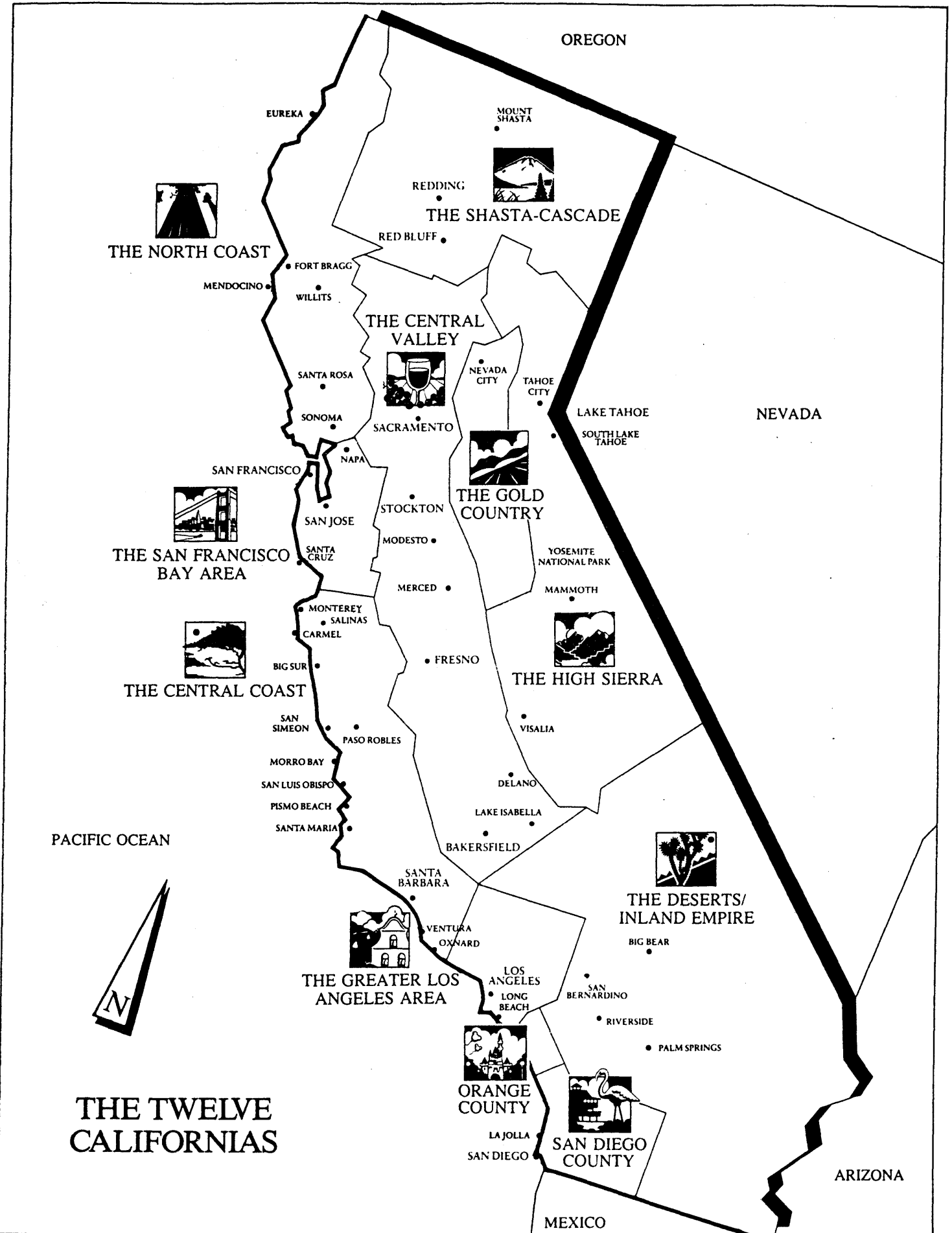
County	Park Unit	1979	1980	1981	1982	1983	1984	Six Year Increase	% Increase
Sonoma County	Annadel	46,929	57,504	51,990	55,752	91,664	118,700	71,771	152.9%
	Armstrong Redwoods	155,274	164,192	182,971	145,891	138,795	152,611	(2,663)	-1.7%
	Austin Creek	47,546	51,981	54,781	46,720	43,215	43,263	(4,283)	-9.0%
	Fort Ross	142,800	143,076	183,890	163,349	109,302	136,690	(6,110)	-4.3%
	Jack London	112,745	78,556	75,903	71,120	72,993	71,391	(41,354)	-36.7%
	Petaluma Adobe	60,182	53,803	54,289	52,549	46,426	47,736	(12,446)	-20.7%
	Salt Point	122,007	87,524	148,323	164,209	138,900	187,562	65,555	53.7%
	Sonoma Coast SB	1,072,844	1,009,575	1,377,605	1,238,166	1,201,278	1,431,701	358,857	33.4%
	Sonoma Historic Park	213,031	223,609	285,443	479,039	557,317	581,736	368,705	173.1%
	Sugarloaf Ridge	131,848	78,936	54,515	63,684	52,363	61,045	(70,803)	-53.7%
	TOTAL	2,105,206	1,948,756	2,469,710	2,480,479	2,452,253	2,832,435	727,229	34.5%
Stanislaus County	Turlock Lake	142,493	119,042	125,298	121,995	116,924	119,376	(23,117)	-16.2%
Tuolumne County	Columbia	436,050	419,567	380,132	358,326	335,384	360,155	(75,895)	-17.4%
TWENTY-TWO COUNTY TOTAL		18,638,183	18,975,164	20,218,606	19,925,026	19,050,111	20,698,541	1,804,786	9.7%

Figures in Visitor Days.
Source: California Department of Parks and Recreation.

APPENDIX E: PART VI
 PROJECTED ACTIVITY DEMAND IN COLUSA COUNTY : 1985-2000
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	1985	1990	1995	2000	Total Increase	% Increase
Picnicing	356.1	386.9	411.4	434.9	78.8	22.1%
Hiking/Backpacking	338.5	371.7	400.5	428.0	89.5	26.4%
Nature Appreciation	440.8	493.4	534.0	573.6	132.8	30.1%
Visiting Scenic Areas	373.2	421.5	458.1	491.9	118.7	31.8%
Horseback Riding	69.8	76.4	81.9	86.8	17.0	24.4%
Golf	102.5	114.8	125.2	135.6	33.1	32.3%
Freshwater Swimming	251.3	272.4	289.7	307.2	55.9	22.2%
Sunning	195.2	211.6	225.0	238.3	43.1	22.1%
Camping	399.7	434.8	464.8	492.4	92.7	23.2%
Visiting Historical & Cultural Sites	135.5	151.2	163.7	175.3	39.8	29.4%
TOTAL	2,662.6	2,934.7	3,154.3	3,364.0	701.4	26.3%

Figures in 1000's of Visitor Days.
 Source: California Department of Parks and Recreation.



THE NORTH COAST

THE SHASTA-CASCADE

THE CENTRAL VALLEY

THE GOLD COUNTRY

THE HIGH SIERRA

THE SAN FRANCISCO BAY AREA

THE CENTRAL COAST

THE DESERTS/ INLAND EMPIRE

THE GREATER LOS ANGELES AREA

ORANGE COUNTY

SAN DIEGO COUNTY

THE TWELVE CALIFORNIAS

CALIFORNIA STATE PARK SYSTEM

LEGEND

- SB STATE BEACH
- SP STATE PARK
- SR STATE RESERVE
- SW STATE WILDERNESS
- CP CULTURAL PRESERVE
- NP NATURAL PRESERVE
- WC WAYSIDE CAMPGROUND
- SRA STATE RECREATION AREA
- SHP STATE HISTORIC PARK
- SHM STATE HISTORICAL MONUMENT
- SURA STATE URBAN RECREATION AREA
- SVRA STATE VEHICULAR RECREATION AREA
- STATE OWNED PARK UNITS STAFFED, SERVICED, AND OPERATED BY OTHER AGENCIES
- UNDERWATER AREA INCLUDED

KEY TO NUMBERS

- | | |
|-----------------------------|-------------------------------------|
| 1. ANO NUEVO SR | 18. MALIBU CREEK SP |
| 2. BIG BASIN REDWOODS SP | 19. POINT DUME SB |
| 3. SANTA CRUZ CO TRAILS | 20. DAN BLOCKER BEACH |
| 4. HENRY COWELL REDWOODS SP | 21. ROBERT H. MEYER MEMORIAL SB |
| 5. WILDER RANCH SP | 22. MALIBU LAGOON SB |
| 6. LIGHTHOUSE FIELD SB | 23. LAS TUNAS SB |
| 7. SANTA CRUZ MISSION SHP | 24. TOPANGA SP |
| 8. NATURAL BRIDGES SB | 25. WILL ROGERS SHP |
| 9. TWIN LAKES SB | 26. TOPANGA SB |
| 10. NEW BRIGHTON SB | 27. WILL ROGERS SB |
| 11. SEACLIFF SB | 28. SANTA MONICA SB |
| 12. MANRESA SB | 29. DOCKWEILER SB |
| 13. SUNSET SB | 30. MANHATTAN SB |
| 14. ZMUDOWSKI SB | 31. REDONDO SB |
| 15. MOSS LANDING SB | 32. PAN PACIFIC PARK |
| 16. SALINAS RIVER SB | 33. ROYAL PALMS SB |
| 17. LEO CARRILLO SB | 34. BALDWIN HILLS SRA |
| | 35. DRUM BARRACKS SB |
| | 36. WATTS TOWERS OF SIMON RODIA SHP |
| | 37. WILLOWBROOK SRA |
| | 38. EL PUEBLO DE LOS ANGELES SHP |
| | 39. PIO PICO SHP |
| | 40. OTTERBEIN SRA |



JANUARY 1985

APPENDIX F: PROJECT MILESTONES

- | | |
|--|--------------|
| 1. Surveying and mapping | Summer, 1985 |
| 2. Adjacent land acquisition | Fall, 1985 |
| 3. Finalize project description and
presentation materials | Fall, 1985 |
| 4. Develop airport and landing strip | Winter, 1985 |
| 5. Begin approvals process | |
| County Approvals | |
| general plan amendment | |
| zoning, remove Williamson Act | |
| water approvals | |
| community services district | Spring, 1986 |
| 6. Begin development of water system | Spring, 1986 |
| 7. Commission architectural drawings | Summer, 1986 |
| 8. Commission golfcourse design | Summer, 1986 |
| 9. Develop Blakeley Swartz facility at airport | Fall, 1986 |
| 10. Begin presale activity to corporations | Fall, 1986 |
| 11. After concept validation, begin development
of White Oak, to include: | |
| lumber/materials yard | |
| firestation | |
| general store | |
| row houses for construction personnel | Spring, 1987 |
| 12. Contract railroad builders | Spring, 1987 |
| 13. Begin advertising of excursion rail | Spring, 1987 |
| 14. Locate and order rolling stock | Spring, 1987 |
| 15. Begin prepare bed, lay track for railroad | Summer, 1987 |
| 16. Begin development, seeding of golfcourse | Summer, 1987 |
| 17. Lay underground backbone utilities | Summer, 1987 |
| 18. Truck in rolling stock to make railroad
operational | Fall, 1987 |
| 19. Begin development of corporate preserves
and their related facilities | Summer, 1987 |
| 20. Begin development of towns | Winter, 1987 |
| 21. Begin intensive cosmetic landscaping | Spring, 1988 |