

Park Marina Area Concept Plan

Prepared by

The 2005 Graduate Project Planning Laboratory
City & Regional Planning Department
California Polytechnic State University
San Luis Obispo

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Executive Summary

A 27 acre riverfront site in the Park Marina area was redesigned in a collaborative effort by second year graduate students in the City and Regional Planning Department of California Polytechnic State University in San Luis Obispo. Input from the Kutras family, local architect Les Melburg, R2L Architects of San Luis Obispo, Redding agency officials and residents helped to shape the design of this site.

The process began with a complete analysis of the site and its context, community needs, and market demands. A trip to Redding involved gathering fundamental data from direct observations, speaking with representatives from the City and the McConnell Foundation, and talking to Redding residents and visitors. An initial survey was administered by interviewing thirty-two people at various locations in Redding. Based on these responses, a revised and more complete twenty-two question survey was posted online, allowing residents to share their opinions about the riverfront site. The online survey was promoted in a Record Searchlight article on February 6, 2005. After only ten days, 864 online responses, as well as additional e-mails and letters, were received. These responses revealed community perceptions about the site as it now exists, what respondents preferred for its future design, and other thoughts about development.

Building upon the initial site analysis and community input gathered from the surveys, we created goals, objectives, and design ideas for the project. The intent of the Park Marina Area Concept Plan is to revitalize Redding's riverfront and create a unique place that is a destination for both the community and visitors. Sustainability, vitality, and social interaction will be facilitated by providing an array of compatible recreational and cultural uses that are accessible to all segments of the community.

The project site includes open spaces connected by public pedestrian and bicycle trails. Paths were designed to connect with existing trail systems to the neighborhood to the South, and the Turtle Bay Exploration Center and Sundial bridge to the North of the site. These paths meander along the water's edge revealing picturesque river views. Pedestrians can enjoy the scenic vistas along the boardwalks and piers. Park Marina Drive has been redesigned to include two travel lanes, a landscaped median, and parallel parking, creating a pedestrian friendly environment. Wide, tree lined sidewalks designed at a pedestrian scale have also been included along Park Marina Drive.

Of the 27 acres in the Park Marina area, 18 acres will be dedicated to open space for various recreational uses. Additional uses on the site include:

- A 6,000ft² outdoor amphitheater
- A 12 screen movie theater
- 145 residential units of different types and sizes
- Two hotels and a bed-and-breakfast
- A marketplace with eateries, small scale development, and a permanent outdoor facility for weekly farmer's markets or seasonal craft fairs

- 1,000 parking spaces in two three-story garages on the western side of Park Marina Drive

Within the Concept Plan, three sub-areas have been identified: the Northern, Central, and Southern sections. The northern portion of the site includes housing and mixed-use developments that are oriented toward the river. A strong sense of place has been created through the integration of public plazas, seating areas, paths and greenways. The central section is predominantly reserved for open space and recreational uses, including a formal park with an old fashioned merry-go-round, a water-feature sculpture, a beach, playgrounds, and bike rental kiosks. Barbecue pits, tables, seating and other facilities are also included to encourage visitors to stay and enjoy the scenic views while eating a meal. The southern portion of the plan creates an exciting, vibrant, and pedestrian-friendly place. It includes unique features such as the Marketplace, with small shops and restaurants. Along with the bed and breakfast buildings, the Marketplace surrounds the small existing water inlet, creating a distinct place to visit. The southern section also includes an outdoor amphitheater with a floating stage, and a boat ramp for easy access to the river. The geography of the site was also taken into consideration when this plan was created; we made a conscious effort to avoid placing structures in the floodplain.

The design quality and the composition of The Park Marina Area Concept Plan will attract a mix of uses, activities, and people to a high quality environment that will integrate the riverfront into community life, create a new destination in Redding, attract tourists, and help revitalize the west part of the downtown, bringing Redding back to the river.

Introduction

The goal of this document is to provide a vision for the revitalization of Redding's riverfront and the creation of a unique place that is a destination for the community and visitors. Sustainability, vitality, and social interaction will be guaranteed through an array of compatible recreational and cultural uses that are accessible to all. We have strived to expand on the success of recent developments, such as the Turtle Bay Exploration Park and the Sundial Bridge, by creating a concept plan intended to revitalize the riverfront.

The Sacramento riverfront along Park Marina Drive is one of Redding's most important assets. Because of its prime location, high visibility, and significant size, this site has great potential to become a focal point of the community. Kelly Brewer, the editor of the Record Searchlight, has called on the City to go forward with the waterfront development: "The river is beautiful as is, but to enhance a stretch of it for north state residents and visitors to enjoy is to honor its history, contribution, and wondrous presence" (Record Searchlight, April 11, 2004).

Project development consisted of four phases:

- Site Inventory and Analysis (Appendix A)
- Design Research (Appendix B)
- Programming and Schematic Design
- Concept Plan

Site Inventory and Analysis

The first step prior to developing the Park Marina Area Concept Plan involved a complete analysis of the site and its context, community needs, and market demands. A trip to Redding involved gathering fundamental data from direct observations, speaking with representatives from the City and the McConnell Foundation, and talking to Redding residents and visitors. The site analysis involved four interdisciplinary issues: existing context, natural environment, relevant documents, and community perceptions and culture. From this analysis, we were able to identify constraints and opportunities for site development.

Researching the existing context involved a study of Redding's profile (economic, housing, tourism opportunities, etc.), the city's development patterns, roads and circulation, other infrastructure, and existing uses on the site and its surroundings. An inventory of environmental data included

macro and microclimate conditions, noise, prevailing winds, topography, soil, and vegetation, hydrology, drainage, view corridors, and other special physical attributes.

An analysis of important documents and plans was necessary to identify how they could potentially impact new development on Park Marina. Therefore, we read through and interpreted the City's current General Plan and Zoning Ordinance, the Redding Riverfront Specific Plan, and multiple economic data sources. The examination of relevant historical, social and cultural factors, as well as the identification of community needs and demands, provided us with important information regarding community wishes and concerns in the Concept Plan.

Survey Research

Surveys were administered to gather community perceptions of the site. During the weekend of January 14, 2005, thirty-two Redding residents and visitors were surveyed regarding development of the Park Marina area. A copy of the two surveys administered at this time can be found in Appendix C. The surveys are briefly described below.

- Environmental Cognition Study – open ended questions to gain information about community perception of the site as it currently exists and preferences for future development.
- Visual Preference Study –a series of pictures of different mixed use buildings, streetscapes, and housing types to understand aesthetic preference and type of development that respondents would like to see in the area.

Based on the responses received from the initial survey, we made improvements to the survey design and created an online survey that could be accessed by interested Redding residents. The online survey was promoted in an article about the project which appeared in the Record Searchlight on February 6, 2005. Respondents were asked twenty-two questions related to their assessment of site in its current state and how they would like to see the site developed in the future. The survey was grouped into three sections: twelve multiple choice questions, one open-ended question, and nine multiple choice visual preference questions.

Design Research

This phase of research was intended to develop an evaluative investigation of case-studies for precedents of good and bad examples of planning and urban design with emphasis in waterfront development. From these case studies, we drew conclusive statements on the project design and

a development's success, and tried to incorporate successful design ideas in the Park Marina area, where applicable. Case studies selected for this final report, involved waterfront developments in London, San Antonio, and Suisun City and are found in Appendix B.

Programming and Schematic Design

After evaluating the social and economic context of the site, the built and natural elements of Park Marina, analyzing the survey data, and drawing from examples of case studies of waterfront developments, we were then able to decide on the programming and schematic design for Park Marina. Because the Redding Riverfront Specific Plan is the City's current guideline for development in the Site Area, it proved to be a valuable starting point when developing our goals, objectives, and implementation concepts. However, our concept plan includes a new vision for mixed use riverfront oriented development that is responsive to its context and community expectations, promoting superior design quality and a strong sense of place.

Concept Plan

The remainder of this document is devoted to the development program that we have produced for Park Marina and is broken down into the following sections:

- Chapter 1: Opportunities and Constraints
- Chapter 2: Community Perceptions
- Chapter 3: Programming and Schematic Design
- Chapter 4: Land Use and Design Concepts
- Chapter 5: Urban Design Proposals
- Chapter 6: Land Use Statistics
- Bibliography
- Appendices

Chapter 1: Site Opportunities and Constraints

The Concept Plan is based, in part, on an analysis of the major opportunities and constraints associated with the Park Marina site. The opportunities and constraints outlined below are derived from a thorough site analysis of the parcel and its surroundings. Areas that were researched included political, environmental, social, and economic concerns, as well as possible land use, circulation, and design issues. Appendix A contains the complete analysis of the site. In general, many of the items listed could be considered both an opportunity and a constraint. The constraints are listed below and are followed by the opportunities.

1.1 Constraints

Political

- Uncertainty (changing city council)
- Multiple agencies
- Historical disputes

Environmental

- Natural setting (riparian, water, views, salmon, habitat, climate/weather, public water access)
- Water depth (?)
- Flooding/Drainage
- Liquefaction/ground shaking
- Narrow, oddly shaped site
- Traffic/noise
- Traffic & Circulation
- Not pedestrian friendly
- Missing/incomplete links to other parts of the city
- Traffic, high speeds
- Park Marina Drive (access, connectivity & capacity issues)

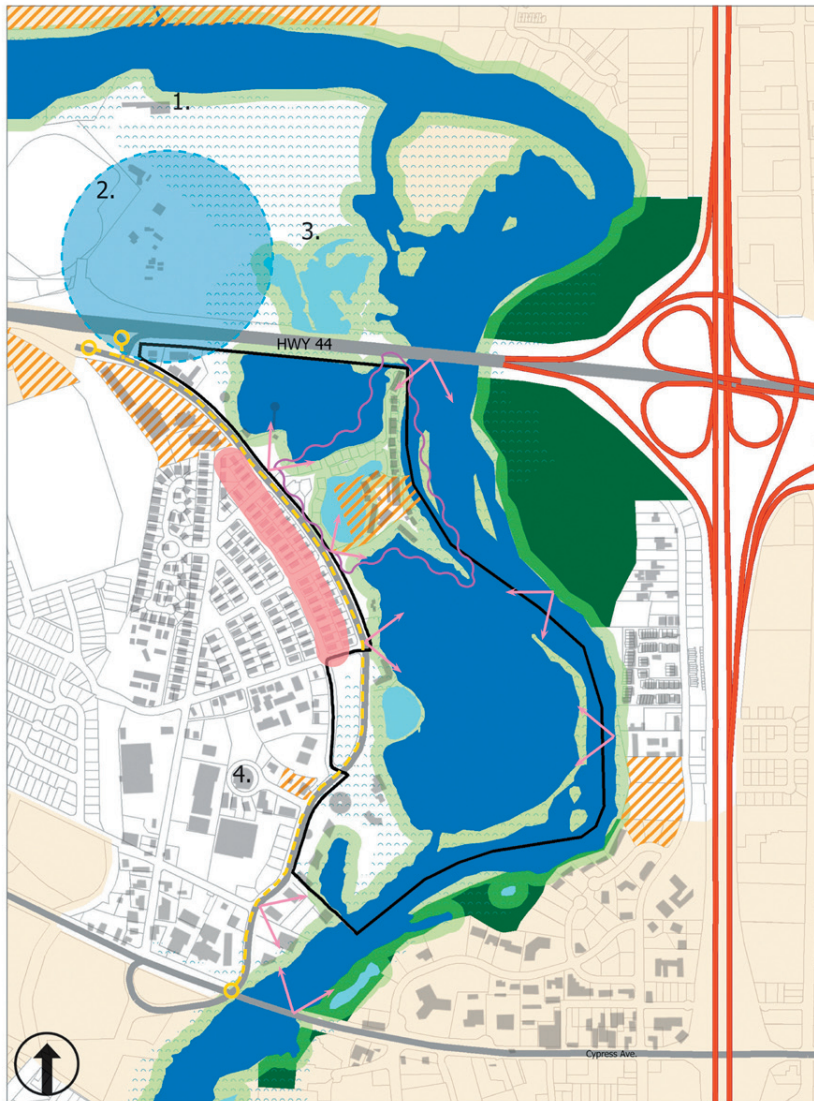
Land Use & Design

- No mixed-use overlay
- Current zoning may not best suit the preferred alternative
- No official architectural style
- Long term land leases
- Open space requirements
- Issues with compatible scale (with adjacent land uses and neighborhoods)
- Adjacent to blighted areas
- Existing buildings and occupants
- Competition with adjacent (or nearby) land uses (i.e. movie theater, conference center)
- No housing or “boutique” style commercial indicated for site in the General Plan
- Costs of developing/improving connectivity along the canal

Social & Economic

- “Planner-people disconnect” (different ideas)
- Economic reality
- Local unemployment rate (moderately high)
- Existing low-wage job market (mostly service based jobs)
- Need for large family affordable housing
- Possible archeological site

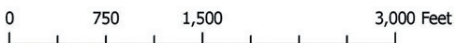
Redding Riverfront Concept Plan: Site Constraints Map



- | | | | |
|--|--|--|---------------------|
| | Existing Buildings | | Project Area |
| | Community Views | | Long Term Leases |
| | Insufficient Capacity, Connection & Access | | Interstate 5 |
| | High Liquefaction Risk Area | | Major Access Roads |
| | Compatibility with Existing Neighborhood | | Pond |
| | Significant Lack of Pedestrian Amenities | | Sacramento River |
| | | | Riparian Habitat |
| | | | 100 Year Floodplain |
| | | | Open Space |
| | | | Redevelopment Areas |

1. Sundial Bridge*
2. Convention Center*
3. Turtle Bay*
4. Movie Theater*

*Potential Competition



1.2 Opportunities

Political

- Uncertainty (changing city council)
- Current support for development
- Existing specific plan

Environmental

- Natural setting (riparian, water, views, salmon, sheltered bays, recreational facilities, climate/weather)
- Water depth
- Trail system
- Significant amount of open space
- Large site

Traffic & Circulation

- Existing trail system
- Neighboring parking sites
- Traffic = people
- Existing infrastructure (roads, etc.)
- Adjacent to major arterial
- Close to freeway
- Possibility of using canal

Land Use & Design

- In center of Redding
- Low density (potential for infill)
- No official architectural style
- Opportunity for housing
- Neighboring parking sites
- Adjacent to other cultural/recreation/tourism sites
- Adjacent to areas identified for redevelopment
- Site is not restricted by any official redevelopment plan
- Existing applicable zoning categories
- Existing buildings
- Need for an anchor for downtown revitalization
- Existing, applicable specific plan
- Location within a General Plan Focus Area

Social & Economic

- Positive attitude towards development (community support)

- Media support
- No official archeological sites
- Existing unmet need for entertainment-tourist/commercial
- Need for housing in immediate neighborhood
- Need for higher paying jobs
- Need for large family affordable housing
- Annual cultural events

Redding Riverfront Concept Plan: Site Opportunities Map



1. Arboretum
2. Sundial Bridge
3. Turtle Bay
4. Convention Center
5. To Downtown, County Building, & Redding Medical Center
6. School
7. To Mount Shasta Mall
8. Movie Theater
9. School
10. School
11. To Benton Airpark and Mercy Medical Center
12. Redding City Hall



Chapter 2: Community Perceptions

2.1 Initial Survey

During the weekend of January 14, 2005, thirty-two (32) members and visitors of the Redding community were surveyed about development of the Park Marina area. The entire content of these surveys, as well as a more complete analysis of the findings, can be found in Appendix A Supplement: Initial Survey.

- Environmental Cognition Study – open ended questions to gain information about community perception of the site as it currently exists and preferences for future development.
- Visual Preference Study – a series of pictures of different mixed-use buildings, streetscapes, and housing types to understand aesthetic preference and type of develop that respondents would like to see in the area.

Key Findings:

- Public safety and preservation of the natural beauty of the site should be encouraged.
- Community amenities such as the Duck Pond and Aqua Golf contributed positively to the area.
- Litter within the area and a lack of a key feature or anchor contributed to the underutilization of the area by the public.
- Future amenities on the site should include eateries, parks, trails, housing, entertainment and retail.
- High quality design should be incorporated throughout the area.

2.2 Internet Survey

Based on the responses we received from the initial survey, we improved and expanded the survey design. Professor Daniel Levi from Cal Poly's Psychology Department assisted in the wording of the second survey. A survey was created that could be accessed online by interested Redding residents. The online survey was promoted in an article about the project which appeared in the Record Searchlight on February 6, 2005. Readers were directed to www.calpolyreddingproject.com.

Between February 6, 2005 and February 18, 2005, eight hundred sixty four (864) individuals accessed the survey. Respondents were asked twenty-two (22) questions related to their assessment of the site in its current state and how they would like to see the site developed in the future. The survey was grouped into three sections: twelve (12) multiple choice questions, one (1) open-ended

question, and nine (9) multiple choice visual preference questions. The key findings are listed below, followed by a few selected questions and their respective responses. A complete analysis of the results is located in Appendix C.

Key Findings:

Multiple Choice Questions

1. The Sacramento Riverfront along Park Marina Drive is one of Redding's most important assets (92% agree) and it should be a focal point of the community (89% agree).
2. Respondents are dissatisfied with the current state of the area; they feel it is being underutilized (91% agree) and that the buildings currently on the site are no longer appropriate (68% agree).
3. The lack of recreational/outdoor activities available in Redding is of concern (62% agree).
4. Respondents would like to see recreational amenities incorporated into the Park Marina Area that include sitting areas (89% agree), picnic and barbeque areas (70% agree) and nature preserves/trails (79% agree).
5. Future development should also include dining establishments (82% agree) and local shops/boutiques (74% agree).
6. Respondents were equally divided among architectural styles, showing interest in incorporating Historic (37%), Modern (29%), or Lodge-Style development (22%).

Summary of Responses (Q 1 – 8)

#	Question	% Agree	% Neutral	% Disagree
1	The Sacramento Riverfront along Park Marina Drive is one of Redding's most important assets.	92%	5%	3%
2	The Sacramento riverfront along Park Marina Drive is underutilized by the community.	91%	4%	5%
3	There are plenty of fun outdoor activities along the Sacramento riverfront in Redding.	25%	13%	62%
4	Redding's riverfront should be a focal point for the community.	89%	6%	5%
5	The Park Marina Drive area should remain in its current state. It is fine the way it is.	10%	5%	84%
6	There is too much traffic along Park Marina Drive.	20%	32%	48%
7	The buildings that currently exist in the Park Marina Drive area are no longer appropriate for the site.	68%	14%	17%
8	The Sundial Bridge has contributed positively to the character of the city.	86%	6%	8%

Open Ended Question

1. Respondents do not want to see the area overbuilt; they want a balanced approach to development, incorporating private and public uses. A Majority of the respondents would prefer to see this site developed into a river-oriented mixed use "destination" with a unique Redding character.
2. Development should incorporate retail, residential, entertainment and public space in a way that blends together and embraces the tradition of the riverfront, its scenic vistas, and outdoor uses.
3. Target Populations: Adults, Families, Tourists and Locals
4. Preservation and enhancement of trails, nature and open space in Park Marina should occur. However, some would like to keep it exclusively in its natural state.

Visual Preference

The visual preference portion of the Redding Online Survey was composed of three groups of three photos: retail ideas, park settings, and housing types. While the nine photos were intended to represent general concepts, respondents reacted to specific images. Only a general impressions can be gleaned from the responses.

1. Important to incorporate the Sacramento River in Retail and Park Design.
2. No clear preference for housing type was evident.

Summary of Visual Preference Survey

Question	Not At all Appropriate	Somewhat Appropriate	Appropriate	Very Appropriate	Totals	Overall Results
14 Mixed-Use Retail	45% <i>380</i>	34% <i>281</i>	13% <i>110</i>	8% <i>67</i>	100% <i>838</i>	Willing to Live With
15 Box Retail	85% <i>716</i>	11% <i>93</i>	3% <i>21</i>	1% <i>8</i>	100% <i>838</i>	Generally Opposed
16 Café	9% <i>74</i>	21% <i>173</i>	22% <i>184</i>	48% <i>408</i>	100% <i>839</i>	Generally Supportive
17 Active Water Park	9% <i>78</i>	26% <i>213</i>	26% <i>214</i>	39% <i>329</i>	100% <i>834</i>	Generally Supportive
18 Tot Lot	43% <i>359</i>	33% <i>270</i>	16% <i>132</i>	8% <i>69</i>	100% <i>830</i>	Willing to Live With
19 Park Benches	2% <i>13</i>	9% <i>77</i>	26% <i>217</i>	63% <i>527</i>	100% <i>834</i>	Generally Supportive
20 5-Story Row Housing	84% <i>703</i>	10% <i>80</i>	4% <i>35</i>	2% <i>13</i>	100% <i>831</i>	Generally Opposed
21 Craftsman Bungalow	72% <i>601</i>	20% <i>164</i>	6% <i>52</i>	2% <i>15</i>	100% <i>832</i>	Generally Opposed
22 2-Story Row Housing	49% <i>402</i>	30% <i>251</i>	15% <i>127</i>	6% <i>47</i>	100% <i>827</i>	Willing to Live With

Note: numbers in *italics* are the number of responses for each question.

2.3 Other Correspondence

In addition to survey responses, we received phone calls, emails and letters that also guided our design process. Respondents requested shade trees and picnic areas. One person recalled that there was a children's carousel at Lake Redding Park and that she taught her children to swim in Kutrass Lake. Respondents also expressed their desire for a unique, cohesive design concept that integrates design and accessibility throughout the site, as well as the avoidance of chain stores. Letters and emails can also be found in Appendix C.

Chapter 3: Programming and Schematic Design

3.1 Mission Statement

The Park Marina Area Concept Plan will enhance Redding's riverfront and create a unique place that is a destination to the community and visitors. Sustainability, vitality, and social interaction will be guaranteed through an array of compatible recreational and cultural uses that are accessible to all.

During the programming phase of the plan, data obtained from the site analysis and from survey responses were considered in order to create goals, objectives, and implementation concepts for the area. This also included proposing a basic land use and circulation plan, locating areas for outdoor spaces and activities, and determining linkages between the site and surrounding areas.

3.2 Goals, Objectives, and Implementation Concepts

3.2.1 Land Use

Goal: To balance development of quality private land uses, public access to the riverfront, and conservation of significant environmental resources.

Objectives and Implementation Concepts:

- 1. Establish the Park Marina Area as a high quality river-oriented mixed-use neighborhood that provides community serving open space, commercial, and entertainment settings that meet the recreational needs of visitors and residents of Redding.**
 - o Organize the site into three sub-areas:
 - The northern sub-area will be devoted to housing, hotels, and mixed use development. (Figure 3.1)
 - The central sub-area will provide open space and recreational activities. (Figure 3.2).
 - The southern sub-area will be dedicated to more intense commercial uses, some mixed use development, and entertainment opportunities.

2. Increase usable space without radically altering the natural environment.

- o Partially reroute the southern section of Park Marina along Washington Avenue to incorporate the existing park into the rest of the site.



Figure 3.1 A variety of housing choices will be provided in the northern section



Figure 3.2 Open space, including a beach, will be located in the Central Section

3.2.2 Circulation and Access

Goal: To provide for adequate circulation and access to Park Marina, Downtown, adjacent neighborhoods, and the region, taking into account different modes of transportation.

Objectives and Implementation Concepts:

- 1. Increase the connectivity of Park Marina Drive to adjacent neighborhoods and Downtown.**
 - o Extend Placer Street to Park Marina Drive.
 - o Restructure Park Marina Circle by connecting it to Athens Avenue.
- 2. Decrease the traffic flow along Park Marina Drive.**
 - o Reroute Park Marina Drive traffic along a new Canal Road and Athens Avenue.
 - o Redesign Park Marina Drive to accommodate one lane in each direction, landscaped medians, and parallel parking.
 - o Reduce vehicle speeds by incorporating bulb-outs and raised crosswalks (Figure 3.3).
- 3. Maximize the amount of open space while still providing adequate parking to support proposed uses.**
 - o Limit the use of onsite parking to residents, disabled individuals, visitor lodging, and loading purposes.
 - o Provide parallel metered parking to serve short term visitors.
 - o Construct two off site parking structures to accommodate the bulk of the required parking.

4. Promote the use of alternate modes of transportation.

- o Provide meandering walking and biking trails throughout the entire site with feeder trails that facilitate access to the river and other attractions.
- o Reroute bike lanes away from vehicular traffic and on to recreational paths both on the site and along the canal.
- o Connect the river trail system across water bodies with pedestrian bridges and a water taxi service.
- o Provide wide sidewalks to encourage foot traffic.
- o Encourage safe pedestrian access to Park Marina by constructing a pedestrian bridge from the parking structure to the Mixed Use/Commercial hub in the southern section of the site.
- o Provide trolley service between Park Marina and Downtown, Turtle Bay, and City Hall.
- o Construct bus pullouts.
- o Line important crosswalks with lights built into the ground, which flash when pedestrians approach and cross the street. See Figure 3.4, below.

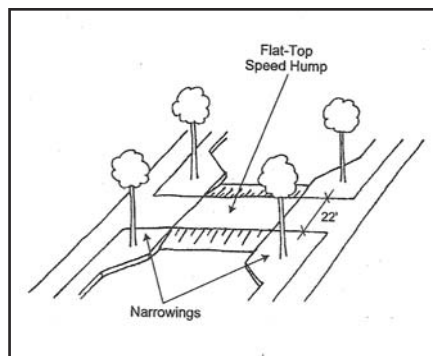


Figure 3.3 Raised Crosswalk

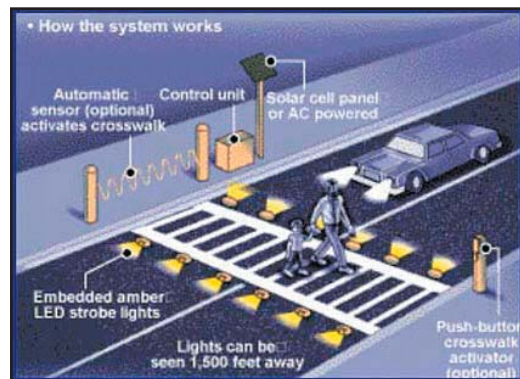


Figure 3.4 Crosswalk with flashing lights

3.2.3 Community Amenities

Goal: To foster a unique sense of place by implementing cohesive design concepts and encouraging community amenities that support public and private uses.

Objectives and Implementation Concepts:

1. Define the Park Marina area by seamlessly integrating signage and community amenities with the surrounding community.

- o Place easy to read signs with a unified design theme throughout the community indicating the direction of the downtown, the riverfront, and surrounding community amenities.
- o Place information kiosks in prominent public areas with maps indicating the location of different shops and restaurants.
- o Place smaller displays along nature trails that provide information about the natural environment and native species. (Figure 3.5).

2. **Ensure adequate maintenance of the site and its community amenities (i.e. sufficient funds for waste removal, trail maintenance, etc.)**
 - o Explore public private partnerships (i.e. sponsorship of benches and water fountains with name plaques.)
 - o Incorporate well maintained public restrooms to serve users of the site.
 - o Incorporate garbage cans, recycling bins, and biodegradable pet waste bag dispensers throughout the site.

3. **Protect and enhance the pedestrian environment and accessibility while encouraging passive recreation in and around Park Marina.**
 - o Provide bike racks to encourage alternative forms of transportation.
 - o Locate covered bus stops at every transit stop and post an easy to read bus schedule at each one.
 - o Incorporate sitting areas throughout the development such as picnic tables and benches in BBQ areas, and benches and concrete steps along pedestrian pathways.
 - o Develop a variety of aesthetically pleasing light fixtures of an appropriate scale to line streets and pedestrian pathways. (Figure 3.6)



Figure 3.5 Informational display along a nature trail



Figure 3.6 Pedestrian scale light fixtures

3.2.4 Recreation

Goal: To establish Park Marina as a recreational destination for the community.

Objectives and Implementation Concepts:

1. **Provide a wide variety of recreational activities for the entire community.**
 - o Establish a sand/grass Beach Area and provide a swimming area for the community.
 - o Provide multiple launching points for small, motorized and non-motorized recreational water vessels.
 - o Establish leisure areas along the river front, such as benches, tables, and barbeque areas.
 - o Establish a playground for children.

- o Improve the river trail system to facilitate its use for running, jogging, and walking.
- o Establish areas for both passive and active recreational activities.

2. Develop a system of open spaces that link the city, river trail, and other riverfront attractions and amenities.

- o Build trails designed for both pedestrians and cyclists for recreational and commuting purposes.



Figure 3.7 Gateway to the waterfront

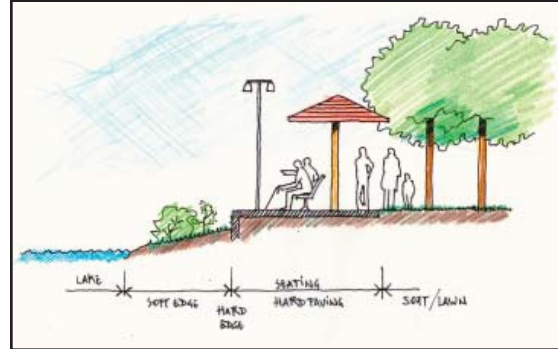


Figure 3.8 Open space with public amenities for recreational use

3.2.5 Natural Resources

Goal: To preserve and enhance natural habitats by integrating sustainable practices with river oriented design.

Objectives and Implementation Concepts:

- 1. Minimize potential effects of flooding through innovative and sustainable design.**
 - o Place structures in the floodplain on stilts.
 - o Use permeable pavement, native landscaping, and swales to promote the natural infiltration of surface waters and reduce runoff. (Figures 3.9 and 3.10)
- 2. Preserve and where possible, restore significant ecological habitats (open water, spawning beds, marshes, and riparian forest).**
 - o Limit construction activities to the footprint of the construction area.
 - o Use native plants for all landscaping and vegetative elements.



Figure 3.9 Permeable Path



Figure 3.10 Grassy swale

3.2.6 Visual Quality

Goal: To establish a unique Park Marina district that reflects Redding's natural and historic heritage as well the overall community vision by utilizing the natural setting as an aesthetic element along the riverfront.

Objectives and Implementation Concepts:

- 1. Preserve and enhance scenic views to, from, and along Park Marina Drive as a step towards incorporating a seamlessly compatible design theme along the river.**
 - o Provide accessibility to view sheds via a comprehensive pathway system along the site.
 - o Incorporate vista views into natural pedestrian trails.
 - o Use architecture to frame important view corridors.
 - o Preserve existing views of the surrounding context through policy decisions created to prevent growth detrimental to these views.

- 2. Create a unique visual experience that draws a broad spectrum of residents and visitors by utilizing the surrounding natural environment.**
 - o Implement a coordinated and expanded set of Design Guidelines to foster a unique community identity for the Park Marina area.
 - o Pave public squares with decorative patterns that will add to the distinctive character of each plaza. (Figure 3.11).
 - o Identify key gateways and locate landscaped islands, monuments or archway signs at these locations to announce entry into Park Marina (Figure 3.12)
 - o Ensure that design elements contain a distinctive, cohesive theme that incorporates the natural environment (i.e. salmon and turtles) and the history of Redding.
 - o Orient design and visual elements to the water.



Figure 3.11 Pedestrian path with decorative brick pattern



Figure 3.12 Monument

3.2.7 Economic Development

Goal: To create a vibrant economic base that capitalizes on existing attractions and becomes a catalyst for further quality development throughout the city.

Objectives and Implementation Concepts:

- 1. Promote high quality sustainable development that incorporates a mix of uses that provide opportunities for businesses, residents, and visitors.**
 - o Establish catalysts for economic development throughout the site, such as hotels, restaurants, plazas, an amphitheatre, movie theater, and miniature golf course (Figures 3.13 and 3.14).
- 2. Develop a unique Park Marina identity that creates a thriving cultural destination.**
 - o Create distinctive settings within the site while maintaining a cohesive design theme.
- 3. Utilize public/private partnerships to finance specific projects.**
 - o Utilize relevant city programs identified in the Economic Development Element of the General Plan.



Figure 3.13 Waterfront Dining

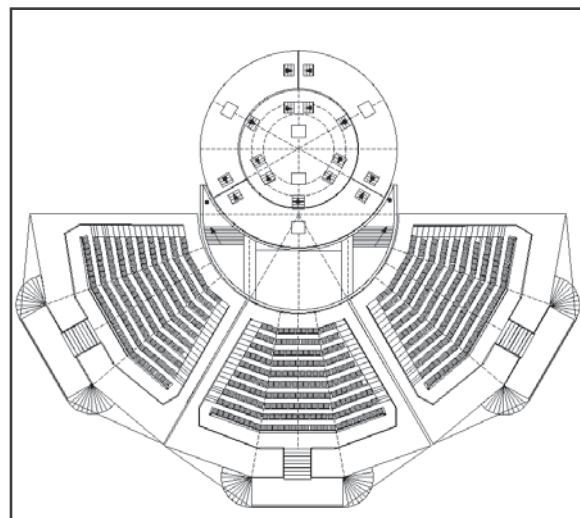


Figure 3.14 Outdoor amphitheater

3.2.8 Housing

Goal: To develop a variety of riverfront oriented housing types to generate a high quality sense of place.

Objectives and Implementation Concepts:

- 1. Develop new, high quality and diverse housing types that are appropriate and compatible with the Park Marina character and accessible to all segments of the community.**
 - o Provide a diverse range of housing types, such as townhomes, condos, apartments, and single family residences, that allow for both rental and home ownership (Figures 3.15 and 3.16).
 - o Participate in density bonus incentive programs.
 - o Develop and implement an inclusionary housing ordinance.
 - o Apply second units to increase density.
 - o Orient buildings to the waterfront.
 - o Establish a high level of architectural design by detailing all four sides, using high quality/durable materials, and avoiding blank walls. Break up facades with ornamentation, such as porches, trim, and balconies.

- 2. Encourage a smooth transition of housing types throughout the development.**
 - o Implement mixed-use overlays over the project site to allow for live-work units.
 - o Place landscaped buffers between residential and commercial uses and/or public rights of way.
 - o Reduce the visual impacts of taller buildings by stepping back the second or third stories.

- 3. Incorporate a “hierarchy of space” into housing developments to define public and private spaces.**
 - o Delineate public/private edges by using design features such as unique paving and varied building materials.
 - o Accentuate building entrances and individual dwelling unit entries using architectural elements, lighting, and/or landscaping to emphasize privacy.



Figures 3.15 and 3.16 A diverse range of housing types will be designed

3.2.9 Sustainability

Goal: To incorporate sustainable design concepts into every aspect of the development which balance environmental, economic, and social equity concerns.

Objectives and Implementation Concepts:

1. Use natural resources efficiently and promote environmentally sustainable behaviors.

- Use green building materials.
- Disperse recycling bins throughout the site.
- Incorporate street furniture that is environmentally friendly (Figure 3.17).
- Use alternative energy sources where feasible.
- Pave parking areas with permeable surfaces.

2. Ensure economic opportunities which promote a healthy environment and cater to all income levels.

- Do not allow any polluting industries to locate along the riverfront.
- Encourage environmentally sustainable businesses that sell eco-friendly products.
- Allow for a variety of commercial developments and recreational activities accessible to patrons of all income levels.
- Purchase higher quality building materials and public amenities that have lower long term maintenance costs.

3. Promote community interaction and social equity.

- Incorporate public squares and recreation areas throughout the site.
- Promote diversity by providing a variety of cultural festivals and activities.



Figures 3.17 Street furniture made from recycled materials

Chapter 4: Land Use and Design Concepts

4.1 Park Marina Area site

The shape and location of the site posed several land use and design challenges. An analysis of the site included considering existing and desired uses, consulting the community, and taking into account the property's proximity to the existing community.

The Park Marina site was analyzed in three different parts, the Northern, Central, and Southern sections. The northern section was designed with hotels, housing, and mixed use development in mind. This section is ideal for these types of development because of its close proximity to Highway 44. In the Northern section, buildings have been reoriented towards the river and lagoon, creating a strong sense of place. Trails, parks, and plazas cohesively link various subsections together. While new housing densities are similar to those on the site today, the size and type of housing options have been increased. Existing commercial areas have been replaced with mixed-use commercial development.

The Central section of the site is the narrowest portion of the site, and thus, is suited for passive and active recreational activities. This section of the site includes amenities, such as a park and a kayak/canoe launching point. The duck pond will be removed and a swimming hole will be reintroduced to this section of the site. There will also be two surface parking lots to accommodate the riverfront restaurant and mixed-use buildings.

The Southern section has many entertainment options available to visitors. The existing "pecky cedar" buildings will be replaced with mixed-use buildings and restaurants fronting Park Marina Drive. This section also includes various entertainment venues such as a movie theater and an outdoor amphitheater with a floating stage. Additionally, restaurants with outdoor seating, kayak rentals, and other amenities surround the inlet, creating a distinct, vibrant place. Floodplains were also taken into consideration when designing this area. As a result, areas prone to flooding will remain open space.

4.2 Surrounding Areas and Access

While not a primary focus, the surrounding areas were also taken into consideration when planning for the site. The traffic patterns have been adjusted to improve connections to the site, and to create a pedestrian friendly environment along Park Marina Drive. In addition, two parking garages have been located on the western side of Park Marina Drive in order to encourage visitors to walk and explore the site. The western side of Park Marina will also be zoned for mixed

use development to create a mixed use corridor along Park Marina. The neighborhood between Washington Avenue and Athens Avenue has been rezoned for multifamily housing. This multifamily zone will help to transition between the mixed use corridor along Park Marina Drive, and single family residences on the western side of Athens Avenue. The southwestern side of Park Marina has been zoned commercial so compatible uses would be on either side of the street. Like in the Northern section, this creates a commercial corridor.

Some of the suggested changes to the surrounding areas and circulation system are listed below.

Key Changes:

- Extend Placer Street to Park Marina Drive
- Remove Park Marina Circle and connect to Athens Avenue (see Figure 4.1 for cross section of Athens)
- Reroute some of the vehicles on Park Marina to Athens Avenue
- Include a road along the eastern bank of the canal to allow direct access between Cypress Avenue and Auditorium Drive
- Connect trails within the site to existing trails to the north and south
- Create a boardwalk along the eastern side of the Sacramento River which will connect with the Park Marina site as well as with other attractions on the eastern side of the river (see Figure 4.2 below)
- Build three-story parking garages on the northwestern and southwestern sides of Park Marina Drive (see Figure 4.3)
- Create a mixed use corridor on the western side of Park Marina Drive
- Rezone the neighborhood between Athens Avenue and Washington Street to Multifamily Residential (see Figure 4.4 for the Proposed Land Uses)
- Change layout of Park Marina Drive to include a 14 foot wide travel lane in each direction, on-street parallel parking, and a landscaped median

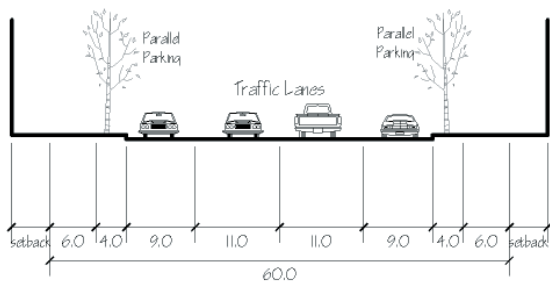


Figure 4.1 Cross section of Athens Avenue

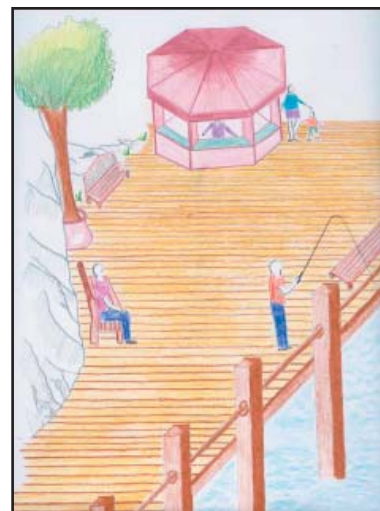


Figure 4.2 Proposed boardwalk along the eastern side of the Sacramento River

Figure 4.3 Structure and Connections

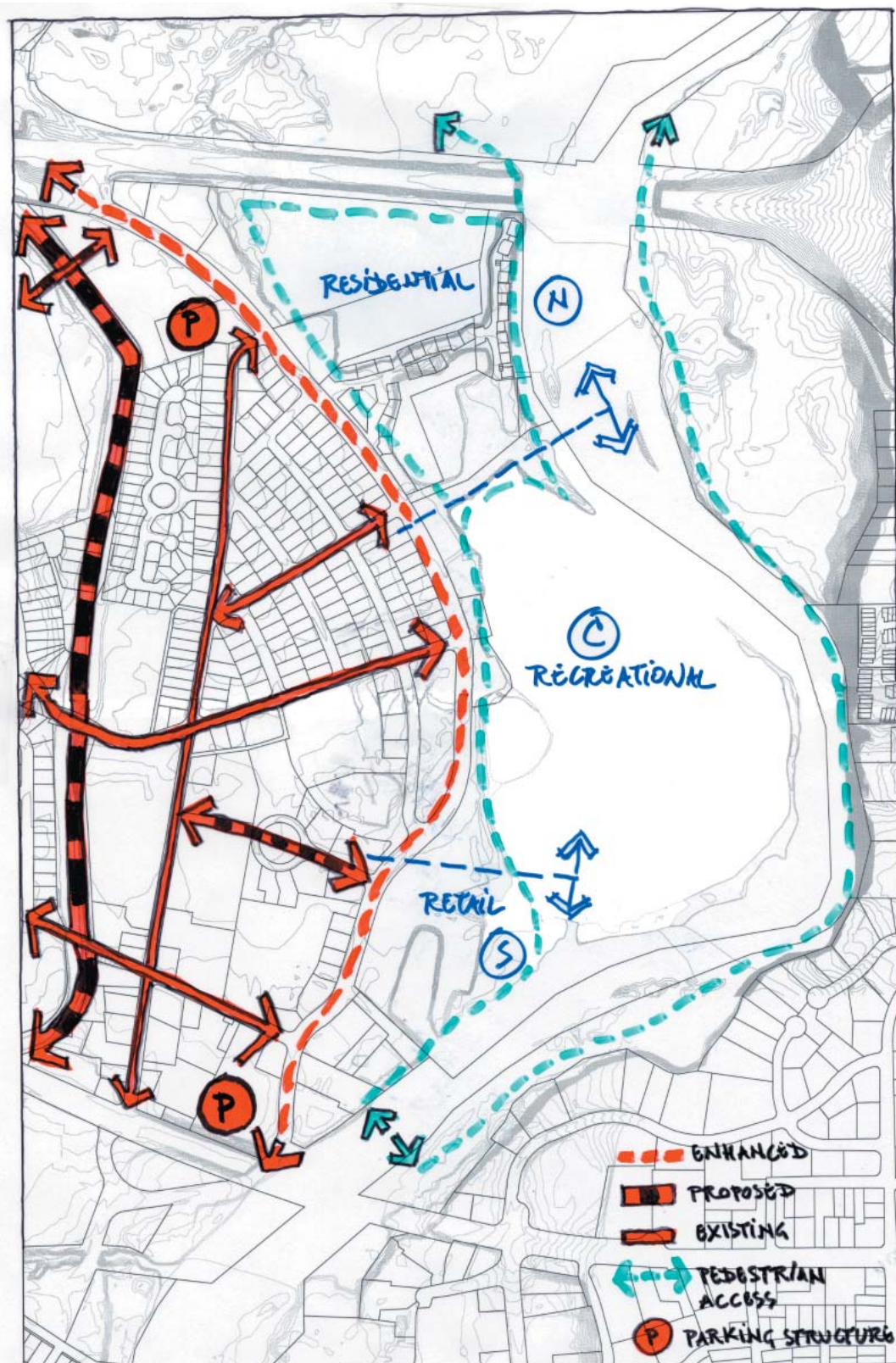
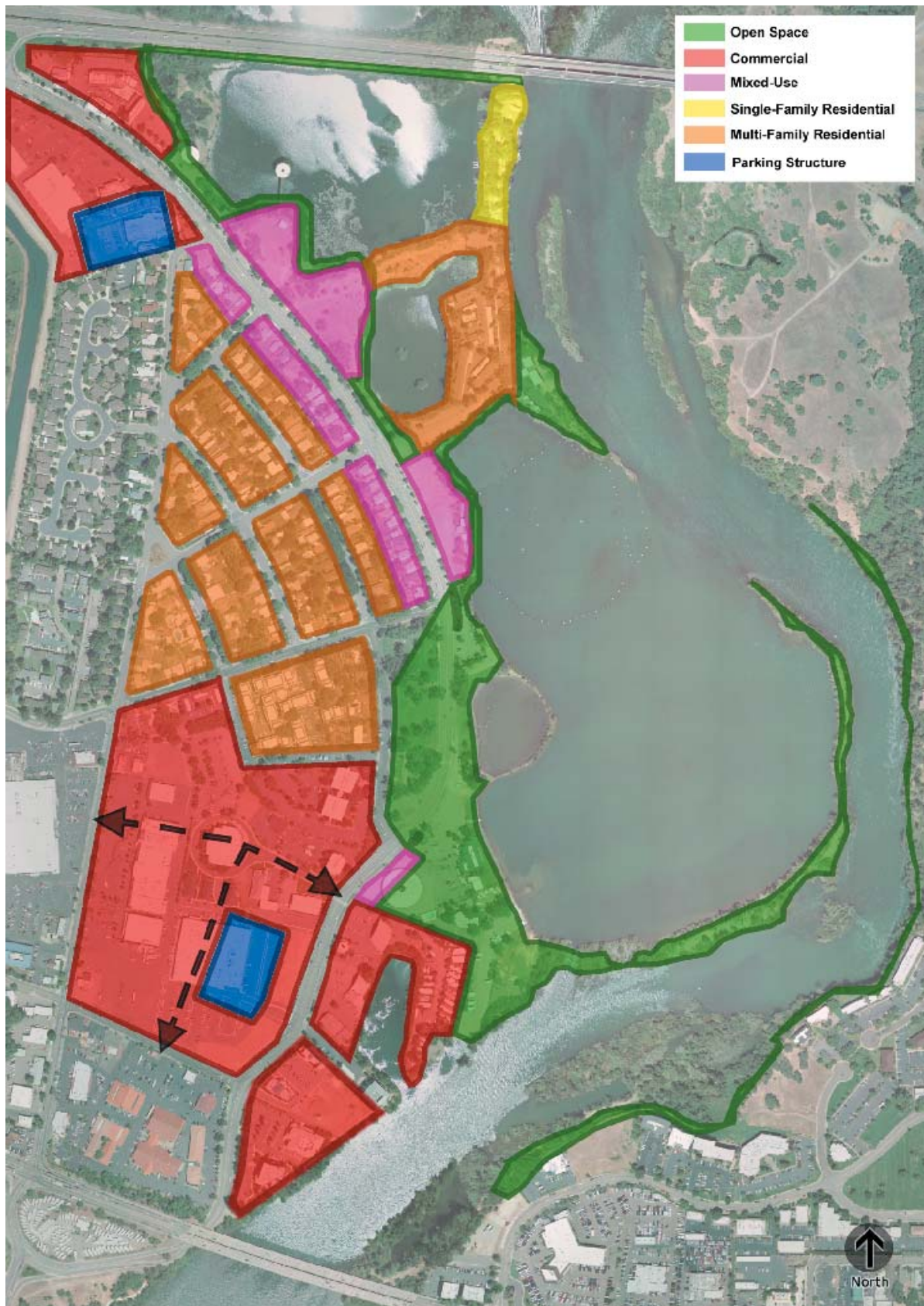


Figure 4.4 Proposed Land Uses



Chapter 5: Urban Design Proposals

5.1 Site Overview

Because of its unique location, the Park Marina site has the potential to be a beautifully designed area, integrating a balanced mix of development and open space. This Plan has linked distinct, separate sub-areas through a system of public pedestrian and bicycle trails. These trails meander through the site, allowing users to enjoy scenic vistas and views of the river, access the different piers, and enjoy the boardwalk (eastern side of river). These paths connect to with existing paths to the South and to Turtle Bay and the Sundial Bridge to the North. Park Marina Drive has been redesigned into a boulevard with a landscaped median, comfortable tree lined sidewalks and parallel parking.

Within the 27 acre site, 18 acres will remain open space for various recreational purposes. The site will also support 145 residential units of different types and sizes, a 12 screen movie theatre, a Marketplace with eateries, small scale retail development and a facility for a weekly farmer's market or seasonal craft fairs. The site will also contain two hotels, a bed-and-breakfast, a 6,000 ft² amphitheater, and many more attractions.

The design quality and the composition of the Park Marina Area Concept Plan will attract new investments, bringing in a mix of uses, activities, and people to the high quality development. The plan will create a vibrant place people will want to visit and explore, attracting residents and visitors alike, helping to bring Redding back to the river.

Figure 5.1 Park Marina Area Concept Plan



Figure 5.2 Park Marina Area Concept Plan
Illustrative computer simulation

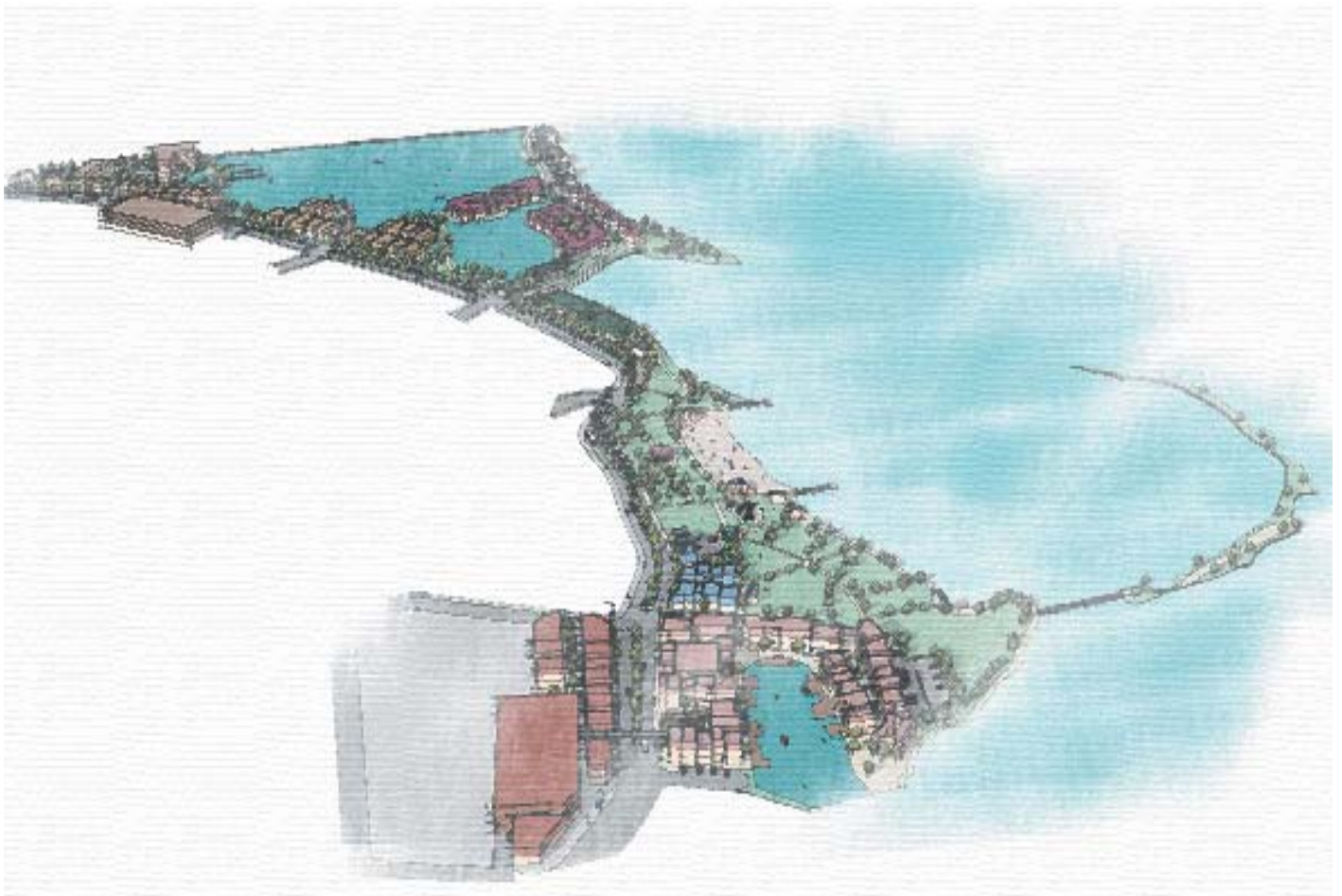
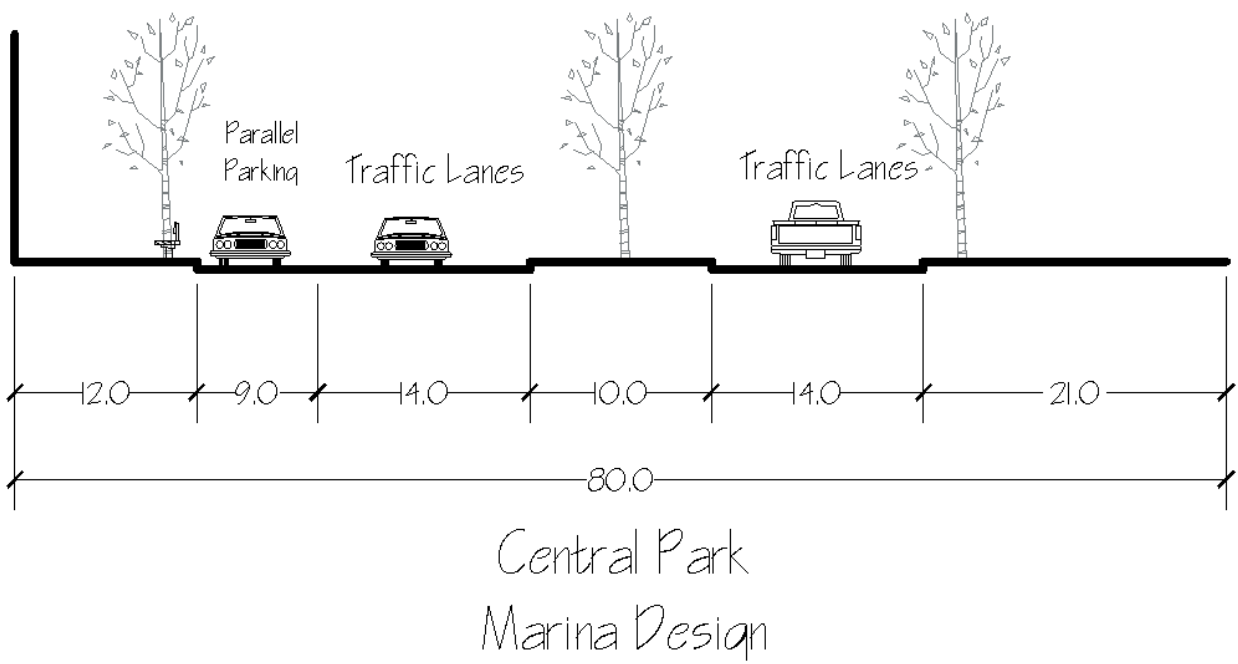
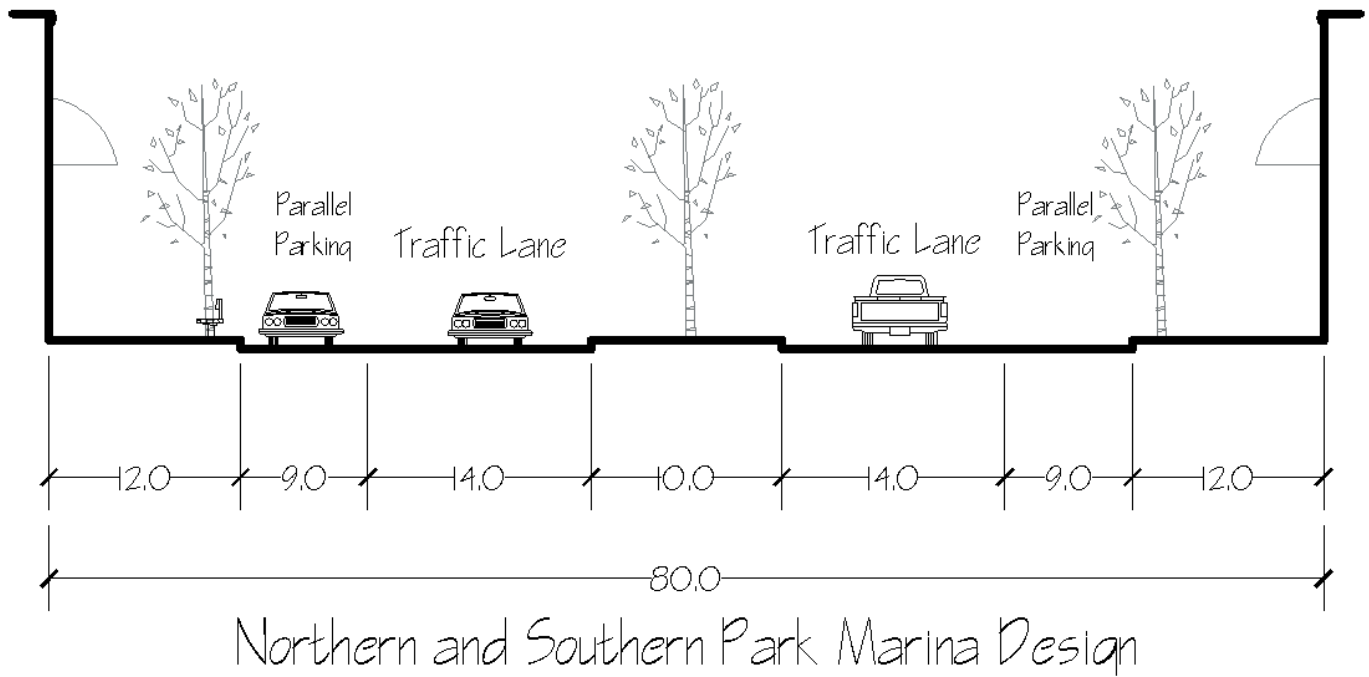


Figure 5.3 Main Proposals for Project Area

- 1 Parking Structure
- 2 Commercial/Residential Mixed-Use Buildings
- 3 Commercial Use Buildings
- 4 Bed & Breakfast
- 5 Anchor Store
- 6 Movie Theatre
- 7 Permanent Farmers Market Building
- 8 Bike & Kayak Rental
- 9 Inn with Pub on Stilts
- 10 Restaurant
- 11 Café with Outdoor Seating
- 12 Hotel
- 13 Luxury Hotel
- 14 Gas Station
- 15 Live/Work Units
- 16 Condominiums/Apartments
- 17 Apartments
- 18 Duplex Units
- 19 Single-Family Homes



Figure 5.4 Street Sections



5.2 Northern Section: A Lagoon Destination

A primary goal of the Northern Section is to reorient structures to the river and lagoons and create quality, aesthetically pleasing public and private spaces. Trails are a primary focal point of the plan, as are parks, green spaces and plazas. Housing density remains about the same as existing densities, but diversity in type and size of housing is increased. Condominiums and townhomes effectively integrate common areas and private spaces. Commercial density along Park Marina Drive and the river is increased. The existing motel, chain restaurant and other commercial uses are replaced with new mixed-use commercial structures. These developments are oriented toward the water and create a stronger sense of place through the integration of public plazas, seating areas, paths and greenways. Much of the required commercial parking has been shifted from to a parking garage on land owned by the Kutras family located on the western side of Park Marina Drive.



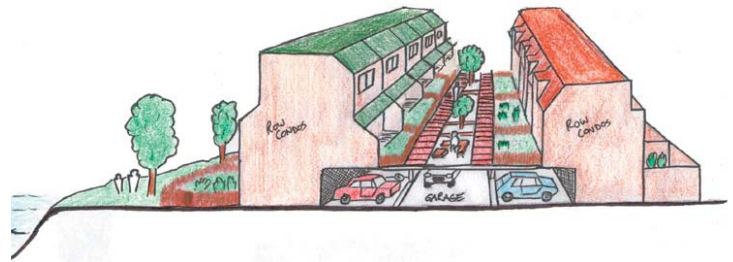
Key Changes:

- Creation of a canal connecting existing lagoons for increased water access.
- Incorporation of a diversity of housing types.
- Establishment of mixed-use development.

Detailed Area Description of the Northern Section:

Peninsula/Housing:

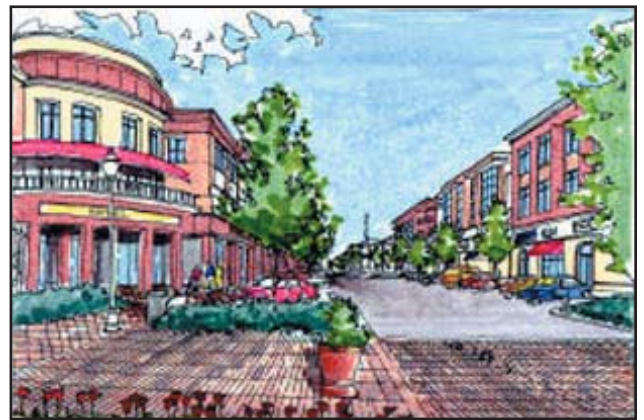
- 10 Single Family Units
- 12 Duplex Units
- 60 Condominium/Townhomes
- 12 Senior Apartments
- Waterfront Pedestrian Path



Condominiums/Townhomes

Central/Mixed-Use:

- Mixed-Use Retail Fronting Park Marina Drive
 - First Floor Retail-Residential Units Above
- Live-Work Units Fronting Lagoon
 - First Floor Work Space-Residential Units Above
- Residential Parking-On-Site
- Commercial Parking-Off-Site Garage
- Public Access to Lagoon Edge Parks/Piers
- Pedestrian Bridge Connection to Peninsula Housing
- Continuation of Pedestrian Path



Mixed use retail fronting Park Marina

Northern Commercial Area

- Continuation of Waterfront Pedestrian Path
- Three Mixed-Use Retail Commercial Buildings fronting Park Marina Drive
 - Retail on the First Floor and Residential Apartments on the Second Floor
- Waterfront Dining along the Lagoon and Pedestrian Path
- Public Plaza Connecting the Waterfront Path, Restaurants and Hotel
- Connections to the Adjacent Off-Site Parking Garage
- Waterfront Luxury Hotel
 - Four Stories, Lagoon/Plaza Orientation
- Mid-Range Hotel
 - Two Stories, On-Site Parking, Round-A-Bout Orientation



Pedestrian and bicycle path along the riverfront

5.3 Central Section: The Recreational Destination

The central portion of the site serves as a destination for both active and passive recreational activities. This section was designed for the purpose of creating a sense of identity and to foster increased community participation in activities that will provide for the additional enjoyment of the river. It contains natural parks and open space, playgrounds, and a series of piers for walking, jogging, or biking.



Key Changes:

- Realignment of Park Marina Drive to Washington Avenue. This will maximize usable land area by incorporating the existing park into the rest of the site.
- Removal of the duck pond. Although it is a family tradition to feed the ducks, community members acknowledged that there was once a swimming area on the site that was well enjoyed. Therefore, replacing the duck pond with a new swimming hole will reintroduce a valued pastime.
- Creation of the sand/grass beach area.
- Expansion of the river trail for both pedestrian and bicycle use.

Detailed Area Description of the Central Section:

- **Southern Area:** This area will include a kayak/canoe launch point, fishing areas, a rental kiosk, tackle shop, children's playground, interactive water fountain, grass fields, bocce ball courts, horseshoe pits, giant chess, and picnic and BBQ facilities. These uses will be accommodated by snack stands serving items such as ice cream, hot dogs, and hamburgers.
- **Middle Area:** The realignment of Park Marina Drive will provide more land to create a central open space for the project. A classic style carousel within a unique architectural building will enhance the overall ambiance of the site. Also leading to and away from the carousel are twenty foot wide walkways that could potentially serve as locations for street vendors, street performers, and arts and craft shows. BBQ and picnic facilities will be established around the beach and carousel area to foster community interaction. Wooden piers to the north and south of the swimming area will also be constructed and will serve as stops for the water taxi connecting the various portions of the site.



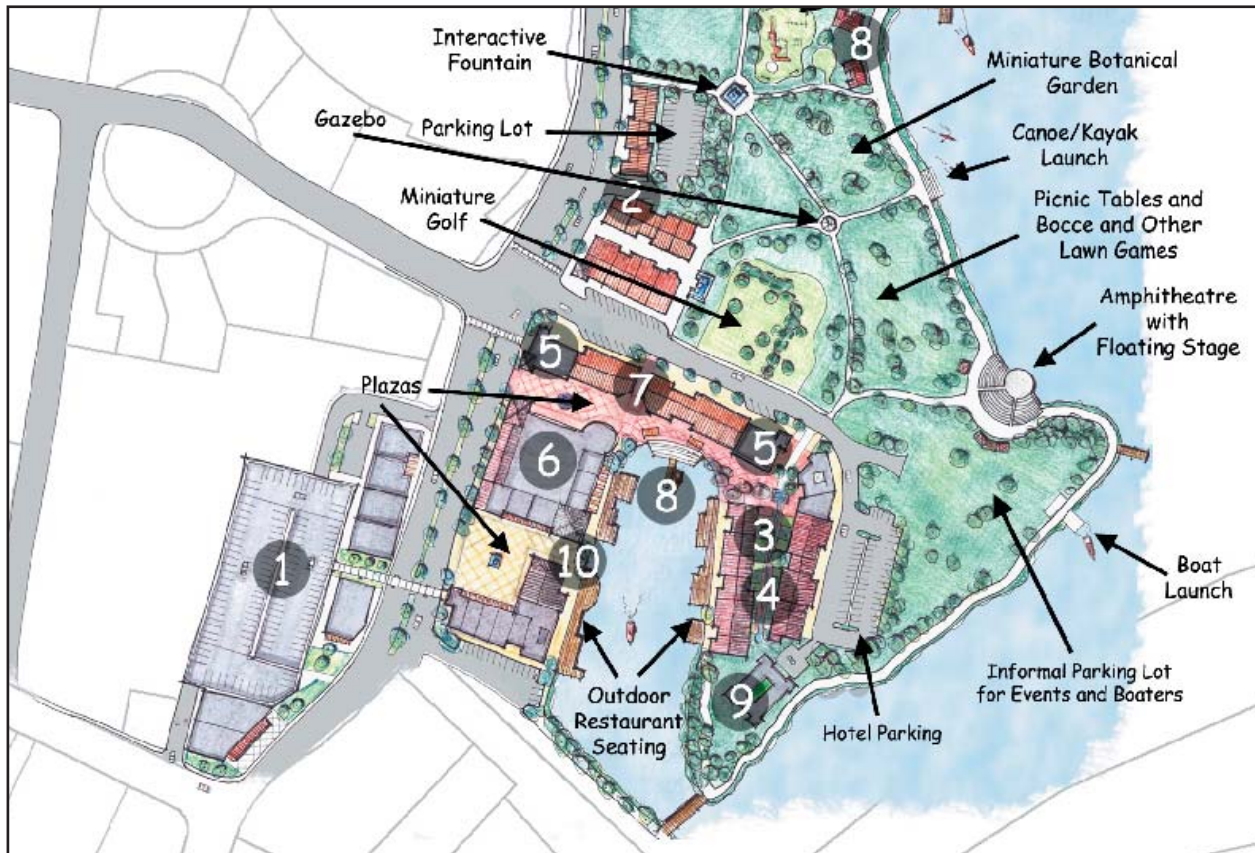
Carousel

- **Northern Area:** This area will include two surface parking lots, a restaurant oriented towards the river, and 33,000 square feet of mixed-use development. The mixed-use developments surrounding the new beach and recreation area will consist of various shops and dining establishments with housing located on a second story.



5.4 Southern Section: An Entertainment Destination

A primary goal of the Southern Section is to create an exciting, vibrant, and pedestrian-friendly focus by establishing catalysts for economic development, but limiting the number of built structures in the floodplain. In addition to incorporating more intense commercial uses, this area includes quaint pedestrian paths which meander through open areas. Plazas, surrounded by diverse commercial and mixed-use developments, front Park Marina Drive, while dining establishments and lodging facilities surround the inlet.

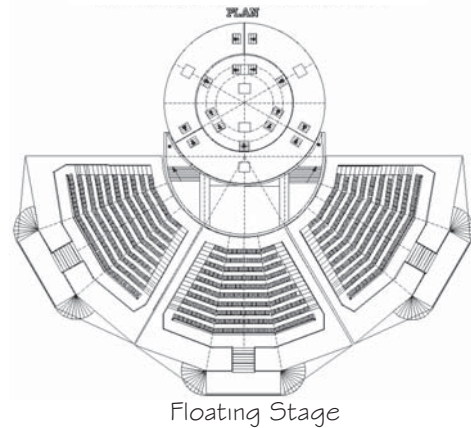


Key Changes:

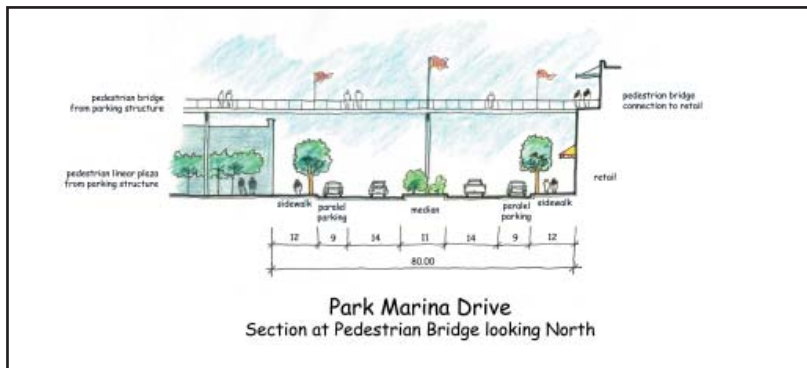
- Creation of an amphitheater with a floating stage.
- Replacement of existing pecky cedar buildings with high quality mixed-use and commercial developments which frame the inlet area.
- Permanent outdoor facility for a farmer's market
- Establishment of a multi-screen movie theater.
- Placement of a miniature golf course on the site.

Detailed Area Description of the Southern Section:

- **Fronting Park Marina:** This area will include distinct plazas consisting of a movie theater, permanent farmer's market-type structure, restaurants, cafes, mixed-use buildings, and small businesses intermixed with necessary anchors. Public art and fountains will provide a focal point for each public square. A pedestrian bridge over Park Marina Drive is proposed to connect the parking structure with the southern portion of the project site.
- **Framing the Inlet:** Restaurants with decks for outdoor seating, a kayak rental, bed and breakfasts, and small boutiques face the water. Unique gardens and walkways are also incorporated into this area.
- **Floodplain:** This area will remain predominantly open space. However, a boat launch for motorized watercraft, an inn on stilts, and an amphitheater with a floating stage, will be located in this area. The floodplain will serve as an informal parking lot for amphitheater events and boaters. Surrounding the floodplain is a miniature golf course, dog park, botanical garden, gazebo, and concrete steps leading to the river's edge. Pedestrian paths and bike lanes connect each of these features.



Floating Stage



Park Marina Drive
Section at Pedestrian Bridge looking North

Chapter 6: Land Use Statistics

The proposed design for this site will encourage a mix of uses to create a lively, vibrant, and interesting place. There will be 41,500 ft² of space for restaurants fronting both the river and Park Marina Drive. People may also want to visit a few shops among the 57,000 ft² of retail space and 210,000 ft² of mixed-use development. By including a few anchors, people may intend to visit a certain shop, but will stay to wander and explore other areas. Some areas of interest may include the 30,000 ft² movie theater, 6,000 ft² amphitheater, or the 24,000 ft² mini golf area. Also included in this development is 107,000 ft² of residential development. By maintaining the same housing density but including different housing sizes and types, a more diverse cross-section of the population will be able to live in the area.

North Area Land Uses

Land Use	Square Footage	Parking Required	Housing Units
Hotel	61,000	160	0
Restaurant	19,000	190	0
Mixed Use	150,000	360	38
Residential	107,000	220	83
Total	337,000	930	121
<i>Open Space</i>	<i>138,000</i>		
<i>Parking Provided</i>		<i>480</i>	
Net Off-Site Parking		491	

Central Area Land Uses

Land Use	Square Footage	Parking Required	Housing Units
Retail	6,200	25	0
Restaurant	2,500	25	0
Mixed Use	33,000	110	14
Total	41,700	160	14
<i>Open Space</i>	<i>245,000</i>		
<i>Parking Provided</i>	<i>18,000</i>	<i>80</i>	
Net Off-Site Parking		80	

Southern Area Land Uses

Land Use	Square Footage	Parking Required	Housing Units
Inn/B&B	12,000	20	0
Retail	50,000	200	0
Outdoor Retail	13,000	19	0
Restaurant	20,000	200	0
Mixed Use	22,500	80	10
Movie Theatre	30,000	125	0
Amphitheatre	6,000	50	0
Mini Golf	24,000	36	0
Total	177,500	730	10
<i>Open Space</i>	<i>408,000</i>		
<i>Parking Provided</i>	<i>30,000</i>	<i>120</i>	
Net Off-Site Parking		610	

Total Project Land Uses

Land Use	Square Footage	Parking Required	Housing Units
Hotel/Inn/B&B	73,000	180	0
Retail	56,200	225	0
Outdoor Retail	13,000	19	0
Restaurant	41,500	415	0
Residential	107,000	220	83
Mixed Use	205,500	550	62
Movie Theatre	30,000	125	0
Amphitheatre	6,000	50	0
Mini Golf	24,000	36	0
Total	561,200	1,820	145
Open Space	791,000		
Parking Provided		680	
Net Off-Site Parking		1,140	

Parking

<i>Total Site Parking Requirements</i>	<i>1820</i>
On-Site Parking Provided	680
Park Marina Street Parking Provided	140
Off-Site Parking Structure	1000
Total Parking Provided	1840

Housing Units

Housing Type	Number of Units
SFR	10
Duets/Duplex	12
Row Houses	21
Condos	40
Apartments	62
Total	145

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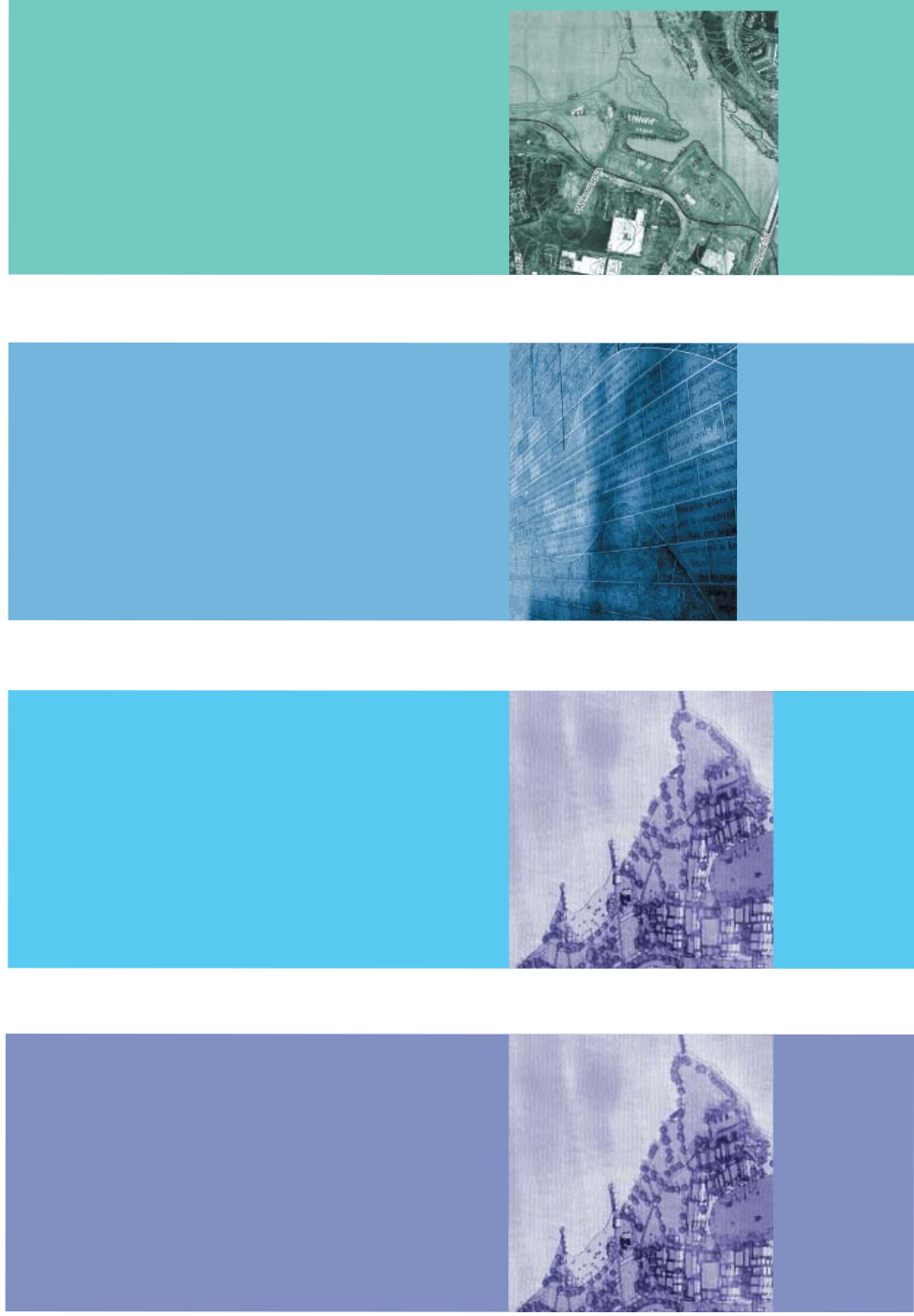
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Park Marina Area

Concept Plan

Appendix A: Site Inventory

Prepared by

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City & Regional Planning Department
California Polytechnic State University
San Luis Obispo

Appendix A. Contents

Introduction /A-5

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■ 4: Community Perceptions & Culture /A-33

Conclusion /A-39

Appendix A Supplement: Initial Survey /A-41

The city of Redding, California is located in Shasta County in the Shasta/Cascade region of northern California. It is distant from other large cities, with Sacramento 160 miles to the south and Portland, Oregon 415 miles to the north (See Figure i-1). Shasta County has a relatively small population of 163,256 persons (2000 Census). It is home to several popular tourist destinations, including: the Whiskeytown National Recreation Area, Lassen Volcanic National Park, Mount Shasta, and Shasta Lake and Dam (See Figure i-2).



Figure i-1. Area Map

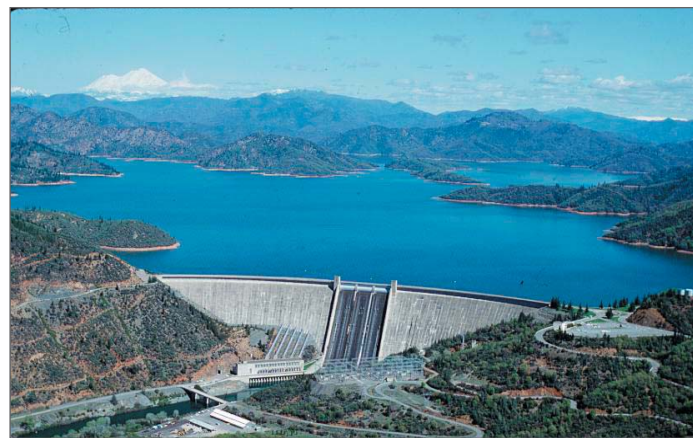


Figure i-2. Shasta Dam

While Redding is located in a county that is known for its natural features, impressions of the city itself do not seem to be very positive. "First impressions are not good. . . As big towns go, Redding is distinctly soulless. Life seems to centre on the shopping mall and the many fast-food outlets that line the main intersections. At one corner alone there is a McDonald's, a Burger King, an International House of Pancakes, a Wendy's and three taco chains" (Record Searchlight, November 13, 2004). Despite its lack of identity and the negative images towards Redding, the City has taken steps to improve its image with the completion of three significant, high profile projects.

Recent Developments

The opening of the Sundial Bridge on July 4, 2004 has had an immediate economic impact on the City of Redding. Designed by Santiago Calatrava, the new bridge attracts a considerable amount of visitors who come to see its 217-foot elegant pylon act as a sundial telling time on a tile covered garden border. Since its unveiling, the Turtle Bay Exploration Park experienced a dramatic rise in attendance. The completion of the bridge has greatly increased expectations with regard to future development. Shasta Enterprises General Manager Eric Batten, a local developer, explains "Redding is growing in the right direction – I mean good, quality projects. The (Sundial) Bridge was a huge asset for the city in terms of recognition and quality" (Record Searchlight, December 8, 2004).

The second recent project of impact in Redding was the Big League Dreams Sports Complex, which opened in the summer of 2004. The complex features miniature replicas of Big League ball parks along with extensive sports facilities. It is intended to be both a tourist attraction as well as a host for large-scale sports tournaments.

Finally, the Cascade Theatre, originally built in 1935, has recently completed a five year restoration. This classic art deco theater, situated in downtown, is a 1,000 seat facility that can accommodate both live entertainment and movies.

Project Site

As part of a graduate design studio in the City and Regional Planning Department at CalPoly, San Luis Obispo, we are assessing the development potential of a piece of property along Park Marina Drive and its role in the revitalization of the riverfront. This property consists of 27 acres of land along the Sacramento River in Redding, CA. The majority of this land is undeveloped, but it has the potential to attract tourists and residents. The property is adjacent to major traffic corridors including State Highway 299, Interstate 5, and Cypress Road. It is also near three main community attractions: the Turtle Bay Museum and Exploration Park, the Sundial Bridge, and the Redding Convention Center. Turtle Bay Exploration Park is a 300+ acre park located to the north of the Park Marina Drive area. Highway 44 separates the project site from the Park. This park consists of two main sections that include both sides of the Sacramento River and are connected by the Sundial Bridge. Located adjacent to Turtle Bay is the Redding Convention Center. The Convention Center is a 33,000 square-foot multi-purpose building designed to serve as a convention center/exhibition hall, and a performing arts theater/auditorium. Map 1 shows the project site and surrounding landmarks.

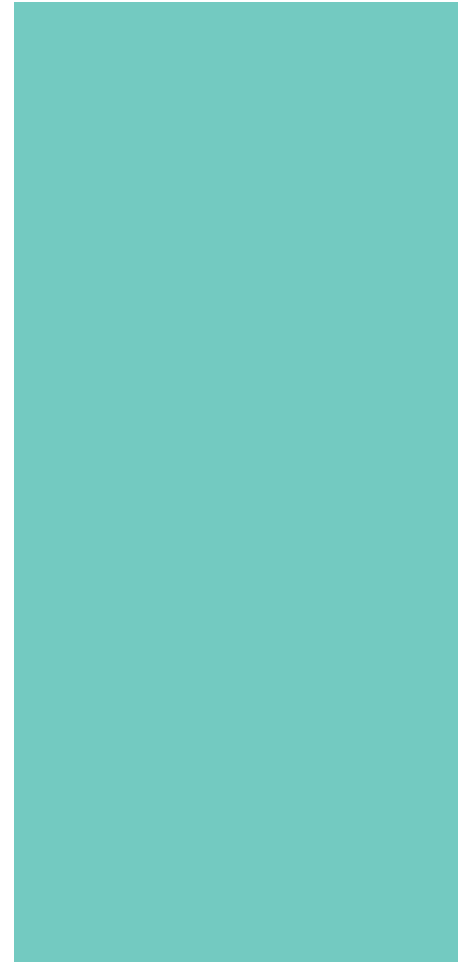
We are collaborating with the Kutras family (property owner), Les Melburg (local architect), R2L Architects (an architecture firm based in San Luis Obispo), and the City of Redding in this endeavor. Our goal is

to expand on the success of recent developments, such as the Sundial Bridge, by creating a concept plan intended to revitalize the riverfront. The Sacramento riverfront along Park Marina Drive is one of Redding's most important assets. Because of its prime location, high visibility, and significant size, this site has great potential for high quality mixed-use development.

Historically, the city has turned its back to the river and we are attempting to enhance its capability to become a focal point in the community. Kelly Brewer, the editor of the *Record Searchlight*, has called on the City to go forward with the waterfront development. "The river is beautiful as is, but to enhance a stretch of it for north state residents and visitors to enjoy is to honor its history, contribution and wondrous presence" (Record Searchlight, April 11, 2004).

Format

This appendix includes a site inventory and analysis of the Kutras property and surrounding area. The site inventory and analysis is divided into four main sections: existing context, natural environment, relevant planning documents, and community perceptions.



1 : Existing Context

Existing Context

City Profile

Population

The 2005 population for the City of Redding is 88,137 persons, and for Shasta County it is 176,977 persons (Greater Redding Chamber of Commerce, 2005). The City of Redding's population grew by 61% in the last decade. In 1990, the Redding area was among the 50 fastest growing areas; however, the recession slowed the growth rate from 4.7% to 3% for the last 5 years. This population growth has increased housing and infrastructure demands in the Redding area. The population projection for Shasta County in 2010 is 193,800 persons (EDCSC, 2002). This projected population increase is in line with the growth that has occurred during the past decade.

According to the 2000 Census, Redding's population is predominately Caucasian and minorities constitute less than 10% of the population (3% Asian, 2.2% American Indian/Alaskan Native, and 1.1% Black). The City has a small Hispanic/Latino community comprising 5.4% of the population.

Median age in the county in 1990 was 34.7 years, in 1995 it was 36.2 years, and in 2010 it will be about 36 years. The population is aging and the age cohorts of 65+ add up to 14% of the population in 1995 (Development Services Department, 1995). With an influx of retirees and with out migration of the maturing youth population, public services are experiencing an increased burden (EDCSC, 2002). Population growth is due to net migration not an increase in the birth/death index (Development Services Department, 1995).

The education level is below average compared to the state. According to the 2000 Census, 85.2% of the population has a high school diploma or higher; only 19.4% has a bachelor's degree or higher. The state average for obtaining a bachelor's degree or higher is 26.6%.

Housing

According to the 2000 Census, there are 33,790 housing units in Redding, 64.2 % of which are single family detached and 23% of which are multiple-family structures (see table 1-1). Over 30% of Redding's housing stock was built before 1980, and is thus over 20 years old. Typically, dwelling units over 20 years of age are the most likely to need both moderate and major rehabilitation work to elevate them to a "standard" condition (City of Redding 2000 Housing Element, p. 6).

Table 1-1. Housing Units, Redding, CA

UNITS IN STRUCTURE	# Units	Percent of total
1-unit, detached	21,695	64.2
1-unit, attached	949	2.8
2 units	1,047	3.1
3 or 4 units	3,239	9.6
5 to 9 units	1,708	5.1
10 to 19 units	747	2.2
20 or more units	1,980	5.9
Mobile home	2,280	6.7
Boat, RV, van, etc.	145	0.4
YEAR STRUCTURE BUILT		
1999 to March 2000	581	1.7
1995 to 1998	2,450	7.3
1990 to 1994	4,719	14
1980 to 1989	7,923	23.4
1970 to 1979	7,538	22.3
1960 to 1969	4,277	12.7
1940 to 1959	5,126	15.2
1939 or earlier	1,176	3.5
Total housing units	33,790	100%

(2000 Census of Population and Housing, <http://factfinder.census.gov>)

The 2000 Housing Element identified rental units for large families (3+ bedrooms) as a deficient housing type in Redding. The Redding Housing Authority has indicated that the rental market is "tight" for all unit sizes in an affordable price range. In addition, "there is an on-going need for continued community support for the development of additional rental units coupled with supportive services targeted to the very low-income elderly population" (City of Redding 2000 Housing Element, p. 16).

Vacancy Status

Redding's vacancy rate for all types of dwelling units for sale or rent in 2000 was 5% (U.S. Census, 2000). The vacancy rate for all types of owner-occupied dwelling units was reported to be 1.9%; for rental units alone, the reported vacancy rate was 4.6%. Current information is unavailable on the vacancy rate between multi-family and single family unit vacancies.

Although more than five years-old, information obtained from Redding

Electric Utility records as of November 20, 1998, show that 6.5% of single family units in Redding were vacant; for multiple-family units the vacancy rate was 11.8%. These high vacancy rates may be of concern. The vacancy rate for single-family homes seems to indicate an abundance of available units that is on the verge of being "overbuilt" (typically considered above 7%). The vacancy rate reported for multiple-family units indicates an oversupply of this type of unit.

Economy

In 2000, the median household income in Redding was \$34,194, slightly less than Shasta County (\$34,335) and substantially less than the State (\$47,493). The city of Redding has experienced higher than average unemployment rates. Between 2001-2003, the City of Redding's annual average unemployment rate was 7.3%, 1.5% higher than the state average during the same time period.

The higher rate of unemployment as well as the lower median income may be due to Redding's abundance of employment opportunities in the lower-paying industries; specifically service industries associated with tourism and business services and the wholesale and retail trade.

Shasta County and the City of Redding are experiencing the same economic difficulties as many of their neighboring Northern California Counties. The areas are growing in population; however, the larger industrial and manufacturing economic base has collapsed. According to the Economic Development Element of the City of Redding's 2000-2020 General Plan, "between 1988 and 1997, Shasta County lost 30% of its manufacturing base... during that same period employment in the retail/service sector increased dramatically, resulting in an over-concentration of low-wage jobs."

The City of Redding is making a multi-pronged effort to revitalize the local economy. The Economic Development Element outlines a triangular framework for guiding economic growth. First, it "recognizes the importance of attracting and retaining high-paying, primary industry jobs. Second, it "places importance on quality of life (and) on establishing a greater sense of community. Third, "the element recognizes the importance of generalized economic activity such as the retail and service industries" (City of Redding, CA, 2000). The City of Redding has policies in the Economic Development Element along with City and State loan programs in place to affect positive economic change through redevelopment in the Park Marina Riverfront Area.

Economic growth guided by the three pronged approach is structured to meet four general goals. 1) "Develop a strong and competitive economic base, 2) Increase the average earnings per worker, and the number of mid- to higher-wage jobs, 3) Provide adequate resources to ensure a high level of public services, 4) Strike an appropriate balance between economic development efforts and maintaining the community's natural

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and manmade assets" (City of Redding, CA, 2000).

The majority of occupations are in Management- 30%, Service- 20%, and Sales- 27%. The top manufacturing industry in the area is Sierra Pacific Industries with 650 employees (lumber and saw mills). Other large employers are the Shasta County government with 1,994 employees, the Redding Schools with 1,740 employees, and the two medical centers with 1,612 employees combined. The average entry-level hourly wage is \$7.69 an hour with the Mean Hourly Wage at \$15.53 (EDCSC, 2002).

The services industry comprises 30% of the labor market, retail trade comprises 26%, government sector 19%, manufacturing 8.3%, construction 7%, transportation/communications/utilities 6%, wholesale trades 4% and agriculture at 1.3% of the labor market (Greater Redding Chamber of Commerce, 2005). The area jobs have shifted from higher paying manufacturing jobs to lower wage service and retail employment.

Housing the area's workforce is another concern of the City's. With the median new house price in Redding at \$240,000 and in Shasta County at \$232,000, it is becoming more difficult for lower wage workers to find affordable housing. (Greater Redding Chamber of Commerce, 2005). Having an adequate supply of affordable housing insures that prospective manufacturing and industrial employers will relocate to the Redding area. Without enough affordable housing, retaining these employers will be difficult.

Redevelopment Areas

The Park Marina Riverfront Area is bounded on two sides by redevelopment areas. To the west is the Market Street Project Area and across the Sacramento River to the east is the Canby/Hilltop/Cypress Project Area. The Market Street Project Area was established in 1968 with ten (10) acres in Downtown Redding. It has since expanded to 2,600 acres along Market Street from the Sacramento River to the north to Clear Creek Road to the south. The Canby/Hilltop/Cypress Project Area, established in 1981, extends along the Sacramento River from Hilltop Road to the north to South Bonnyview Bridge to the south, and comprises 2,050 acres. Both areas are governed by the City Council that acts as the Redding Redevelopment Agency.

The Redevelopment Agency uses a minimum of 20 percent of its tax revenue to provide the community with low income housing opportunities. Merging or creating a new redevelopment area for the Park Marina Riverfront Area may increase the number of available low income units in the area. The property owners are currently reluctant to increase regulations on their property; however, some compromise may be reached that enhances the chances for successful retail development and low income housing production that may attract new industry.

Economic Development Programs

Appendix A-10

To attract new industry or smaller business establishments, incentives and capital are essential. The City has in place numerous business loan programs available to initiate economic growth. The following list is available for qualified applicants:

- Business & Industry Loan Guarantee
- Sudden and Severe Economic Dislocation Loan
- Old Growth Diversification Loan Fund
- California Small Business Loan Guarantee
- California Capital Access Program
- Small Business Administration 504 Loan
- Small Business Administration 7A Guarantee
- Recycling Market Development Zone Loan
- Pollution Control Tax-Exempt Financing Program
- Industrial Development Bond Financing(EDCSC, 2002).

Recruiting new industries to the job sector requires a coordinated effort. The Shasta 2006 Program was developed by a coalition of over 100 private sector businesses and community leaders that asked the EDC to focus its efforts in five main areas:

- Business Development
- Expansion and Retention of existing industry
- External Media Relations
- Special Projects
- Workforce Development (EDCSC, 2004)

Unmet Needs

The Redding Metro Report (1995-2000) details unmet needs, and it states that there is \$8 million in unmet demand for apparel and accessory store items, and a \$12 million automobile rental and leasing market unmet demand. The complete list of unmet needs includes:

- House furnishings
- Farm Machinery and equipment
- Electronic equipment sales
- Household appliances
- Photographic equipment
- Sporting goods
- Children's toys
- Apparel (Development Services Department, 1995).

Tourism Opportunities

Capturing a new retail and tourist market will increase sales and occupancy tax revenues. Additionally, the community events listed below may relocate to a new riverfront facility and bring added patrons to the retail establishments in a riverfront development. A new riverfront

development may attract tourists, providing an incentive to stop in Redding to enjoy new riverfront amenities.

Areas of interest/recreation/community events that attract tourists and residents throughout the region and relate directly to the Park Marina area include:

- Regional River Complex including Turtle Bay, Bridge, Sacramento River Trail and the Arboretum.
- Shasta College Theatre and Art gallery
- Old City Hall Gallery and Performing Arts Center and other Galleries
- Historic "Old Shasta"
- Shasta Jazz Festival (September)
- Shasta Blues festival
- Redding Symphony Orchestra (Development Services Department, 1995).

Attracting tourists and residents to the revitalized Park Marina Riverfront area is an excellent opportunity to contribute to the economic renewal of Redding. Well planned development can provide added employment opportunities and recreational amenities for the area. By providing the right mix of retail, lodging, recreation, cultural, and dining amenities, the Park Marina area can act as an economic anchor that secures and retains new employers and increases revenue through sales and business taxes.

Development Patterns in Redding

The existing development pattern of Redding could be described as similar to other cities in the Central Valley. Redding is a low density suburban city. The completion of Interstate 5 altered development patterns in the city. Prior to its completion, the main north-south highway was Old Highway 99, which ran through the center of town and kept the commercial focus either along Hwy 99 or the downtown area (City of Redding, 2000).

With Interstate 5, commercial and retail focus shifted east along this primary corridor, and the other areas fell into decades of decline (City of Redding, 2000). Due in part to Interstate 5, Redding has experienced a discontinuous development pattern and currently has the lowest population density of all the major cities north of Modesto (City of Redding, 2000). There appears to be no organizing principle to the development pattern, which "serves to explain the lack of consistency in infrastructure improvements, landscape, and building design as well as lack of public-street access to individual properties found in various parts of the City" (City of Redding, 2000).

The following are general descriptions of the distinguishable areas of

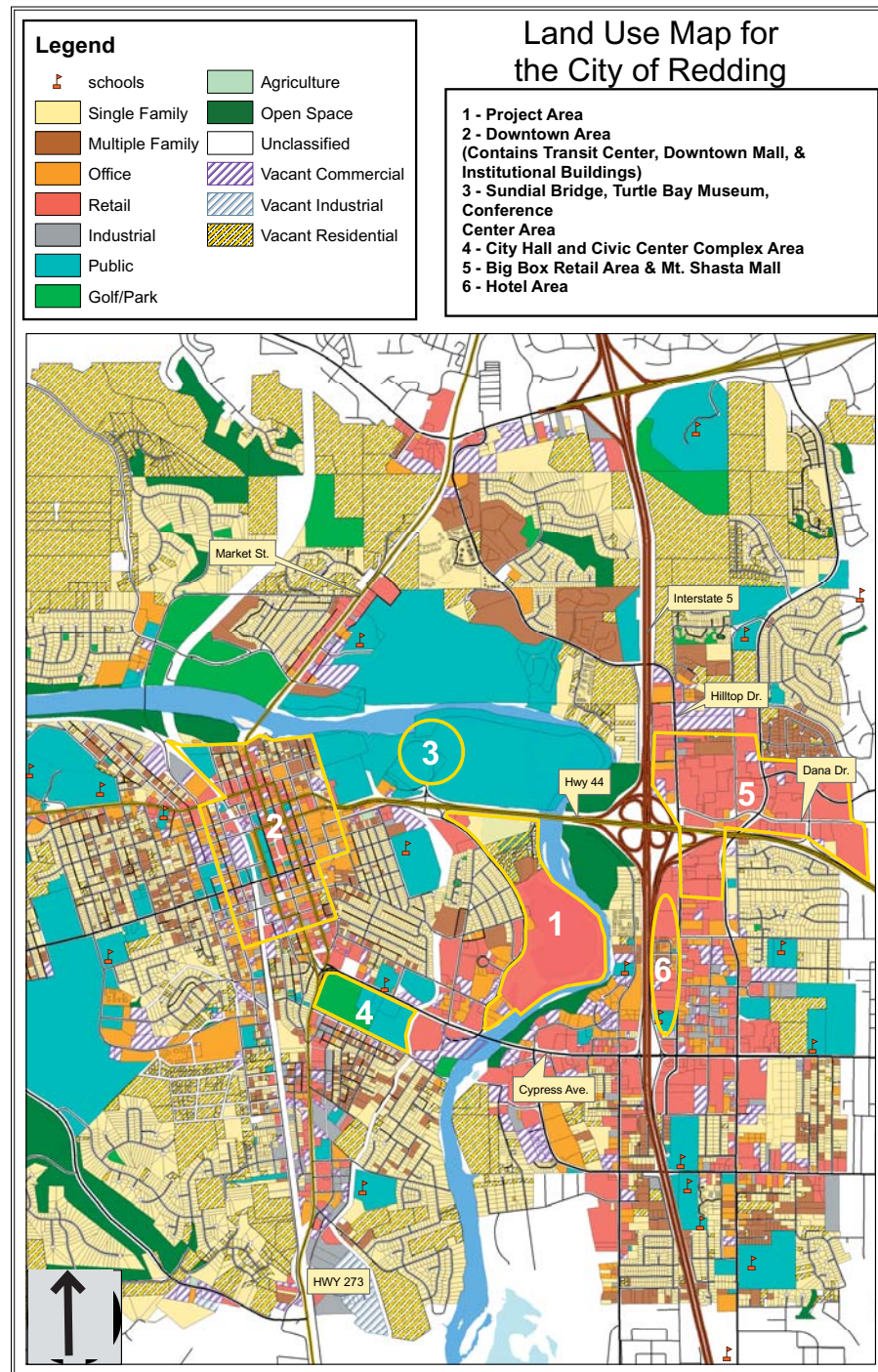


Figure 1-1. Land Use

Redding, as taken from the City of Redding General Plan Community Development and Design Element and the City of Redding Downtown Specific Plan Market Study.

Central and West Redding

Downtown Redding has been in a state of decline in recent decades and has high retail vacancy rates. The primary land uses in the downtown are the large institutional uses such as the courthouse and medical center. Also present are banks and other financial businesses, the downtown mall, and smaller family-owned businesses. Retail has transitioned out of this area toward east of Interstate 5, though office uses have continued to locate in the downtown (See Area 2 in Figure 1-1, Land Use Map). (Insert Fig 1-1, Land Uses).

North Redding

This area has scattered residential and commercial development, with obsolete strip commercial along Market Street (Old Hwy 99) and other main arteries. This area contains the Lake Redding-Caldwell Park, which is on the north bank of the Sacramento River.

South Redding

Most of this area developed after WWII, also with scattered development patterns. Highway 273 (Old Hwy 99) is an obsolete commercial strip with motels, truck stops, service stations and industrial uses. Several recent residential subdivisions have occurred in the western areas of South Redding.

Dana Drive and Northeast Redding

This area has also experienced major regional retail development near Dana Drive, which connects with Hilltop near Interstate 5. The Mount Shasta Mall and many of the big-box stores such as Wal-Mart, Costco, Food 4 Less, Target, and others are located here. The General Plan states that vacant commercial land may reach build-out around the year 2005. Much of the residential development has occurred and continues to occur in this part of Redding, primarily in the northeast portion of the area (See Area 5 in Figure 1-1, Land Use Map).

East Redding

This part of town lies east of Interstate 5 and south of Hwy 44, and shares the major retail area with the Dana Drive area. Major regional retail and commercial development are located in this area near Interstate 5 and along Hilltop Drive. East Redding contains residential areas. (See Area 6 and the portion of Area 5 south of Hwy 44 in Figure 1-1, Land Use Map).

Other Important Areas

Area 1 on the Land Use Map of Redding contains the project site for the concept plan, and is centrally located in Redding. Area 3 contains

several developments built by the McConnell Foundation, such as the Sundial Bridge and the Turtle Bay Museum. Also located here are various recreation and open space areas near the Sacramento River, and the Redding Convention Center. Area 4 contains City Hall, a civic center complex and a large park and recreation facility with sports fields.

Roads and Circulation

Park Marina Drive

The project site, located on the West bank of the Sacramento River, is fronted by Park Marina Drive. Park Marina Drive is a four lane arterial, with two lanes in each direction. Although the speed limit is 35 miles per hour, some cars travel faster than the posted limit. Park Marina Drive also has Class II bike lanes on both sides of the street. The lanes are demarcated by a solid white stripe and posted signs. Although Park Marina is about a mile long, there are only a few crosswalks. Some sections along Park Marina Drive do not have sidewalks, and other portions have sidewalks that are only two feet wide. When designing sidewalks, they should be at least four feet wide, "allow[ing] three persons to pass or walk abreast" (Lynch, 139).

Highways

Park Marina can be accessed by State Highway 44 to the north. A map of all of the roads that access Park Marina Drive can be found in (see figure 1-2, Site Circulation). By driving east on Highway 44, Interstate 5 can be reached. The western end of Highway 44 turns into Tehama Street as it goes through downtown and becomes Highway 299 on the western edge of town.

Arterials

The southern end of Park Marina Drive connects to Cypress Avenue. In addition to intersecting with Park Marina Drive, Cypress Avenue crosses

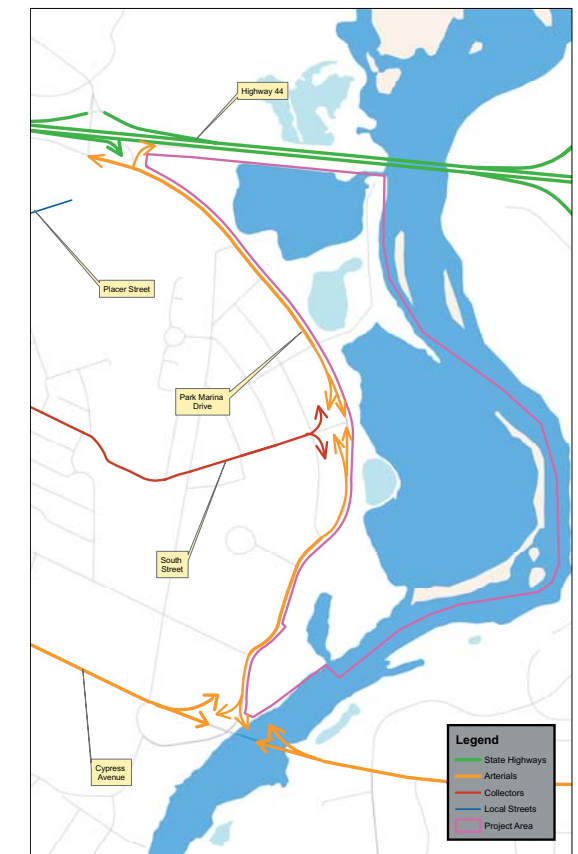


Figure 1-2. Site Circulation

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the Sacramento River to the east bank. Driving west on Cypress Avenue leads to City Hall. Cypress Avenue, an arterial, is a major thoroughfare and can experience a Level of Service E during the P.M. peak period (Transportation Element, 2000). Another significant arterial is Hilltop Drive, located east of Interstate 5.

Collectors

Park Marina Drive can also be accessed by South Street. South Street bisects Park Marina Drive and also connects with the downtown area. Although it is currently classified as a local road, Placer Street could be another logical connector between downtown and the riverfront. As one can see in Map 1-3.Circulation, it currently does not serve as a

Circulation: Highways, Arterials, Collectors, and Local Streets

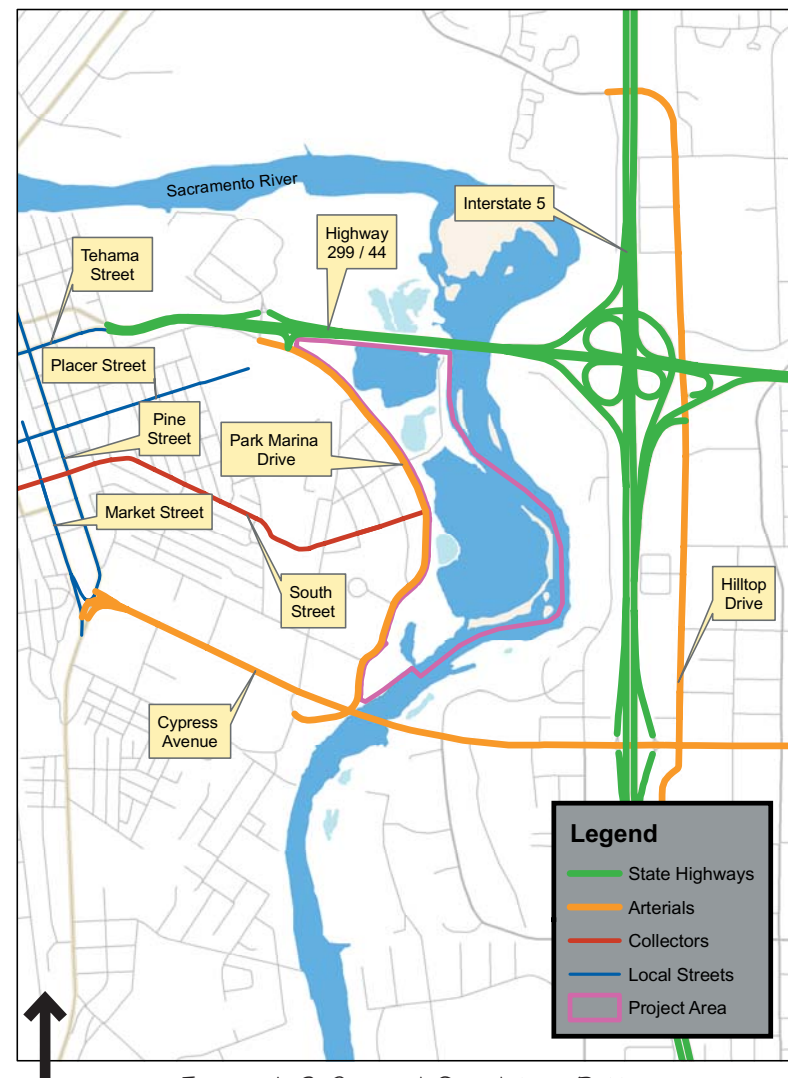


Figure 1-3. General Circulation Patterns

Circulation: Bus Routes and Bicycle Lanes

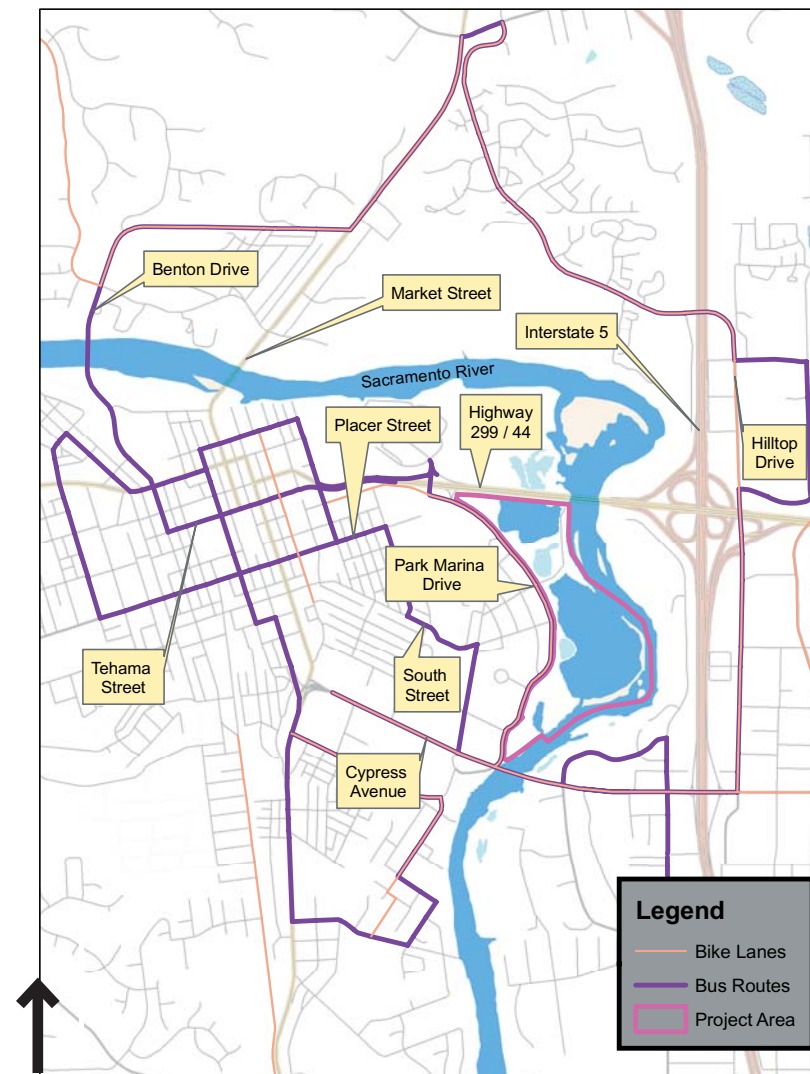


Figure 1-4. City Circulation

connector because it stops near Sequoia Middle School. Additionally, connecting Placer Street with Park Marina Drive would require crossing a dirt drainage channel.

Local Streets

Placer Street is currently classified as a local street. Tehama Street, which connects with Highway 44, is also classified as a local street. Within the downtown area, Pine and Market Streets are major streets through downtown. Pine Street intersects with Tehama Street, Placer Street, South Street and Cypress Avenue. With the exception of Placer Street, Pine Street intersects with the three routes that lead to Park Marina Drive. Market Street is another local street which travels through downtown

Redding. Although Market Street is interrupted by the mall, it crosses the Sacramento River to the north (see figure 1-3, General Circulation Patterns).

Bus Routes

The City of Redding is served by the Redding Area Bus Authority (RABA). Buses run from 6:30 a.m. to 7:30 p.m. on weekdays, and from 9:30 a.m. to 7:30 p.m. on Saturdays. There are 13 routes which all have 60 minute headways (RABA Web site). In addition to serving the city, buses also run to Shasta Lake and Anderson. Additionally, RABA provides "express service" to Shasta College and the town of Burney, located northeast of Redding.

Mobility impaired riders can be provided with curb-to-curb service if they meet certain requirements. These riders can ride anywhere within the same service boundaries that the 13 fixed routes travel.

There are 8 stops along Park Marina Drive that are serviced by Route 3 (See Figure 1-4, Bus Routes and Bicycle Lanes). Although it does not connect with Route 3, Route 11 should be noted because it passes the intersection of Cypress and Park Marina Drive. Another notable route is Route 2 because many of its bus stops are in the downtown area.

Bicycle Lanes

Most of the bicycle lanes in the City of Redding are Class II bicycle lanes (Parks, Trails, & Open Space Master Plan, 2004). They are not separated from automobile traffic, but are delineated by striping and signage along street shoulders. Bicycles can only travel in one direction in Class II bicycle lanes (Transportation Element, 2000). Park Marina has Class II bicycle lanes on both sides of the street. There are also bike lanes along Cypress Avenue, which cross the Sacramento River. On the east side of the river, there are bike lanes on Hilltop Drive. Many of the bicycle lanes also run along fixed bus routes.

Other Infrastructure

Water

Single family homes across the street from the Kutras site are serviced by 2" galvanized steel and 6" cast iron pipes located on the west side of Park Marina Drive. Park Marina Drive also has 12" cast iron mains along its centerline. This indicates that more development along Park Marina Drive can occur with adequate water supply. A map of existing water, storm water and waste water lines can be found in Figure 1-5, Utilities Services.

Storm Drains

Park Marina Drive does not have one continuous storm drain line along its length. However, there are numerous locations where storm drains intersect with the street. Along the northern end of Park Marina, there are 12-24" storm drain pipes. Additionally, there is an 18" pipe at Rome Avenue, a 20" pipe at Olympus Avenue, a 36" pipe at South Street, a 24" pipe at Washington Avenue, a 24" pipe at Park Marina Circle, and a 24" pipe that runs perpendicular to Park Marina Drive at the southern end of the property. There is some uncertainty as to whether the current network of storm drains would be able to handle additional development.

Sewer

Currently, only the sections north of the intersection at Park Marina Drive and South Street are serviced by sewer pipes. The northern most section of Park Marina has 8" VCP pipes, while the middle section has VCP pipes along the west side of the street. If additional sewer pipes are needed for development of the property, they could be buried beneath the 12" water pipes along the centerline of Park Marina Drive, or they could be placed on the east side of the street.

Sub-site 1

This area does not belong to the Kutras family, but should be considered part of the project's scope because of its adjacency to the Kutras property. There are five office buildings on this particular sub-site, ranging from two to four stories.



Utility Services for Project Area

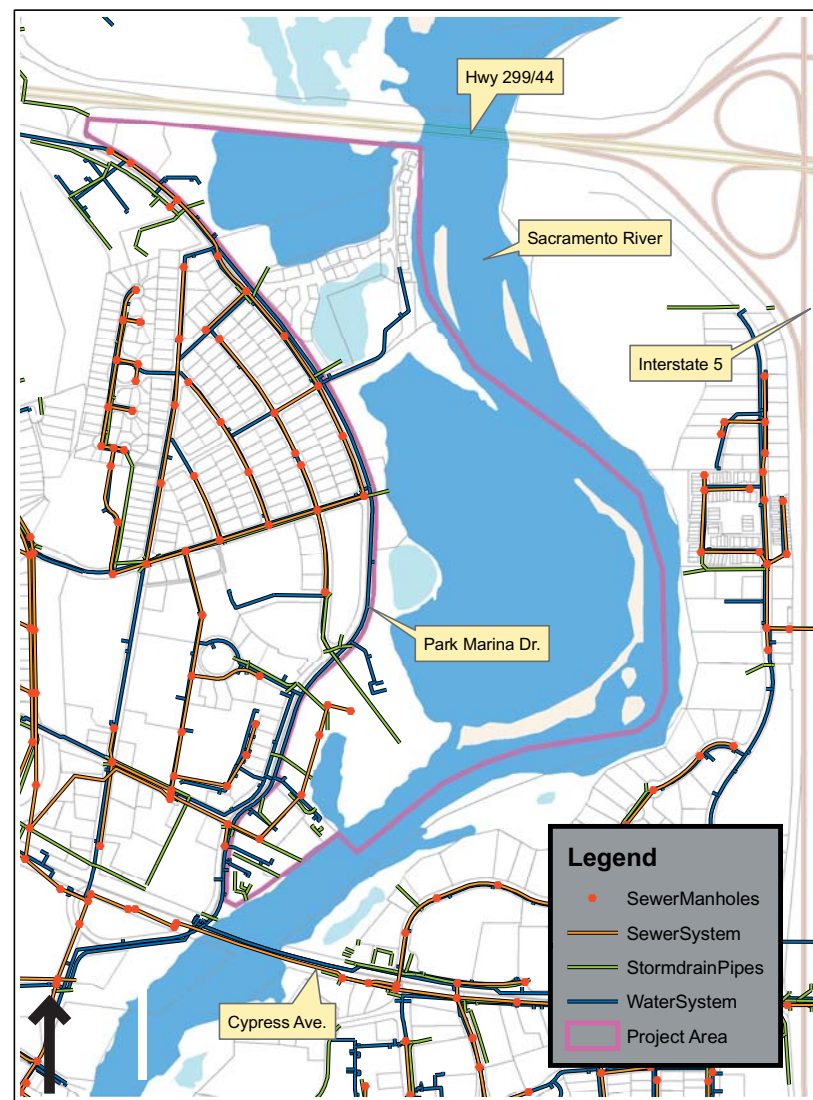


Figure 1-5. Utility Services.

Existing Uses on Site

We have identified six sub-sites of land uses currently on the site (See Figure 1-6, Project Sub-Sites). Figure 1-7, Solid Void illustrates that many of the sub-sites discussed below currently have either undeveloped or underutilized land. From south to north, the sub-sites are as follows: 1) a cluster of relatively new office buildings; 2) an outdated retail center; 3) a mobile home park; 4) a relatively narrow strip of land with a small office building; 5) a residential area with both multifamily and single-family development; and 6) a tourist-oriented retail area. Each sub-sites presents unique opportunities and constraints.

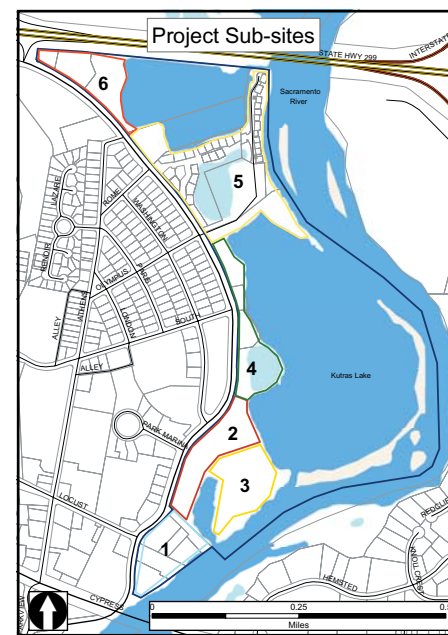


Figure 1-6. Sub-sites

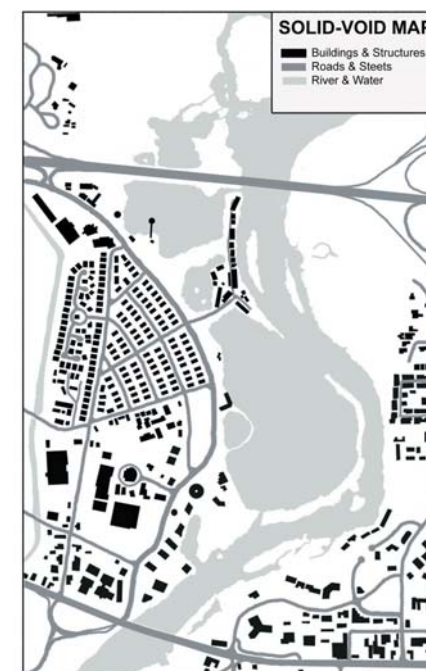


Figure 1-7. Solid Void Map

Sub-site 2

The retail center located in sub-site 2 consists of five main cedar buildings ranging from one to two stories. The only successful business in this area is The Beadman, a local bead store that attracts customers from all over the state. The other buildings are mostly vacant because the leases that the McConnell Foundation owns are running out.



Sub-site 3

The mobile home park is situated on a small peninsula with the river on one side and a lagoon on the other. It is east of the retail center described above. The mobile homes are clustered together and open space is set aside adjacent to the river.



Sub-site 4



The narrow strip of land between the cedar retail center and the residential area currently houses a one-story office building on stilts, and a driving range for golfers. There are parking lots that serve both the office building and the driving range. Toward the southern end of the property is a small lake bordered by a grassy area along Park Marina Drive. Numerous ducks

congregate here and are used to being fed by visitors. The narrowness of this sub-site places serious constraints on the type of development that can occur there. However, the property's physical configuration presents

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a distinct opportunity for creating a riverside park and trail that will draw local residents and tourists to retail uses on other parts of the Kutas site.

Sub-site 5

The residential sub-site, to the north of the narrow sub-site described above, may be the most challenging area to work with due to its unusual shape and the risk for liquefaction. A long driveway on a narrow strip of land adjacent to a small lake leads back to the residential area. Another fairly narrow piece of land, attached to the latter strip, extends north to southeast, and is approximately perpendicular to the first. Down to the southeast are a series of eight single-family chalet-style structures fronting on Kutas Lake. To the north forty-nine condominiums occupy a slightly wider piece of land fronting on another small lake. Some of these condominiums are partially supported by pillars standing in the lake.



Further to the north, a long peninsula stretches toward Highway 44, bounded by the river to the east and a small bay to the west. Twelve single-family residences are located on this gated, narrow street; all of



which are situated on the river-side of the access road. Finally, a thin strip of undeveloped land, which forms the boundary between the small lake and the bay, broadens into a wider area as it reaches Park Marina Drive. The only development existing in this area is a circular house resting on stilts in the bay accessed by a pedestrian bridge originating from the property.

Sub-site 6

The final sub-site, which is triangular in shape, is bounded by Highway 44 to the north, the small bay to the east, and Park Marina Drive to the southeast. Approximately two-thirds of the property is developed, and the remainder, fronting on the lake, is undeveloped. This area is composed primarily of tourist-oriented commercial uses. At the southern end of the sub-site is a two-story, cedar office building. To the northwest is a three-story cedar inn, bordered on one side by open space, and on the other side by an expansive parking lot. Adjacent to Highway 44 is a fairly plain motel with a swimming pool, a



restaurant abutting Park Marina Drive, and a gasoline station.

Opportunities and Constraints Identified

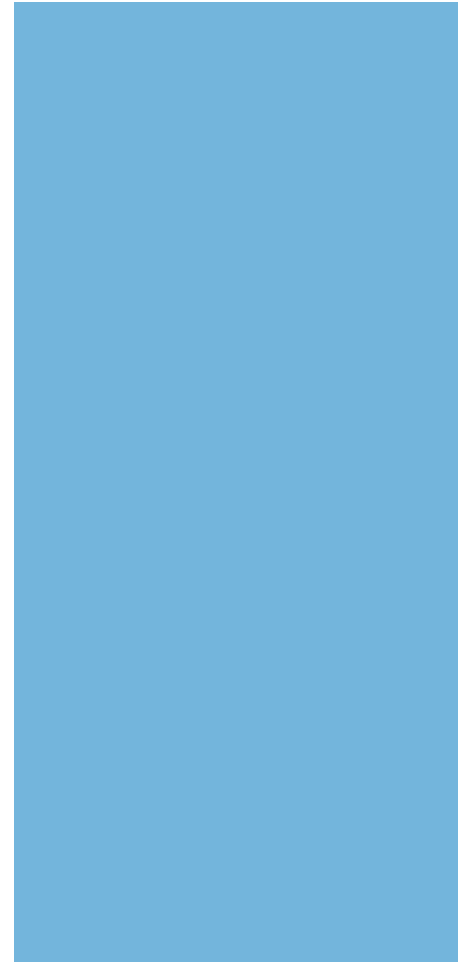
Opportunities

- Adjacency to Interstate Highway 5 and Highway 44
- Location on the Sacramento River
- Connection to existing trail system
- Connection to Turtle Bay
- Existing unmet need for commercial/retail
- Large site to allow sizeable development
- All parties involved in development plans have common visions and the power to implement a progressive development proposal

Constraints

- Land under 15-year land lease
- Park Marina Drive is a four-lane, high-speed arterial that funnels traffic toward Highway 44
- Limited pedestrian access to the site due to lack of sidewalks, crosswalks, and stop lights





2: Natural Environment

This chapter includes an inventory of environmental data collected at the project site and from other resources. Environmental information reviewed for this report include: macro and microclimate conditions, noise, prevailing winds, topography, soil, vegetation, hydrology, drainage, view corridors, and other special physical attributes.

Macro and Microclimate

Redding experiences a fairly temperate climate during the spring and fall, with an annual average of 62°F. However, the area often experiences extreme temperatures during summer and winter seasons. Redding's weather extremes during summer months can range above 90°F, while winter months often drop below 32°F. The city's average rainfall is 33.3 inches annually. Redding's summer hot climate fosters ozone formation (a harmful pollutant). In addition, mountain ranges located on either side of the valley create a channeling effect for prevailing winds and can trap pollutants in the valley basin.

Figure 2-1. Redding Weather History

Redding Weather History											
Average Temperature (°F)											
Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
45.5	50.7	52.2	58.0	66.4	76.1	81.5	79.5	74.1	63.5	51.8	45.0

Source: <http://www.cityrating.com/cityweather.asp?city=Redding>

Topography

Slopes under 4% are generally flat and usable for many kinds of intense activity (Lynch, 1984). Between 4% and 10% slopes are considered easy and suitable for informal movement and activity. Slopes of over 10% are steep and can be actively used only for hill sports or free play. They are also more expensive to build upon. In addition, it is important to note that slopes under 1% do not drain well unless paved and finished, and slopes over 50-60% cannot be protected from erosion in a humid climate except by the use of terracing or cribbing (Lynch, 1984). Map 9 depicts topographical contour lines at 5' increments. Map 10 depicts hazardous slope areas.

There are banks and bluffs along the Sacramento riverfront, but the project area contains many flat buildable areas. The northern part of the project area contains more slope variation than the southern part of the project area. The eastern edge of the river is bounded by a bank greater than 50% slope. This may prove difficult for creating trail access along that

stretch of the river.

Normally new grades are kept as close to preexisting grades as possible. Departures upset the drainage pattern, expose or bury the roots of plants, disturb old foundations, and may make visually awkward shapes. Water flows and pipe sizes may be reduced by slowing down the rate at which rainwater flows across the land, whether by flattening slopes or by planting vegetation (Lynch, 1984).

Figure 2-2.

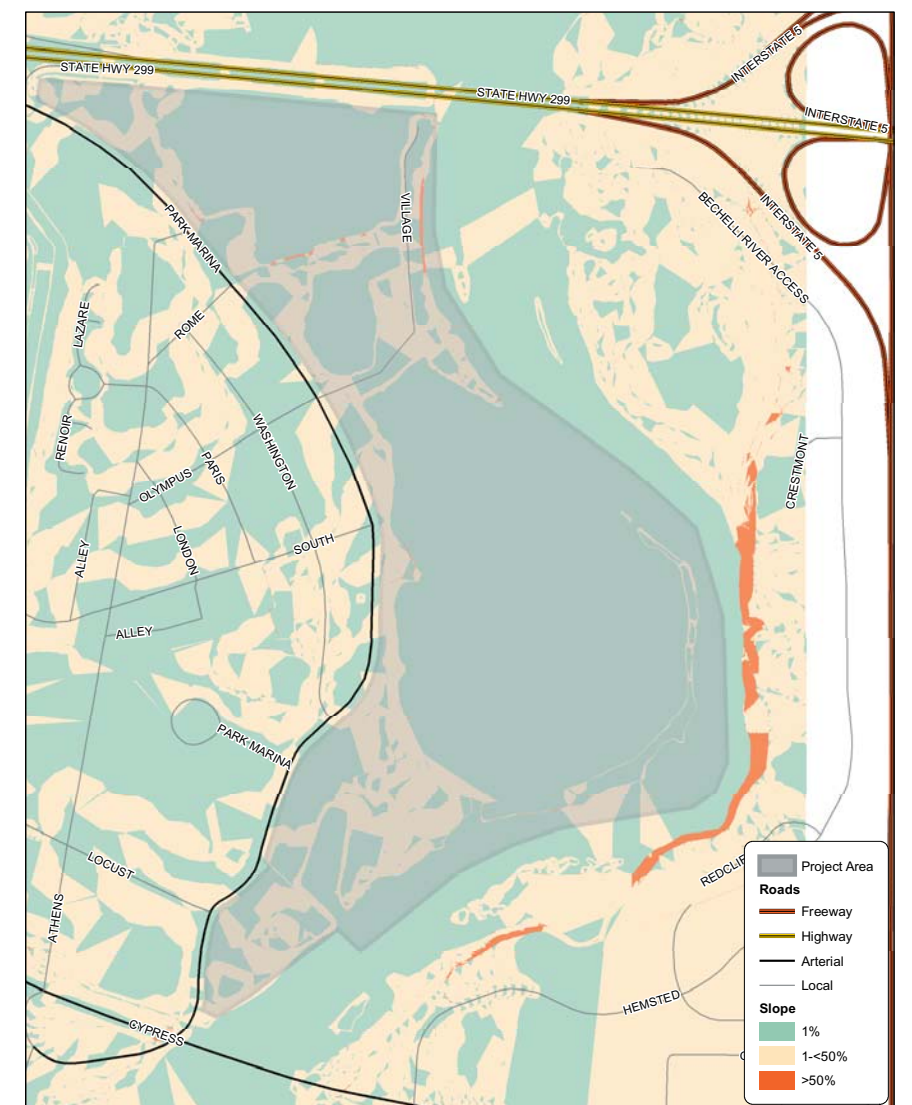


Kutas Property: Flooding & Contour Map 0 0.05 0.1 0.2 Miles

Noise

Noise can affect a site both positively and negatively. Planning the locations of solid and semi-permeable structures can help to block out negative noise sources, such as freeway traffic, while trapping other natural sounds (Lynch, 1984). Observations from the site visit indicate the primary noise source around the project is traffic. According to the Redding Riverfront Specific Plan, project-specific noise studies shall be prepared to determine and identify noise impacts based on intensity of use.

Figure 2-3.



Kutas Property: Slope Hazard Map 0 0.05 0.1 0.2 Miles

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Prevailing Winds

Airflow through and around buildings is key to maintaining a suitable microclimate. In areas with higher wind speeds, buildings can also act as breaks (Lynch, 1984). The direction of wind on the site is primarily north and south through the valley. A channeling effect is created by the mountain ranges on either side of Redding. During summer, prevailing winds are typically from the south. In winter, more variable wind direction conditions exist.

Soil

All site development requires a remodeling of the earth's surface specified by a grading plan (Lynch, 1984). The efforts needed for grading depend on the type of soil and the amount of physical transformation needed in the morphology of the landscape. No hydric soils were indicated per the soil survey map, indicating no presence of wetlands on the subject site. Several types of soils posed moderate erosion and low permeability which could easily be solved by engineering. One soil type in the subject area indicates a high susceptibility to erosion, Riverwash (Rw). It will be necessary to acknowledge this susceptibility to erosion and design and/or build appropriately. Map 3 shows the soil types underlying the Kutras Property and surrounding areas.

Vegetation & Wildlife

Sensitive wildlife habitats and environmental areas exist in the Turtle Bay area that may be influenced by downstream development, particularly if any filling were to occur. This area is outside of the project area. According to the Specific Plan, the project site contains important vegetation and wildlife habitats and communities. Principal in the consideration of biological resources are the fish populations of the Sacramento River channel which harbor several species of salmon and trout. Spawning salmon exist in many shallow pools around the project area. These populations are also important to recreational activities such as fishing.

Other areas of value include marsh habitat on the River next to the Turtle Bay area and the lakes around Park Marina Village and Kutras Lake. These are habitats for juvenile salmon and trout as well as nesting and roosting areas for various shorebirds and waterfowl.

The habitat around the project area is designated as riparian and supports 138 species of birds, 13 species of furbearers, as well as rodents, black-tail deer and other 'non-game' species. The "cape" between Kutras Lake and the river is also considered riparian. Oak grasslands also occur north of the project area in Turtle Bay East. Overall, the riparian habitats along the river represent a significant biological resource that should be taken into consideration.

Chapter 9 in the General Plan Background Report contains detailed information on wildlife and vegetation resources in the urban area of Redding. Riparian habitat has been identified as the dominant wildlife habitat in the project area. The General Plan EIR describes woodland communities as associated with riparian areas, specifically, blue-oak/foothill pine woodland. Special status species relevant to the community are:

- Plants: adobe lily, Ahart's paronychia, and Fremont's calycadenia.
- Birds: Cooper's Hawk and Sharp-shinned Hawk
- Mammals: Townsend's big-eared bat and pallid bat
- Water Animals: western pond turtle and anadromous fish

The overall area of the project site may affect the habitat value for some of these species as well as others. The California Department of Fish and Game (CDFG) consider protection of riparian vegetation to be important for reviewing proposed projects in riparian areas. Special consideration will be given to riparian areas of significant value with stringent mitigations required. This special consideration of USFWS (United States Fish and Wildlife Service) may affect development proposals in the project area and will be determined by assessing the habitat value of the area. Thresholds of significance will factor into any decisions we make.

The City of Redding adopted an Oak Tree preservation ordinance in 1990; however, it does not have much power, according to Kent Manuel, Senior Planner. The tree ordinance has five steps consisting of an inventory of the site, identification of trees to be saved, creation of a tree protection plan and supervision of construction. This ordinance is more a set of recommendations than a strict statute.

The California Department of Fish and Game (CDFG) promotes the **protection of riparian vegetation** on projects it proposes or reviews. As stated in the final EIR, USFWS mitigation policy (1981) includes riparian habitats in Resource Category 1; a category requiring the most stringent mitigation for which no net loss of existing habitat value is recommended.

The Kutras Property contains a mix of valley foothill riparian habitat, wetlands, irrigated agriculture, urban vegetation, and unvegetated areas. It may provide habitat for a state-threatened species- Bank Swallow. Riverine habitats in this area may also support winter and spring run Chinook salmon.

Salmon

Salmon have been a legacy in the project area for centuries and have been important in cultural activities for nearly 150 years. The Baird Salmon Hatchery was located in the area in 1872. Timber harvesting has negatively affected salmon runs since the late 1800's. Chinook and Coho

salmon are over harvested, while Pink, Chum, and Sockeye salmon have been fully exploited. Other native fish to the Sacramento River include rainbow trout, sturgeon, bull trout, and Sacramento perch. Pond turtles are also present. A number of tributaries (Pit, McCloud, Squaw etc) in nearby watersheds are vital to salmon species. However, Shasta dam has created problems for salmon in addition to over harvesting.

Dam releases change the water temperature, the amount of water, and the speed of flow creating an unnatural warmth or coldness and increased silt. Cool, silt-free water is essential to healthy salmon populations.

Migratory Birds

Redding is located in the direct path of the Pacific Flyway, a path used by migratory birds traveling from breeding grounds in Alaska and Canada to wintering grounds in Mexico and Central America. Migratory birds are protected by the Migratory Bird Treaty Act of 1918 (MBTA), which prohibits the taking of migratory birds unless permitted by regulation.

According to the USGS North American Breeding Bird survey, several migratory birds that use the Pacific Flyway are found in the Redding area, including the Mourning Dove. Also present in Redding is the White-tailed Kite. While not a migratory bird, the Kite is protected by the State of California's Department of Fish and Game, but has no current federal protection. Also of note, birdwatchers have claimed to see the protected species of Peregrine Falcon and Bald Eagle in the Park/Marina Kutras Lake area, though USGS data fails to support that claim.

The Redding Riverfront Specific Plan, created in 1990 for the redevelopment of the Park Marina and Kutras Lake area, lists nesting and roosting locations around Turtle Bay, but locates no such areas around the current project site.

Hydrology

One fourth of the Sacramento River basin surface water originates in Redding. The Sacramento River basin is the largest source of California's water supply. Adverse impacts on the river (and this basin) would have great affect on water quality throughout the state of California.

Surface water quality of the Sacramento River in general is excellent. There are two primary water quality issues according to the Regional Water Quality Control Board for the urban area of Redding: soil erosion and nonpoint source pollution. Surface waters in the urban area of Park Marina Dr. (Kutras Lake and the lakes around Park Marina Village) are significant to private and public recreational and aesthetic amenities. Runoff from impervious sources is related to pollution issues in these waters. NPDES (National Pollution Discharge Elimination System) discharge requirements may be a factor in future development.



Flooding

Detailed flooding hazards of the subject property can be found in Chapter 10 of The General Plan Background Report. No new development is designated within the 100-year flood plain as delineated by FEMA or CMSDS (Citywide Master Storm Drain Study). As stated in the final EIR, General Plan Policy

- HS2D. Design both new development and redevelopment projects to minimize hazards associated with flooding.
- HS2E. Strictly limit development in areas subject to flooding from a 100-year storm event. Allow minor encroachments into floodplains only if it can be demonstrated that such encroachments will not impact other properties or significantly contribute to a cumulative effect of other encroachments.

Impacts

The City would control development in the floodplain by applying the provisions of Chapter 18.47 of the Zoning Ordinance to flood prone properties.

Being adjacent to the river leaves the project area susceptible to flooding. Parts of the Redding urban area are subject to failure of the Shasta Dam and Whiskeytown Dam. The Final EIR shows that the entire project area would flood if the Shasta Dam fails. The Final EIR seeks to minimize floodplain development and encourage development that minimizes hazards from flooding. The developed areas within the project site are not within FEMA's 100 year flood plain designation. Development along the riverfront, such as pedestrian walkways and park facilities, will be susceptible to 100 year flood hazards.

The Riverfront Specific Plan suggest public uses be intensified along the ACID Canal. "Beautification", as the document puts it, should occur once development begins along the riverfront development. Furthermore, the Specific Plan recommends that the ACID Canal area be added to the Specific Plan Area as an amendment, and to formulate a land use policy to govern development where appropriate. There is significant opportunity for recreational objectives in extending the Parkview Riverfront Trail to Turtle Bay, Parkview Avenue, to the ACID Canal. This Canal trail, with potential public improvements, can function to serve bicycles, hiking and equestrians in an informal manner.

It has been noted that the Shasta Dam is being raised and could reduce the extent of the FEMA 100 year flood plain, opening up more of the property to development. Such an assumption requires further research.

Archaeological Resources

According to the Specific Plan (as of 1990), there are no official designated archaeological sites in the Park Marina project area. Historically, the Wintu tribe made their home in the project area, with settlements lining the riverbank, where they thrived for nearly 1200 years. Thereafter, explorers, trappers, gold miners, settlers, loggers, and dam workers arrived in the area. Building sites must be surveyed by a qualified archeological expert before construction and any cultural/historical material discovered shall be mitigated.

The River, streams, and old River terraces are prime locations for archaeological resources. Prehistoric village sites are usually located close to permanent water sources. Many sites have been recorded within the urban Redding area including the National Register of Historic Places listing of the "Benton Tract" site along the Sacramento River, and the Olsen Petroglyphs, near Stillwater Creek. In addition to these sites the Northeast Information Center at California State University, Chico indicates 183 recorded sites in the urban area, 144 of those prehistoric, 39 are historic and contact period sites. As stated in the final EIR, the analysis was conducted by considering known and anticipated cultural resources and locations described in the Background Report in relation to the General Plan Diagram.

The General Plan includes several polices and programs that are designed to protect Redding's cultural resources by mitigating the potential impacts of new development in areas containing important cultural resources.

View Corridors

View sheds are incredibly important in a natural environment site analysis. The river views are an important feature to attract the public. Architectural elements (height and bulk) will be particularly significant in the project area so as to maintain view corridors along Park Marina Drive. The Specific Plan designates that views should be restored where possible through project improvements. Existing conditions of view sheds around the project area include the Cypress bridge river crossing, along the cliffs and bluffs on the east side of the river and along Park Marina. Visibility along streets factors into neighborhood context since there are single-family residences lining the opposite side of Park Marina Drive. There is also a direct view from the project site down South St towards downtown, which can also be incorporated as a major pedestrian and transportation corridor. See figure 2-4 for a graphic depiction of observed view corridors.

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The view from South St. onto the project site. Possibly the most important viewshed due to its alignment with the site's major arterial



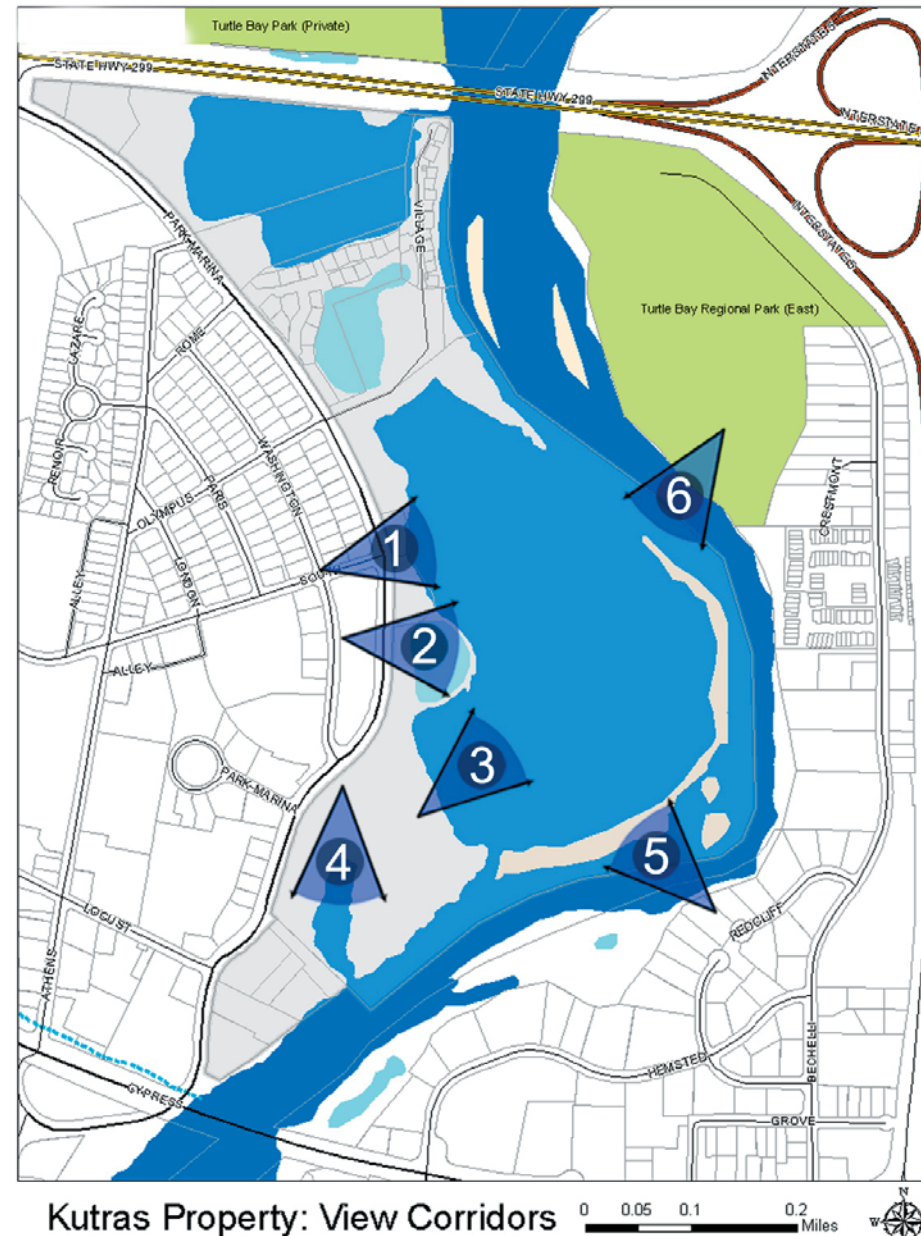
Looking across the park onto the Kutras' property; the bluffs provide a strong visual backdrop.



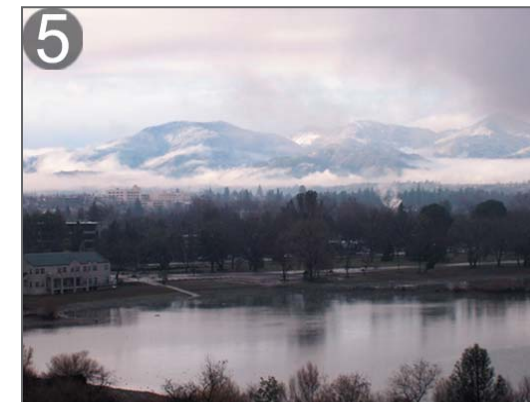
Across the wide expanse of the lake, with Turtle Bay Regional Park (East) in the background



Figure 2-4.



The inlet at the south end of the site provides the secluded sense of nature not found elsewhere on the property.



The view from the bluffs on the eastern border of the river provides not only a panorama of the site itself, but the ability to gaze across Redding and take in the breathtaking mountains beyond.



Looking from the Turtle Bay Regional Park (East) across the Sacramento River in the foreground, and Kutras Lake in the background.



Environmental Mitigation Measures to Consider

The General Plan EIR encourages park development to create an integral natural setting to reinforce a pedestrian-friendly atmosphere. Landscape plantings should be avoided in existing natural habitats, except where non-native vegetation would be replaced with native vegetation.

Impacts to streams and rivers require consultation with CDFG and acquisition of a Streambed Alteration Agreement (Fish and Game Code Sections 1601-1603). Alteration of the river may also require Army Corps approval.

It will be imperative that the high hazard liquefaction areas located along the Sacramento River (Holocene alluvial deposits) are taken into consideration. The General Plan EIR requires liquefaction mitigation plans for proposed developments in high liquefaction areas. Specific General Plan policies would help to minimize geologic impacts.

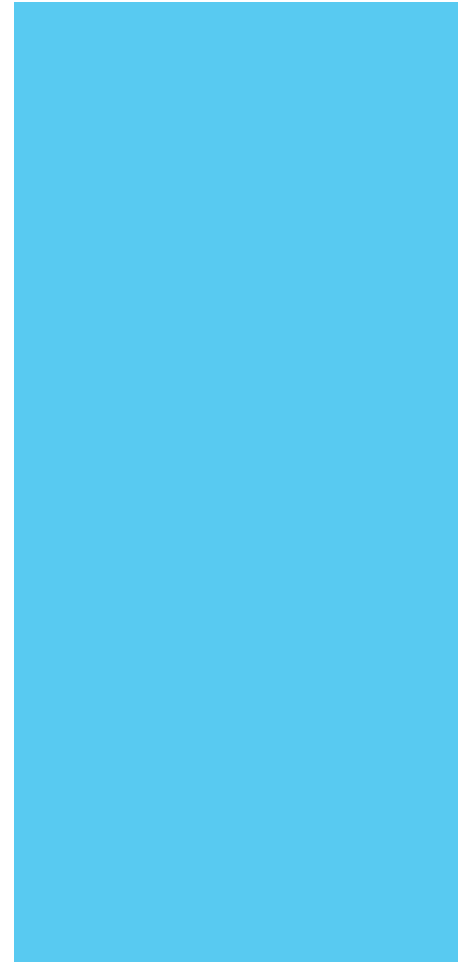
Opportunities and Constraints Identified

Opportunities

- Duck pond could potentially be a nice restoration area emphasizing natural features of the river environment
- Visitors to the site can experience native birds and vegetation
- Potential improvements to Shasta Dam may reduce flood hazards

Constraints

- Extreme weather conditions in winter and summer
- Significant portion of buildable land within FEMA 100 year floodplain
- Traffic noise



3: Relevant Documents

To progress with the development of a new specific plan for the project site, it is important to understand the many interior and exterior factors influencing the site. This chapter analyzes important documents and plans that could impact new development on the property. In addition to interviewing a Senior Planner at the City of Redding's Development Services Department, we read through and interpreted the City's current general plan and zoning ordinance, the Redding Riverfront Specific Plan, and multiple economic data sources.

While our research has unveiled potential challenges associated with the site, our findings greatly support new mixed-use development along the riverfront. Of particular interest is the existing Redding Riverfront Specific Plan, which has the possibility of acting as the framework and inspiration for our endeavors and, ultimately, a new specific plan for the area.

Redding Riverfront Specific Plan

The Redding Riverfront Specific Plan serves as the City's current guideline for development in the Site Area. The plan, which was adopted by the Redding City Council on May 1, 1990, encompasses a 500 acre area that includes the project site. It might be important to investigate why 15 years have passed with no implementation in order to adjust for a timelier implementation of our planning objectives. While we will be producing a new vision for development and intensified uses for the area, the existing plan can serve as a valuable starting point to save time with research and expedite the planning process.

Format

The format of the Specific Plan follows the format below:

1. Introduction: Purpose and Scope of the Plan and Planning Area.
2. The Riverfront Plan In Brief: The context, Land Use Concept Plan, Riverfront Plan Goals.
3. Specific Plan Elements: Land Use Plan. The goal is to define what the long range use of the land should be. It addresses the notion of nonconforming uses as the means to slowly phase out unwanted land uses. Further, the Land Use Plan Element makes distinctions between Turtle Bay as a regional, recreational, convention-center, cultural, educational, and open-space attraction for residents and visitors and Park Marina Drive as an area that maximizes the values of the Riverfront setting. The SP outlines this section with Objectives and Policies, Site Specific Land Uses (e.g. Turtle Bay River Museum and Heritage Park), and Supporting Areas (e.g. office park).
4. Recreation, Public Access and Open Space. Introduction, existing conditions and objectives and policies.
5. Natural Resource Management. Introduction, existing

- conditions and objectives and policies.
6. Community Design. Introduction, existing conditions and objectives and policies.
7. Circulation, Facilities and Services. Introduction, existing conditions and objectives and policies.
8. Plan Implementation: Introduction, public/private joint actions program, implementation actions, cost parameters and funding options, fees.
9. Appendices
 - Overview of market conditions including table of comparable heritage parks
 - Alternative sketch plans
 - Illustrative sketches of heritage park
 - References and contacts
 - Auditorium Drive Bridge Traffic Study
 - EIR-1-88 Mitigation Measures
 - EIR-1-88 Significant Impacts
 - DR Design Review Combining District

Key Concepts

The Redding Riverfront Specific Plan is designed to bring the city to the river and capitalize on its open space. In addition, it encourages high quality development in the designated areas described below:

1. The Turtle Bay area is intended to be a tourist destination with a river museum, Heritage Park, and nature preserve.
2. Park Marina Drive is based on a gateways concept with commercial development concentrated at the north and south end and active and passive recreation focused on rivers and lakes at the center.
3. The North Gateway should accommodate visitor serving uses with an existing hotel to be expanded. South of the motel, offices would be used to transition to the recreation and residential areas.
4. The South Gateway should include high quality, mixed-use developments with retail on the ground floor and office space above. High-end executive offices (150,000 sf) are also proposed for the existing golf course site with structured parking shared between the offices and the Riverfront Park. A natural open space park is planned for the private and city owned land south of Parkview Ave. Park Marina Drive should be enhanced with street treatments.

Streetscape

As outlined in the Specific Plan, street trees should be incorporated in formal rows along improvements in pedestrian and bicycle routes along

both sides of Park Marina Drive. Deciduous trees are ideal for providing shade in the summer sun and allowing winter sun to shine through. The Specific Plan also mentions a planted median along Park Marina Dr. to improve traffic safety. Overlapping with open space and recreational considerations, the streetscape would also benefit from a designated jogging/biking trail alongside Park Marina Dr.

The Redding Riverfront Specific Plan is current and not superseded by the General Plan. The General Plan asks for the Specific Plan to be evaluated in the future so updates will reflect contemporary building themes along the waterfront. The existing Specific Plan offers important data sets, including a traffic study, wastewater considerations report, and an EIR report.

General Plan

The City of Redding's 2000 General Plan encourages mixed use development that will:

1. Further the achievement of a more compact urban form
2. Occur only with the availability of essential services
3. Be compatible with the site's natural topography and setting
4. Protect limited environmental resources
5. Enhance the community's image
6. Preserve existing neighborhood character
7. Assist in the development of transportation alternatives
8. Be distinctive, of high quality, and contribute to the positive image of the city
9. Improve pedestrian convenience and safety
10. Be reflective of the neighborhood/district in which it is located
11. Contain aesthetically pleasing streets

Project Site

The project area is recognized in the General Plan as occupying a key location along the riverfront and between two main access points into the City. The General Plan identifies this location as being ideal for educational, cultural and recreation land uses that attract tourists and enhance the quality of life for residents. The General Plan specifically promotes the development of water oriented commercial and mixed use development in this area.

While the 2000 General Plan supersedes most pre-existing specific plans in the city, the 1990 *Redding Riverfront Specific Plan* (RRSP) remains in effect because of its unique nature and continued applicability. However, the General Plan recognizes a need for the RRSP to be evaluated and potentially amended to complement the new development theme along the riverfront and in the city. The General Plan states that while

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other portions of the RRSP may be amended, residential densities and commercial intensities will not be lowered and new development should integrate the natural environment as much as possible.

Focus Area

In addition to retaining the RRSP, the General Plan outlines focus areas in the city that are meant to fine tune the General Plan diagram and policies, and provide more specific development guidance to particular areas. The Park Marina Focus Area encompasses the same geographic space as the RRSP and contains the project site. The area is of special interest because of its proximity to downtown and the new development at Turtle Bay, its location along the riverfront, and its visibility from other areas of the city.

Influential Elements

The following sections briefly outline portions of several elements of the General Plan that significantly influence the development of the project site:

Community Development and Design Element

The City of Redding's growth has been predominately characterized by annexations of already developed areas and sprawling suburban development patterns. The city has historically had no specific organizing development principle and lacks overall spatial cohesiveness. The Community Development and Design Element seeks to improve and connect existing neighborhoods and guide new development in a more unified manner.

This element also describes intentions for future landscaped medians along Park Marina Drive and Cypress Avenue (p.28).

Land Use Plan

Goals and policies within this element that are especially pertinent to the project site and creation of our concept plan are shown in Table 3-1. Land use designations defined in the Land Use Plan that affect the project site are shown in Table 3-2.

G O A L CDD4	Protect and enhance the relationship between the City and the Sacramento River
G O A L CDD6	Provide functional and attractive storm water, detention/retention basin facilities that will also allow recreational uses
G O A L CDD10	Provide for a pattern of development that establishes distinct neighborhoods, links open-space areas, promotes mixed-use, places services near residential, encourages pedestrian activity
P O L I C Y CDD14A	Encourage development displays imaginative solutions to providing development features such as: signs, parking lots, screening and enclosure elements, project lighting, public art, landscape and water features, on-site and off-site pedestrian spaces and linkages
G O A L CDD20	Promote excellence in public art

Land Use	Description	Location on Site
Single Family	Accommodate detached or attached SFR on a variety of lot sizes	Northern area close to bridge, along riverfront
Multifamily Residential	Intended for MFR ranging from townhouses to apartments	Adjacent to SFR
Office	Professional and business offices with personal-service businesses	Southern areas along Park Drive Marina
Retail	Retail, offices, and personal-service establishments	Majority of southern half of property, at Park Marina Drive and riverfront.

Transportation Element

According to findings by the City, speeds often supersede lawful limits even within residential areas. To promote safety and pedestrian friendly streets, the City has placed a high priority on protecting and enhancing city and neighborhood streets, improving pedestrian and bicycle accessibility, and encouraging other car-alternative transportation through development patterns and urban design.

The acceptable LOS for Marina Park Drive is C, and the acceptable LOS for the highways and bridges is D. In the case that a new development is proposed, a city traffic model exists for simulating increased traffic flow.

Three different classifications for bikeways are defined in this element. Park Marina drive has an existing Class 1 bikeway. This bikeway will eventually be incorporated in a Comprehensive Bikeway Plan.

Health and Safety Element

The project site is within the 100 year flood plain of the Sacramento River. The site is also downriver from the Shasta Dam and is in a high risk area if that dam were to fail. In the case of a strong earthquake, the project site is at high risk of being subjected to liquefaction and ground shaking.

Storm water management is addressed specifically in this element, and a Citywide Master Storm Drain Study was completed in 1993.

Housing Element

24% of Redding's households are low income households and 42% are above median income households. In the city, 56.8% of residents own their housing. 43% of the housing stock is multifamily housing and 57% of it is single family housing. More than half (53%) of the housing stock is over 20 years old, much of which is in need of improvements or replacement.

As of 2000, Redding had an overall vacancy of 4.9% which is considered to be stable. At the time the housing element was written, a modest 2 bedroom apartment rented for \$500 a month. More affordable multifamily housing with 3 or more bedrooms is needed.

There is sufficient infrastructure capacity (water, electric, wastewater, solid waste) for additional housing as set forth in the General Plan. Schools are the largest concern because many are already at capacity. Historically, developers have been allowed to pay fees for school improvements and added capacity.

Recreation Element

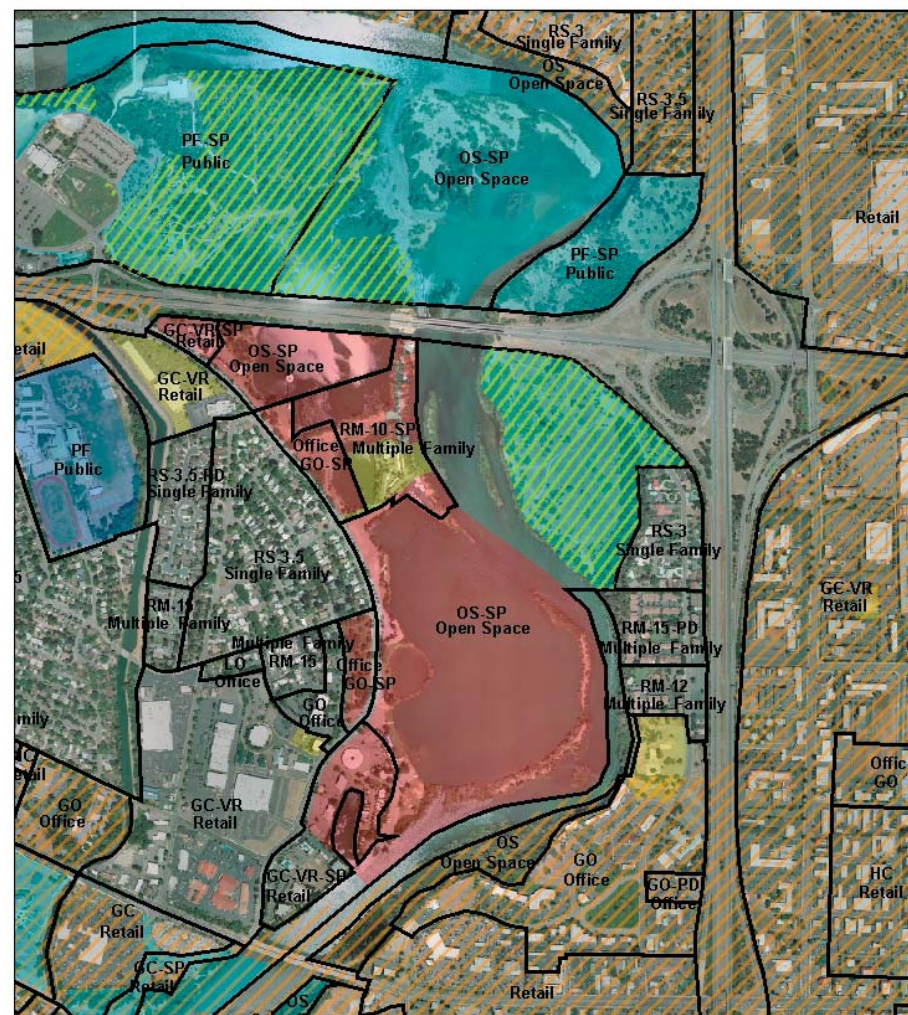
The project site is within the Sacramento River Recreational, Cultural, and Commercial Areas. Future trails are planned within and around the site. GOAL R1 of this element recognizes the Sacramento River as the backbone of the City's park system.

Zoning

Development Standards

Development standards for specified zones within-, and adjacent to-, Park Marina are illustrated in Tables 3-3 and 3-4. A description of each zone is provided below. For a graphic representation of the zoning designations in Park Marina, refer to the map below.

Figure 3-1 .Land Uses



LO (Limited Office) – Office space that is built at-, and compatible with, a residential scale. It is a transitional zone between residential and commercial districts. Residential uses may be permitted as a secondary use with a site development permit. Section 18.33.050.

GC (General Commercial) – In addition to the general purposes of the Commercial District, this zone has been specifically established to maintain areas on arterial streets, near interchanges, and in existing commercial strips for commercial uses. Within GC zones, multi-family housing is permitted after review and approval of a site development permit by the Board of Administrative Review.

GO (General Office) – In addition to the general purposes of the Office Districts, this zone has been specifically established to provide sites for professional, business, and personal-service businesses. Residential uses may be permitted as a secondary use with a site development permit. Section 18.33.050.

OS (Open Space) – This district is intended to serve as a preservation tool, in which uses must be consistent with the undeveloped nature of the lands (i.e. building, camping, fences, refuse dumping and storage of material are not permitted within these zones).

PF (Public Facilities) – This district has been established where the use of the property is intended to provide a needed public purpose, to provide services to special population groups, or to identify properties that may be utilized for public or semi public uses in the future. Site development regulations and development standards shall be as specified by the use permit.

RM (Residential Mixed Housing Type) – This district is designated for medium- to high-density multi-family projects and other uses that are compatible with multi-family development. Commercial recreation is not permitted within this zone. A site development permit must be issued where said parcel was created by a subdivision of 5 or more parcels.

RS (Residential Single Family) – This district is intended to accommodate a variety of housing types including attached or detached single-family or 2-family dwellings.

Density Bonuses

SF zones may receive density increases if certain site design components are met, including:

- Minimized grading
- Detached sidewalks from the curb by a planter strip
- Streetscape
- Parkland and open space
- Special paving material
- Variety of lot widths

- Street-tree planting
- Variable front- and side- yard setbacks
- (p. III-12)

SF zones may also receive density increases if building design parameters are met, including:

- Variable location of garage entries
- Extended entries and porches
- Architectural diversity

Parking

Chapter 18.41 of the Zoning Ordinance includes off-street parking and loading standards. Numerous parking provisions exist, some include:

- No reduction in off-street parking spaces
- Mixed uses – When 2 or more uses are located in the same lot or parcel of land or within the same building, the number of off-street parking spaces required shall be the sum total of the requirements of the various individual uses computed separately.
 - Joint parking – A reduction of up to 50% of the required parking may be approved where one use generates parking demands primarily during hours when the remaining use is not in operation or where adjacent uses generate joint trips.
 - Exception for Downtown District – Off-street parking requirements as stated in the Code do not apply to the Central Business District as defined by the Downtown Specific Plan.

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Table 3-3. Residential Zoning

Maximum Density (du/ac)	12	15	15	3	6
Minimum Lot Area (sf)	10,000 ⁽¹⁾			7,000 (8,000 sf corner lot)	6,000 ⁽¹⁾ (7,000 sf corner lot)
Minimum Lot Width	80		70	65 (70 ft. corner lot)	
Minimum Lot Depth	100 ft.				
Building Form and Location					
Maximum Height (ft)	45			35	
Setbacks					
Front	15		15		
Side	5; 10 for 10 or more stories		15 feet total; no side yard less than 5 ft. (except small-lot subdivisions)		
Corner Side	15		15		
Rear	15		15		
Distance Between Main Structures	1 story - 10 ft., 1 & 2 story - 15 ft., 3+ stories - 20 ft.			---	
Maximum Lot Coverage	70%	75%		40%	
Other Standards					
Common and Private Open Space	Min. 80 sf with a min. depth of 10 ft. for each dwelling unit. Min. depth can be reduced to 6 ft. for upper-story units. Developments of 20+ du's must have "sufficiently sized" common areas.				

1. Lot sizes may be reduced for small-lot subdivisions in accordance with Section 18.31.050

Additional Regulations on p. III-9

PD- Planned Development

Table 3-4. Office and Commercial Zoning

	GC-VR	GC-VR-SP	GO	GO-PD	LO
Building Scale-Intensity of Use					
Min. Lot Area (sf)	7,500		7,500		
Min. Lot Width (ft)	Minimum lot frontage 70'; 80' corner lots			70	
Max. FAR	0.3, yet may be increased to 0.62 for warehousing, storage, and similar activities			0	0
Building Form and Location					
Max. Bldg. Height (ft)	45		50	35, 2-story max.	
Max. bldg. size (sf.)	60,000		---		
Sky plane adjacent to "RL," "RE," and "RS" Districts (degrees)	45		45		
Setbacks (ft.)	min. setbacks from State highway shall average not less than 20' (15' min.)			min. setbacks from State highway shall average not less than	
Front	15		10	15	
Corner Side	10				
Rear	same as side setback				
Vehicle Accomodation - Driveways and Parking					
Driveway Restrictions			Access from an arterial or col-		
Other Standards					
Landscape Required Based on Bldg Gross FA	5%		10%	15%	
Outdoor facilities				Uses shall be enclosed within enclosed buildings; however, sidewalk café and outdoor food service accessory permitted in "GO." (w/development permit)	
Others	Public plazas of at least 5% bldg area (up to 15,000 sf) must be provided for developments of 25,000+ sf				

VR- A combination with the GC signifies that appropriate uses are those which are intended to serve visitors to the community and/or to provide basic retail services. Such uses are identified in the use regulations in Part III and typically consist of hotels, motels, restaurants, retail, services, and similar uses, but exclude auto-oriented uses.

PD- Planned Development

SP- Specific plan

Sky Plane: This number is the maximum building height for office, commercial, or RM districts where they abut "RL," "RE," "RS" districts. A line is drawn at 45 degrees from the common property line at ground level and is extended for a horizontal distance of 45 feet. 18.41.040-A: Parking Spaces Required



Opportunities and Constraints Identified

Opportunities

- Existing applicable zoning in the Ordinance (i.e. mixed use)
- Existing infrastructure

Constraints

- No mixed use overlay zone established on the project site
- Open space requirements
- Subject to current parking standards - No reduction in off-street parking spaces



4: Community Perceptions & Culture

The examination of relevant historical, social and cultural factors, as well as the identification of community needs and demands, provides important information regarding community wishes and concerns and must be realized prior to developing the Concept Plan. Many of the social and psychological analyses tools presented in Lynch and Hack's *Site Planning* (1985) including content analysis, literature review, free description and special images were utilized during site visits, community surveys and research of existing data.

History

The Wintu Indians were the dominant tribe in Redding and surrounding areas for at least four thousand years. The Wintu remained peaceful during most of their history in Shasta County because they vastly outnumbered all neighboring tribes and they had little competition for natural resources found in the area. In fact, Turtle Bay proved to be a great resource to the tribe because it provided a prime location for salmon-spearing, a major food source for the Wintu (Moyer, 2001).



Figure 4-1. Wintu Indian

In 1844, Pierson Reading became the first European-American to gain official title to the property that encompasses modern day Redding. Through a Mexican Land Grant, Reading gained 27,000 acres, which not only included the site of Redding, but also the land that makes up present day Anderson. After gold and placer were discovered just west of Reading's property in 1848, the first true population boom took place in Redding and neighboring locations. By the 1860's, Reading fell into deep debt due to heavy borrowing to support various business ventures, and by the time of his death, much of his acreage was sold off to pay the mortgage on the property.

Not long after Reading's passing, land speculator Ben Haggin took hold of 20,000 acres of the original land grant after successfully bidding on it when it was auctioned at the Shasta Court House in 1871. Haggin was fortunate to obtain this land just as the Central Pacific Railroad was looking to extend through the Redding area, and as a result of this extension, his property value increased. By 1872, Haggin, along with a few other land owners, provided the necessary land for Central Pacific to expand northward and build a railroad depot. As with many new towns in the Western United States during 19th century, Redding's development was spurred by the presence of the railroad, and railroad officials used Haggin's land to lay out the basic structure of the City. The name of the town is derived from Central Pacific's General Land Agent, B.B. Redding (Moyer, 2001).

By the turn of the century, lumber and mining became the foundations of Redding's economy. In 1908, Thomas Benton purchased a portion

of the Turtle Bay site to build a large lumber mill that would remain until 1916 (Moyer, 2001). In the 1920's, Henry Kaiser took possession of a 350 acre property bordering Turtle Bay, and would use the site as a source of rocks for his paving business. Although he would later sell the property to the Kutras family in 1934, he would retain the right to mine material on the site for another 20 years (see Figure 4-2, Christ and Frances Kutras).



Figure 4-2. Christ and Frances Kutras in 1928

In the late 1930's, the Federal Government selected Kaiser as the primary supplier of aggregate for the construction of the nearby Shasta Dam. At the same time, the government also struck a deal with the Kutras family to supply rocks from their property that would be processed



Figure 4-3. Monolith

in Kaiser's famed Monolith (See Figure 4-3, Monolith). Because of the magnitude of the Shasta Dam Project, the population of Redding more than doubled in the 1940's as many sought employment in the area (Lawson, 1986).

In the decades following World War II, the Redding community saw consistent population growth and increased amenities in their town. By the end of the 1950's, Redding had a municipal airport and a community college (Shasta College) in addition to a number of housing subdivisions that had been built around town.

By the 1980's, the population of Redding had reached a population of 50,000 and the city had become a stopover for people traveling along Highway 5. In the following decade, Redding would become home to the national headquarters of American Trails and in 2004 became home to the landmark Sundial Bridge (See Figure 4-4, Sundial Bridge). While the City's downtown has been in state of disrepair for the past several years, projects like the Sundial Bridge have gained national attention, and could be the catalyst for future redevelopment in and around Turtle Bay (Petersen, 1972).

Although many of Redding's historic buildings have been lost due to fire,

neglect and pressures of growth, traditional building types in Redding are varied and include, for example, Colonial Revival, Queen Anne, Spanish Eclectic and Art Deco. Redding has a new city hall outside the downtown center, and the Cascade Theater, a landmark 1935 Art Deco structure within the town center, has recently been renovated.



Figure 4-4. Sundial Bridge

Initial Site Visit and Survey Research

During the weekend of January 14, 2005, several members of our class visited the City of Redding to conduct a site visit, gather survey information and meet with community stakeholders. Two surveys, an Environmental Cognition Study and a Visual Preference Survey, were administered. Acquiring public comment is essential because "understanding how people use and value the spatial environment is key to planning sites that fit human purposes" (Lynch, 1985, p.95).

Summary of Environmental Cognition Study

The Environmental Cognition Study, asked several open ended questions (The content of this survey can be viewed at the end of this appendix). Due to our unfamiliarity with the City of Redding and the riverfront area, this method was extremely useful in obtaining a more in depth understanding of the site. The Environmental Cognition Study was completed by thirty-two (32) respondents. The following section reflects a content analysis of their responses.

View of the Site as it Currently Exists

Positive Attributes

- Natural beauty/open space
- River trail
- Safe/peaceful area
- Many outdoor activities
- Landmarks
 - Aqua Golf
 - The Beadman
- Duck pond
- Family-owned shops

Redding Riverfront Site Analysis & Background Report

Negative Attributes

- Site extremely underutilized
- Vacant and in need of development
- Nothing to draw them to the site
- Existing pecky cedar buildings
- Litter

Future Development Preferences

The following is a list of specific developments that respondents would support if built on the site:

- Eateries
 - Coffee shops
 - Restaurants oriented towards the river for views while eating
 - Wide variety of food choices
 - High-quality restaurants
 - Dinner ferry
- Parks
 - Recreational activities for the elderly
 - Maintain natural environment
 - Water features
 - Canopies
 - Family-oriented
- Trails
 - Jogging trails
 - Bike paths
 - Conveyor belt-type trail for the elderly and disabled
- Housing
 - Apartments
 - Senior housing
- Entertainment opportunities
 - Music Venues
 - Amphitheater
 - Art shows
 - IMAX Theater
 - Dance facility
 - Nightclubs
 - Arcades and other youth facilities
- Retail
 - Art galleries
 - Local shops
 - Designer shops
 - Specialty shops

None of the respondents wished to see any type of big box retail developments along the riverfront. They feel that Redding already has enough of those.

Architectural Preferences

- Modern
 - Sundial Bridge
 - Urban art-deco
 - City Hall
 - Futuristic
- Historic
 - Old Western mining town (Old Town Sacramento)
 - Brick
- Rustic, mountain-type development (South Lake Tahoe, Heavenly Resort)
- Lots of windows
- Frank Lloyd Wright
- Eclectic variety of architectural themes
- Simple country style
- Victorian

No matter what architectural style is incorporated into a development along the riverfront, all respondents felt that high-quality design is essential.

Summary of Visual Preference Survey

To gain a better understanding of people's preferences regarding the style of new development for the riverfront area, respondents were shown pictures of different mixed use buildings, streetscapes, and housing types. Residents of Redding are in need of a place that provides them with a unique identity. Ten (10) individuals completed a Visual Preference Study (The content of this survey can be viewed at the end of this appendix).

Mixed-Use Image #1



Positive Features

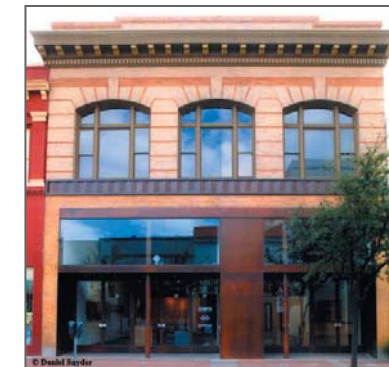
- Color

- Nice large window

Negative Features

- Least popular image
- "Too city-like" and would be more appropriate in a densely populated urban area
- Too square and boxy
- Too big and too tall

Mixed-Use Image #2



Positive Features

- exudes a small town feel
- historic look
- architectural details
- large windows

Negative Features

- Too boring and too simple



Mixed-Use Image #3

Positive Features

- It is interesting to look at
- Shapes of the building are attractive to the eye



4: Community Perceptions & Culture

- Tiers and setbacks help break up bulkiness of building
- Reminiscent of San Francisco's waterfront
- Architectural style would fit in well with the character of Redding

Negative Features

- Too large for riverfront area

Streetscape Image #1



Positive Features

- Small town feel
- Architectural style
 - Historic look
 - Detailing is not over done
 - Bricks
- Pedestrian friendly
- Open feeling of the streetscape

Negative Features

- Streetscape is too plain
- Vertical parking

Streetscape Image #2



Positive Features

- Streetscape features:
 - Palm trees
 - Large windows

Negative Features

- Too urban
 - Busy
 - Commercialized
- Lacks individual identity
- Too many cars
- Ugly signage

Streetscape Image #3



Positive Features

- Street trees
- Street furniture and pedestrian amenities
 - Wide sidewalks
 - Brick sidewalks
 - Trashcans
 - Horizontal street parking

Negative Features

- None mentioned

Housing Image #1



Positive Feature

- Multiple roof design
- Single family house common for area
 - Retains character of community
 - House is smaller and more modest than most other current houses in Redding.

Negative Features

- Single family home better suited for young families, does not fit in with riverfront because it is not a suburban area.

Housing Image #2



Positive Features

- Appropriate for elderly and young couples
- Multiple stories are appropriate only if one or two stories above surrounding development

Negative Features

- Too big
- Too tall
- Too dense and urban for Redding
- Building is plain
 - Dislike the repetitive pattern

Redding Riverfront Site Analysis & Background Report

Housing Image #3



Positive Features

- Colors
- Quaint
- Porches
- Compactness
- Reminiscent of single family homes
- Style is appropriate for the riverfront

Negative Features

- Colors,
- Too simple
- Too tall

Opportunities and Constraints Identified

Opportunities

- Community has positive attitude towards development
- Media supports development along the riverfront
- Existing unmet need for entertainment-tourist/commercial
- Annual cultural events
- McConnell Foundation (\$/public interest)
- No official architectural style

Constraints

- Economic reality (non-affluent community)
- Historical disputes (Kutras vs. McConnell vs. City)
- Uncertainty (changing city council)

Based on the site inventory and analysis, we have achieved a greater understanding of existing conditions, environmental issues, planning documents, and community perceptions relevant to the Park Marina site. This information will be useful to reference during the development of the concept plan. Several opportunities and constraints were identified in the previous chapters and are consolidated here and depicted graphically on the following pages.

Site Analysis: Constraints

Political

- Uncertainty (changing city council)
- Multiple agencies
- Historical disputes (Kutras vs. McConnell vs. City)

Environmental

- Natural setting (riparian, water, views, salmon, habitat, climate/weather, public water access)
- Water depth (?)
- Flooding/Drainage
- Liquefaction/ground shaking
- Narrow, oddly shaped site
- Traffic/noise
- Traffic & Circulation
- Not pedestrian friendly
- Missing/incomplete links to other parts of the city
- Traffic, high speeds
- Park Marina Drive (access, connectivity & capacity issues)

Land Use & Design

- No mixed-use overlay
- Current zoning may not best suite preferred alternative
- No official architectural style
- Long term land leases
- Open space requirements
- Issues with compatible scale (with adjacent land uses and neighborhoods)
- Adjacent to blighted areas

- Existing buildings and occupants
- Competition with adjacent (or nearby) land uses (i.e. movie theater, conference center)
- No housing or "boutique" style commercial indicated for site in the General Plan
- Costs of developing/improving connectivity along the canal

Social & Economic

- "Planner-people disconnect" (different ideas)
- Economic reality (non-affluent community)
- Local unemployment rate (moderately high)
- Existing low-wage job market (mostly service based jobs)
- Need for large family affordable housing
- Possible archeological site
- McConnell Foundation opposition/high profile dispute

Site Analysis: Opportunities

Political

- Uncertainty (changing city council)
- Current support for development
- Existing specific plan

Environmental

- Natural setting (riparian, water, views, salmon, sheltered bays, recreational facilities, climate/weather)
- Water depth (?)
- Trail system
- Significant amount of open space
- Large site

Traffic & Circulation

- Existing trail system
- Neighboring parking sites
- Traffic = people
- Existing infrastructure (roads, etc.)
- Adjacent to major arterial
- Close to freeway

- Possibility of using canal

Land Use & Design

- In center of Redding
- Low density (potential for infill)
- No official architectural style
- Opportunity for housing
- Neighboring parking sites
- Adjacent to other cultural/recreation/tourism sites
- Adjacent to blighted areas and areas identified for redevelopment
- Site is not restricted by any official redevelopment plan
- Existing applicable zoning categories
- Existing buildings
- Need for an anchor for downtown revitalization
- Existing, applicable specific plan
- Location within a General Plan Focus Area

Social & Economic

- Positive attitude towards development (community support)
- Media support
- No official archeological sites
- Existing unmet need for entertainment-tourist/commercial
- Need for housing in immediate neighborhood
- Need for higher paying jobs
- Need for large family affordable housing
- Annual cultural events
- McConnell Foundation (\$/public interest)



Appendix A Supplement: Initial Survey

Environmental Cognition Study: There are no "right" or "wrong" answers to these questions.

1. What do you think of Redding's riverfront area? Name the good and the bad things.

2. How do you see the riverfront in the future? What do you feel are the Challenges and Strengths of developing the riverfront?

3. Do you see yourself participating in the riverfront? Would you consider living, working, or recreating there? Why?

4. What type of development and facilities would you like to see in the riverfront area? Please explain.

5. Do you have any additional comments about the future of Redding's riverfront?

Thank you for your participation in this exercise!
Your comments are extremely important and valuable in designing a successful project for Redding!

Visual Preference Study

Interviewer: _____ Location: _____ Interview # _____

This is a class assignment required for Cal Poly's Project Planning Lab (CRP 553) in the City and Regional Planning Department. There are no "right" or "wrong" answers to these questions as our study is looking for an overall understanding of your aesthetic preferences for future development along Redding's riverfront area.

We appreciate your help and time in responding to this interview. Thank you!

Please, take a minute to evaluate each of the images below. Then make a circle around the value that best expresses your preference for new development in Redding. Please comment on the features you like, and those you dislike.



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____

The survey continues on the reverse side of this page.



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

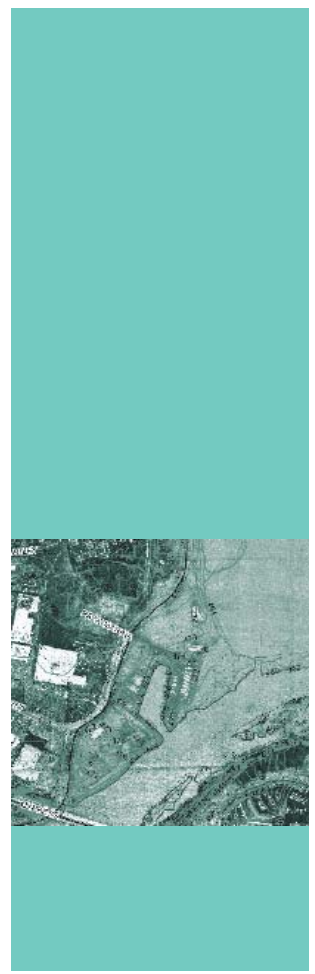
Features you dislike: _____



Less appropriate -3 -2 -1 1 2 3 More appropriate

Features you like: _____

Features you dislike: _____



Park Marina Area

Concept Plan

Appendix B: Case Studies

Prepared by

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Appendix B Contents

Selected Case Studies:

London Docklands / B-5

San Antonio / B-19

Suisun City / B-27

London Docklands

Case Study



Project Name	London Docklands Redevelopment Project
Location	Thames River, from London Bridge east past Royal Docks
Date Designed/Planned	Designed continuously from 1981 to 1998
Construction Completed	Completed in phases from 1995 to 1998
Construction Cost	Public Investment = £1.86 billion (\$3.51 billion) Private Investment = £7.2 billion (\$14.53 billion)
Size	8.5 square miles
Client/Developer	London Docklands Development Corporation

Context, Background and History

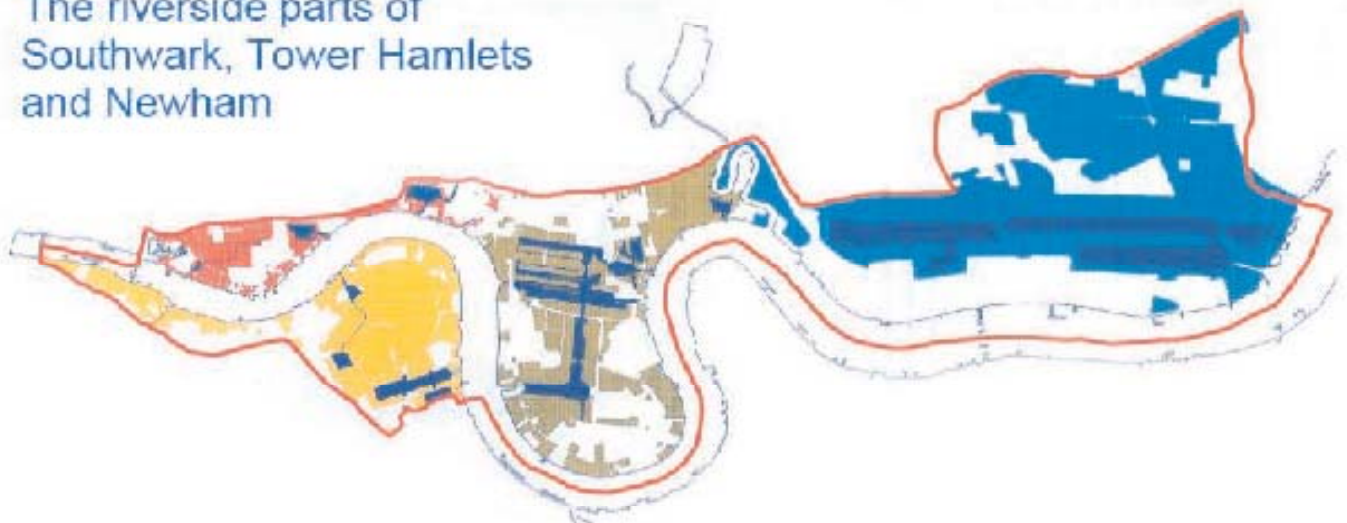
During the 19th and early 20th centuries, the British Empire was at its height. Stretching around the globe, England was one of the most powerful nations in the world. From its territories around the world, goods were sent back to England, most of them coming by ship and going through London. As a result, London had the largest dock in the world; the London Docklands, which were responsible for the employment of 100,000 people at their height (30,000 directly working at the docks). Situated on the Thames River, which flows through London, the docks were near the heart of the city and a major employment hub.

After World War II a combination of causes sent the docks into decline. In 1967, the Port of London Authority began to close docks, citing them as unviable, as well as reducing its workforce in the docks still open. As a result, employment in related industries similarly declined. By 1981, when the London Docklands Development Corporation (LDDC) was created to facilitate the redevelopment of the area, the PLA had reduced its workforce to 3,000 people, and the workforce of related industries and the area in general had likewise been reduced.

The LDDC's area

Area = 8.5 square miles

The riverside parts of
Southwark, Tower Hamlets
and Newham



The size, and prominent location, of the Docklands made it a constant target for proposed redevelopment. Starting in 1970, a number of groups began proposing redevelopment ideas. London had just recently been split up into boroughs, each of which had planning authority in their boundaries. The PLA was still active in the Docklands, and had their own ideas, and the Greater London Council (GLC) also had ideas for how to redevelop the area.

In 1972, with ideas running rampant, a study was commissioned to looking at redeveloping about 5000 acres of the Docklands area. The study was to look at methods of accomplishing the redevelopment, as well as how much different methods were likely to cost. After a year of work, the study was completed. It proposed five options for development of the area.

- City New Town: With a good amount of housing (and a high proportion of it for sale), and quite a bit of office. 141,000 population, and 90,000 jobs.

- East End Consolidated: Housing, mostly public rental, with some low-income, and industrial as main employment. 126,000 population, and 61,000 jobs.
- Europa: Commercial centers, offices and service-industry employment, and mostly private housing. 126,000 population, and 87,000 jobs.
- Thames Park: Office and industrial jobs, some new housing, and large parks. 85,000 population, and 69,000 jobs.
- Waterside: Reshape the docks and place housing around water parks. 108,000 population, and 45,000 jobs. (LDDC, 1997)

Unfortunately, the report was finished right around the time of a big election, and was attacked by both parties, primarily for not having involved the public in coming up with its proposals. These attacks lessened its impact considerably. Rather than implementing the suggestions presented in the study, in 1974 a new agency was created; the Docklands Joint Committee, which brought together the boroughs and the Greater London Council. The committee's purpose was to come up with their own strategic plan for the redevelopment of the area, this time involving the public in their decision-making.

After two and a half years, the committee published its plan, in July 1976. For the most part, the plan called for increases in what already existed. More housing, with most of it public rental housing, and new industrial construction were the primary proposals. It was the expected cost though, which caused the biggest problem. Projected to 1980 prices, the expected costs of the redevelopment were £3.6 billion, with £2.1 being public funding, which just wasn't going to happen.

One failure during this time was the ineffectual Docklands Land Board. Existing between 1977 and 1980, it was responsible for acquiring land. However, by the time the Act that allowed for its creation was repealed in 1980, it had only acquired 3.3 acres of land in the area.

During this same time, the Docklands Joint Committee was working to implement its strategic plan. Public housing and industrial and warehouse space continued to be built throughout the time period between 1976 and 1981, but at quite the rate that the committee had been hoping for. A lack of government funding was partly to blame. Of the funding the committee did receive, about £10 million was spent working to fill in about 120 acres worth of docks.

In 1981, the work of the Docklands Joint Committee came up for review by England's House of Commons. The committee given the task discovered that the Docklands Joint Committee had fallen well short of their goal. Of the 6,000 new buildings expected built by this time, according to the strategic plan created by the committee, only 1,300 had been completed, with another 900 under construction. The figures for employment were much worse. Rather than the 10-12,000 new jobs described in the strategic plan, there had instead been a net loss of about 7,800 jobs.

With this failure before them, the Docklands Joint Committee was replaced in 1982 with the London Docklands Development Corporation.

Genesis of Project

The London Docklands Development Corporation (LDDC), created in 1982, was the last in a series of attempts at redeveloping the Docklands region, going back to 1970. The LDDC was given several powers to help them in carrying out their objective. Missing from their listed powers was the ability to actually plan. The failure of the strategic plan used by its predecessor ruined the government's confidence in strategic planning in this situation.

- Financial resources, provided by the Treasury, through the Department of Environment - initially an amount between £60-70 million per annum.
- Powers as a single development control Planning Authority (in place of the three boroughs), enabling the Corporation to provide a 'one stop service' for investors and developers seeking advice and planning permission (but with no plan making powers, responsibility for which remained with the local authorities).
- Land acquisition powers, with the ability to acquire land quickly from public sector authorities, through special Parliamentary vesting procedures to achieve 'regeneration';

- Powers as an Enterprise Zone Authority responsible for the Isle of Dogs Enterprise Zone, which was designated in April 1982 with a 10 year life;
- Finally, powers for marketing and promoting the Docklands area. (LDDC, 1997)

The LDDC's goals, or basic strategy to accomplish the redevelopment of the Docklands, were:

- To rapidly improve the image of Docklands, not only by undertaking programmes of physical works throughout the area, but also by creating confidence in the continuing improvements to come;
- To use its financial resources primarily as a lever to attract private investment, given that the amount of public money available to the Corporation was small in relation to the size of the task the leverage principle;
- To acquire as much public sector land as resources permitted, in order to undertake the necessary reclamation, servicing and site assembly, followed by remarketing to the private sector wherever such sites were not the subject of suitable active redevelopment plans by their current owners;
- To bring the roads and public transport network up to the standard enjoyed in other parts of London;
- To bring about significant improvements in a choice and quality of housing and community amenities without undertaking such work directly.
- From the outset it was recognised that reviving the Docklands economy was central to the overall regeneration task. (LDDC, 1997)

Planning and Design Analysis

Riverfront redevelopment has been a popular form of urban revitalization over the past few decades. In London, the old port area was affected by the type of blight that occurs with older industrial parts of cities. In 1981, the London Docklands Development Corporation (LDDC) began work to revitalize and reclaim this potentially valuable eight and a half square miles of property along London's River. The process was a very complicated procedure, requiring considerable cooperation between the LDDC itself and the various private investors and owners of the docklands area and development continues to this day. Throughout the development the key aspects of the redevelopment process can be analyzed easily by some of Kevin Lynch's Performance Dimensions from his work *A Theory of Good City Form*. In the London Dockland project three dimensions in particular are representative of what occurred. Attempts to create a "sense" about the docklands were an important goal to draw people to the project. Access simply means that people needed to be able to get to the docklands. The third performance standard is Fit was an important performance dimension because the development created on site needs to have an inner working that provides for an important functional component, and fit is essential for this to occur

Developing a sense of place and identity was a goal mainly through design standards. By developing a place that people wanted to be apart of and would feel welcome then people will identify with it. After early attempts to begin the redevelopment at the London Docks was fairly successful the LDDC was able to impose increasingly higher design Standards (LDDC, 1997). As development of the area began to really pick up the pace, investors began to realize the added value that design and quality of specification could yield (LDDC, 1997). The higher the quality of the project the higher the return was becoming. While the LDDC was trying to create a project for all people, private investors still appreciated the ability to gain higher returns through using higher standards. "The LDDC's aim is the creation of coherent and diverse yet distinct and identifiable districts similar to those which constitute other metropolitan areas" (LDDC, 1997). Kevin Lynch writes, "The simplest form of sense is identity, in the narrow meaning of that common term: 'a sense of place.'" (Lynch, 131, 1981). What the LDDC was doing was nothing new because by creating identity a location becomes something that is distinct and new from other locations and often times leads to increase success because of this recognition (Lynch, 131, 1981).

Another aspect of the design was to be of high quality and of interest. "Perception is a creative act, not a passive reception." (Lynch, 131, 1981). Control in this case is the key component that creates the various types of designs. Whether it was the LDDC or if it was the private firms that became involved, control over the designs themselves was what allowed the process and allowed for high quality. "The single characteristic which is common to all established city areas is that they have achieved a level of complexity which makes them interesting and enlightening places to be." (LDDC, 1997). Through various design the LDDC hoped that this too would generate a sense of place for the dock lands and aid in the enhancement of the area. "Diversity is a vital ingredient of well established urban areas both in terms of land uses and building types" (LDDC, 1997).

Orientation in a place also is an essential aspect. Landmarks play a large part in this orientation. "This can be assisted by ensuring that by planning and design, the buildings and the spaces created recognize their context. Orientation is provided by the introduction or protection of landmarks..." (LDDC, 1997). Landmarks are



Surrey Quays Shopping Centre, 1996



Surrey Docks, early 1980s



Acorn Walk, Surrey Docks, before refurbishment



Acorn Walk, Surrey Docks, after refurbishment



West India Docks, looking west, 1982



Canary Wharf and the Isle of Dogs, 1997



Limehouse Basin, 1983



Limehouse Basin, 1998



Shadwell Basin, 1985



Shadwell Basin, 1998



Western Dock, Wapping, 1981



Western Dock, Wapping, 1998

an essential aspect in developing sense. Kevin Lynch also writes on the importance of orientation and landmarks within development in order to create a sense of place. "Formal structure, which at the scale of a small place is the sense of how its parts fit together, and in a large settlement is the sense of orientation,,: knowing where (or when) one is, which implies knowing how other places (or times) are connected to this place." (Lynch, 134, 1981). Through the design phase and planning landmarks were worked into the project, though view sheds and architecture landmarks were defined throughout the project to give the needed orientation and understanding of the surroundings. Orientation is essential as Lynch writes that poor orientation through a lack of landmarks and other understanding that it can create a loss of understanding and possibly even reduce accessibility which is another performance standard of Lynch (Lynch 134, 1981).

Accessibility to the site in general was identified early on as being a source of concern. "The closure of the Docks highlighted the areas inaccessibility from the rest of London. Although on the doorstep of the City of London, the area was perceived to be and actually was very difficult to get to. The improvement of public transport became the LDDC's first priority." (LDDC, 1997). Public Transportation has always been an important feature to European cities. The subway and bus system that traverses London stands as testament to this fact. "Cities may have first been built for symbolic reasons and later for defense...Modern theorists have seen transportation and communication as the central asset of an urban area..." (Lynch, 187, 1981). The movement of people and goods are an essential component of an urban area. Without it a place can become stagnant and fall into disrepair, as it seems the lack of access to the London Docklands appears to have contributed to. With bus service providing the first outside access talks of incorporating a light rail system soon began. In 1987, said light rail system began service between Tower Hill, Island Gardens, and Stratford all parts of the Docks and its surrounding area. By 2000 the light rail line is scheduled to be connected all the way to Greenwich (LDDC, 1997). Access by people is a key component that will allow a place to thrive.

Access into the London dock area is not the only important type of access. "Accessibility is critically important not merely in terms of providing public and private transport but also in recognizing the differing needs of the citizens who should feel part of their neighborhood" (LDDC, 1997). The interaction of people is an essential component of society as a whole, and providing access to those types of activities helps to improve the performance of a development. Here in the London Docklands the importance of this type of interaction has been identified and

planned and designed for. Kevin Lynch writes, "Access may be classified according to the features to which access is given and to whom it is afforded. Most basic, perhaps, is access to other people: to kin, to friends, to potential mates, and to a variety of more casual acquaintances" (Lynch, 188, 1981). Access comes about in projects through many forms. As stated earlier any type of access both vehicular and pedestrian was very limited. So, "The object of the LDDC's landscape strategy was to coordinate and unify the design of the Urban Development Area. It sought to provide physical and visual linkages within and across the area." (LDDC, 1997). Through the landscape planning both access to the site and the sense of place it created by using visual linkages and landmarks all contribute positively to the project.

Fit is the last key performance dimension that Lynch discusses that applies to the project. Mixed use development has become the key type of development for many revitalizing and enhancement projects both throughout Europe and In America. This project is no different. The key aspect of this though is finding the correct mix of uses for the site. In essence the right fit for the project and area. "Whilst the character of new development in Docklands has reinforced the area's urban context, the diversification of land uses has been encouraged, providing mix of uses across the area, locating commercial, industrial and residential developments in close proximity to each other." (LDDC, 1997). This shows that the LDDC concluded because of its location in one of the most urban centers in the world and the sites potential to draw various types of activities and tenants to the area that mixed-use development would be a good fit for the area. Kevin Lynch first brings up the issue of satisfaction in terms of fit, "Like health, fit is easier to identify in its absence. Mismatch is relatively easy to spot. One takes less note of places that work well." (Lynch, 152, 1981).

This London Dockyard revitalization achieves fit in a few key ways. As mentioned above are the multiple uses incorporating into the whole of the project. "The area covered by the Urban Development Area includes a number of quite distinct and established districts. In recognition of this the LDDC has adopted a policy preparing separate strategies for each of the principal development areas within the Urban Development Area." (LDDC, 1997). This helps to provide the required amount of activity and development in order to provide for an adequate amount of fit. Lynch offers, "Simple quantitative adequacy is the elementary aspect of fit." (Lynch, 152, 1981). By meeting the need uses will become complimentary and be mutually beneficial to one another. "Keen to create a development of interest and diversity based around the concept of city districts, the planning policies of the LDDC have sought to build on the intrinsic character of each development area and so avoid the anonymity that would result from the creation of a single uniform development across the whole area." (LDDC, 1997). Again this shows how many planning efforts can fall into multiple types of Performance standard according to Lynch, though the fact that they are trying to create diversity that will fit into the development as a whole and would create sense will be beneficial to the London Dock.

The London Dockland revitalization is a great case study to view the different ways that Lynch's Performance Dimensions have been implemented throughout the redevelopment process.

Development and Financing Strategy

With the passage of the Local Government, Planning and Land Act in 1980, development corporations could be established in the London Docklands. With three main powers, the LDDC became a formidable institution. The first power was quick land acquisition from other public bodies, and without public question. The second power was development control within the eight and a half square miles of development area. The third power was the ability to freely spend the Government grant money (LDDC Monograph-Attracting investment-Creating Value-Establishing a Property Market in London Docklands- March 1998).

Debates existed about development strategies. A masterplan was argued necessary for development. It was countered that it would take time to prepare, and since the area already had a skeleton framework, a masterplan was too time consuming and unnecessary (LDDC Monograph- Attracting Investment-Creating Value-Establishing a Property Market in London Docklands-March 1998).

Stated in the "LDDC Monograph- a Strategy for Regeneration" from November 1997, the LDDC prepared a series of planning framework Strategies for each of the principal development areas within the UDA based on the existing districts and communities. In them they wanted to promote to investors and developers the opportunities of the development area, find the opinions of and promote relationships with current residents, and advise the Boroughs of the LDDC's intentions.

It was understood that before economic renewal manifested, the image of the Docklands needed improvement. For this transformation to happen land had to be reclaimed; gas, water, electricity and drainage services had

to be established; new technology, for example: fiber optic cables, needed to be installed; and new roads and public transportation needed expansion. An ad campaign was established to promote a new image of the docks. "The conservation of the landscape of dock buildings and water played a key part in establishing the Docklands 'brand image.' The Docklands architectural heritage had not been ignored (in the development process)" (LDDC Monograph-Attracting investment-Creating Value-Establishing a Property Market in London Docklands-March 1998). The decision was made that no more docks were to be in-filled. The water distinguished the Docklands from other East London sites, and was an integral element to the identity of the development area and for the ad campaign.

In addition new regulatory districts and acts were established to promote development.

"The creation of the Enterprise Zone provided the Corporation with the opportunity to create an initial two prong strategy. First, the Enterprise Zone tax benefits, it was decided, would be used to attract largely new businesses to the area on to either serviced development sites prepared by the Corporation or modern premises built by the private sector for buying or leasing by new businesses. Second, it was decided that this inward investment activity would be complemented by assisting existing firms, located outside the EZ, to benefit from business support and development programmes. These incorporated financial schemes of assistance provided under the 1978 Inner Urban Areas Act, which was passed by Government to enable local authorities to assist businesses, especially in deprived inner city areas (LDDC Monograph- Employment: New Jobs and Opportunities Feb 1998)."

Along with the:

Inner Urban Areas Act, (November 1981) to encourage the:

Introduction of growth, service, high tech industries

Establishment of a new economic base for the existing industry/commerce

Building on existing success

Garnering of high quality development and enhancement of environmental quality

Use of loans and grants to leverage private sector activity

(LDDC Monograph-Attracting Investment-Creating Value-Establishing a Property Market in London Docklands March 1998).

Two additional business related organizations were developed to promote private sector activity. The Docklands Business Research and Information Centre (DOBRIC) and the Docklands Business Club (DBC) were tasked with enhancing the opportunities of existing and new small business, assisting the emerging service sector firms, and to develop economic and employment strategies.

Along with attracting new business to the docklands, the LDDC was concerned with housing needs in the region. The LDDC was not a housing authority and could not construct, rehabilitate, sell or manage new or existing housing. It had to work with private developers and housing authorities to achieve new or rehabilitated units. They needed the co-operation and funding of the housing agencies or private developers for all housing starts. For sale units were deemed necessary for economic vitality. Since council housing provided 83% of homes in the area in 1981, mainly rental units, the construction of more of the same was not going to change the general public view of Docklands. The addition of for sale units attracted new people who brought new and different attitudes and desires along with new money for the local economy (LDDC Monograph- Housing in the Renewed London Docklands- text-March 1998).

Funding for the administration and staffing of the LDDC came from direct government grants. Grant money also funded the preparation of sites for sale. In the EZ, occupants received a 10 year grace period from local council taxes and developers had the right to offset 100% of development investment against future tax. (LDDC Monograph- Attracting investment - Creating Value- Establishing a Property Market in London Docklands March 1998).

Markets, Tenants, Management

Initially, the LDDC was focused on land acquisition for development as commercial and manufacturing space. The LDDC sought manufacturing, office, commercial, high tech, communications, and service sector businesses for the Docklands area. They were also able to attract the support businesses of shops, pubs, restaurants, wine bars and events. The London Docklands also has established almost every major supermarket in the area. Residential housing and the public support services of schools and health care facilities followed as development patterns solidified. The following quote from the LDDC Monograph- Attracting Investment, illustrates the diverse market and tenants locating to the Docklands area.

"By 1984 the Zone was beginning to attract speculative schemes of a striking design for their time: for example Skylines, 60,000 sq.ft (5,607 sq.m.) for small businesses at Limeharbour, and Heron Quays, a 200,000 sq.ft (18,691 sq.m.) office development, built on piles into the West India Dock. By the Spring of 1985, there were 50 major commercial and housing schemes either built or proposed for the Isle of Dogs. They included the first post Modernist phase of South Quay, Greenwich View, with its distinctive dark glass and blue trim and Great Eastern Enterprise, a two phase scheme by Standard Commercial Properties with a distinctive green motif. In addition an existing building had been converted into the London Arena, for indoor sports attractions. By then the Island also had an ASDA supermarket - a bonus to office workers who had considered the area a wasteland (LDDC Monograph- Attracting Investment-Creating Value-Establishing a Property Market in London Docklands March 1998)."

Tenants and markets were not only attracted by infrastructure improvements but were also a result of them. Infrastructure improvement of communications, including fiber optic networks, attracted new business. Two major communications industries, British Telecom and Mercury Communications, relocated to the area after establishing new earth satellite systems and extending their fiber optic network in the Docklands. Light rail service was extended throughout the eight and a half mile development area, easing traffic congestion and making the area more attractive to investors. "The LDDC wanted the density and the quality (of development) to create a large enough urban mass to sustain basic amenities; not only shopping; but health facilities and a primary school. Employment generating uses were to be a substantial and integral feature of the scheme (LDDC Monograph- Attracting Investment-Creating Value-Establishing a Property Market in London Docklands March 1998)." This diversified market approach enabled the area to sustain through economic slow downs.

As mentioned earlier the LDDC was not able to manage any of the housing produced under its tenure. They did maintain development rights on some parcels, but usually sold parcels outright to private developers or public entities for facility development.

City and Regional Impacts and Implications

The redevelopment of the London Docklands area has not only impacted the development area, it has spilled out into the surrounding community. With infrastructure improvements, i.e. sewer, communications, and transportation, the surrounding Burroughs have benefited from increased linkages and additional services. The LDDC funded the road building within its programming area, many of which benefited a wider area according to the LDDC Monograph- Attracting Investment.

In the LDDC Monograph- A Strategy for Regeneration -November 1997, the following quote demonstrates the effects redevelopment of the Docklands has had on adjacent neighborhoods.

"In the regeneration of London Docklands we have seen the historic imbalance between east and west London begin to be reversed. For the first time in a hundred years investment by the public sector in the East End has generated an even larger investment of private capital. Diverse and sustainable districts have been created around the historic Docklands communities which enable people to live and work in the same area. The substantial numbers of new houses built has relieved pressure for residential development in London's Green Belt and the LDDC has been instrumental in encouraging private house builders into the inner city. In addition Docklands has been able to accommodate the large footplate buildings required by many international businesses today. Such buildings would have been totally unacceptable in London's historic core of the City and West End. More than this, the success of London Docklands has provided the springboard for the regeneration of the Thames Gateway which will maximise the region's opportunities for benefiting from its proximity to Continental Europe. For the first time in a thousand years of London's history the East End has become the right side of London."

As with any major development project, the construction not only affects the immediate site but has a ripple effect on adjacent properties and the local and regional economy. The Docklands is no exception.

Dedesignation

The LDDC finished its work and left the area by stages....



Conclusion and Lessons

It was not always a smooth development and marketing journey. The Docklands started development during one recession and continued development through a second. Government grant money of £1.86 billion has been spent in the Docklands. This resulted in approximately £7.2 billion of private investment with a majority, (75 %), coming from outside the United Kingdom. Firms from the USA, Canada, France, Switzerland, Japan, Kuwait, Finland, South Africa, Qatar, and Sweden have invested money in the Docklands. Additionally local firms have benefited from hidden subsidies in the EZ through tax waivers and capital allowances. Marketing strategies locally and abroad contributed greatly to the success experienced at the Docklands.

Along with commercial development success, housing development was very successful. "The LDDC has been an effective, crude tool for housing change and improvement and for injecting a new mixed population into the area. It created a new market in inner-city private housing, largely within range of people on average incomes, and contributed substantially to the improvement of existing local housing conditions" (LDDC Monograph- Housing in the Renewed London Docklands- text-March 1998).

Questions arise at whether a master plan approach could have worked for the Docklands. The answer is that it is doubtful that results could have been achieved as rapidly as they were. The success lies in the fact that the development area is in close proximity to central London and this fact justified the more flexible approach taken.

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LDDC 'unnecessary — but make it work'

THE SETTING up of the LDDC marks the start of another, and hopefully the last, chapter in the history of developing Docklands.

Councillor Paul Beasley, leader of Tower Hamlets Council and a member of the LDDC board, looking at the past and to the future said: "Travers Morgan, the Docklands Joint Committee and now the LDDC have all been charged with bring life back to this area."

The first attempt was unsuccessful, but the second was really beginning to work, with developments springing up right along the river, he says.

The third has been forced on an unwilling area, he added.

"My view, and that of my council, is well known; the LDDC was unnecessary and we fought hard to stop its formation."

"It's now a reality and it is up to those of us, committed to developing the area to make the LDDC work in the best possible way, to make certain the development is in the interest of the residents of Docklands and their boroughs and



PAUL BEASLEY, Leader of Tower Hamlets Council.

that there is proper balance between industry, commerce and housing."

Mr Beasley says the opportunities in the area are fantastic.

He points to a list of achievements in the Tower Hamlets part of docklands during the last five and a half years up to the advent of the LDDC. These included:

The all-weather football pitch in Wapping,

completed 1978, cost £150,000; the Wapping Sports Centre, completed in 1980, cost £600,000; 168 new homes at Eastern Dock, completed 1980 and at Wapping Wood, completed 1981 — total cost £3.8 million; dock filling and reclamation work still going on, cost £10 million; News International printing works, under construction, £20 million; the new Billingsgate Market on the Isle of Dogs, opening this week, cost £7.2 million; Asda Superstore, under construction; new housing and new community centres.

"Let us now get on with the job started by the Docklands Joint Committee and ensure the potential of Docklands is realised to the full and for the benefit of the area."

Finance centre to bring thousands of jobs

CITY MOVE TO CANARY WHARF

THE LONDON Dockland Development Corporation has accepted the American banking consortium's £1.5 billion masterplan for a 10 million square feet world financial centre on a 71-acre site on Canary Wharf.

The decision is a clear signal of revolution taking place in the City's thinking that the Square Mile can no longer meet the growing space demand being made on it.

The Bank of England has endorsed the moves by the financial world to look elsewhere to meet its needs.

At the same time LDDC's decision has opened the gate to the biggest potential jobs bonanza in the history of London.

Some 45,000 jobs in Canary Wharf operations itself, plus a further 50,000 in support and allied services could be involved.

Talks between LDDC and the consortium — G. Ware Travelstead, Credit Suisse First Boston and Morgan Stanley — are continuing to negotiate an agreement on the next stage, the master building agreement. This will cover the requirements, controls and conditions needed to allow the scheme to get the final go ahead.

Fundamental to these negotiations will be continuing discussions with the London Borough of Tower Hamlets, the local people and affected statutory bodies.

LDDC board has welcomed the scale and content of the scheme as a

BY CAROLE LYDERS

remarkable opportunity to extend the activities of the City eastwards and thus fulfilling the employment needs of generation of East Enders for decades to come.

Mr Travelstead, chairman of First Boston Real Estate, said he was pleased LDDC board had given provisional approval to the plans. "We hope to start on site in February," said Mr. Travelstead.

Credit Suisse first eyed Docklands as a place for its new HQ four years ago. But conditions then were not suitable. Now new transport and telecommunications systems have changed the entire perception of Docklands.

Couple these factors with an explosion of world banking and financial services made possible by the new communications technology, and it becomes clear that space necessary to accommodate these new needs just cannot be met by the City.

Mr Travelstead pointed out that London's time zone means it is ideally situated to enhance and develop its pre-eminent role as the world's leading financial centre.



● G. Ware Travelstead and LDDC chief executive Reg Ward examine the complex model.

The local community on the Isle of Dogs has put out the hand of welcome but with provisos — see story pages 6/7 — but community leaders recognising that financial dealings are a natural home for East Enders — the City has employed East Londoners for decades on these vital trading floors — are keen to see massive job opportunities on the door step.

The scheme which will take between seven and 10 years to complete has the potential to wipe out East London's high unemployment problem.

The proposed development will be one of the Western world's largest.

Mr Travelstead says the consortium is accepting only owner occupiers — the idea of "absentee landlords" is not acceptable.

His view is that the remote investor does not have the same in interest in seeing that the right sort of growth. They may not take into account the best interest of all who will work and live in the area will occur.

The consortium has a developed an architectural theme that re-interprets the London look — buildings surrounding gardens and parks. He has promised a high quality of architectural design.

What Canary Wharf will mean to you — centre pages

Chronology of London Docklands / Key Dates and Events 1962 - 1971

	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971
PLANS	Rochdale Enquiry into British Ports (Sept)							1st Draft of Greater London Development Plan published by GLC		Travers Morgan Study commissioned by DoE/GLC (April)
PLA						PLA close East India Dock	PLA closes St Katharine & Surrey Docks		Joint PLA LBTH Plans announced for London Docks	
GOVERNMENT/GLC			Labour win General Election (H. Wilson)	Establishment of the GLC and Boroughs under 1963 London Government Act	Labour increase majority in General Election (H. Wilson)				Tower to Tilbury Conference established by GLC and Riparian Boroughs (March)	Conservatives win General Election (E. Heath)

Chronology of London Docklands / Key Dates and Events 1972 - 1981

	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981
PLANS	Greater London Development Plan Enquiry Finishes	Traver Morgan publish Redevelopment Options for Docklands (Jan)			Docklands Joint Committee publish London Docklands Strategic Plan (July). Greater London Development Plan (GLDP) approved by Sec. of State for the Environment (July)					
PLA					PLA announce partial closure of West India & Millwall Docks (Jan) PLA's Partial closure decision reversed (July)		PLA close part of West India & Millwall Docks		PLA complete closure of West India & Millwall Docks	PLA closes Royal Docks (Nov)
GOVERNMENT/GLC		Labour win GLC Elections (May)	GLC/Docklands Boroughs establish Docklands Joint Committee (Jan) Labour win General Election (H. Wilson)	Government White Paper "Redevelopment of London Docklands" (August)		Government White Paper "Policy for the Inner Cities" (June)		Conservatives win General Election (M. Thatcher)	Local Government Planning & Land Act passed authorising Sec. of State for the Environment to set up Urban Dev. Corp.	LDDC established (July)

SAN ANTONIO RIVERWALK: A CASE STUDY ON THE PASEO DEL RIO

February 3, 2005

I. Introduction

The San Antonio Riverwalk is a 2.5 mile (21 block) pedestrian esplanade running along the San Antonio River. It is part of the greater 3.51 miles of walkways lining the San Antonio River within the heart of San Antonio. The Riverwalk consists of restaurants, nightclubs, hotels, and shops while maintaining safe landscaped areas for strolling and sitting. Connectivity to City streets and tourist barge docks is successfully provided by stairway connections. The dichotomy between the hard scape of the busy street and the lush soft edge of the river provide a stimulating interactive environment for pedestrians. Entertainment barges offer floating stages for musical acts, and an extensive array of waterfront dining locations. Festivals such as Fiesta Noche del Rio, Fiesta de Las Luminaries and Las Posadas held along the San Antonio Riverwalk, enhance the social realm of the river walk and foster community spirit. This active public space is enjoyed by over 10,500,000 tourists each year contributing to the lively nature of San Antonio. (<http://www.sanantonioriverwalk.com/history.html> January 24, 2005)



II. Riverwalk History

HISTORY OF THE RIVER

Understanding the history of civilization along the river allows us to interpret the historical culture and evaluate development in the context of meeting cultural needs. The San Antonio River originates from an area of springs in the northern portion of historic San Antonio. The Olmos Creek basin of the San Antonio River was home to native American hunter-gatherers for over 11,000 years as shown by stone and flint tools found in the basin. The current name of San Antonio was given by the Spanish priests and soldiers which camped at the River's headwaters on June 13, 1691, the day of Saint Anthony of Padua.

The first mission of the San Antonio River, mission San Antonio de Valero, was built of brush and grapevines. It was completed by Franciscan missionary Antonio de San Buenaventura y Olivares on May 1, 1718 and later became known as the Alamo. At this time, the Spanish began constructing a system of irrigation ditches, or *acequias*, to divert water from the San Antonio River and San Pedro Creek to farmlands. Eventually five mission complexes were established, linked by seven acequia systems, between the headwaters of the San Antonio River and its confluence with the Medina River. The acequias served as San Antonio's water system for almost two hundred years.

By 1850, the San Antonio River powered waterworks and mills, fed irrigation ditches, provided drinking water, put out fires, and carried sewage downstream ([McLemore, 1980](#)). The river had become a part of the daily culture for San Antonio citizens.

By 1890, numerous artesian wells had been drilled into the Edwards Aquifer around San Antonio and in 1891

the city began to rely on wells rather than acequias for its water supply. Flows in the River began to decline seriously.

By all accounts, the San Antonio River before Edwards Aquifer wells were drilled was a large, crystal-pure, reliable stream, much unlike the murky trickle it became later on. [George W. Bonnell](#) described the situation in 1840:

The San Antonio River is formed by about one hundred large springs in a beautiful valley four miles above the city. Many of these springs would singly form a river; and when they unite in San Antonio, they form a bold and rapid stream of two hundred feet in width, and about four feet deep over the shoals.

In 1896, the first geologists to accurately describe the Edwards recognized that wells were the culprits impacting spring flows that were the origin of the River ([Hill & Vaughan, 1896](#)). In most years the River was just a trickle. The daily life along the river had changed. The citizens were no longer bathing and swimming in the river but they continued to cherish and protect the river. The citizens caused a public uproar after the city cut down two large willow trees. This led to the city's first riverbank landscaping effort. In 1910, the Civic Improvement League began efforts to beautify sections of the River downtown by planting grasses, flowers, and shrubs. In September 1911, a small group of River-loving citizens formed the San Antonio River Improvement Association to revive the River. Mayor Bryan Callaghan, grudgingly approved installation of a pump on an abandoned well in Brackenridge Park to provide the River some flow. Mayor Augustus H. Jones, in 1912, established a City Plan Committee and made River beautification his top priority. A flurry of plans followed.

In the early 1900's, many of the river's bends were eliminated in an effort to decrease the flooding problems as a result of a disastrous flood in 1921 that killed over 50 people. City officials and the Army Corps of Engineers spent three years following the flood working on flood control plans to straighten the river and construct Olmos Dam. Straightening the river with a "cutoff channel" would bypass the Great Bend in the downtown area which occupied seven acres of prime commercial land. Real estate professionals thought it should be used for this purpose. Numerous civic clubs formed a counter-movement opposing the straightening of the river along with a proposed roadway running parallel to the river. The cutoff channel was completed in 1929 and attention turned to beautification of the river (<http://www.edwardsaquifer.net/sariver.html>, January 24, 2005).

THE EARLY RIVER WALK

In their desire to preserve the natural course of the river, prevent the demolition of historic sites, and to forgo drainage, Emily Edwards, the wife of the city's planner, and other concerned citizens, organized to form the San Antonio Conservation Society. Over several years they were able to keep proposed drainage and demolition at bay. In 1929, a visionary architect, Robert H. H. Hugman presented his plan to preserve and enhance the river to the Mayor, two city commissioners, property owners and civic leader. Through his plan, "The Shops of Aragon and Romula," Hugman envisioned the banks of the Paseo del Rio alive with commercial and park-like activities (his initial plan proposed a gondola). Due to the Depression, Hugman's vision was put on hold.

In 1938, the first funds became available through the Works Projects Administration (\$375,000), and from a bond assessment of property owners (\$75,000) between Jefferson and River Villita Streets. The project broke ground in 1939 with Hugman as architect and Robert Turk as superintendent for the construction project.

Aside from preserving existing trees along the river, horticultural additions included 11,734 trees and shrubs, including 1,500 banana trees. Seventeen thousand feet of walkways, 31 stairways, and 3 dams were built alongside 1,489 yards of carpet grass.

Because of conflicts with some city officials, Hugman was relieved of his commission in March 1940. The work was carried on by another architect, J. Fred Buenz, until the project's completion in March 1941. At this point, the River Walk consisted of walkways, stairways to street level, footbridges, rock walls lining the banks and the Arneson River Theatre. Also completed at this time was the restoration of the homes in the area known as La Villita, adjacent to the river and the Arneson River Theatre.

Upon completion of the physical development of the River Walk in March of 1941, the river walk was a linear park through the heart of San Antonio, but it did not accomplish the original vision of Hugman to create the focus for an area of commerce and entertainment. The River Walk, a beautifully landscaped passive green belt protected from flooding, received little notice from the pedestrians or the commercial development which had its backside to the river.

In the mid-1950s the City's Park and Recreation Department, responsible for operating and maintaining the Riverwalk, began a landscape enhancement program which featured a small botanical garden and the installment of more than 17,000 trees, shrubs, vines, and ground cover. At this time the Riverwalk was perceived to be unsafe and unsavory. Armed service men were forbidden to go there. In 1957 Park Rangers were assigned to patrol the river.

INITIAL REDEVELOPMENT

In 1959, visionary businessman David Straus, under the auspices of The Chamber of Commerce, formed the Tourist Attraction Committee to look at economic development along the river. Over the next several years, Straus found buyers for River Walk properties, helped develop river businesses and redesigned river barge operations. With funds provided by the city and The Chamber, The Chamber of Commerce commissioned a 1959 report from Marco Engineering Company of California (major designers of Disneyland) to explore the river's commercial potential. Completed in 1961, the Marco report suggested that all buildings backing up to the river be developed in an early Texas or Mexican style. The report also suggested that as many buildings as possible be rehabilitated to provide basement space opening at river level to accommodate retail and entertainment facilities.

The Marco report was not universally accepted by the public or elected officials. Some leaders felt the Marco plan lacked sensitivity to the real nature of the architectural heritage of San Antonio and criticized some aspects of the plan as being too carnival-like in its conception. After some debate, agreement was reached that the Marco plan should not be adopted in its entirety, but that it should be used as a basis for further development action. Some of the plan's recommendations, such as forming a merchants association and holding frequent festivals were utilized later by civic planners.

In 1962, Straus, along with Harold Robbins, manager of The Chamber's tourism department, visited Carmel, California, and the Vieux Carre Commission in New Orleans to look at ordinances guiding development. Straus employed this information to formulate a 1962 ordinance for San Antonio that established a River Walk District and a River Walk Advisory Commission.

The first River Walk Commission joined forces with the Chamber of Commerce Tourist Attractions Committee to commission a Paseo del Rio Master Plan from the San Antonio Chapter of the American Institute of Architects (AIA). AIA in turn appointed a committee to do the work, headed by architect Cyrus Wagner. The final Paseo del Rio Master Plan included drawings, a scale model, land use plan, the basis for planning districts, and a capital improvement program for public and private development. In addition, a set of recommendations for municipal improvements helped lead to a \$30 million municipal improvements bond issue passed in 1964.

SECOND REDEVELOPMENT

During the mid 1960's, as San Antonio prepared to host the 1968 Worlds Fair, plans were prepared to extend the River Walk into the HemisFair grounds to create a major entrance to the fair. This extension, completed in April 1968, was coupled with a major private sector effort to create restaurants, shops, and entertainment areas on the River Walk. HemisFair brought world attention to San Antonio for the first time. It brought thousands to the city, most of whom had never seen the city's River Walk.

Since the extension for the river had no outlet, there were new demands for addressing water quality. These issues were addressed by the inclusion of a pump station providing recirculation through a major waterfall. This feature added both visual and sound ambiance, while providing ample circulation and water quality enhancement.

CONTINUING DEVELOPMENT

A third major improvement was the extension south toward the King William Historic District. It was completed by the Army Corps of Engineers in 1971.

A joint planning effort by six local government entities in 1973 resulted in the River Corridor Feasibility Study. The Study's "River Corridor Plan" provided a long-term framework for development decisions along the river.

During the 1980's, a major commercial expansion was developed on a second extension to the river walk. This extension provided river front space for a 1000 room hotel and the first major shopping center development in downtown San Antonio. Over the years, the design of the Paseo Del Rio has consistently evolved to meet the changing and growing needs of the city's commerce and tourism industry. To keep up with the latest events happening in the River Walk area, the Paseo del Rio Association publishes a monthly magazine titled *Rio*. *Rio* has been published monthly since 1968. The magazine is free and can be found in many establishments along the downtown area.

CONTEMPORARY MAINTENANCE

The River Walk is now over 60 years old. In 2000, the City of San Antonio launched a \$12.5 million project to make major repairs and improvements along the river front between Houston St. and Lexington Ave. Maintaining the quality and preserving the aesthetic appeal is important for ensuring that the Riverwalk "remains the heart of San Antonio" (<http://www.edwardsaquifer.net/sariver.html>, January 24, 2005).

III Project Data

The San Antonio River Walk is considered by many to be the preeminent example of an Urban River Walk; this important public space is an early example of a riverfront park that became a catalyst for revitalizing a neglected waterfront as well as the entire city. Today, the Riverwalk, supports a two billion dollar tourist industry and is a center of social action and entertainment for the citizens of San Antonio.

DESIGN ANALYSIS

The WPA created a vision for the Riverwalk and then hired several different artists and craftsmen to create various structures in the plan in different areas within the Riverwalk that reflected the artists' vision of the overall plan. This flexibility within the design led to a visually diverse and extremely well done design plan. These artists although allowed to bring in their individual sense of style were also instructed to reflect the cultural ambiance that was the town of San Antonio. This combination of "cultural fit" and individual artist expression create a truly unique and coveted project.

In keeping with the idea of cultural fit, the city used the Spanish law that requires all people have access to water bodies. By creating public access to the river and connecting all of these areas together, the plan has given the community a centralized public meeting space in which all community members have a stake. To further embrace the river's assets, the city worked with shop owners to orient their buildings to face the River helping to create a vibrant public/private meeting area where the community could flourish. In addition, the Riverwalk provides connectivity to other key assets of the city such as the Alamo and the downtown. The Riverwalk in turn is a street dominated by pedestrians protecting the social space and enhancing interaction.

Along the Riverwalk the San Antonio River is quite narrow which creates an intimate feel from one side to the other. In addition, the level of the Riverwalk is much lower than that of the surrounding downtown street grid, contributing to the feeling of a contained riverfront world, separate from the rest of the City. The Riverwalk functions as a pedestrian street in this world along the river. Twenty-one (21) unique bridges and thirty-one (31) stone stairways connect the river level with downtown San Antonio streets; the varied landscape provides opportunities for people to jog or amble, people-watch, eat, shop, sightsee and celebrate, attend entertainment events - or just sit in tranquility. River Walk hosts major cultural events as well as smaller-scale community events, and the mix of business, leisure and cultural uses attract people to it at all times of the day and week – providing 24 hour access to hotels, restaurants and clubs that line the riverbanks.



DEVELOPMENT STRATEGY AND FINANCE

Over the past fifty years, many physical changes have been made to the River Walk that have changed its operating characteristics and profoundly changed its usability. These changes provide a number of lessons that are being applied to similar projects across the country as other communities attempt to emulate San Antonio's most famous landmark. The evolution of the river walk profiles the river's changing design pattern and the city's complementary planning policies.

The river was drained and the channel cleaned and deepened. In addition to the preservation of existing mature cypress trees, over 11,000 trees and shrubs were added to the riverbank, including cypress from the nearby Guadalupe River banks and 1,500 exotic banana trees. 8,500 feet of riverbank were improved and over 17,000 feet of riverwalks and sidewalks were built; thirty-one stairways were constructed leading down from twenty-one bridges, as well as numerous benches and landscape features. In all, approximately one thousand workers completed the project over two and a half year period.

Over the years, the river area once again deteriorated, leading to a second renewal in the 1960's, with the establishment of the Riverwalk District and the Riverwalk Advisory Commission, bringing the Riverwalk once again to vibrant use. It now follows the river's winding course through the heart of the old City, past the Alamo, open to public access and enjoyment. Hugman's design of gentle, graceful paths leading through a lush, sheltered

riverside landscape within the heart of the City has been realized. The alignment of the Riverwalk stretches along both sides of the San Antonio River as it runs through the downtown of the City, past commercial and civic buildings, most with entrances onto the river course at their lower levels, and on through a restaurant, hotel and entertainment district known as La Villita.



MARKET, TENANTS, MANAGEMENT

The Riverwalk is open 24 hours, 7 days a week, year-round and is patrolled by Park Police on a 24/7 basis. The physical location of the Riverwalk below the level of the streets of the City and its lush landscaping and many twists and turns along the riverbank have resulted in much of the security activity being more effectively conducted by boat. Additional Park Rangers patrol the area by foot.

As a municipal park property, owned by the citizens and operated and maintained as a part of the City's park system (<http://www.sanantonio.gov/sapar/>). Outdoor spaces along the Riverwalk are owned by the Park and leased to private businesses along the riverside for dining and other outdoor uses. Revenue from the leased patio spaces is placed in the Parks/River Operations Capital Fund. Approximately \$400,000 of income is generated annually from leased patio space (the rates are capped by ordinance at a maximum of \$1.50 sq. ft.). Many hotels have entered into agreements with the City that allow the property owners to maintain their own riverfront area, while still enabling full public access including ADA compliance.

Another income generator, is the **boat concessions** which go into the City General Fund. These concession contracts are for 15 year periods.

FUTURE OF THE RIVERWALK

The Riverwalk has over 2 miles of expansion planned, with construction slated not only for sidewalks (22,000 linear ft.), landscaping (40,000 sq.ft.) and access features, but also a small lock. To enable future expansions of the Riverwalk, the City actively pursues the purchase of land to the north and south of the current Riverwalk. Since the River is not considered a "navigable" river, there is no basis for public ownership which might allow claims for easements or riparian rights within the public domain. Due to the community benefit and economic value gained from City ownership, construction, operation, and maintenance of the Riverwalk, land-owners in the proposed expansion area have been willingly entering into purchase agreement.

The operation and maintenance of the Riverwalk has strived to be cost-effective and sustainable. Standard components, such as lighting, are selected on the basis of aesthetics and appropriate design (such as the use of short light bollards in residential areas and taller poles in entertainment areas), but also with keen regard for ease of maintenance, replacement parts and performance. Cost discounts are realized through the use of department-wide annual vendor contracts. Maintenance procedures have been greatly improved by cost-conscious and "greener" decisions. Paint now has sealer included, which keeps the maintenance crew from having to paint annually. A river "sweeper" boat is being built that will take the place of the men and boats that currently work three times per day manually removing trash from the river. The eighteen boats operated by the

City have switched from being powered by gasoline (a cost of \$10,000 monthly) to cleaner and more energy efficient compressed natural gas which cost only \$2,600 per month.



IV Conclusion

San Antonio's history is instructive in that it shows that opening a river or waterfront to public access is not necessarily going to draw visitors. A good and successful waterfront reflects the diversity of the community in its cultural, physical, social, and economic aspects. Further, good communication and cooperation among the entire community along with public will to preserve or facilitate change on the waterfront is needed to facilitate a successful project.

Building the San Antonio Riverwalk has been an iterative process over the past 100 years. It began with an opportunity for settlement progressing to the chance to host HemisFair and ultimately became a place of public life for downtown San Antonio. Development of the Riverwalk encompassed a holistic approach to improving life in San Antonio through connections to the historical culture and amenities.

The Riverwalk can be defined as an efficient public space based on Lynch's five performance dimensions: vitality, sense, fit, access, and control. The opportunity for shops and restaurants to have a patio area brings vitality to the river. The perception of the Riverwalk as a distinct place creates "sense" of the area. Integrating historical culture and uses that change with time enhance the "fit" of a public space. The Riverwalk has been able to adapt to patterns of behavior as society advances. The Riverwalk is well designed for pedestrian access from the street to the river level and in and out of shops. Tourists and residents alike are able to manage and feel in "control" throughout the well organized Riverwalk. These aspects of the Riverwalk prove that it truly creates a public life for the city of San Antonio.

APPLICABILITY TO REDDING

Community Support

The San Antonio Riverwalk is a good model for integration of community members, business owners, designers, and architects in creating a public place. San Antonio held an essay contest to gain insight into community perception to guide growth and development of the river area. We are seeking community support through surveys in the City of Redding. This is an integral aspect of designing any project.

Creating a Sense of Place

Patios along the river front and businesses facing the river create a sense of place with the river as a focal point. The pedestrians interact with commerce and nature in one place. Holding festivals along the river area also enhances the sense of place by designating the area as a community focal point. The San Antonio Riverwalk is a unique attraction for the city and incorporates architecture of the surrounding area. We have the opportunity to design a "destination location" for Redding by integrating these concepts.

Native Vegetation

We learn from the San Antonio Riverwalk that vegetation and plantings are a good means of softening the hardscape of the river's edge. The city of Redding supports the use of native plants in along the Sacramento River. Use of native plants brings the natural environment to the people experiencing the Riverwalk. In Redding, we have the opportunity to provide a connector to key features of the City of Redding without the density pressures of a downtown environment. We do not need to hardscape the river's edge to provide for development.

Safety

The city of San Antonio created a safe and secure space along the river through the use of foot and boat patrol. Informal security is provided by the businesses and residences that face the activity centers. This is a key concept to integrate into potential designs for the Redding river front. Another aspect of safety is to create a busy pedestrian street so the flow of people adds to the security of the area.

Flooding

San Antonio addressed flood control by building a dam and diverting the water flow. In Redding, the Shasta Dam solves most of the flooding issues but we still need to take flooding into account.

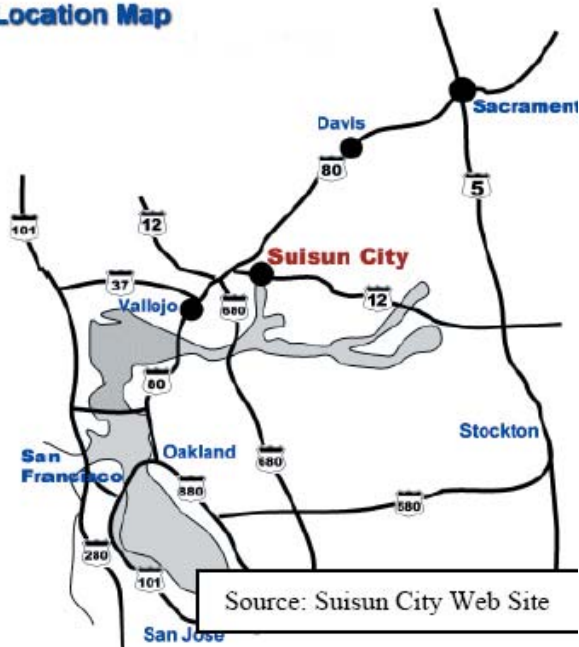
Suisun City:



A Case Study of Successful Waterfront Redevelopment

Suisun City, California

Location Map



Suisun City's revitalization is one of the most successful in the San Francisco Bay Area. Located on Suisun Channel, the city is connected by way of the Sacramento River to the state capital and by way of the Delta to the Bay Area. A train line runs through town, providing efficient access to both San Francisco and Sacramento (40 minutes and 20 minutes, respectively). The Greyhound bus line serves Suisun City, and Interstate 80 is adjacent to the city as well. This prime site is becoming even more desirable as the San Francisco-Oakland-San Jose CMSA and the Sacramento MSA expand outward toward one another.

Source: Suisun City Web Site

The city's advantageous location has actually been its *raison d'être* throughout its history. The city was founded during the Gold Rush as a stopping point along the river for boats coming from the Sierra Nevada, then was used as a port for shipping agricultural products. In the 1940s, however, an oil refinery was established on Suisun Channel, and the waterfront gradually became contaminated, and consequently an undesirable place to be. The downtown suffered a dramatic decline; it became the site for industrial spaces, including warehouses and auto body shops. Many of the storefronts were boarded up, and the historic buildings became dilapidated and obsolete. The adjacent residential neighborhood suffered from high levels of criminal activity, especially drug-dealing.

It was in this context that city decided to take action to rehabilitate its downtown in 1989. First, the redevelopment agency declared the entire city a redevelopment area, allowing the city to capture the tax increment resulting from development within the city limits. The city also received funds from the state for the environmental clean-up of the channel and for rehabilitation of the train station. These revenue sources allowed the redevelopment agency to float \$58 million in bonds to finance this massive undertaking. Industrial uses and buildings were removed, historic buildings were restored, the channel was dredged and a marina put in, and the environmental contamination was cleaned up. Across from one section of the waterfront area are two-story mixed-use buildings with commercial on the ground floor and residential above. The city bought out the adjacent neighborhood with high levels of criminal activity. In its place was built a New Urbanist housing development with neo-traditional Victorian architecture, front porches, narrow streets, wide sidewalks, etc. All of these projects were aimed at re-establishing a connection between residents and the waterfront, the city's primary asset.

The redevelopment agency has taken on the role of "master-developer", engaging the services of the firm ROMA for site planning and preparation of design guidelines, and the services of local developers for the construction of individual projects. A number of specific projects are situated on or immediately adjacent to the channel, including: Delta Cove (with 23 live-work units); Harbor Plaza (15 commercial sites, 7 of which have structures); One Harbor Center (11,200 square feet of Class A office space); Harbor Park (with 55 residential units); Comfort Inn & Suites/Conference Center (100 rooms and 8,000 square foot conference center); City Hall; Victorian Harbor (94 single-family homes); Marina (150 berths and 300 foot dock); and the Waterfront Promenade (over 1 mile long). The redevelopment agency owns all of the remaining eight sites in Harbor Plaza. The Agency is collaborating with a private firm to build the fifty-five units in Harbor Park; 65% of these units will be affordable to moderate-income households. All of the other projects on the waterfront are purely private ventures. The aerial photograph below, taken from the city's Web site, shows the locations of each project along the waterfront. (See Project Data section for project developers and additional project information.)

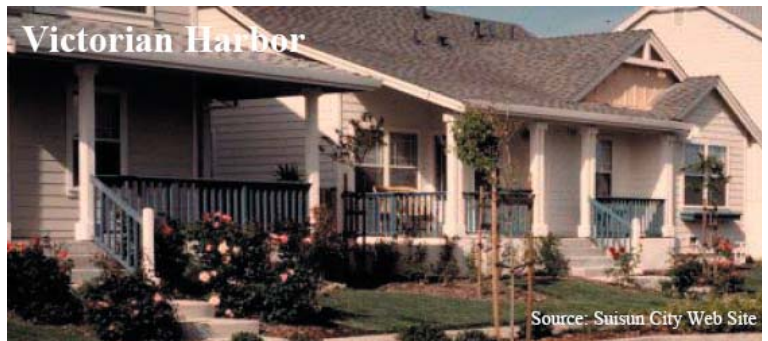


Revitalization and Urban Design Theory

Suisun City has made valiant efforts to reclaim its decaying waterfront and historic downtown. Key to its revitalization efforts were an uncompromising attention to physical design and emphasis on the area's strengths; mainly its location on Suisun Channel. The Suisun City Specific Plan makes it abundantly clear that its orientation on the channel is its primary asset, stressing, "The entire Downtown needs to be focused on the Suisun Channel which is its major and central feature." Overall design concepts focus on this body of water in a cohesive plan. Many of the redevelopment design concepts embodied in the Specific Plan can be viewed from the perspective of the influential writer on urban form, Kevin Lynch. The most applicable performance dimensions outlined in his work, *A Theory of Good City Form*, include notions of sense, access, and fit.

Lynch discusses the importance of a sense of settlement, consisting of five elements: identity, structure, congruence, transparency, and legibility. Sense of place is how readily a given place can be identified and how easily its elements can be associated with other events and places. Lynch makes the argument that a good place "is ... in some way suitable to the person and his culture, makes him aware of his community, past, and the universe of time and space in which those are contained" (Lynch, p. 142). In this regard, Suisun City's waterfront has always had a distinctive sense of place; however, prior to redevelopment, that sense of place (high-crime, industrial atmosphere) was not one that the city wished to maintain. Through its redevelopment efforts, the city has sought to create a manufactured sense of history by tearing down defunct industrial complexes, remediating contamination, and reclaiming the land as the new main street/commercial center. The Specific Plan called for the removal of deteriorated residential fourplexes, which were ultimately replaced by "Victorian" style homes. Manufactured or not, the Plan Area's design guidelines dictate a strong sense of place.

Lynch describes two ways of observing “fit” in a community. The first is to observe how people act in a place in order to see how well their actions match the place characteristics. The second is to ask the users themselves if the community fits. The latter is the technique that the city chose and to which it credits much of its success. Despite initial attempts at revitalization in 1982, it was only after community collaboration under the watchful eye of urban design consultants, that the community embraced the design concepts proposed for the redevelopment area. Lynch notes that this sense of fit is easier to recognize when it does not work than when it does.



A key component to the successful revitalization of Suisun City was an aggressive marketing campaign that was supported by a solid commitment from the city to deliver on its promise of revitalization. In his article “Marketing Places,” Philip Kotler describes the mistakes that many cities make when undergoing urban revitalization and outlines the four components that he sees as critical: place as character (through sound design), place as fixed environment (basic infrastructure), place as service provider, and place as entertainment and recreation. Suisun City’s success can be credited to its adherence to these design policies in a comprehensive strategy before marketing the city as an invigorated community. In 1982, Suisun City’s revitalization effort failed in large part as a result of a lack of community support and no adherence to these key principles.

Urban design was an essential component to the Specific Plan; city leaders give much credit for the city’s successful revitalization to this emphasis on urban design. Creating a sense of place out of long neglected industrial decay was accomplished by capitalizing on the city’s historical urban form, including Victorian architecture and neo-traditional site design. Indeed, marketing efforts that followed the city’s redevelopment characterize the plan area as a traditionally planned community with new amenities. Out with the old and in with the new... that looks old.

Infrastructure improvement was another area addressed in the Specific Plan. In anticipation of increased business along Main Street, the city constructed 300 landscaped parking spaces and installed new infrastructure, including water pipes and storm sewers. This “if you build it, they will come” mentality is typical of redevelopment areas that borrow on the projected tax revenue that will accrue to the city after improvements are in place.

The city as basic service provider is reflected in the city’s commitment to clean up the project area. Massive environmental remediation was needed to simply make the area safe to inhabit, much less a desirable investment for business owners and homeowners.



What the city really capitalized on was the notion of place for entertainment and recreation. The Victorian waterfront concept was implemented throughout the plan area. Pocket parks complement the waterfront, establishing meaningful and effective public spaces that attract people to the downtown. The walkable main street and waterfront downtown target a niche market that the ubiquitous suburban landscape of surrounding communities does not serve.

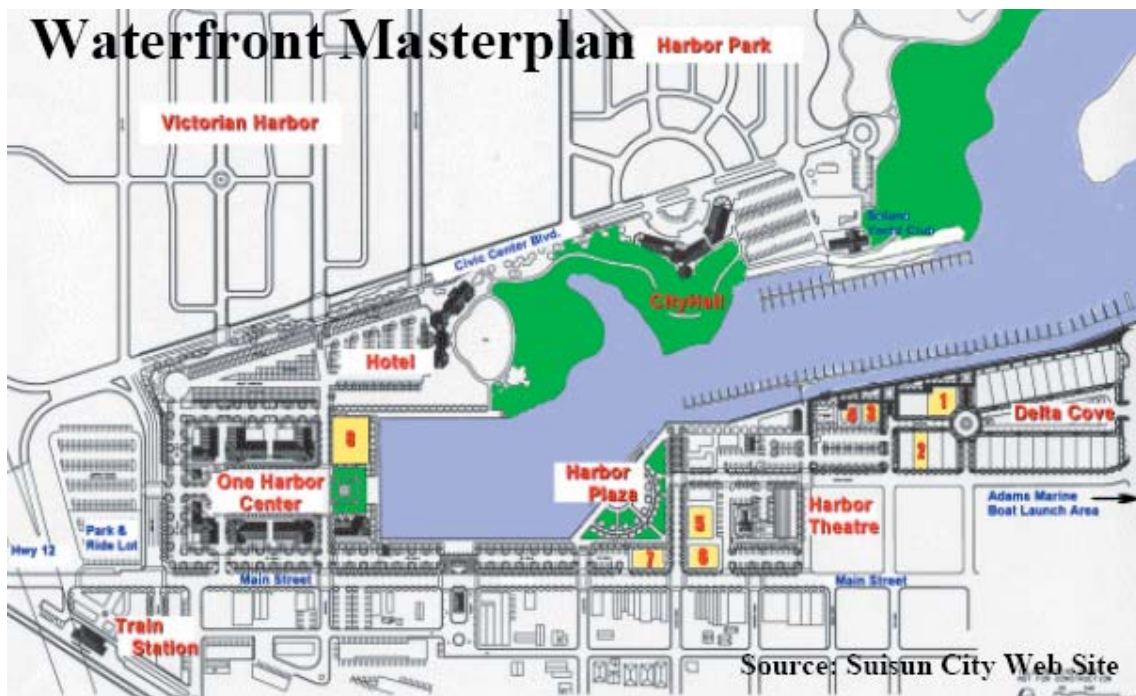
Comparisons with Park Marina Site

The Suisun City waterfront redevelopment project provides significant insight into potential redevelopment that could occur on the Park Marina site. First and foremost, both sites should serve as primary nodes within their cities. River or channel frontage is an asset that should be fully utilized. Both Suisun City and Redding have turned away from their waterfront, but Suisun City has reoriented itself toward the water; this transformation has had an overwhelmingly positive effect for city government, the business community, and the citizenry. The developer of the Park Marina project should follow suit by capitalizing on the site’s most valuable asset, the river.

Suisun City has also been successful in providing goods and services for a niche market. There are no big box stores; the downtown is neo-traditional in design, with a pedestrian orientation, small-scale stores and restaurants, live-work and mixed-use buildings, and traditional architectural design (e.g., Victorian). This mix of uses has led to a vibrant, economically successful, and attractive waterfront. The Park Marina property may be an appropriate site for this type of mixed-use approach. Because it would be targeted toward a niche market, development of small-scale retail on the site would not result in direct competition with the sprawling retail centers on the fringe.



Suisun City has the locational advantages of being situated between two large metropolitan areas and in close proximity to an interstate highway. While Redding lacks the proximity to significant MSAs, it does benefit from its location along Interstate Highway 5. The existing Specific Plan includes an estimate of the number of visitors a riverfront development could generate from travelers along the 1-5 corridor. Moreover, Redding serves as a major service area for the surrounding rural communities. In essence, it provides the “city” functions for a rural environment dotted with small towns within a 100+ mile radius.



One of the main reasons that the Suisun City redevelopment was so successful is that the city created and followed a master plan, which incorporated a tremendous amount of public input. The outcome would have been far less cohesive had the plan not been followed. In order for the Park Marina site to become a truly meaningful component of Redding’s urban fabric, it is important to create a master plan for the entire site; a piecemeal approach to development would result in an illegible and unremarkable waterfront, totally lacking a sense of place. Public involvement is necessary in the planning process to ensure that ultimately the waterfront “fits” within the community.

Project Data

The Suisun City waterfront is comprised of several separate development projects initiated under the umbrella of the Suisun City Redevelopment Agency. The projects comprise a mix of commercial, residential, and public facilities. More projects are planned.

Project	Developer	Description	Comments
Suisun City Hall	RDA	Glass domed City Hall	Built 1989 at a cost of \$3.5 million
One Harbor Center Office Building	The Wiseman Company	Class A Office Building. Leasable space: 11,200 sf. Initial lease rate: \$2.25/sf.	Project completed in 2001
Delta Cove Live/Work Subdivision	Miller-Sorg Group	23 private residences 2,700 – 2,800 sf. including 400 sf. for commercial/professional business activity	Price range is \$365,000 - \$450,000+
Harbor Plaza Retail	RDA	Retail business area. Currently RDA is selling 8 lots totaling 51,200 sf.	Seven retail businesses in operation (as of 2002)
Comfort Inn & Suites + Conference Center	Suisun Hotel Partners, Ltd.	100 room hotel + 8,000 sf. conference center.	Construction began Spring 2002.
Harbor Park Residential	Joint project: Harbor Park, LLC & RDA	55 single-family units; Victorian style 3-4 bdrm, 1,200-1,700sf.	Public/Private venture--65% set-aside for affordable housing (80-120% AMI)
Victorian Harbor	RDA	300 single family residences in Victorian style	
Suisun Marina	RDA	150-berth marina, 350 ft. guest dock, boat launch ramp.	Project also involved dredging Suisun Channel. Slip rent range \$140 - \$250
Waterfront Promenade & Harbor Plaza	RDA	Promenade is a 5,000 ft. pedestrian walkway bordering harbor and marina.	RDA sponsors events to attract tourists.
Public Parking	RDA	8 public parking lots adjacent to harbor & marina. 500+ parking stalls.	Parking lots serve both marina and retail areas. Private projects provide separate parking facilities.

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Park Marina Area

Concept Plan

Appendix C: Internet Survey Results

Prepared by

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Appendix C. Contents

Internet Survey Results / C-5

Appendix C Supplement: Internet Survey and Results / C-9

Appendix C Supplement: Other Correspondence / C-27

Appendix C

Internet Survey Results

During the weekend of January 14, 2005, several members of our class visited the City of Redding to conduct a site visit, gather survey information and meet with community stakeholders. Two surveys, an Environmental Cognition Study and a Visual Preference Survey, were administered. Acquiring public comment is essential because "understanding how people use and value the spatial environment is key to planning sites that fit human purposes"(Lynch, 1985, p.95).

Multiple Choice

Building and improving on the preliminary responses received from the initial interviews, we constructed a questionnaire with more close-ended questions. We published an article in the Record Searchlight, on February 6, 2005 and were publicized on KRCC TV Channel 7. Residents were directed to an internet survey at <http://www.calpolyreddingproject.com> (survey is now closed). After ten days, 864 people had participated in this survey, with a few others emailing or mailing in their comments. A summary of the internet responses are below, while the letters received can be found in Appendix Supplement C-27.

A vast majority of survey respondents agree that the Sacramento Riverfront along Park Marina Drive is one of Redding's most important assets and is currently underutilized (93% and 91% respectively). Eighty-nine percent (89%) of respondents agree that Redding's riverfront should be a focal point of the community. Eighty-six percent (86%) of respondents agree that the Sundial Bridge has contributed positively to the character of the City.

Most survey respondents are looking for change in the Park Marina Drive area. Eighty-four percent (84%) of respondents disagreed with the statement, "the Park Marina Drive area should remain in its current state. It is fine the way it is." Many residents are interested in seeing change to the building types located along Park Marina; 68% of respondents strongly agree with the statement "the buildings that currently exist in the Park Marina Drive area are no longer appropriate for the site"; only 17% disagreed. The current level of traffic along Park Marina Drive does not seem to be a concern; 48% of respondents disagree with the statement there is too much traffic along Park Marina, while 20% agree and 32% are neutral. Over half of the respondents (62%) disagree with the statement "there are plenty of fun outdoor activities along the Sacramento riverfront in Redding." A summary of responses to question one through eight are listed in Table 1.

Table 1. Summary of Responses (Q 1 – 8)

#	Question	% Agree	% Neutral	% Disagree
1	The Sacramento Riverfront along Park Marina Drive is one of Redding's most important assets.	92%	5%	3%
2	The Sacramento riverfront along Park Marina Drive is underutilized by the community.	91%	4%	5%
3	There are plenty of fun outdoor activities along the Sacramento riverfront in Redding.	25%	13%	62%
4	Redding's riverfront should be a focal point for the community.	89%	6%	5%
5	The Park Marina Drive area should remain in its current state. It is fine the way it is.	10%	5%	84%
6	There is too much traffic along Park Marina Drive.	20%	32%	48%
7	The buildings that currently exist in the Park Marina Drive area are no longer appropriate for the site.	68%	14%	17%
8	The Sundial Bridge has contributed positively to the character of the city.	86%	6%	8%

In addition to the eight questions above, we asked four questions which allowed the respondent to consider a statement and check all responses that apply.

Question number 9 addressed the adequacy of accessible recreational amenities for different categories of the population, including children, teenagers, and senior citizens. A majority of respondents believed that there are adequate recreational facilities in Redding. However, many respondents (80%) believed that there are not adequate recreational facilities for teenagers.

In question number 10, respondents were asked to indicate what type of amenities they would like to see if a park was incorporated into the Park Marina project. Residents want to see sitting areas (87%), picnic and barbeque areas (70%) as well as nature preserves/trails (80%).

When asked what type of development they would like to see along Park Marina Drive, the most popular responses were dining establishments (78%), local shops/boutiques (65%) and recreation facilities (55%). Respondents overwhelmingly agree (99%) that big box stores, such as WalMart, should not be developed in the Park Marina area.

Respondents were also asked what type of architectural style is the most appropriate for the Park Marina area. There does not appear to be one favored type of architectural style for the area. However, three different styles seem to be preferred. They included Historic architecture (36%), like in Old Town Sacramento and Modern architecture (31%) similar to the Sundial Bridge. Lodge Style architecture (24%), similar to South Lake Tahoe was the third style favored. Some of the other styles included Art Deco, Spanish style, Brick, and other types of architecture.

Open Ended Question

To allow community members to voice their opinions in their own words, we included an open ended question asking "If development were to occur along the riverfront, what would you like to see there?" To evaluate and quantify all seven hundred thirty nine (739) responses, we conducted a content-analysis that systematically evaluated all responses and noted key words.

Ultimately, respondents want to see a balanced approach to development along the riverfront. This area is viewed as one of Redding's most important natural assets. Many respondents would like to see the preservation and enhancement of trails, nature and open space in the Park Marina area. Some would like to keep it exclusively in its natural state; however, the overwhelming majority would prefer to see this site developed into a mixed use "destination" with a unique Redding character. Most feel that development should incorporate retail, residential, entertainment and public space in a way that blends together and embraces the tradition of the riverfront, its scenic vistas and outdoor uses.

Visual Preference

The visual preference portion of the Redding Online Survey is composed of three groups of three photos: retail, park settings, and housing types. While the nine photos were intended to represent general concepts, respondents reacted to specific images. Therefore, only a basic understanding of preferences can be drawn from these results.

In general, respondents liked the park setting images, disliked the housing images, and had mixed reactions towards the retail images. There were positive reactions to images which showed an active setting, or those adjacent to water. Respondents disliked images with dense development.

Responses to the retail images were mixed. The outdoor café concept, with seating adjacent to the water, garnered the greatest support. While there was negative feedback towards the mixed use image, favorable opinions towards mixed use development in the multiple choice section indicate that the reaction was based on the image shown. If a different image had been used in this survey, the responses may have been different. Residents also thought that boxy strip malls are not appropriate for the waterfront area.

There were favorable responses to images of parks. The photo depicting park benches adjacent to water received the best response of all the photos in the survey, with 63% considering it to be very appropriate for the waterfront area. An active water park, was also considered very appropriate for the area. The image of the tot-

lot (children's playground), which did not have a body of water associated with it, was found to be somewhat appropriate.

Housing photos, in general, received the least favorable rating of all three categories; 84% of the respondents thought that the 5-story row housing was very inappropriate for the waterfront area. The craftsman bungalow photo was considered very inappropriate by 72% of the respondents. The 2-story row housing received a slightly more favorable response than an unfavorable response. Fifty-one percent thought favorably of the image (very appropriate + appropriate + somewhat appropriate) even though the biggest block of respondents thought it very inappropriate. Project planners and architects should be very cautious when considering housing styles in the Park Marina area.

The color code for the pie charts accompanying each image follows a stoplight analogy where red means stop, and green means go. In this analysis, red means "not at all appropriate," orange means "somewhat appropriate," yellow means "appropriate," and green means "very appropriate." This visual representation of the results provides a sense of the public's preference for each image (see Appendix C supplement: Internet Survey and Results).

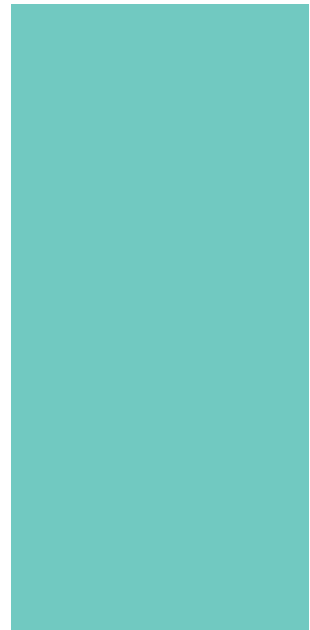
Table 2. Summary of Visual Preference Survey

Question	Not Appropriate	Somewhat Appropriate	Appropriate	Very Appropriate	Totals
14 Mixed-Use Retail	45% 380	34% 281	13% 110	8% 67	100% 838
15 Box Retail	85% 716	11% 93	3% 21	1% 8	100% 838
16 Riverfront Café	9% 74	21% 173	22% 184	48% 408	100% 839
17 Active Water Park	9% 78	26% 213	26% 214	39% 329	100% 834
18 Tot Lot	43% 359	33% 270	16% 132	8% 69	100% 830
19 Park Benches	2% 13	9% 77	26% 217	63% 527	100% 834
20 5-Story Row Housing	84% 703	10% 80	4% 35	2% 13	100% 831
21 Craftsman Bungalow	72% 601	20% 164	6% 52	2% 15	100% 832
22 2-Story Row Housing	49% 402	30% 251	15% 127	6% 47	100% 827

Note: numbers in italics are the number of responses for each question.

Conclusion

The waterfront along Park Marina is an important, central location in Redding with unfulfilled potential. Most respondents are dissatisfied with current conditions. A few respondents referred back to a time when the area was more open to the public than it currently is now. For the most part, existing buildings and architecture are not considered appropriate for the location. Whatever is developed on the property must be unique to the area and oriented toward the river. The site should be open to the public and allow for a variety of waterfront activities, while respecting the natural setting. A common theme, carrying on from Turtle Bay, is a desire for a natural setting and open space. There is also a strong desire for cultural amenities, such as restaurants, shopping, theatre and recreation.



Appendix C Supplement: Internet Survey and Results

INTERNET SURVEY

Park Marina Drive Area Assessment

Please tell us how much you agree or disagree with the following statements:

1. The Sacramento riverfront along Park Marina Drive is one of Redding's most important assets.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



2. The Sacramento riverfront along Park Marina Drive is underutilized by the community.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



3. There are plenty of fun outdoor activities along the Sacramento riverfront in Redding.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



4. Redding's riverfront should be a focal point for the community.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



5. The Park Marina Drive area should remain in its current state. It is fine the way it is.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



6. There is too much traffic along Park Marina Drive.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



7. The buildings that currently exist in the Park Marina Drive area are no longer appropriate for the site.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



8. The Sundial Bridge has contributed positively to the character of the city.

Strongly agree Somewhat agree Neutral Somewhat disagree Strongly disagree



Park Marina Drive Area Assessment

Please consider the following statements, and check all the answers that apply.

9. Redding has adequate and accessible recreational amenities for: (Check all that apply)

- Children
- Teenagers
- Average adult individuals
- Families
- Senior citizens
- Pedestrians with different ability levels
- None of the above

10. If a park were to be incorporated into a development in the Park Marina Drive area, what would you like to see there? (Check all that apply)

- Sitting Areas
- Playground Equipment
- Picnic and BBQ Areas
- Nature Trail/Preserve
- Athletic Facilities (such as tennis courts, basketball courts, soccer field)
- Passive Activity Facilities (such as horseshoe pits, lawn bowling, shuffle board)
- Recreation Room/Clubhouse
- Other (please specify)

11. What types of development would you like to see along the Park Marina Drive area? (Check all that apply)

- Entertainment Facilities (i.e. movie theater/music venue)
- Nightlife Activities (i.e. dance club, bar)
- Hotels
- Dining Establishments
- Local Shops/Boutiques
- Big Box Stores
- Various Types of Residential Units
- Mixed-Use (combination of residential and retail/office in the same building)
- Recreational Facilities
- Other (please specify)

Park Marina Drive Area Assessment

Please fill in the next question with your own thoughts.

13. If development were to occur along the riverfront, what would you like to see there?

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Retail Developments

These next questions are intended to get an overall understanding of your aesthetic preferences for future development in the Park Marina Drive area.

Photos are provided by: Elizabeth Fitzzaland, Vicente del Rio, and the Local Government Commission.

Please take a minute to evaluate this image of a retail development that incorporates housing.



14. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev

Next >>

Park Marina Drive Area Assessment

Visual Preferences-Retail Developments

Please take a minute to evaluate this image of a retail development.



15. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev

Next >>

Park Marina Drive Area Assessment

Visual Preferences-Retail Developments

Please take a minute to evaluate this image of a waterfront retail development with outdoor cafe



16. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Parks

Please take a minute to evaluate this image of a park.



17. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Parks

Please take a minute to evaluate this image of a park.



18. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Parks

Please take a minute to evaluate this image of a park.



19. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Housing

Please take a minute to evaluate this image of a housing development.



20. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Housing

Please take a minute to evaluate this image of a housing development.



21. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Visual Preferences-Housing

Please take a minute to evaluate this image of a housing development.



22. Please indicate how appropriate this development would be for the Park Marina Drive area.

- Not at all appropriate
- Somewhat appropriate
- Appropriate
- Very appropriate

<< Prev Next >>

Park Marina Drive Area Assessment

Demographic Information

Please tell us about you. This will help us to relate the results of the survey to specific group needs.

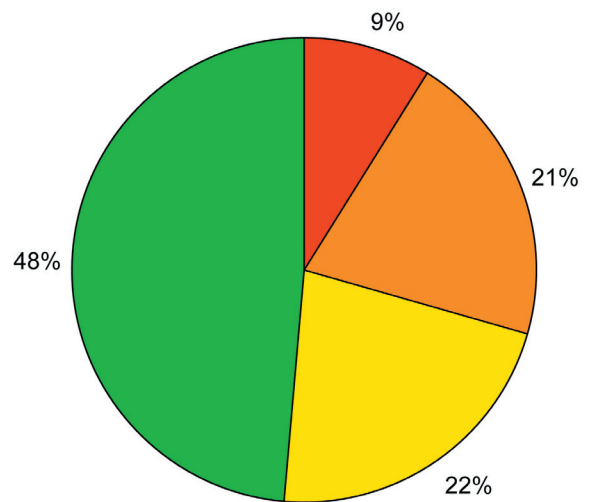
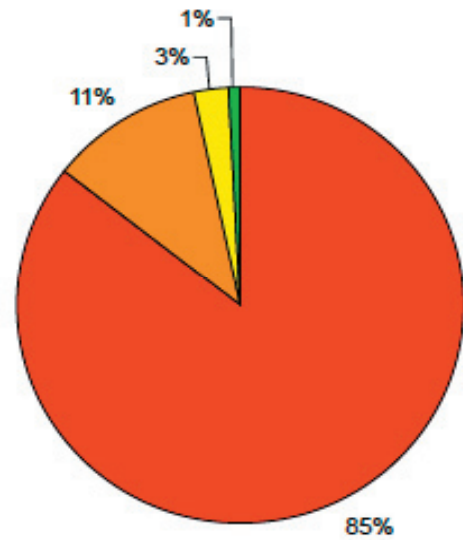
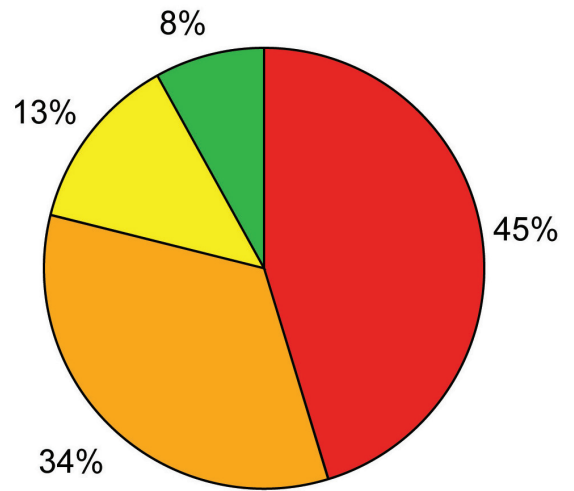
23. What is your gender?

24. What is your age group?

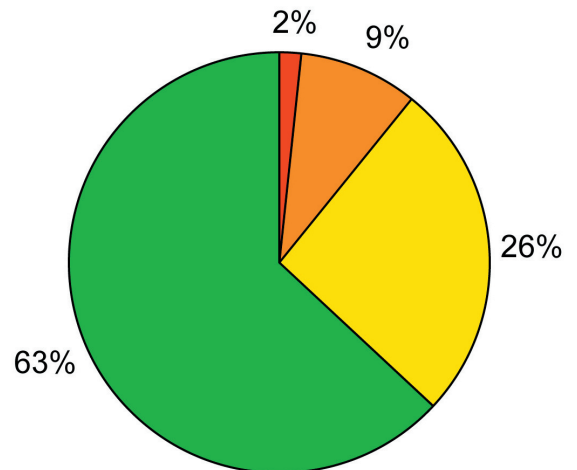
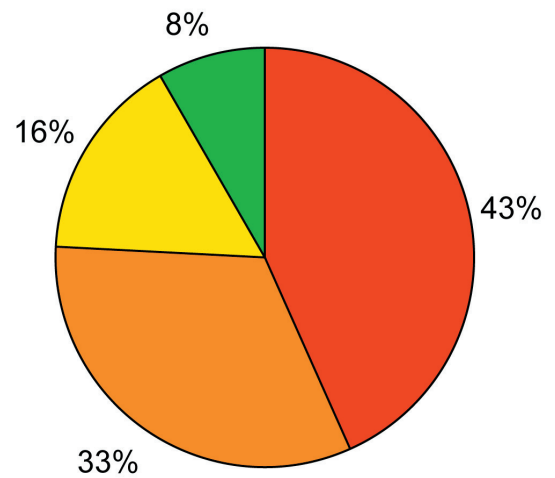
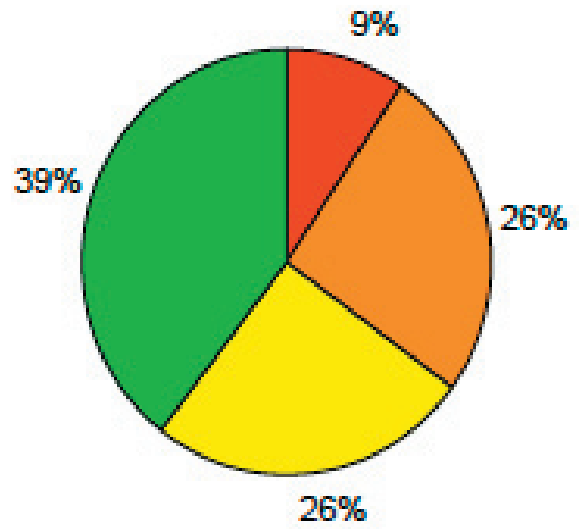
25. What is your zip code?

<< Prev Done >>

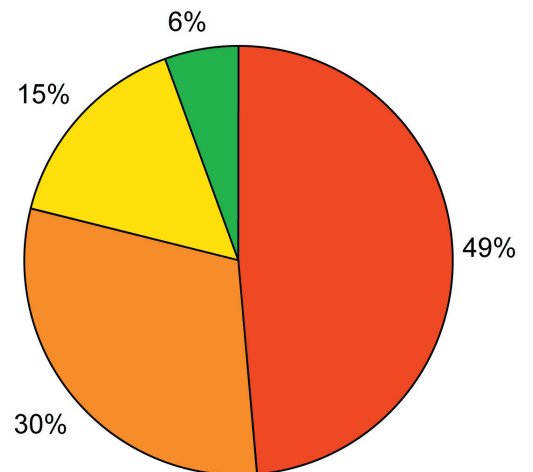
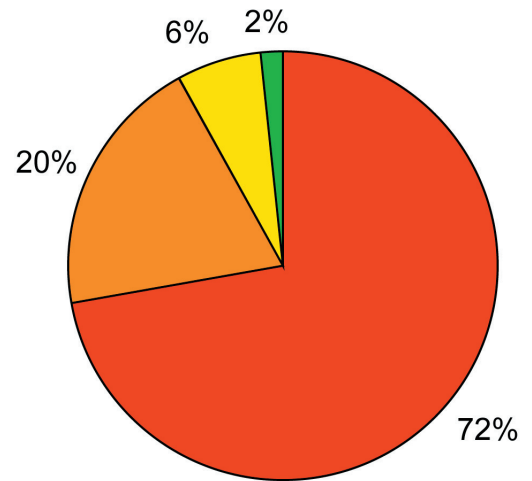
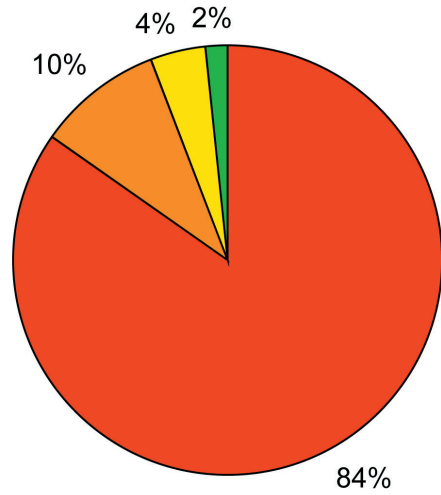
VISUAL PREFERENCE RESULTS - RETAIL

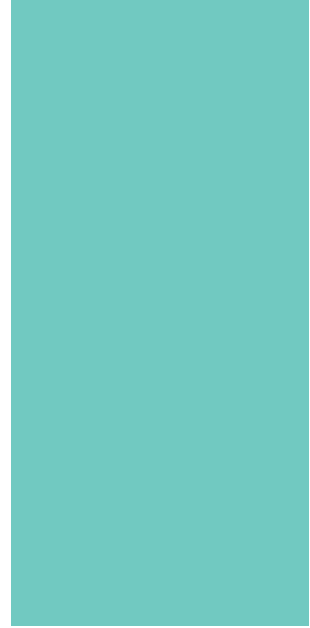


VISUAL PREFERENCE RESULTS - PARKS



VISUAL PREFERENCE RESULTS - HOUSING





Appendix C Supplement: Other Correspondence

CORRESPONDENCE FROM REDDING RESIDENTS

February 7, 2005

Vincente del Rio
Sean Nicholas

Re: Park Marina Drive Project – Redding, CA

Gentlemen:

I was unable to pull up your website shown in our newspaper to take part in your survey so hope you don't mind a letter instead.

First of all, I'm sure you are aware this property is in the flood plain and has flooded heavily several times along the riverbanks and clear across Park Marina Drive to the West, damaging businesses.

When we first moved to Redding in 1965, we taught our children to swim at Kutras Park, as did many other people. It was close by with a shaded area for the parents to sit and enjoy watching the little ones swim. The water along the riverbanks in this area is great for swimming because it is not as cold as the main part of the river. All that was required to operate this area was a ticket counter/snackshack and a Lifeguard, which today would probably not be adequate. While Redding has a newly renovated community swim pool across town, not everyone enjoys a chlorinated pool! It would be nice to reopen a small area again for swimming and picnics among the shade. Not everything has to be about shopping malls.

A gentleman who built a home on pilings jutting out into the river, just North of the swim area, took it upon himself to close in an area which was already partially enclosed by the tailings left over from the days when Shasta Dam was being built. At the time he did this, I called our local Department of Fish and Game and said it is my understanding that the Sacramento River is considered Navigational Waters and as such it is illegal for anyone to "capture" these waters. They agreed but let the gentleman do so anyway. While it's true this man, Mr. Spaid, did make some improvements along the river, which also enhanced his property, no one asked him to. This irritates many of us who wondered how he got away with it and his reasoning behind such a move, other than to show he could do whatever he wanted.

I feel this illegal "lake" he created just South of the existing offices that are built on pilings, should be removed before any other development takes place. Let's make everything legal from the start.

Park Marina Drive is/was such a beautiful, prime area that should be enjoyed by all the community as well as tourists. Whatever is created here should be affordable for all the people and not just high dollar shops geared mainly for the tourists. Look at the age group, many retired, as well as unemployment rates and income levels for our area.

Many cannot even afford the \$13 admission fee to Turtle Bay Exploration Park, let alone treat our family and out of town visitors to a visit.

I disagree with the suggestion of combining housing into this plan. There are already enough houses and apartments in and around that area. There is also the riverfront apartment complex North of this area as well as many condos and apartments on the Bluffs across the river from Park Marina. Any housing built into this would obviously be high rent, which caters to only one segment of our population.

Commercial and Office buildings have already gobbled up much of this prime property and if something isn't done soon many of us feel this land will eventually hold nothing but those types of buildings, occupied by only a few people.

I like your ideas you mentioned like San Antonio's Riverwalk plus other areas. Something like Fisherman's Wharf, which would include all types of Kiosks, small restaurants of reasonable fare and small shops would serve many segments of our community plus the tourist industry.

Parking might be a problem but the piece of land across the street, which used to house Montgomery Ward, and is now offices doesn't seem to use all their parking. I wonder if an agreement could be reached to build a double deck parking lot with a tram-cart means of transporting people from there to the riverfront. At the very least, utilize even a portion of this lot. Not everyone would be able to walk even that short distance, so some sort of carrier service would be needed. I realize that an overhead walkway to and from the riverfront would be costly but it would really cut down on the traffic problems this development might cause.

Back in the 1960's there was a small children's amusement park with a Carousel, etc. in Lake Redding Park, built among the shade of the trees. I don't know if something like this would be possible or even feasible. I do strongly feel the lawn area and shade trees be preserved for relief from our hot sun, rather than paved over which only reflects even more heat on our summer days.

Lastly, across the river and South of Cypress Street Bridge is more prime waterfront property that could be developed much the same way. I have no idea who owns this land but it would be nice if something could be done along that area that would compliment the Park Marina area.

This project is long overdue and should have been tackled before all the offices went up along the riverbanks. I think it's exciting that you people are willing to put in the time and effort to try to come up with a terrific plan for this property that could add as much interest as the new Sundial Bridge and Turtle Bay park.

Good luck!

Vicente del Rio

From: Fred S
Sent: sexta-feira, 18 de fevereiro de 2005 16:40
To: vdelrion
Subject: calpolyreddingproject.com

Input for Redding Riverfront Renewal (RRR-3R's pretty basic stuff). Why not copy the Riverwalk in San Antonio, Texas. Doing so would save a lot of expense. Why reinvent??????????????????

Frederick S

Vicente del Rio

From: richard l
Sent: domingo, 20 de fevereiro de 2005 09:47
To: vdelrion
Subject: Redding

Hi Vince, I know this is closed, but felt the need to respond anyway. I was raised 5 blocks from Park Marina Dr/South st. I grew up with and my second home was with Chris Kutras. As kids we used to walk to Kutras Lake to swim. They had a platform, snack bar, tube and boat rentals etc. It was a great way to enjoy the beauty and environment. There was a small charge but everyone had access. While the new buildings to the south end are beautiful, they serve a small number of people and leave little access to others. To me this isn't an area for buildings. I feel it should remain open for everyone to enjoy. A park like setting, with possibly a trail out and around the lake. The Turtle Bay area used to be a jungle where we had B-B gun wars, fished and hunted frogs. It has been preserved, but is expensive to get into. I use the River Trail several times a week and find it to be one of the greatest assets Redding has going. There is alot of land open in the Redding area to build, but only one river. To preserve and keep it open for generations to come is a must. Thank-you for your time.
Richard L

Vicente del Rio

From: Lori C
Sent: terça-feira, 22 de fevereiro de 2005 12:16
To: vdelrion
Subject: Redding planning feedback

Hello:

I missed the survey that was online, but wanted to provide some feedback for your planning.

I moved to Redding in 2000 and my first comment was "boy, you sure wouldn't know there is a beautiful river in this town". There is definitely no focus on the riverfront and the Park Marina area has so much potential.

Here are some thoughts that I had

- *Keep the conservationists happy*—While retail is needed, there are several ways to keep the area naturally pristine. Suggestions include a waterfront trail, a dock with canoe/kayak/raft rentals, signs for birdwatching (heavily populated area for birds), and a SHADED park area with picnic tables and some type of stage/gazebo for open concerts, special events, etc. Any retail space should have plenty of outdoor seating (shaded with misters, of course!)
- *Make any retail space original and unique looking*—Try to have the retail design not look like every other area in town or city; having a distinct design will be important to people being receptive. Say, for instance you have an upscale restaurant, a family style restaurant, and a cafe (3 different food outlets); if so, try not to make them restaurants that already exist in town (i.e. a different coffee shop other than Starbucks). Having small residential spaces above would also be unique.
- *Keep the locals happy*: Try not to make all the outlets space "chain type" places. For example, a mom-and-pop bookstore instead of a chain one. A regional brewpub would be great. Things that have a local flavor (even if Northern CA *only* vs. nationwide) will be more better and people won't say "just another strip mall".
- *Have some type of community tie*: It would be great if there was some type of space/centralized area such as a kiosk where every month a different local charity is highlighted and inside the kiosk that organization could use it for awareness and some type of fundraising activity. The North State is full of retired people supporting causes and this would be very well received by the community.
- *Palm Trees & Evergreens!* Make sure the landscaping is upscale and "not just another concrete retail space in Redding"
- *Family-oriented*: Anything you can do to appeal to families is well received. I am a transplant and I must hear every week that the reason people move here or have stayed here since they were young is because of it being a better place to raise a family.

Thanks for listening,

Lori C
Redding Resident

Vicente del Rio

From: Lori C
Sent: terça-feira, 22 de fevereiro de 2005 12:24
To: vdelrion@
Subject: One more thing

One absolutely fantastic retail space concept is the underground parking (ie. think Whistler, BC & Mont Tremblant, Quebec). While it can be done because of snow, it would be great to to do it here to keep the cars shaded. And, it is so much more aesthetically pleasing when the "streets" are actually footpath areas!