



February 3, 1998

Mr. James W. Christopher, FAIA  
Britten & Christopher Architects  
252 South 200 East  
Salt Lake City, UT 84111

**RE: RURAL URBAN DESIGN ASSISTANCE TEAM (R/UDAT): LETTER OF SUPPORT**

Dear Mr. Christopher,

On behalf of the City Council, I would like to express our support in favor of Santa Rosa CityVision's Rural Urban Design Assistance Team (R/UDAT) application.

The Santa Rosa City Council is very interested in the success of our downtown. We think it is an important asset as both a community gathering place and an economic booster to our local economy. Consequently, we have committed both time and resources to our downtown over the last three decades. As a part of our continuing commitment, in 1997 the City Council appointed a Downtown Partnership Committee by resolution to address downtown issues, make recommendations to City Council, and act as a liaison between downtown merchants and City government.

An opportunity to participate in a R/UDAT will add to our effort to enhance downtown Santa Rosa's economic vitality. Therefore, we strongly urge you to accept CityVision's application for participation.

Thank you for your consideration.

Sincerely yours,

SHARON WRIGHT  
Mayor

SW:saa



Santa Rosa Urban Design Project

November 17, 1997

Ms. Cheryl P. Derricotte, AICP  
Director, Professional Practice  
The American Institute of Architects  
1735 New York Avenue, NW  
Washington, DC 20006-5292

Re: City Vision, The Santa Rosa Urban Design Project

Dear Ms. Derricotte,

Following our initial letter to you dated October 10, 1997 we now have pleasure in submitting our formal application to the American Institute of Architects for a R/UDAT for the City of Santa Rosa.

The development of this proposal is the result of three months' of continual community effort by about 50 concerned citizens of Santa Rosa.

In addition, we have the support of the following organizations which, if our application is successful, will be translated into formal backing:

- The City Council of Santa Rosa
- The Santa Rosa Redevelopment Agency
- The Santa Rosa Chamber of Commerce
- The American Institute of Architects, Redwood Empire Chapter
- The Santa Rosa Downtown Partnership Committee
- The Committee for the Reunification of Courthouse Square

We hope that the AIA will approve our application and look forward to hearing from you shortly as to the next step.

Very truly yours,

Scott P. Bartley, AIA  
Member CITY VISION - Santa Rosa Urban Design Project

enclosures

CityVision PO Box 4178 Santa Rosa CA 95402-4178 (707) 578-7259

**SANTA ROSA R/UDAT 16 NOV 1998**

TO: THE CITIZENS OF SANTA ROSA

The R/UDAT Team is delighted to transmit this report containing recommendations we believe can make Santa Rosa a better place to live, work, and play.

We are grateful for the strong support of the City, the City Vision organization which sponsored and organized the event, and the many citizens who took the time to share their vision for the city.

The recommendations do not provide for "instant" solutions, but they do provide a basis for focused, positive actions and policy for the benefit of Santa Rosa.

Ben Cunningham, FAIA  
Team Chairman

Ken McGovern  
Downtown Organization

Jim Murray, PhD  
Public Finance

Kevin Osburn, ASLA  
Landscape Architect

Tom Croonquist, Vice President  
Developer

William Lamont, AICP  
Planner/Government Relations

Joe Stubblefield, AIA  
Urban Designer/  
Historic Resources

Ernie Hutton, AICP  
Urban Designer

Bruce Kimball, AIA  
Architect/Illustrator

*R/UDAT is a program of the Urban Planning and Design Committee of The American Institute of Architects.*

*R/UDATs have been conducted in over 140 cities in the USA over the past 30 years.*

*A Regional & Urban Design Assistance Team, or R/UDAT, is a fast paced, intensive work session usually lasting four days. The results are an illustrated strategy and recommendations for addressing a community's concerns; local coalitions that form as a result of the highly participatory process; and a local steering committee of community leaders and citizens dedicated to working with, and following-up on, the team's recommendations. Team members volunteer their time and represent a variety of professions selected to meet the special needs of each specific community. The R/UDAT visit is invited and funded by the community requesting assistance. Communities often spend many months preparing for a R/UDAT visit and many more months following-up on the team's recommendations.*

*The Santa Rosa, California R/UDAT was conducted November 13-16, 1998, and was presented to the people of Santa Rosa on November 16, 1998.*

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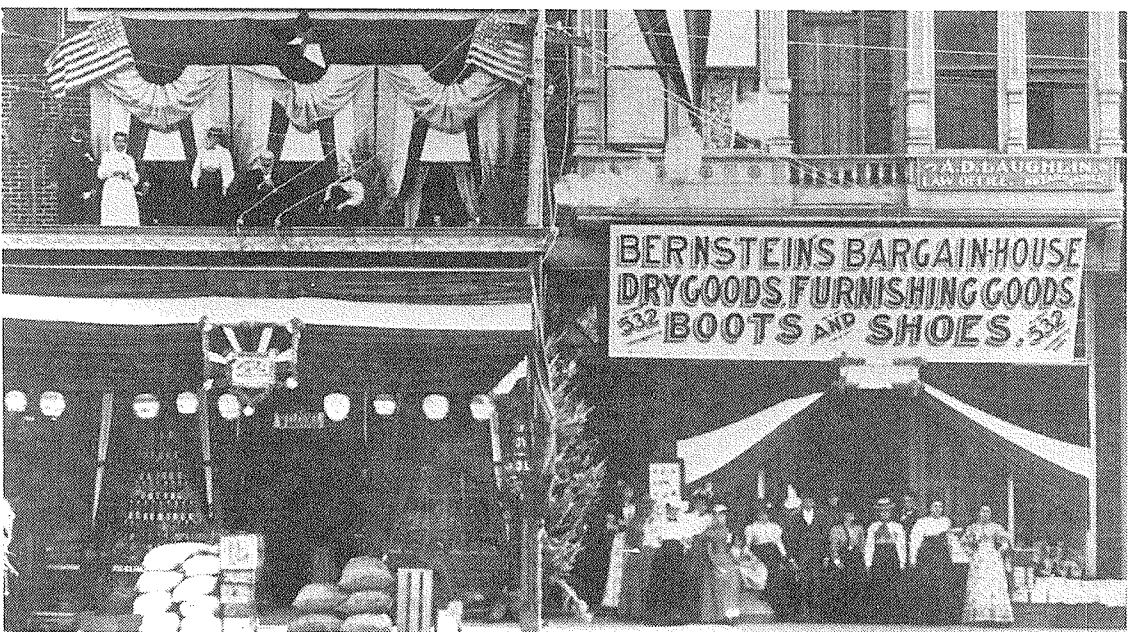
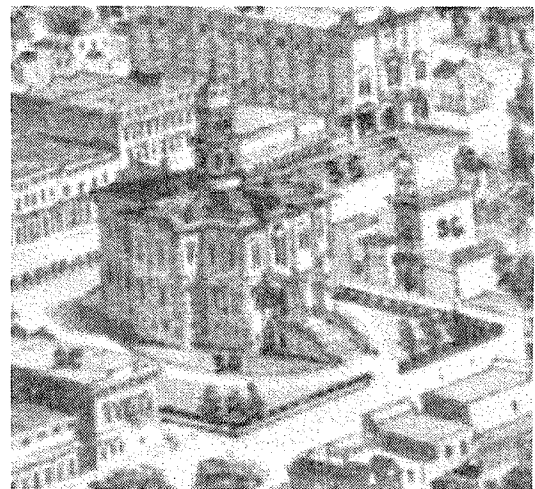
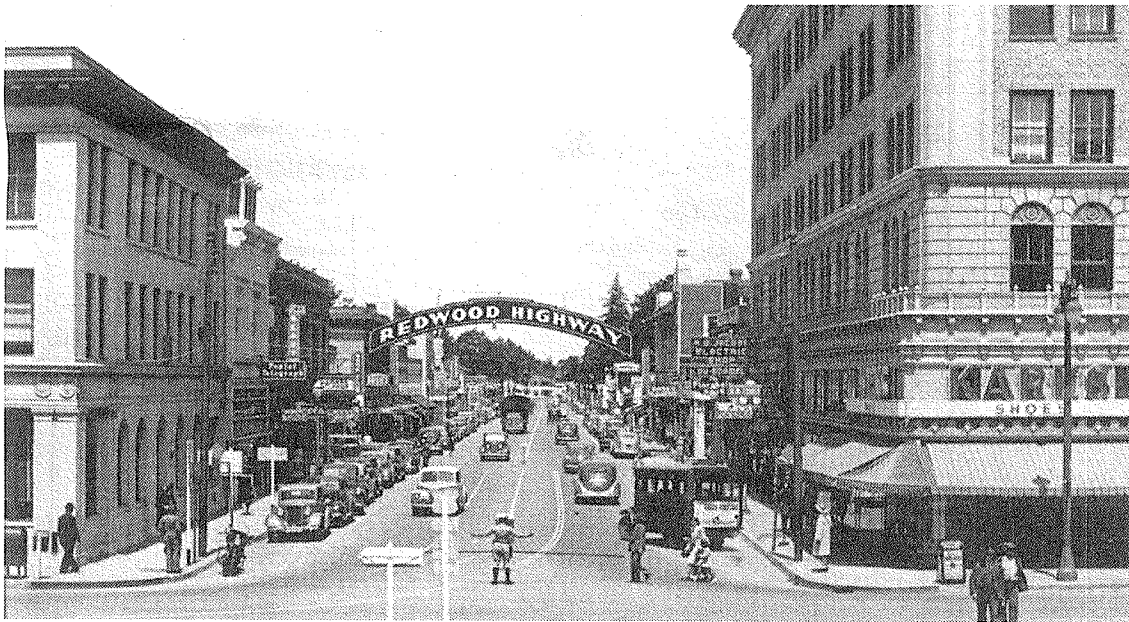
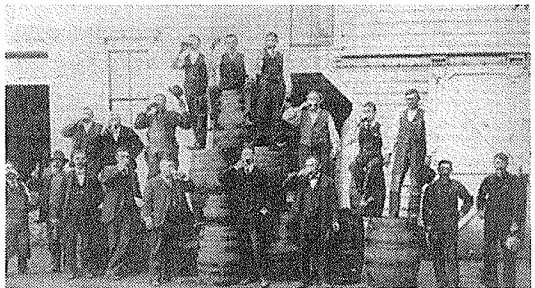
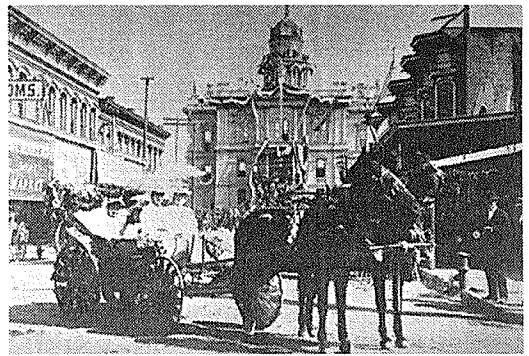
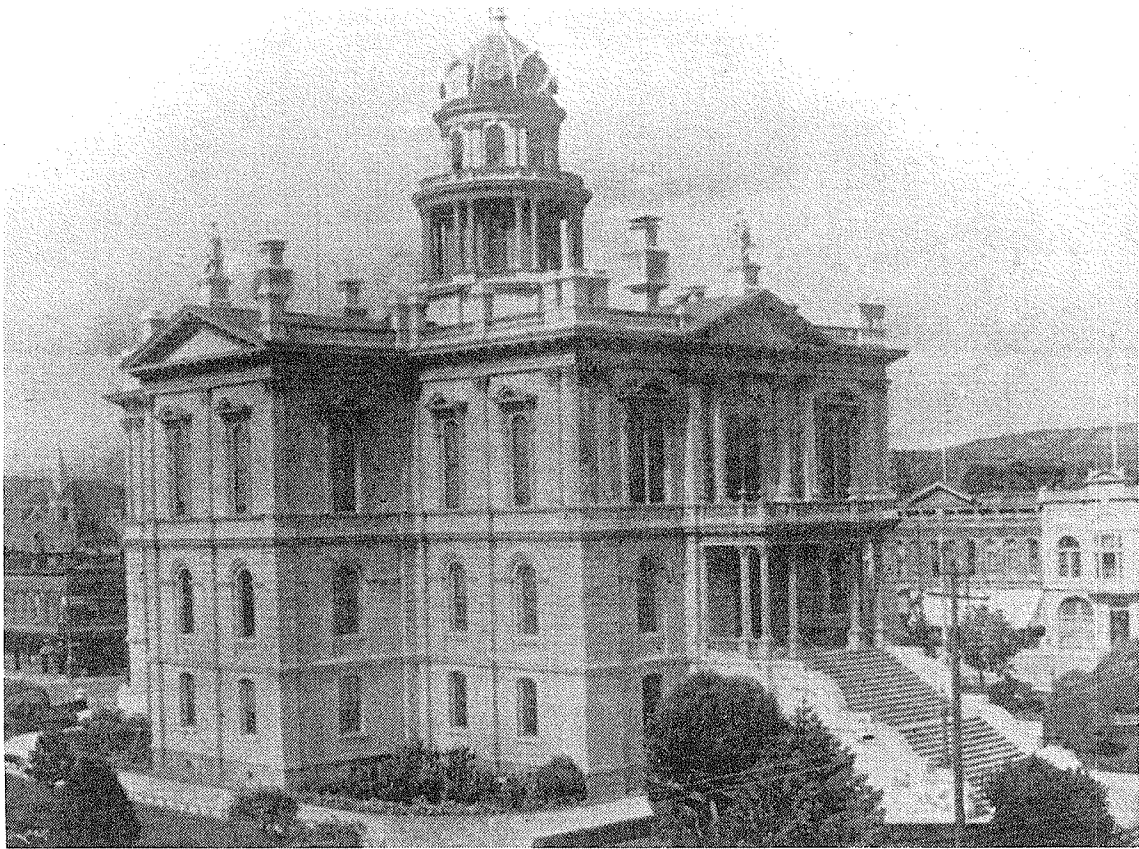


*Celebrate Santa Rosa  
as The FOODWINE  
Capital of California*

## **THE CHARGE TO THE R/UDAT:**

- **Develop an overall urban design framework and vision statement for an expanded Central City which includes Downtown, Railroad Square, and the adjacent neighborhoods.**
- **Prepare urban design concepts for:**
  - The integration of Santa Rosa Plaza with Downtown and Railroad Square**
  - Courthouse Square**
  - Government Complex**
  - Arts Center**
- **Develop a pedestrian plan that links the various components of the central area with each other, and with the neighborhoods.**
- **Develop a plan for implementation of the recommendations including fiscal, administrative, organizational, and overall policy elements.**



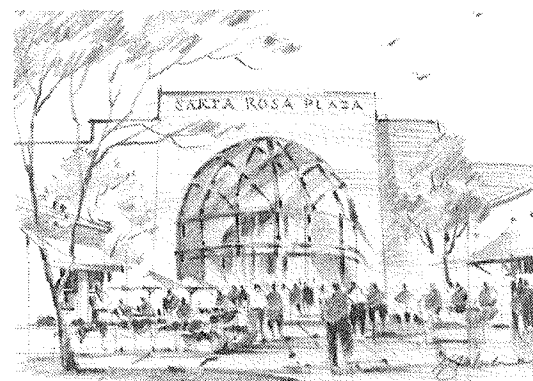
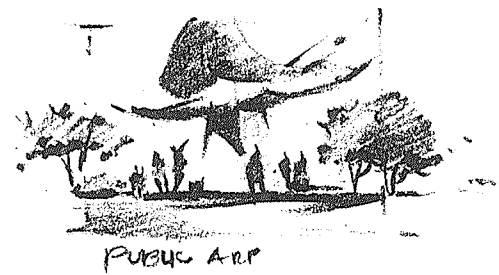
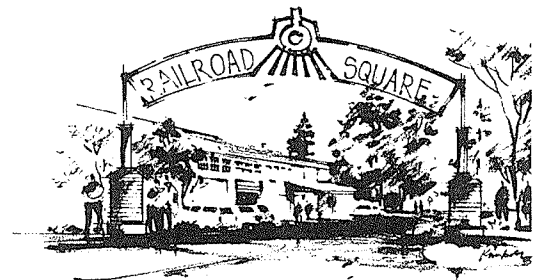
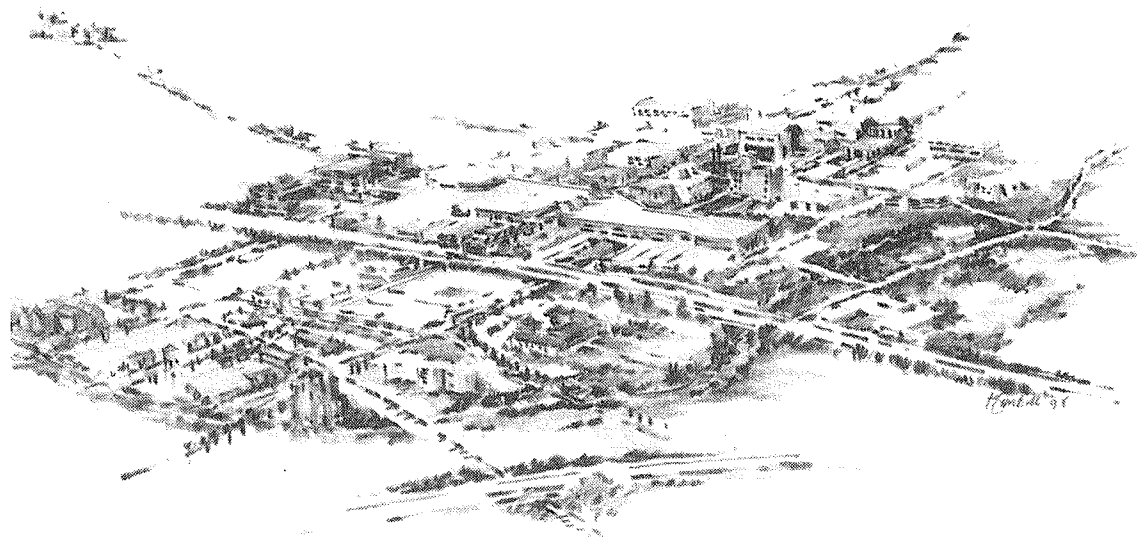
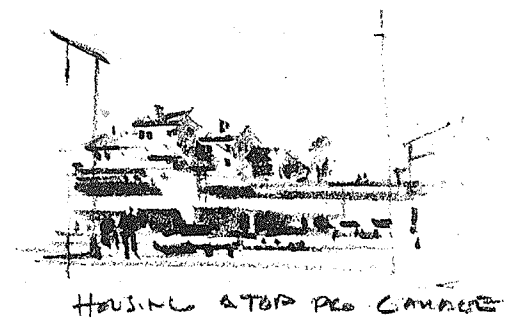
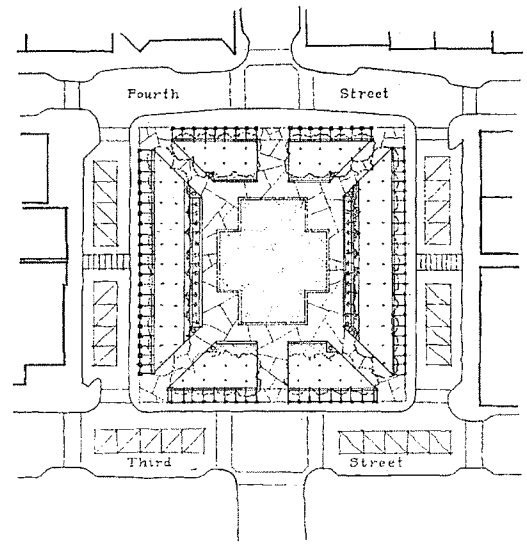
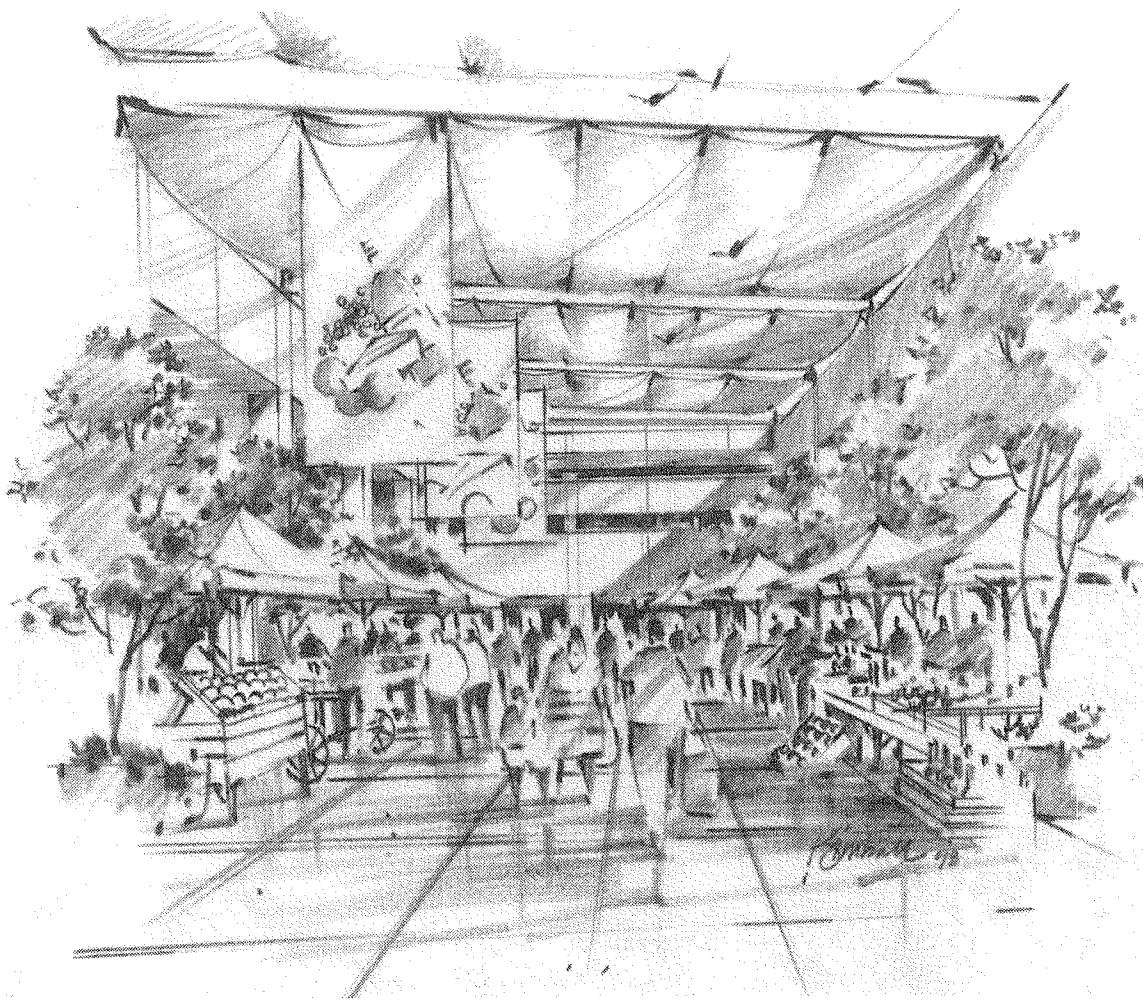


*Memories...  
The way  
we were*

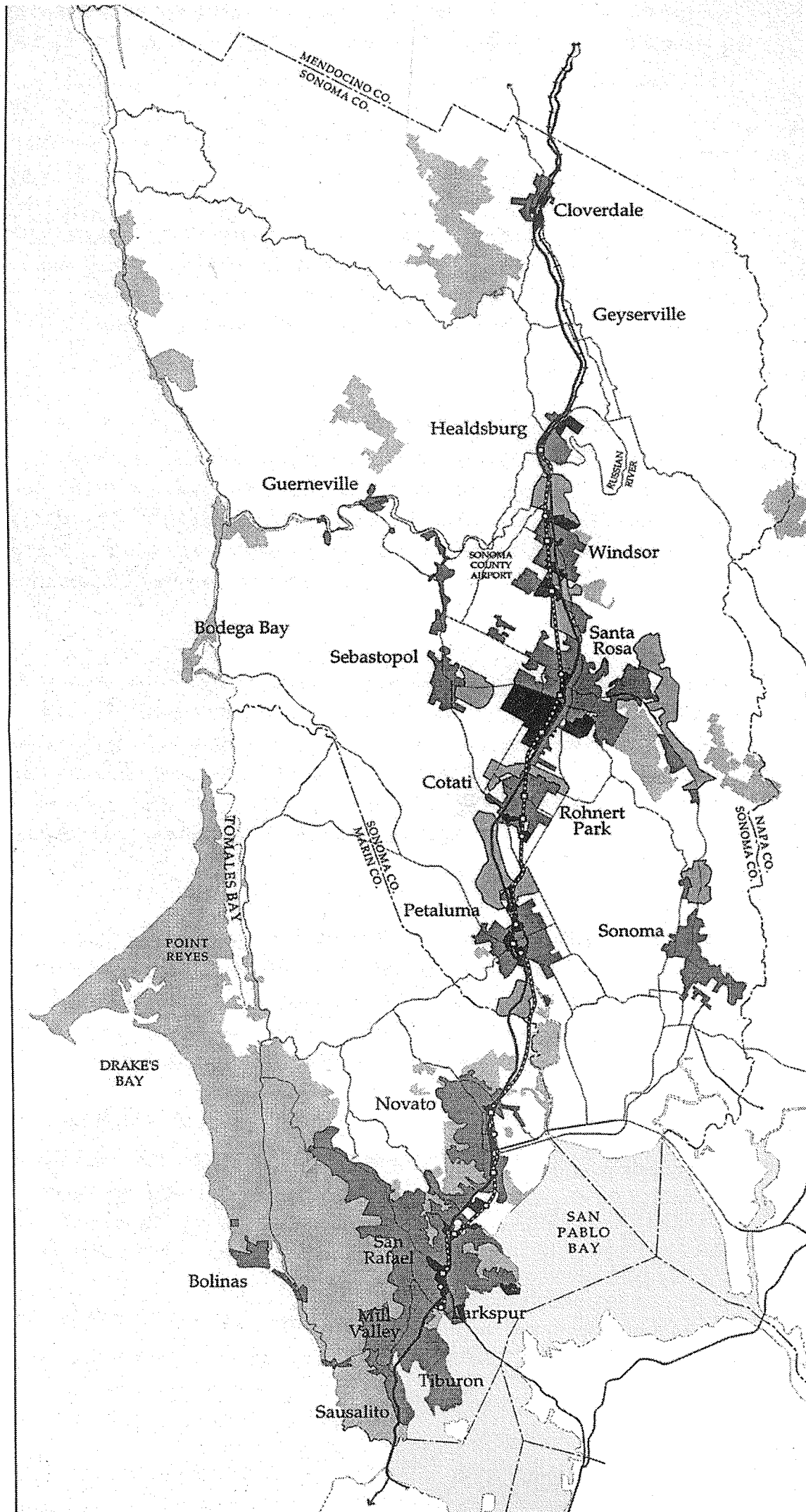


**SUMMARY OF RECOMMENDATIONS**

1. **Establish and maintain a proactive planning approach as opposed to reactive project based planning.**
2. **Encourage and support center city housing and mixed use projects.**
3. **Reunite Court House Square.**
4. **Reconnect 4th Street through the Plaza from downtown to Railroad Square.**
5. **Celebrate and market Santa Rosa as the FOODWINE capitol of California.**
6. **Develop a pedestrian system to link the parts of the central city and the adjacent neighborhoods.**
7. **Illustrate a system of bicycle lanes and paths to provide access to the central city and surrounding recreational destinations.**
8. **Adopt a general policy supporting limited, quality growth.**
9. **Implement and maintain a program of participatory planning providing for broad community input.**
10. **Encourage and support the performing and visual arts as an integral part of the city.**







**CONTEXT**

Santa Rosa the historical population center and regional hub of Sonoma county is evolving. Population centers in the rest of the county have grown rapidly in recent decades. Growth in retail, offices, employment centers, and efforts to attract increased numbers of tourists to these other communities has accelerated. The role of Santa Rosa as the center of the county continues to be the strongest in the region north of the San Francisco Bay. Santa Rosa's identity as the "best place to live" in the larger context of the county remains but in the details of the city's core many of its citizens are questioning whether this image still holds true today.

Surveys conducted in 1998 indicate the downtown and Railroad Square are not at the top of the list for visits by Sonoma County residents. In fact, it's in fourth place or lower. Shopping is still the number one purpose of trips to downtown with dining second.

Sonoma County's 140 wineries make it an internationally known wine region. The vineyards attract large numbers of tourists. The agricultural economy, however, is not limited to wine. While orchards appear to be declining and small dairies are closing, vegetable production and food processing is increasing. The county has taken steps to protect the agricultural lands and their role in the economy. Santa Rosa to date has not targeted tourists nor marketed its location in the center of a prosperous food and wine region.

High tech/new technology is growing rapidly. It is now the largest employer in the county and projected to continue to grow. Retail and services are also significant employers and contributors to the economic health and revenues of the region.

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The impact of increased employment and population are an inevitable cause of conflict with the preservation of the agricultural economy and rural setting of the county. Increased commuting is occurring in and out of Santa Rosa, creating jams on Highway 101. The above issues are regional concerns that affect Santa Rosa.

The Center City of Santa Rosa has many strengths. Citizen comments and a recent report for the City by Bay Area Economics (1997) highlight the core's assets. These include the retail strength of the Mall with its three department stores and new ownership; the mix of regional and employees serving small retail shops and restaurants; and the proposed new hotel and conference center. Weaknesses include the amount and quality of housing in or near the core; visual and physical barriers to movement; blank walls in pedestrian areas; lack of pedestrian-friendly linkages to both sides of the freeway and mall; lack of office space relative to retail and limited opportunities for new development without removing existing buildings. Citizens frequently cite the concern for personal safety and lack of convenient parking.

The core area of Santa Rosa is at a crossroads! There has been considerable effort to preserve and enhance the downtown as the retail center, office center and institutional center of the community. Specific projects and numerous studies, committees and print have been devoted to the effort over the last 20-25 years. Yet the trends which are occurring nationally have also overtaken the Santa Rosa core area.

The big box retail phenomenon, the downsizing of office space and spread of low-rise office buildings to outlying areas, the change in financial institutions which now require less space and the love affair with our cars are but a sample of the national changes that also play in Santa Rosa.

At the same time, nationally as well as locally, there has been a reawakening of interest in center cities. Downtowns are no longer viewed as simply the location of the highest price real estate, or as the primary economic engine of the community. Citizens everywhere want their downtowns to return to being the place where they gather at special times (a phrase we heard at the public meeting) as well as a place to come to for more leisurely shopping. The weekly trip to the supermarket, hardware and drug store at the strip mall is not the same type of community experience. Somehow the suburban malls or commercial strips for all their convenience for the shopper lack the diversity and atmosphere citizens nostalgic for a previous era are now seeking. Increasingly, cities are realizing that the central area, our core areas, our downtowns are the people places that people are seeking.

In most communities, Santa Rosa included, the Center City is still the area with the greatest concentrations of office, retail and services. It is still a major if not the greatest source of city tax revenues used to operate local governments. Yet it is always a dilemma for neighborhoods to understand why city government provides financial incentives to commercial development of public subsidies to museums, performing arts centers, or convention centers. They do not understand that these investments provide tax resources for maintaining citywide services and amenities. In fact, residential neighborhoods everywhere require more services than they pay for through their property taxes. Consequently, particularly in California, sales tax generation drives many local government decisions. How to optimize the return from local residents as well as from tourists and visitors is always a concern.

Increased revenue, however is not the only reason for Santa Rosa to focus greater efforts on its core area. It is the intangible sense of place, the gathering place, the place for special events, the place that more than any other area of the city that gives the community its identity. This is the place for residents, as well as visitors and tourists. Our brief exposure indicates this is not the case now. Tourists and visitors are apparently not very interested in Santa Rosa, unlike a number of other cities in Sonoma County. There is little beyond Luther Burbank's Garden that is promoted.

The importance of maintaining and enhancing this sense of place in the core is even greater given the projected growth of the community. Santa Rosa and the rest of Sonoma County are projected by the county to increase to 468,540 persons by the year 2005. Seventy percent of this growth is anticipated to occur through in-migration, people moving in from outside the county. Santa Rosa's share is projected to take the city and surrounding population in the unincorporated areas from 151,200 in 1995 to 190,000 in 2005. Almost one-third increase in ten years!

These new residents will become identified with Santa Rosa with little awareness of its past. They will establish their ties with the community and their patterns of life based on their impressions of the various parts of the community. The stronger the tie they feel to Santa Rosa, the stronger their role as contributing citizens to the community, is likely to be. Without the tie to the heart of the city their sense of belonging will be at best tenuous.

Santa Rosa's historic role as the regional hub for the county could further deteriorate. Retail operations, malls, big box retail are becoming more widely available throughout the county. Santa Rosa has an opportunity to preserve its historic role as the hub by focusing its policies and efforts on the core area. This must not be at the expense or absence of attention to other areas of the city, its newly annexed areas or older or stable neighborhoods. Balanced attention to all of these areas is necessary but unless there is also an enhanced, concentrated effort to coordinate the center city projects and programs, the role of central Santa Rosa will diminish. It cannot rejuvenate itself by itself. Community policies, plans, investments and programs will have to be revisited to achieve the vision. Citizens and business people's commitment must reach beyond their individual considerations. Lessons from downtown efforts nationwide indicate success is related to the level of support provided by local business people, property owners, and the community at large for local government action.

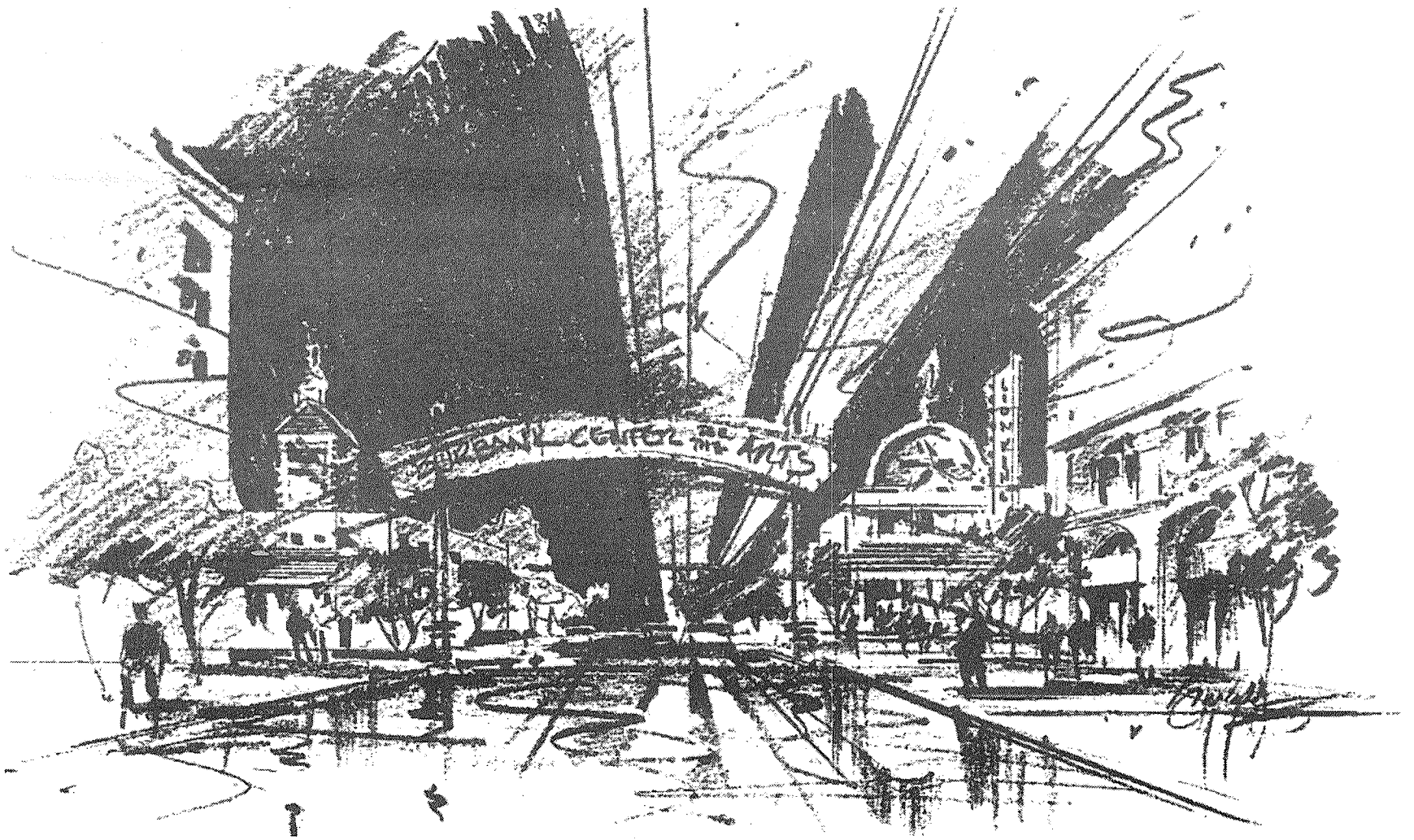
Some aspects of the City Vision can be started quickly, others may take extended periods of years before coming to fruition. Santa Rosa's must stay the course, make mid-stream adjustments when appropriate, and not lose sight of the goal.



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# URBAN DESIGN

## The Downtown Plan



### THE TRANSPORTATION FRAMEWORK

The transportation framework for Santa Rosa's Downtown Vision is described in the adjacent diagram. It includes the following issues and opportunities:

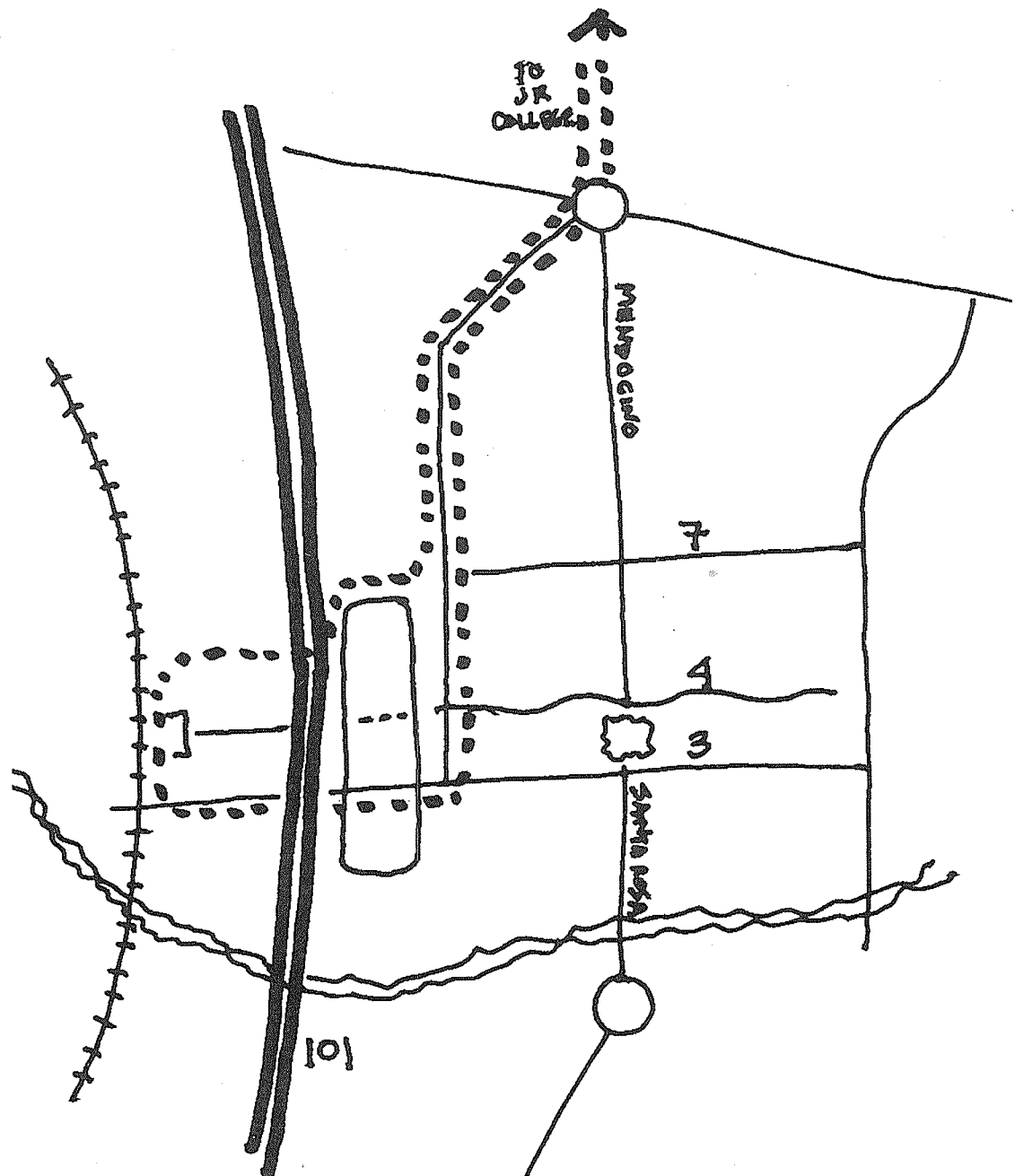
- Highway 101: This regional expressway is a major barrier between east and west Santa Rosa. It is scheduled to be expanded by filling in the median, which although it will now widen the road, will remove the gap between the elevated roadways and increase further the perceived 'tunnel effect' faced by pedestrians or drivers passing beneath.

Another option to 'freeway widening' is to examine the potential of adjacent arterials in reducing the amount of traffic.

- Railroad Line: Accommodating three trains a day, the rail line is a potential intermodal opportunity. Although the most recent financing proposal did not win voter approval, proponents of commuter rail assume that it is only a temporary setback, and that the long-term prognosis is for an intermodal center linking local bus transit to regional rail. In addition, the right of way is enough to accommodate a regional bikeway.

- Transit Loop: Linking east and west downtown as well as to the Junior College to the north, this potential line — either a mini bus or a fixed rail trolley — would operate on a tight schedule and could be funded and operated as a partnership between the City and the Junior College.

- Local Street Network: On the next page is a description of the major local arterials and collectors that serve the downtown: Third, Fourth and Seventh Streets in the east-west directions, and B Street and Mendocino/Santa Rosa Avenue in the north-south direction.



## Mendocino Avenue

Mendocino Avenue can be returned to a vital street oriented to pedestrian retail traffic:

- reducing lanes by partially diverting auto circulation to adjacent streets;
- adding diagonal parking;
- creating a separated bike lane linking Santa Rosa Creek to the Junior College;
- using landscaping to create an attractive pedestrian ambiance.

## Santa Rosa Avenue

Santa Rosa Avenue will have a similar section to Mendocino, although with three traffic lanes, including a central shared left turn median.

The roundabout at 1st street will help distribute traffic from Santa Rosa and Mendocino Avenues to adjacent streets, as well as calm ongoing traffic.

## Fourth Street

Fourth Street, downtown's central spine, is an active pedestrian-oriented street, featuring curvilinear traffic lanes, extensive streetscaping, and restaurants. Upgrades should include:

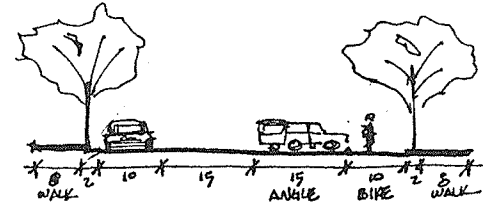
- new pedestrian lighting to ensure a sense of safety;
- additional security presence;
- removal of bumpy or uneven pavement;
- replacement of bollards with fewer and more attractive dividers;
- more flowers and landscaping.

## Third Street Underpass

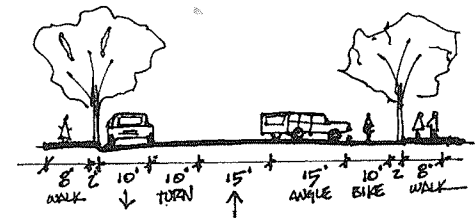
Traveling between the east and west side of downtown requires traversing an unnecessarily dark and gloomy underpass.

Improvements include brighter lighting, better pedestrian sidewalks and involvement of local artists.

North facing section showing auto lanes, parking, bikes and sidewalk.



North facing section showing auto lanes, parking, bikes and sidewalk.

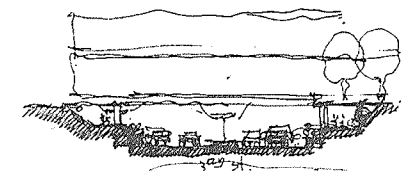


New street furniture exclusive to Santa Rosa:  
Grapes and Roses.

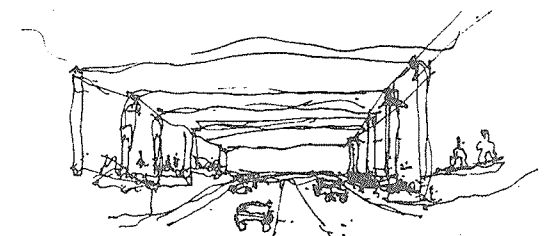


*a planter for Santa Rosa...*

Cross-section showing proposed sidewalks grade separated from traffic lanes.



Sketch showing better lighting and auto/pedestrian separation.



### A NEW HOME FOR THE LUTHER BURBANK CENTER FOR THE ARTS

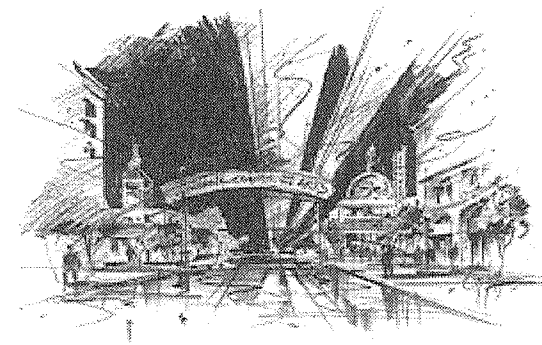
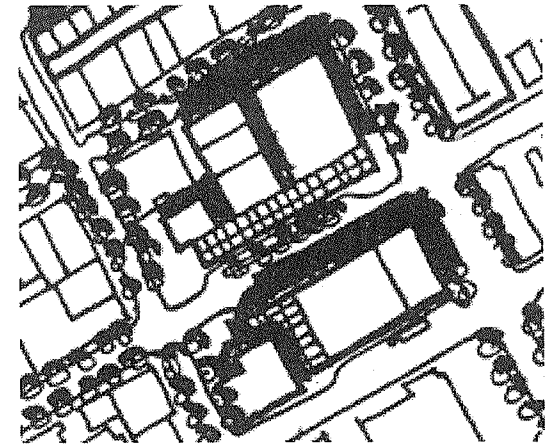
Currently located a few miles north of Santa Rosa, the Luther Burbank Center is a complex of 4 theaters (1,500, 420, 325, and 75 seats) and other arts facilities which if relocated to downtown would realize a number of benefits:

- Availability to a wider audience in a centrally accessible location;
- New physical facilities with better acoustics and technology;
- The potential for a larger 2,800-seat theater for popular concerts and traveling Broadway shows.

Having recently seen its Symphony accept a facility at Sonoma State, 10 miles to the south, Santa Roseans are particularly interested in reinforcing the role of culture and

the arts in their city. Creating a new Luther Burbank Center for the Arts in downtown Santa Rosa would achieve this goal. Such a state of the art facility would complement and not compete with the 1,400 seat Sonoma State concert hall, planned for acoustic classical music only.

This site would be developed in conjunction with a high rise office tower for a potential corporate tenant. Such an associated project will help in implementation and sustainability of the complex. The proposed site, replacing the Library and surface parking lots on either side of Third, will be a string anchor to the eastern end of the Third Street corridor.



Looking north on Third Street to the Art Center Plaza.

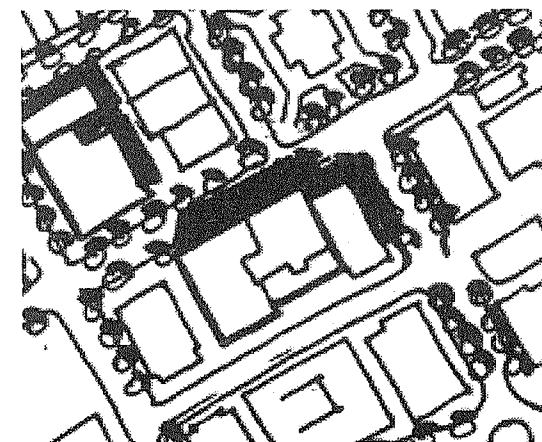
### AN EDUCATIONAL / LIBRARY CENTER IN THE ATT BUILDING

Sonoma State University has expressed interest in establishing appropriate graduate programs in Santa Rosa, such as its MBA program, which could take advantage of local adjunct professors as well as the urban ambiance. Santa Rosa Junior College is interested in sharing facilities and joint programs with Sonoma State. And both colleges have expressed interest in assisting Santa Rosa Library in upgrading its operations and two-decade-old facility.

At the same time, the largely empty and largely windowless ATT /

PacBell building on third Avenue may become available soon.

A new Santa Rosa Education / Library Center in this building could be a catalyst opportunity for the city. It is an excellent central location, is certainly a sturdy structure, and could lend itself to renovation for such an academic program. An active ground floor library could help activate both Third Street and the Transit Mall beyond, and the infusion of students into downtown can create new markets for college-related goods and services.



The proposed Education / Library Center,

## A NEW HOTEL AND HOUSING ADJACENT TO THE PLAZA

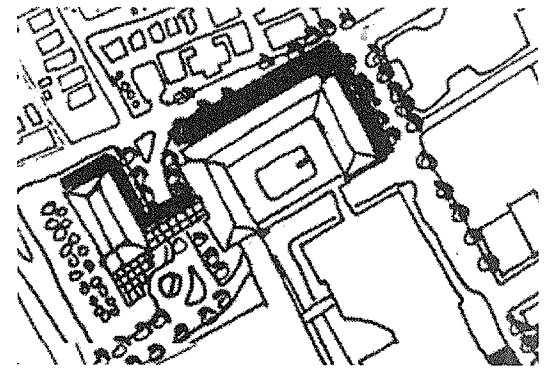
Possibly sooner than later, there will be demand for a new hotel for visitors and business travelers to Santa Rosa. As an example of an innovative but well located site, such a hotel could use as a site the roof and facade of the Macy's parking garage adjacent to the Plaza.

This hotel would have a Plaza address and Plaza linkage, and would reinforce the emerging neighborhood surrounding the adjacent museum (now planning expansion).

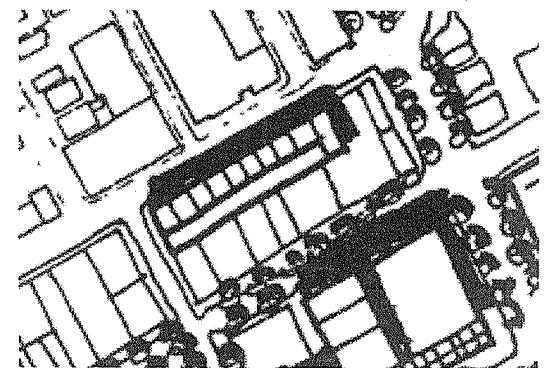
Adjacent to the hotel (and possibly developed and managed by the same entity as the hotel) could be

developed an independent living unit for seniors. Also tied into the Plaza, such a high-rise facility will be adjacent to various shops and cultural activities such as the Museum. It would replace existing social service programs now occupying buildings in the area.

This hotel-housing complex will improve the ground level image and ambiance of the area to the north of the mall as previously described, an important part of the linkage network between east and west Santa Rosa (and of transit loop connection to the Junior College Campus).



The proposed hotel and housing will be built on the north side of the Plaza.



Mixed use on Fifth Street.

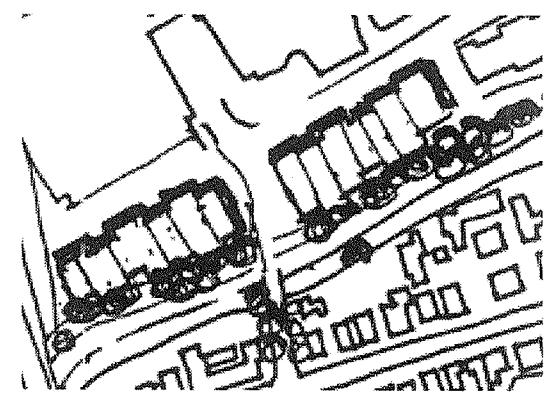
## OTHER HOUSING DEVELOPMENT

In addition to the senior housing 'niche,' there are other similar potential opportunities for targeted housing in the downtown.

One option is to build over parking. An opportunity is a current surface parking lot on Fifth Street. Building a ground level covered parking lot (with retail frontage on Fifth) can allow upper level residential development. Such housing could be built as lofts for students, taking advantage of a potential niche market.

Another option is to take advantage of housing amenities such as the new creek greenway. Building market rate townhouse units adjacent to the creek, such as on the site of the now closed Sears automotive center, can result in attractive and salable units.

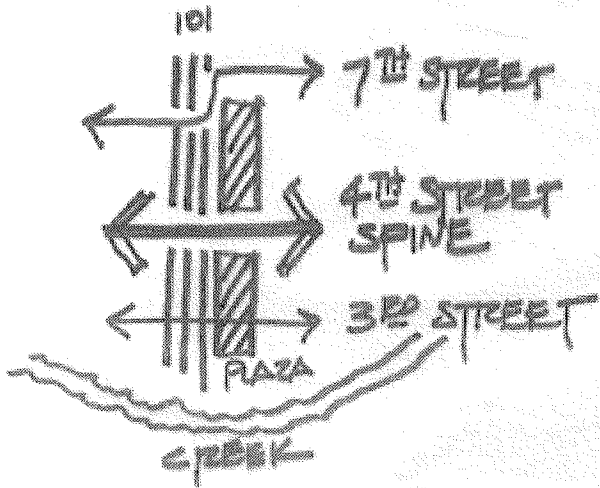
A third opportunity (not illustrated) is to build for the medical employee niche for instance, at a potential site to the northeast of downtown, adjacent to East College Street. These tightly clustered units would relate to the nearby hospital.



Townhouse units facing the creek.



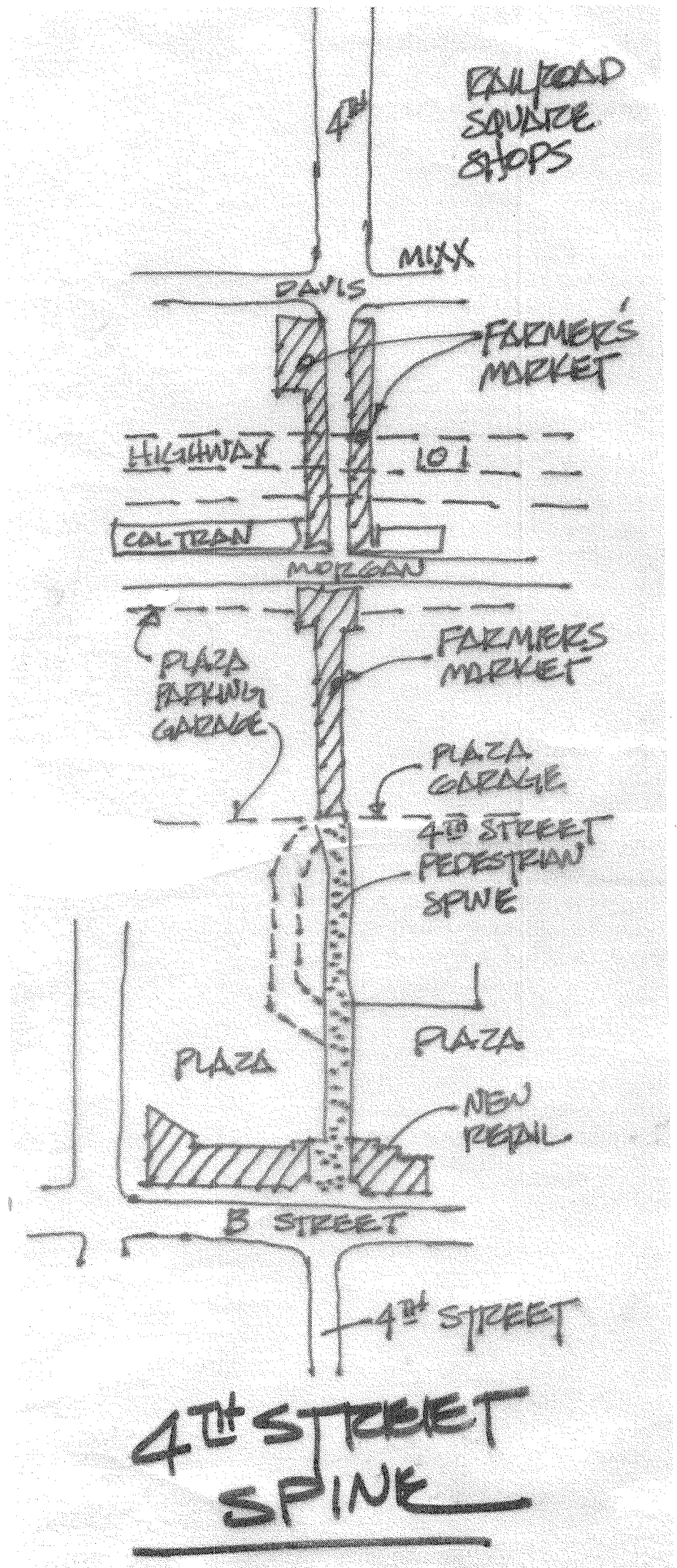
LINKING EAST AND WEST SANTA ROSA



Connections Bring People and Business Together

East and west Santa Rosa have been physically divided by both the freeway and, more recently, the Santa Rosa Plaza.

The adjacent plan diagrams the central proposed link - the 4th street spine, for a meaningful pedestrian and business connection that will unite east and west Santa Rosa with each other and the Santa Rosa Plaza.





## 4TH STREET SPINE

### Entering Santa Rosa Plaza

New active retail space or restaurant will be brought out to the edge of the sidewalk at B Street to connect the Plaza with the grid of the downtown retail core.

This active/elegant urban entry to both the Plaza and the 4th Street Pedestrian spine will be defined by signage, landscaping and architectural elements.

### Interior Plaza

Once inside the Plaza, you will see the clear major pedestrian route straight ahead, brightly lit by skylights and downward spots. Elegant signs and materials will define the path ahead.

You complete your shopping inside the Plaza and head west.

### Farmer's Market @ Santa Rosa Plaza

The Farmer's Market will extend from the west edge of the plaza, through the open sky portion of the garage, protected from the weather by a light canvas cover. Vendors will line each side of the corridor with fresh Sonoma Valley produce and fruits.

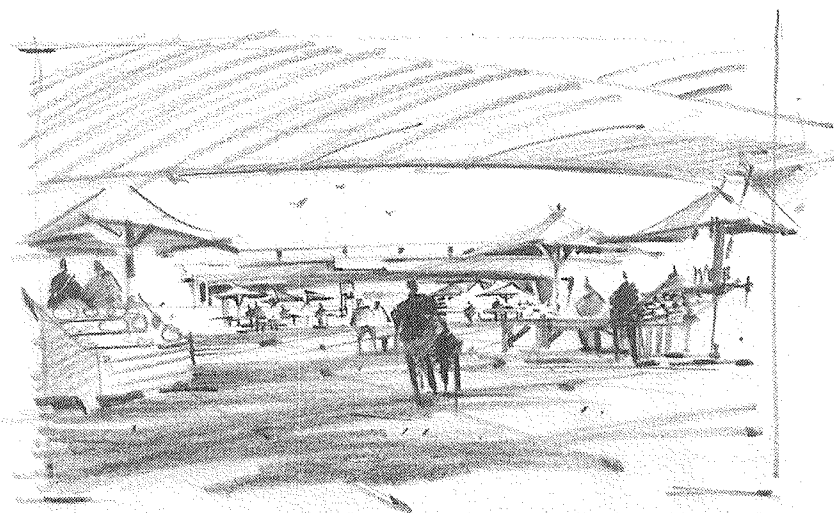
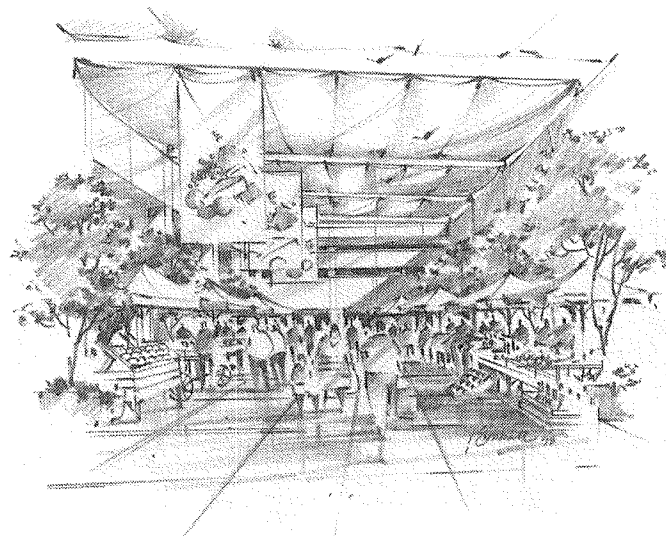
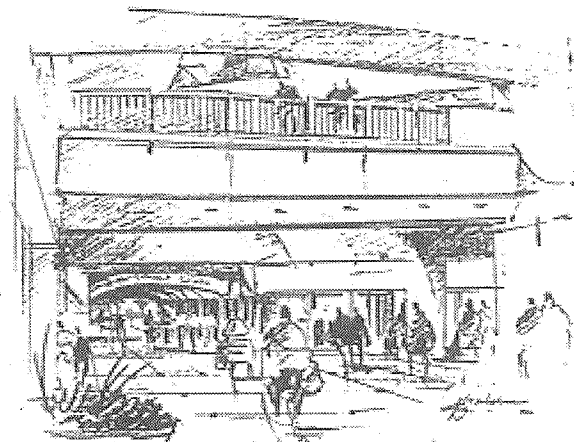
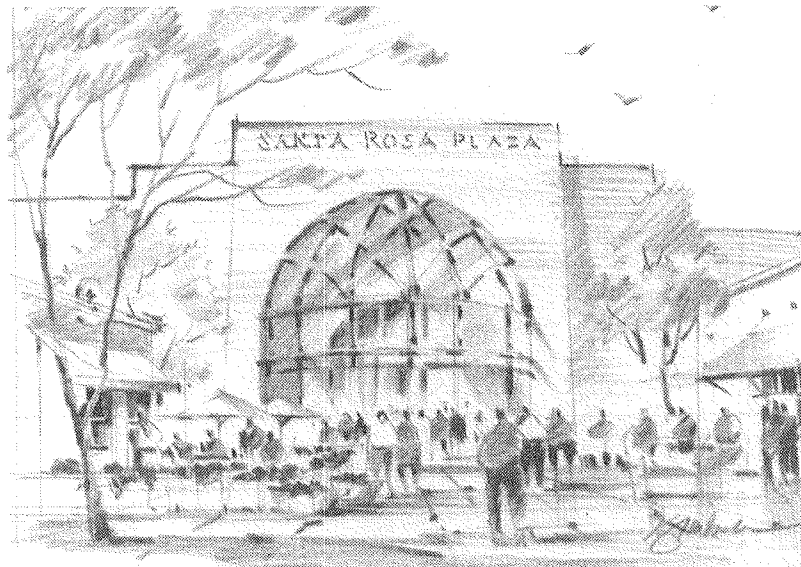
This Market will help to bring together the rich cultural diversity of the Hispanic, Asian and other cultures of the region.

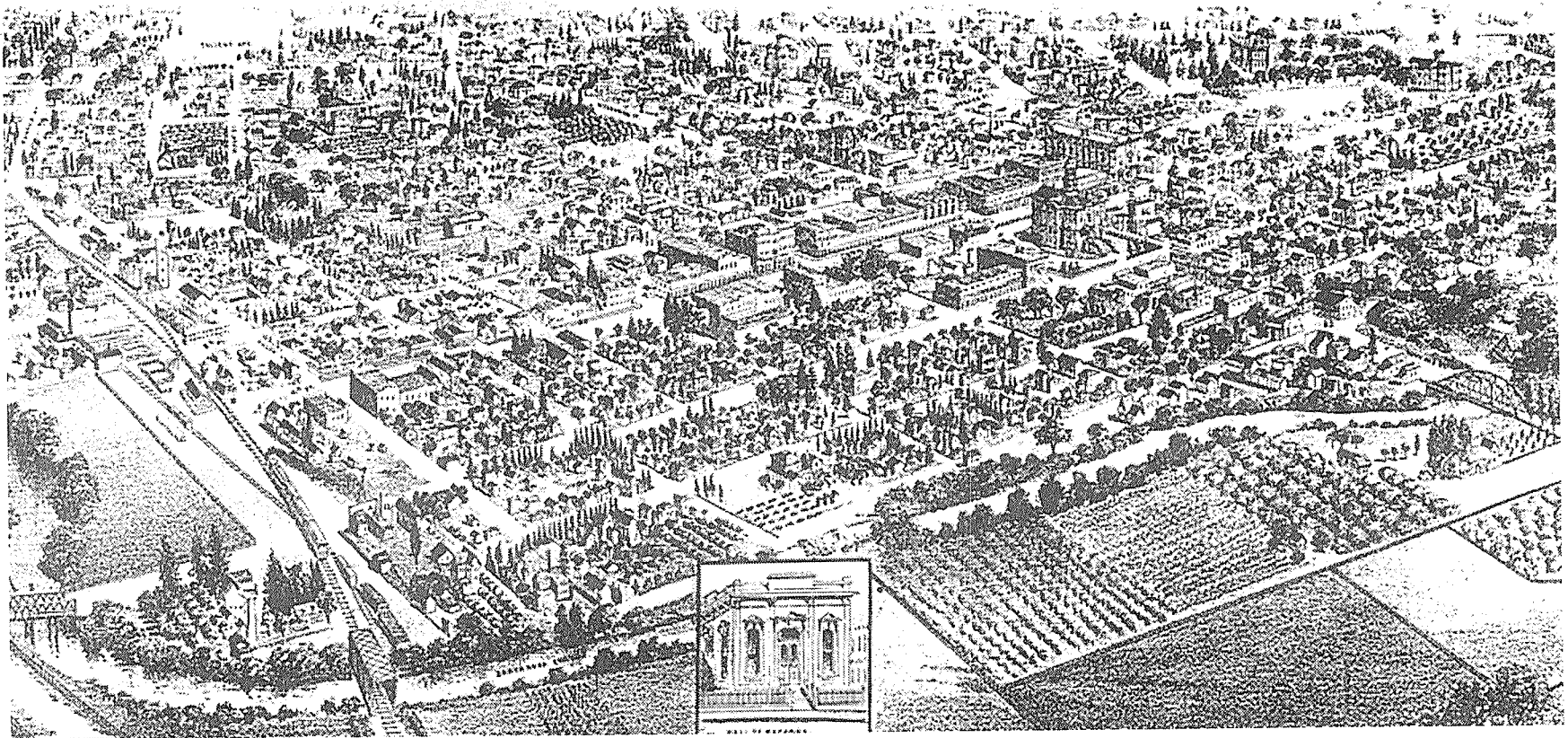
### Farmer's Market to Davis Street

The Farmer's Market will continue under the highway and on to Davis Street in Railroad Square.

The route will be brightly lit and the highway overhead will be partially hidden with the colorful canvas umbrellas of the market vendors. The ambiance and quality produce will invite you to linger along the route!

Expect that this market will be operated 4 days a week.





### **RAILROAD SQUARE HISTORIC DISTRICT**

The following history is taken from the 1982 report produced by Dan Peterson AI, Winfield Smith ASLA, the Railroad Square Associates, and the City of Santa Rosa Department of Community Development.

Listed in the National Register of Historic Places in 1979, Railroad Square Historic District comprises 15 significant structures ranging in construction dates from 1888 to 1923.

The Railroad Square Historic District is separated from central downtown Santa Rosa by US 101 Freeway and a large block of commercial property developed into a contemporary shopping center. To enter the District is to step back into the early part of the 20th century when citizens of Santa Rosa awaited the arrival of the trains that brought mail, merchandise, and visitors. Not only does the Square reflect this heritage with the era of railroad

transportation but it further, and very importantly, pays tribute to the Italian-American heritage in the area. Within the area are four structures constructed from locally quarried stone by immigrant stonemasons who left Italy at the beginning of this century, bringing their tools and skills to leave their mark on Santa Rosa and Sonoma County.

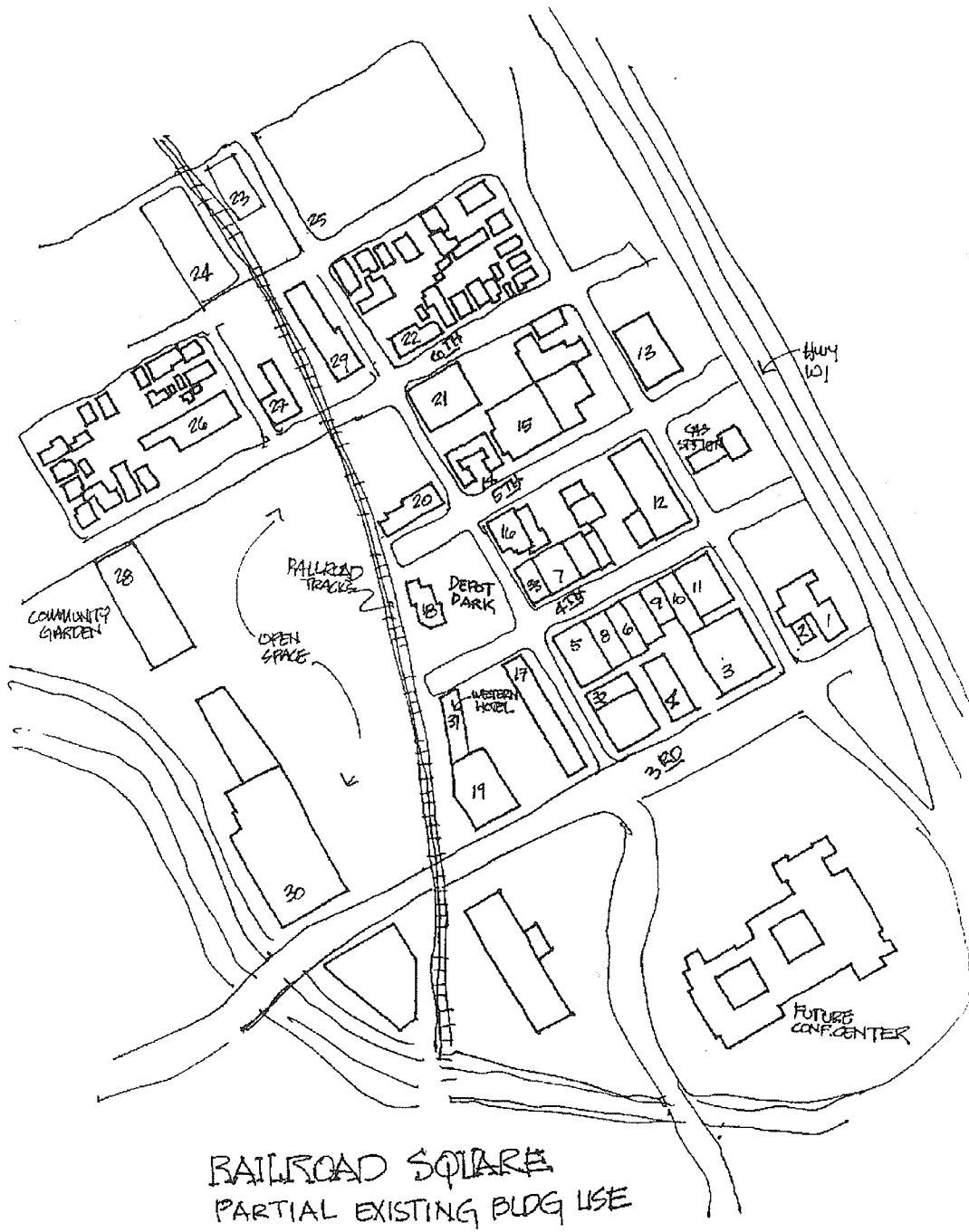
Most of the historic buildings in the district were constructed after the 1906 earthquake, which hit Santa Rosa particularly hard. It had demolished much of the town including numerous commercial buildings situated near the freight and passenger depots in Railroad Square. The buildings which survived the 1906 earthquake were the brick warehouses at 15 3rd Street, the double brick warehouse at 46 West 6th Street, the Western Hotel at 10 4th Street, and the Northwestern Pacific Depot at the foot of 4th Street.

The District has remained reasonably intact since it was rebuilt following the destructive 1906 earthquake. Many significant structures from the r

ailroad era remain which represent the transportation development of the early 1900's. The key buildings in the District are, the four cut basalt stone buildings built by the Italian stonemasons between 1903 and 1915, the classic detailed commercial building known as Lee Brothers built around 1906, and the Jacobs Building, a clinker brick false front hotel with a Mission Revival parapet. Also of note are the brick buildings on 4th Street between Wilson and Davis Streets, representative of early 20th century simple one storey brick commercial storefronts which have become nearly extinct in Santa Rosa.

The renovation of the individual buildings must be accompanied by appropriate improvement of the city streets and other public spaces. Emphasis should be on design at a pedestrian scale with small street trees, low ornamental street lights, interesting walk patterns and textures, sitting and congregating areas, fountains, sculpture, and well-landscaped convenient parking facilities.

**RAILROAD SQUARE  
EXISTING BUILDING USAGE**



1. North Bay Monument Co. (Shed)
2. Boarded-up house
3. Sonoma Outfitters
4. Marianne's Antiques
5. Vee's Brothers Building
6. Omelette Xpress
7. Jacob's Building  
(Restaurant Capri)
8. Olde Towne Furniture
9. Almost New Antiques too
10. Welfare League Building
11. Whistle Stop Antiques
12. Mixx Restaurant (Express)
13. City 205
14. Two storey walkups
15. Warehouse Manufacturing  
Pauerhauer Manufacturing Co.
16. La Rose Hotel
17. Chevy's
18. Depot Train
19. Carlile/Macy Engineering
20. Aroma's Coffee
21. Tee Vax House Appliance
22. Redwood Gospel Mission  
(Soup Kitchen/Homeless Shelter)
23. Olde Towne Furniture
24. Western Farm Center
25. Cultural Council of Sonoma  
County
26. Lena's Italian Dinners
27. Assistance League of Sonoma  
County
28. 6th Street Warehouse Antiques/  
Kid Street Theater Dance Center
29. New College of California
30. Occidental Leather, Inc.
31. Western Hotel
32. La Gare
33. Pots & Pans

Vacant space between Momma  
Donna/Olde Towne Jewelers





### WEST SIDE DEVELOPMENT URBAN DESIGN OPPORTUNITIES

Railroad Square has been the subject of extensive study since 1970 with recommendations embodying the same basic thrust. Through cooperation between merchants and the City, Railroad Square has witnessed considerable revitalization. The success enjoyed by Railroad Square in recent years, combined with the imminent Santa Rosa Creek improvements, are producing development opportunities on nearby properties and neighborhoods. This suggests that Railroad Square should be considered as a larger district with many more parts than what has been previously discussed.

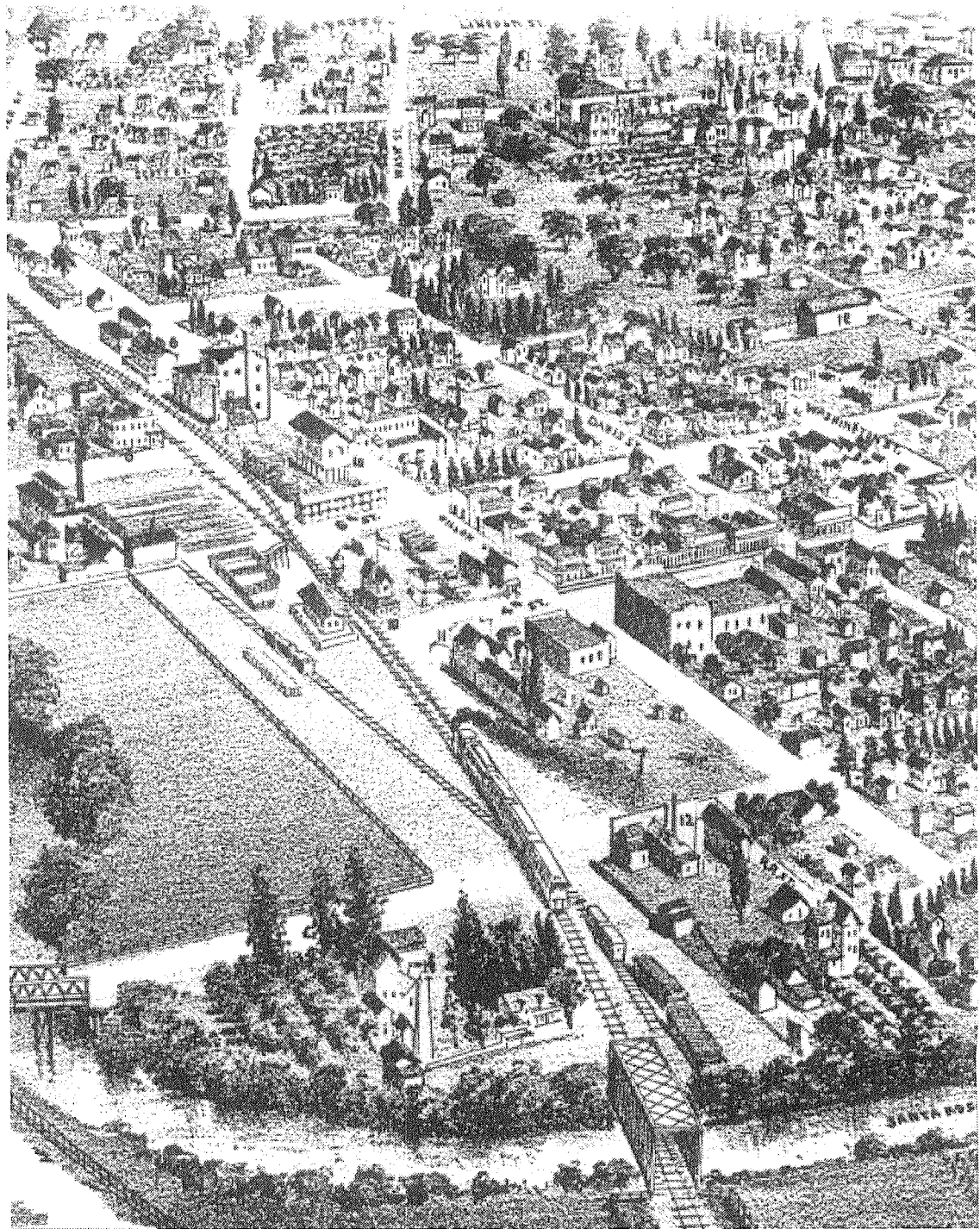
The urban design ideas that follow provide some specific proposals to address the recurring concerns about Railroad Square.

#### 1) *Railroad Square Park*

As part of the intermodal rail station we are proposing a 2 acre park. It will serve as the primary civic space in Railroad Square and will be connected to the larger open space network through a linkage to the Prince Memorial Greenway. The park will function as a community play and gathering place for rail users in addition to residents of nearby neighborhoods.

#### 2) *Underground Parking*

As urban intensities increase in the Railroad Square district, parking demand will also increase. As a way to minimize the impact of increased motor traffic and to retain the visual integrity of the district, we are proposing a below grade parking structure (once parking demand reaches a threshold level) rather than a large scale surface lot. This facility will be located under the proposed Railroad Park and will serve rail transit users in addition to all other patrons of Railroad Square.



#### 3) *Intermodal Rail Station*

Historically Railroad Square was an important point of convergence for rail commuters and freight trains in Sonoma County. Although the Railroad Square does not currently support significant rail operations, there is potential for Railroad Square to become, once again a major hub of rail transport. As part of this plan we are proposing that an intermodal rail station be built at Railroad Square Depot. The type of proposed rail transport ranges from commuter trains to tourist geared train excursions.

#### 4) *Medium Density Housing*

In efforts to expand housing and in the central city, we are proposing a medium density housing project on the northern edge of the rail yards along Sixth Street. This housing project will contain 75 units and will be accessible to households with moderate incomes.

#### 5) *Railroad Street*

The rail yard site currently forms a large block that is out of scale with the rest of the central city block pattern. Therefore, we propose to bisect the block with a new street along the warehouse buildings that sit on west-

ern edge of the block. This will provide improved access within the Railroad Square district and better linkages to surrounding neighborhoods. It will also allow for reconfiguring east facades of warehouse buildings to accommodate ground level retail space. The new street will provide for on street parking and will be

depressed to serve the underground parking facility.

6) *Infill Housing*

A number of small scale infill lots exist in the Railroad Square area. These sites must be strategically developed to patch fragmented streetscapes and to enhance the overall urban fabric

and pedestrian quality of the district. The infill sites present wonderful opportunities to build small scale, mixed use developments. A 6-8 unit apartment with ground floor retail is a mixed-use building type well suited for these sites. Such an infill strategy will enhance the retail nature of Railroad Square streets while providing more opportunities for urban living in Santa Rosa's central city. This plan proposes this building type for the infill site located along Fourth Street between Wilson Street and Davis Street.

7) *Third Street Streetscape*

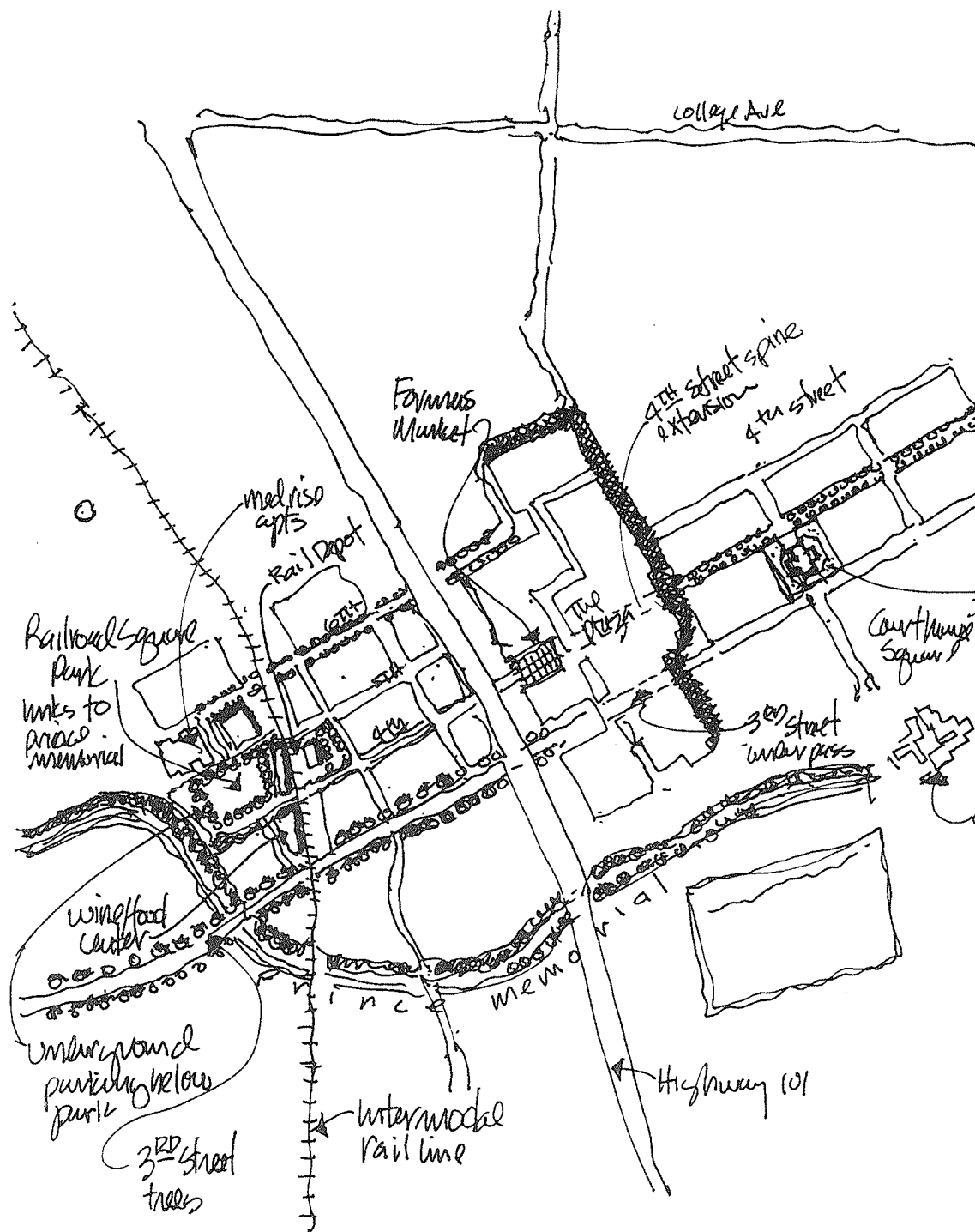
This plan calls for lining Third Street from Davis Street to the western city limits with Redwood pine trees. This street is appropriately scaled to accommodate larger street trees. The street trees will serve to define a gateway corridor to create a sense of excitement and anticipation as one approaches Santa Rosa's central city from the west.

8) *Railroad Square Gateway*

Currently there are no memorable entry ways into Railroad Square. To address this, we recommend that a railway inspired gateway feature be erected over Wilson Street where it intersects with third Street.

9) *High Rise Housing*

Currently high rise housing is under-represented within the range of housing types in Santa Rosa. We see the opportunity to change this by building an eight story condominium project on Third Street just east of the Prince Memorial Greenway. Because of this sites prominent location the building should be considered as a gateway feature to the downtown.



WESTSIDE DEVELOPMENT  
RAILROAD SQUARE

10) Prince Memorial Commercial Development

There are numerous opportunities to build commercial developments of varying types along the northern border of the Prince Memorial Greenway between the Third Street bridge and highway 101. With the completion of the Santa Rosa Creek improvements, the adjacent sites will likely attract office development. We suggest that new developments be designed with strong linkages to the Prince Memorial Greenway.

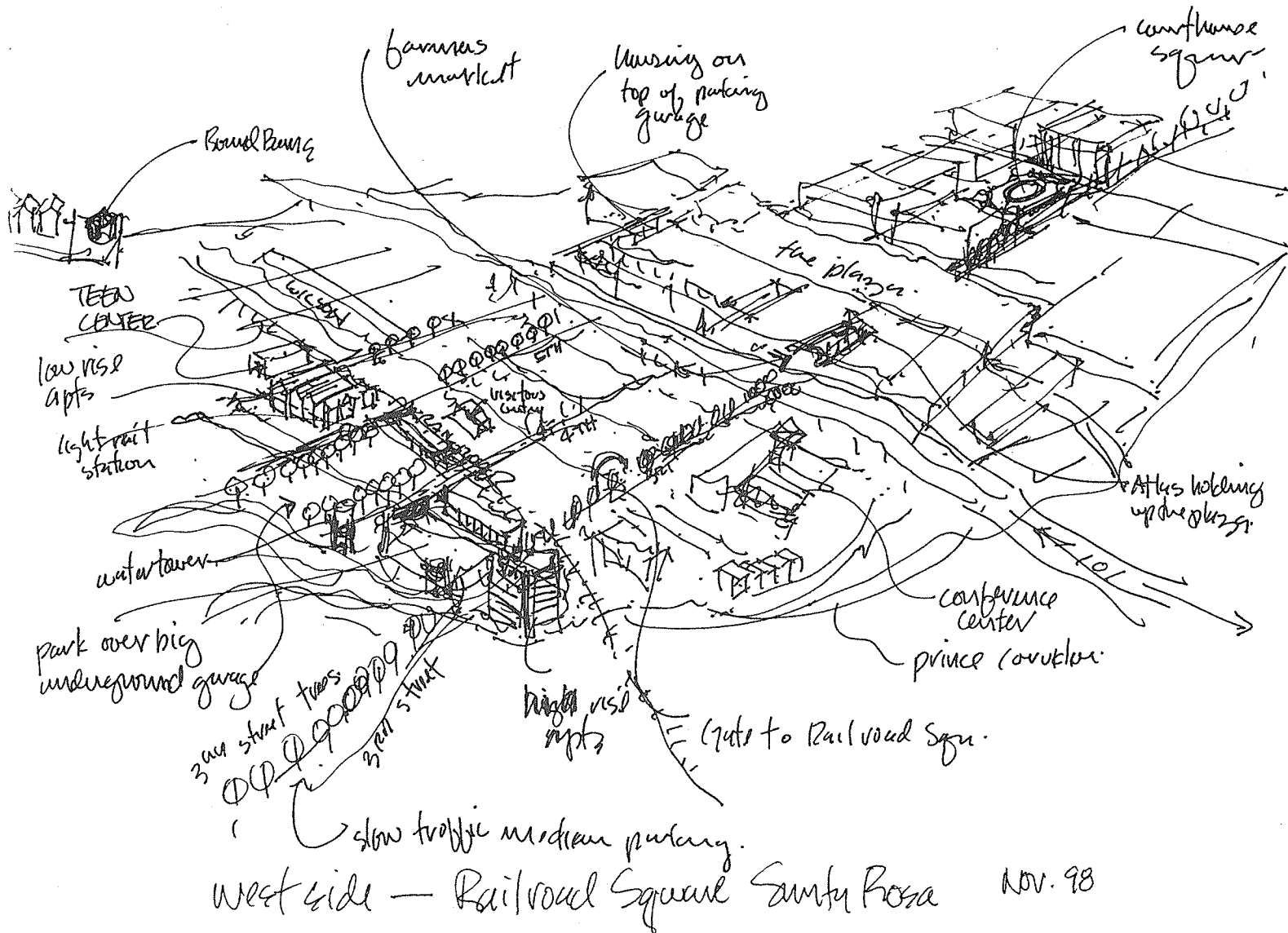
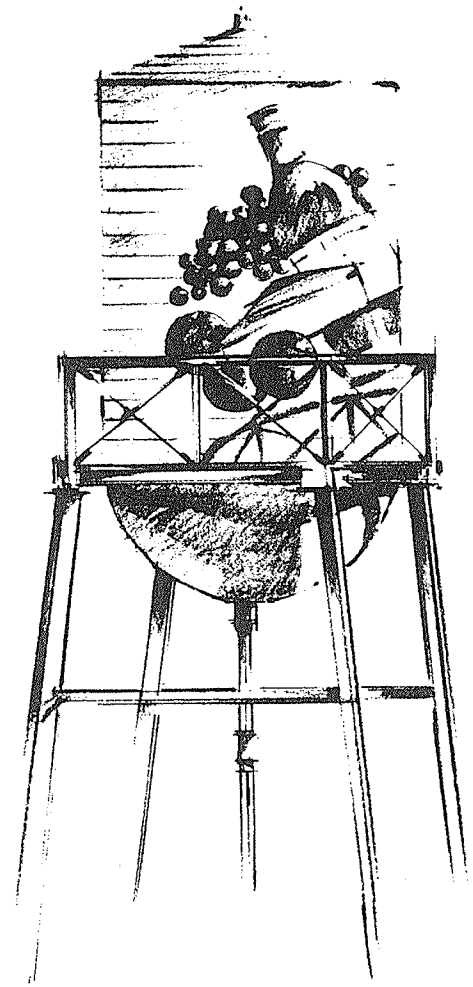
11) Downtown Food Market

The Railroad Square area and adjacent neighborhoods are currently under-served by food stores. As new housing developments in the area emerge the need for grocery services will increase. Additionally, the viability of new housing in the area will partly hinge on the presence of a quality

grocery provider. As such, we are proposing a full service grocery/market along Davis Street. This location was selected to complement the proposed Farmer's Market at Santa Rosa Plaza.

12) Sonoma County Wine/Culinary Market

As a means to celebrate Santa Rosa's wine making and culinary heritage, we propose to establish a specialty wine and culinary market. This type of market would fit in well with the current mix of functions in Railroad Square and can serve as a tourist draw and an amenity for food and wine enthusiasts in Santa Rosa. The market could serve multiple functions as a place to host wine tasting events, as a venue for the wine industry to feature new products, and as a museum chronicling the history of wine production in Sonoma County.



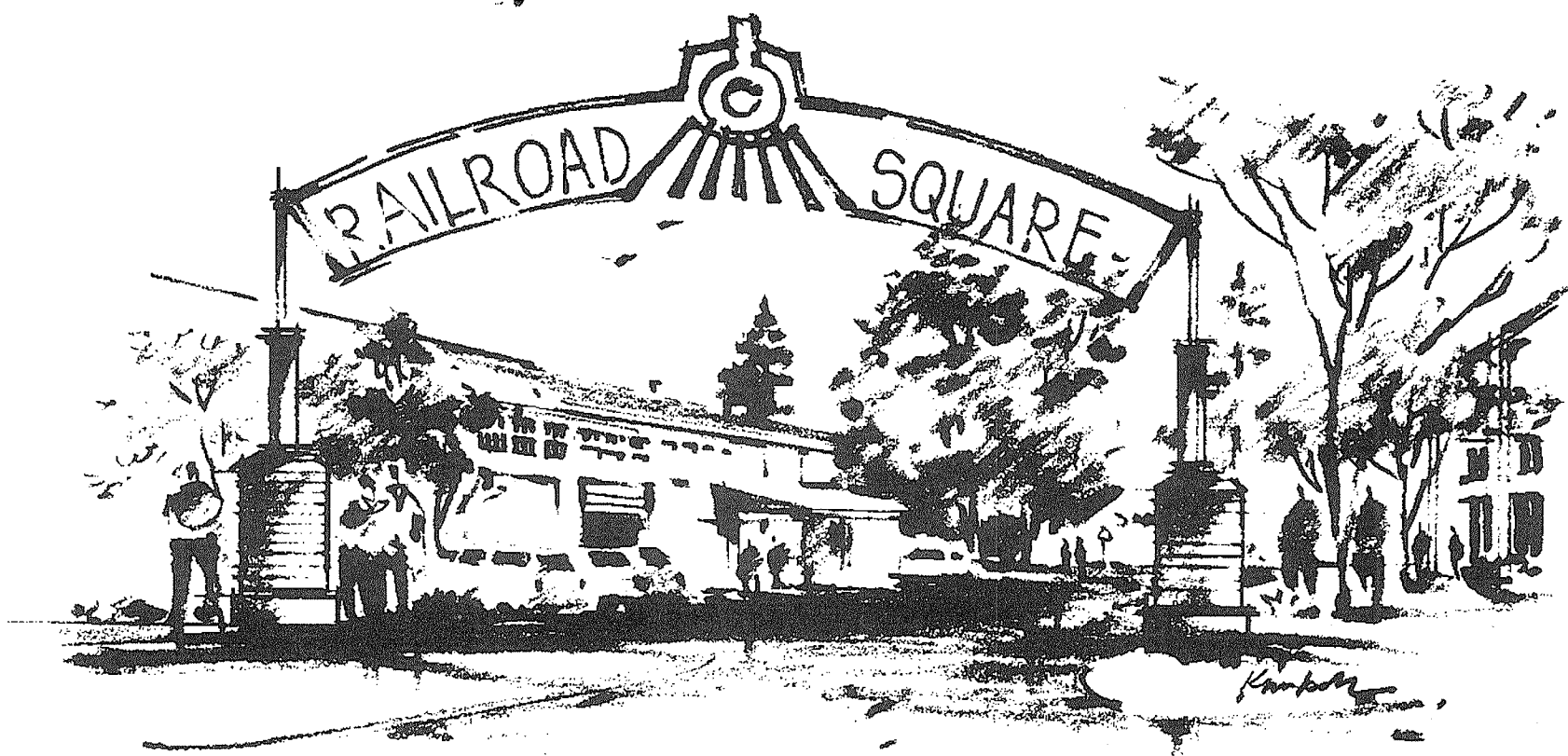
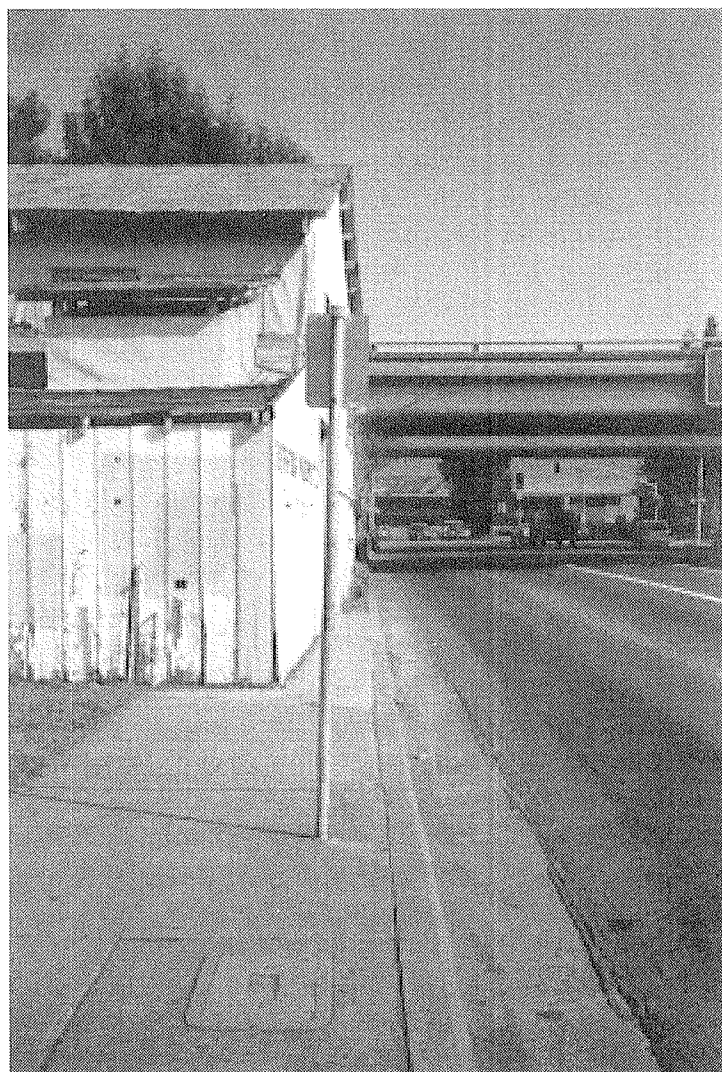


13) *The Water Tower*

We strongly urge that the water tower be renovated so that it gains the stature that it deserves as an important element of the city's visual structure. Because the water tower terminates the westward vista along Fourth Street, it acts as visual focal point linking the eastern part of the central city with the west. As new development starts to extend further west in Railroad Square, the water tower will gain greater significance as a landmark and point of reference for purposes of orientation.

14) *The Most Dangerous Sidewalk in Santa Rosa*

Immediate attention must be focused on removing the formidable pedestrian barrier on the north side of Third Street where the building covers the sidewalk and forces pedestrians out onto the street.



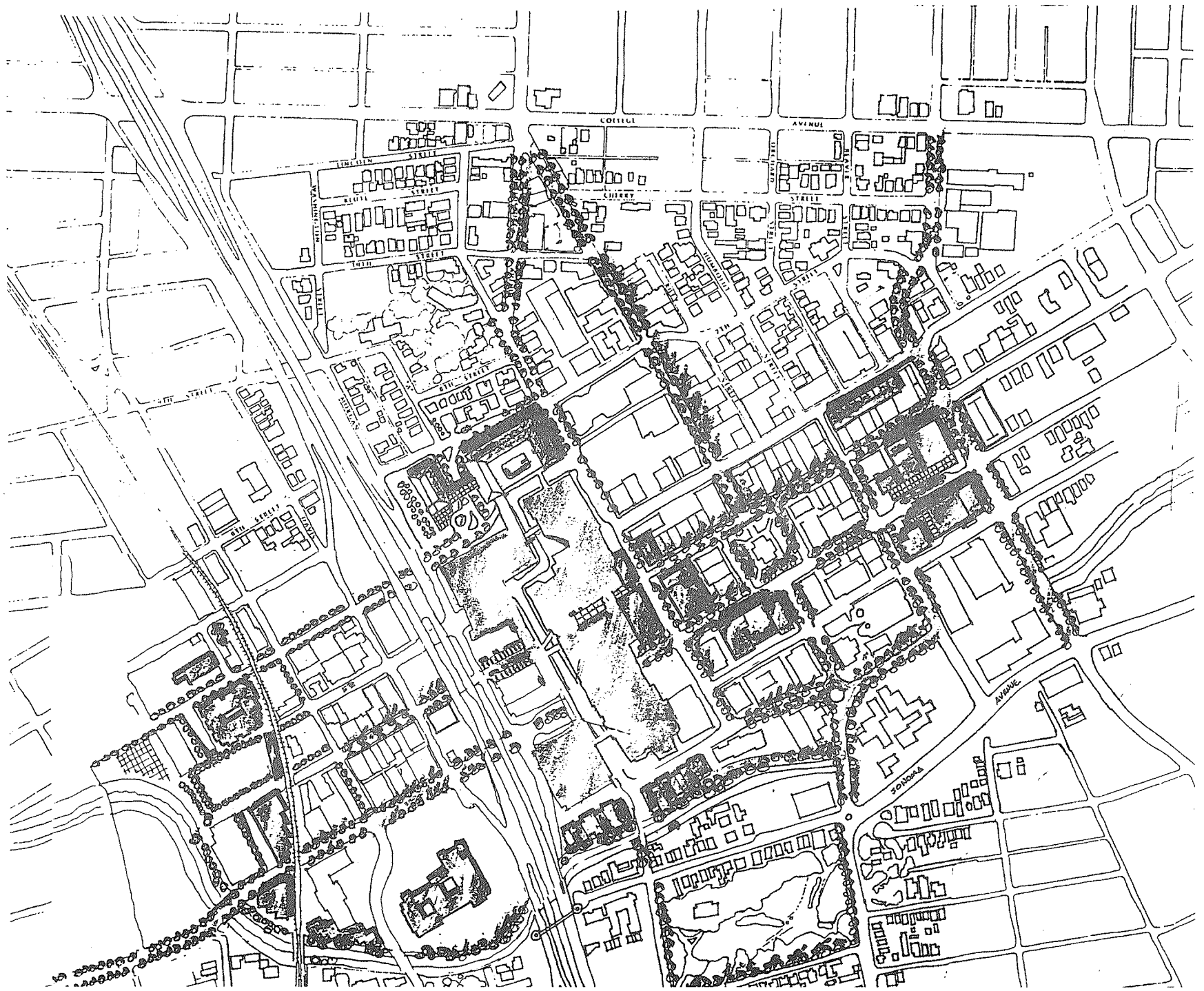
**SUMMARY: THE PLAN AS A WHOLE**

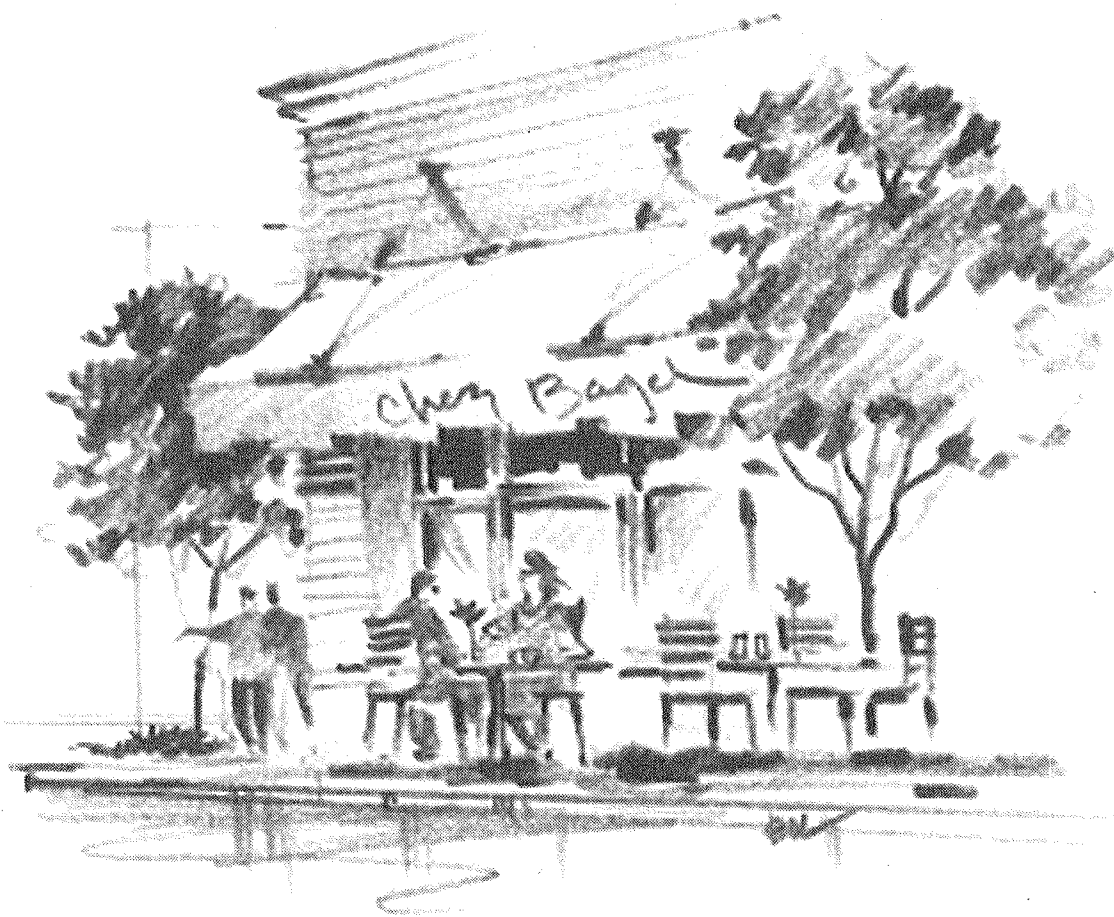
The plan on the opposite page brings together as an illustrative site plan all of the concepts and projects described in the previous pages.

What this composite plan represents is a true vision for Santa Rosa — a vision that grows out of the community, expressed in testimony at the public meetings, responses to questionnaires, and comments in conversations.

It embodies the following themes:

- Linking of east and west Santa Rosa across the Plaza and rail line;
- Creation of a central and symbolic focus for the city — a reunified Courthouse Square;
- Repositioning of the Plaza to open up to its surrounding context, both to the east and to the west;
- Incorporation of a framework of landscaped streets and walkways for pedestrians and bicyclists as well as autos;
- Incorporation of specific public-private-civic projects, defined as opportunities for short-term as well as long-term action.





**LIFE STYLE—THE VISION**

The alarm sounds. Out of bed, into the shower, this will be a busy day. On with the clothes out to the balcony—down on 4th street the smell of fresh baked bread merges with the morning fog.

Friends are already gathering for coffee and bagels outside of one of the small shops.

Join the table, make plans to meet after school tonight.

Stroll across courthouse square under the redwoods and the grape arbors. It's fall and the grape leaves are full of color.

Say good morning to an elderly man reading the Press Democrat in the square.

Check into the bank and earn your keep. At lunch you pick up a lunch and picnic in the square with fellow employees.

Five o'clock and home for supper. On the way pick up the laundry and the shoes from the cobblers.

Seven o'clock and walk to Business School at Sonoma State on 3rd Street.

After school join the friends to enjoy the fruits of the surrounding area and then a short walk to home and bed.

It's Saturday and no alarm and a morning ride along the cross bikeway.

---

John Barlow lost his wife a few years ago and moved down town on 5th street.

John likes to walk over to the Farmer's Market and buy fruit for breakfast and then meets a friend at Courthouse Square for chess.

They like to sit on the wall under the grapes on the west side near the 3rd street entrance where the rest of the elderly rat pack gathers for conversation and to watch the girls on their way to work. This is fun but the Thursday Night Market is almost as much.

Steven and Sandra got tired of driving the BMW down 101 to work in the morning, both work in railroad square.

They bought an upscale town house on Cross Creek and gave up cutting the grass on Saturday

They like to work and like Jazz in the Square on Saturday.

Mary used to buy produce for her family at the supermarket.

Now she goes down to the Farmer's Market on 4th Street.

The food is good and it's fun, and the other shops are better than she can find elsewhere.

## **WHAT IS THE VISION?**

**A city with a rich mix of people and activities.**

**A center city where citizens can live, work, and play.**

**A center city linked to its surrounding neighborhoods with safe, attractive walkways and bikeways.**

**A city that nurtures its quality of life with a continuing policy of high quality but limited growth.**

**A city that nurtures the visual and performing arts.**

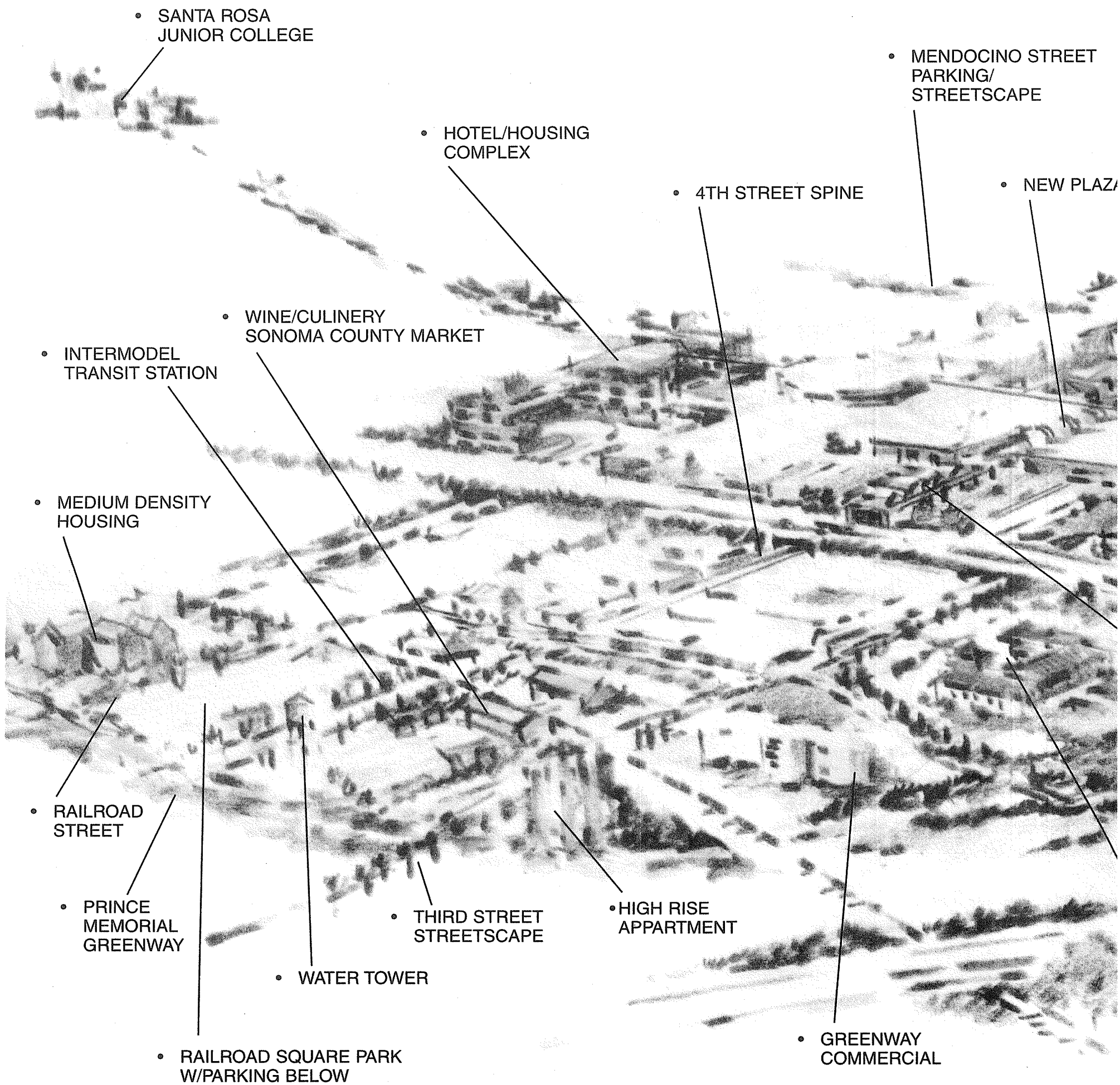
**A city proud of its past but looking forward to its future.**

**Cities are in a constant state of change. Successful cities manage change to the benefit of the community.**

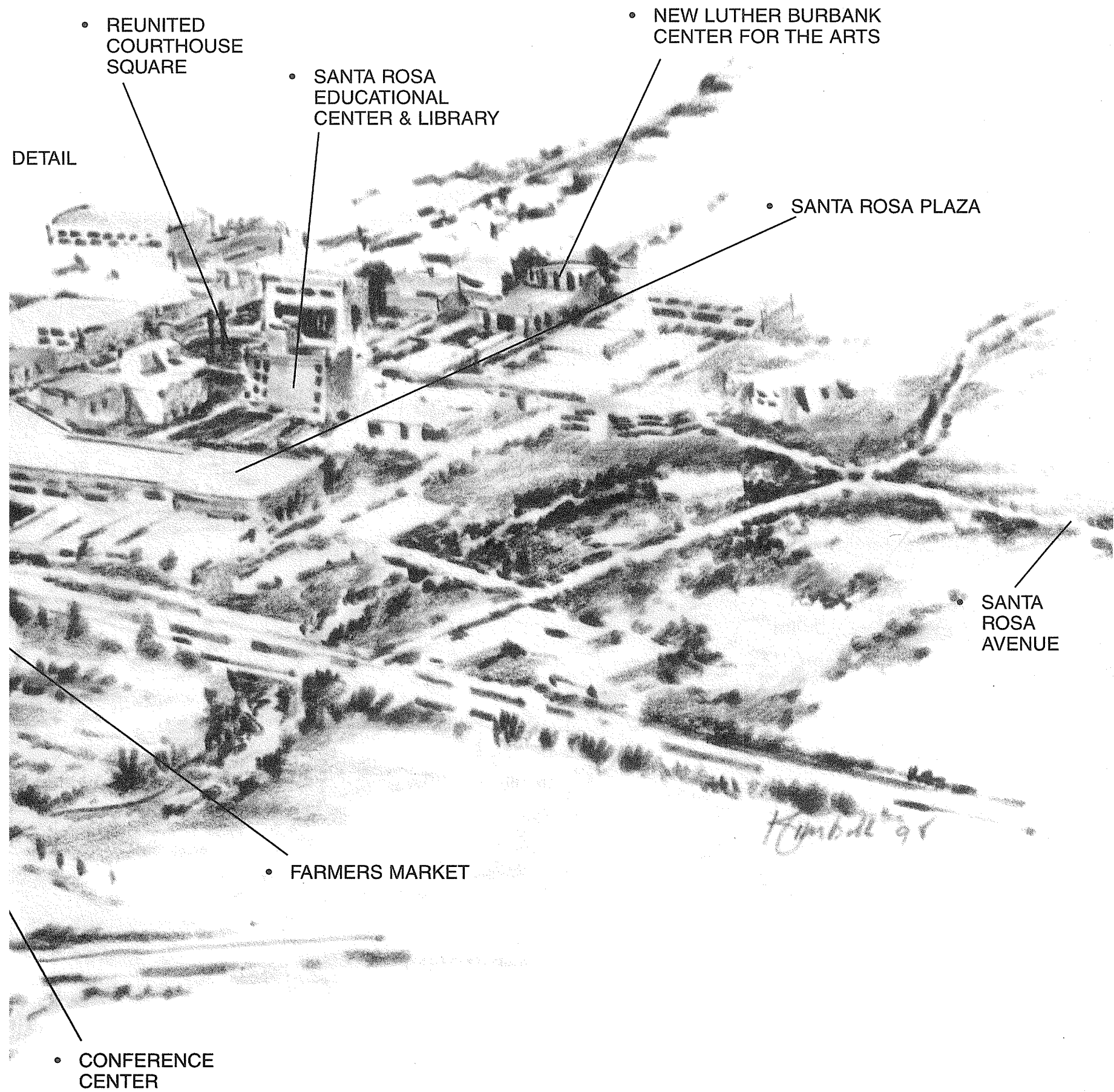
**There is a choice to be made. Santa Rosa can continue on its present course or focus on a new vision.**

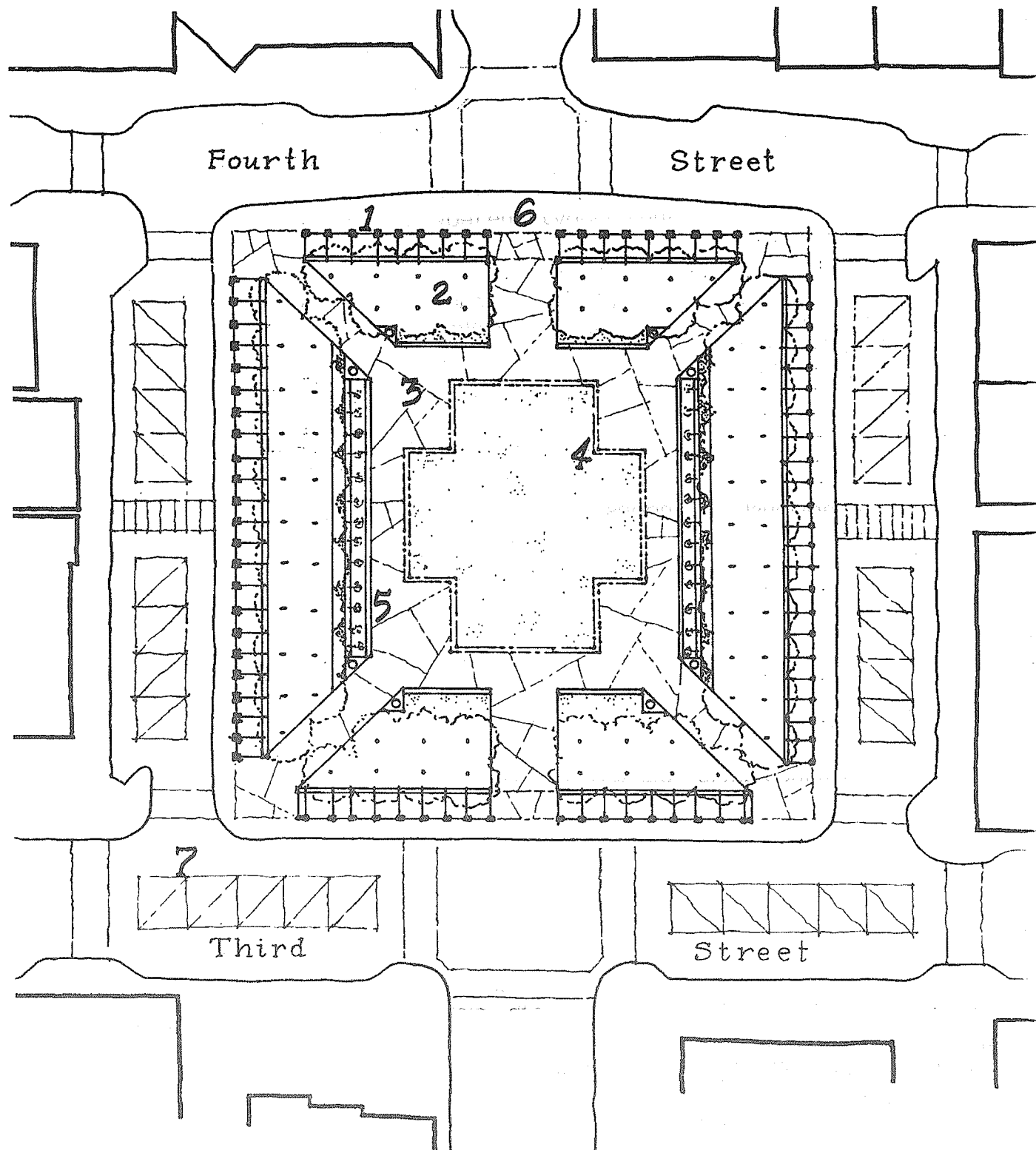
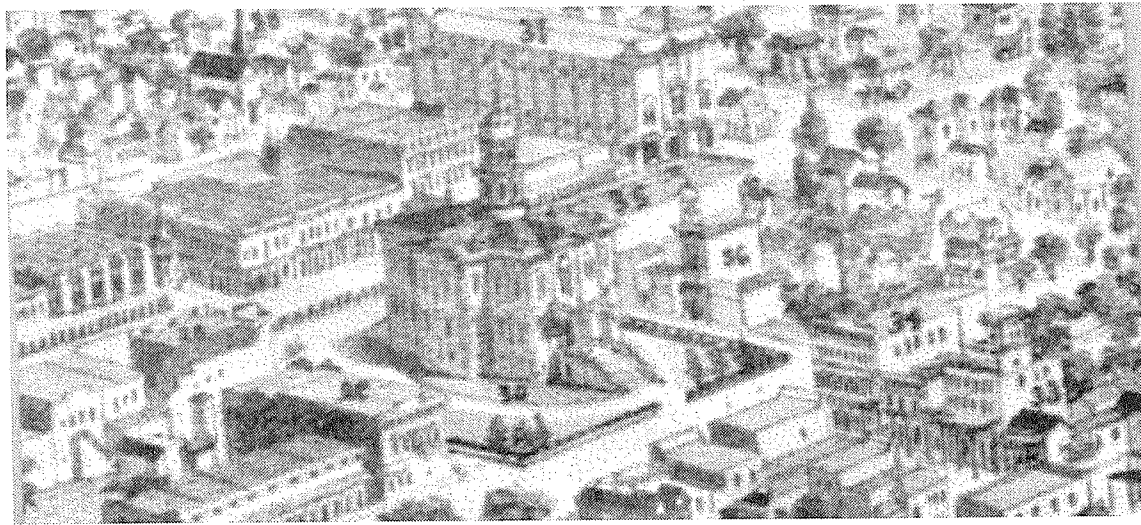


# THE SANTA ROSA R/UDAT









## **URBAN DESIGN/THE REUNIFICATION OF COURTHOUSE SQUARE**

Every city needs a heart, be it symbolic or physical, a recognizable presence that speaks to the identity of the people and the community.

Courthouse Square has the potential to once again become the heart of Santa Rosa.

The citizens of Santa Rosa want a place to come together to celebrate their community. They need a place that provides a firm sense of center and orientation in their city.

Courthouse Square must be reunited. The City has not been able to find an effective solution to the void left behind by the earthquakes. The present design may have improved automobile circulation, but it prevents any meaningful pedestrian experience at the heart of the City.

But what should the new design be? We believe the square needs to be "of this place." As the heart of the City, the square must symbolize the collective identity of the community. We have heard that Santa Rosa is the "Gateway to the Redwood Empire," the center of the wine industry, the City of Roses, and "the chosen spot of all this earth as far as Nature is concerned." Courthouse Square must represent this collective view of the City and incorporate this imagery.

At the same time, the design must serve a very practical function - a civic space of congregation. The space must be open and flexible and have the ability to host a variety of functions, from First Night to Thursday Night Market to concerts in the park to other as yet undefined events.

Imagine a space that glows from the inside - a sunny glade seen through the trunks of a redwood forest. Imagine a space that appeals to all of one's senses, just as the Sonoma Valley Region does ... the smell of roses, the sound of water, the feel of the native granite stone, the taste of grapes. Through the use of materials

and construction native to the region, the space can be a truly transforming experience, unique to the City of Santa Rosa and the County of Sonoma.

As proposed, the design elements will be:

1) An arbor constructed of redwood and granite surrounding the square, providing filtered views into the heart, seating along the perimeter, a space for vendor and market stalls during festivals, and a sense of containment for the space.

2) Interior to the arbor, a double row of redwood trees planted on a gently sloping hillside will provide a shaded contrast to the sunny glow of the interior. The trees should be limbed up to maintain views into the park. Granite quarry blocks will be set into the hillside, recalling native outcroppings and providing informal seating under the canopy of the redwoods. This sloped area between the arbor and the interior plaza allows the entire perimeter of the space to act as an informal amphitheater for programmed events in the central space.

3) A sunny, open plaza contained within the redwoods that features granite paths, a central lawn of native grass, and linear water features at its edges.

4) The central lawn will be contained within the historic footprint of the original Courthouse. The footprint will be defined by a flush, smooth granite edge engraved with text and images telling the cultural history of Santa Rosa. This lawn will serve as the stage upon which the daily life of Santa Rosans can be played out. As an open, green glade, it is as accommodating to a sculpture installation as it is to a jazz quartet.

5) New fountains designed to animate the space will replace the current fountains. The water fountains will be 150' long situated along the east and west sides of the plaza. A pool of water will be contained between a seat wall and a masonry wall back-

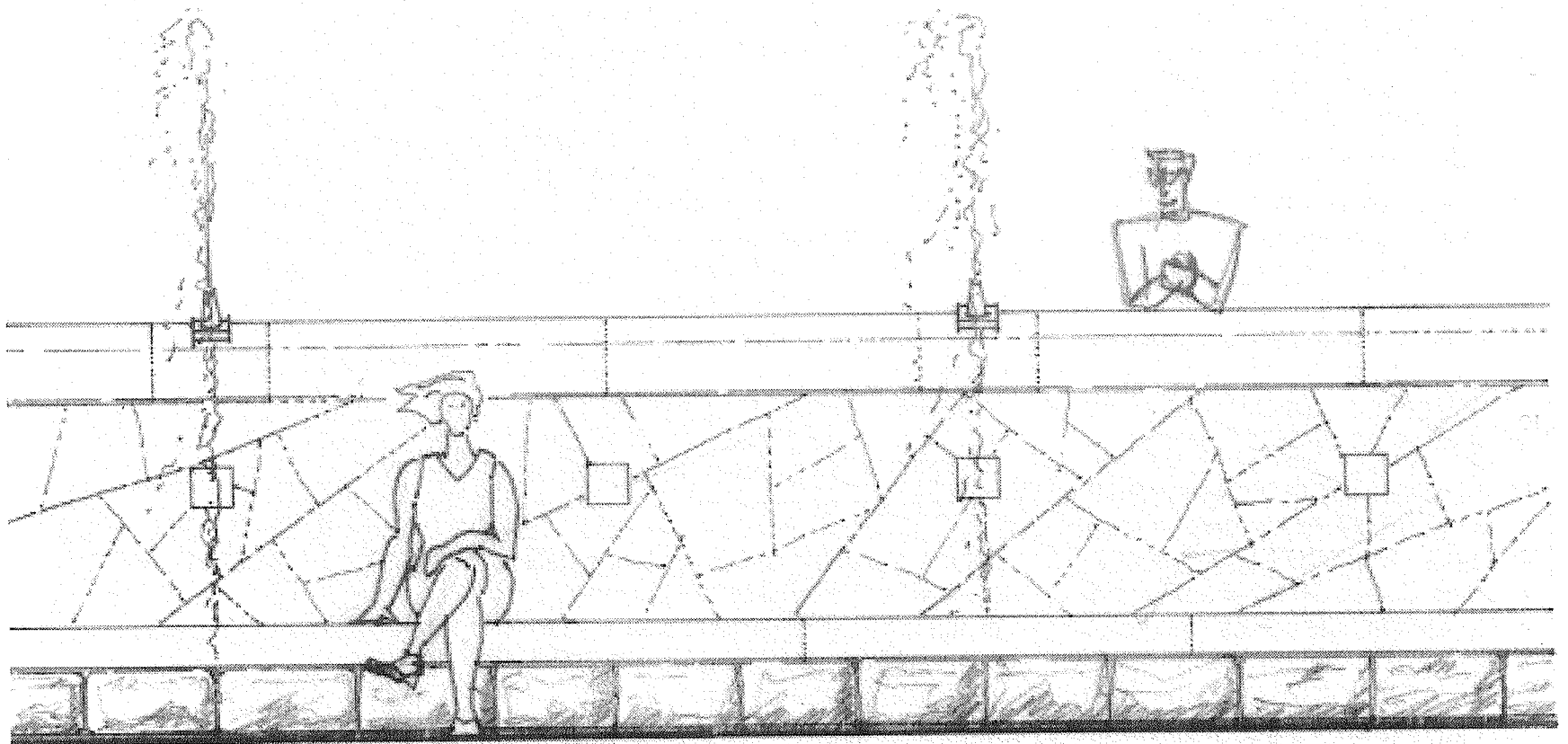
drop. This backdrop will be constructed of fractured pieces of native stone, symbolic of the seismic activity that created the void at Santa Rosa's heart. Jets of water will spray from the top of the wall, falling into the pool, providing animation to the space and a pleasant sound to buffer the noise of the traffic. Lighting will be incorporated into the fountain to create a dramatic atmosphere at night.

6) The vista north and south along Mendocino Avenue will be framed by an opening in the redwoods and the arbor. Symbolic of the void left behind by the earthquake, this vista will not be received by a focal point; the view corridor will be maintained through the space as a powerful reminder of the history of the space.

7) To strengthen the presence of the square within the fabric of the city, the 4 streets surrounding the square should be reconstructed to the face of the surrounding buildings. New brick street paving, new sidewalks, slightly reduced curbs, defined crosswalks, tree plantings and street furnishings will make the square's perimeter more pedestrian friendly and signify to the automobile that it has entered a special place.



*Court House Square - typical edge condition.*



*Court House Square Fountain Elevation*



## LINKAGES

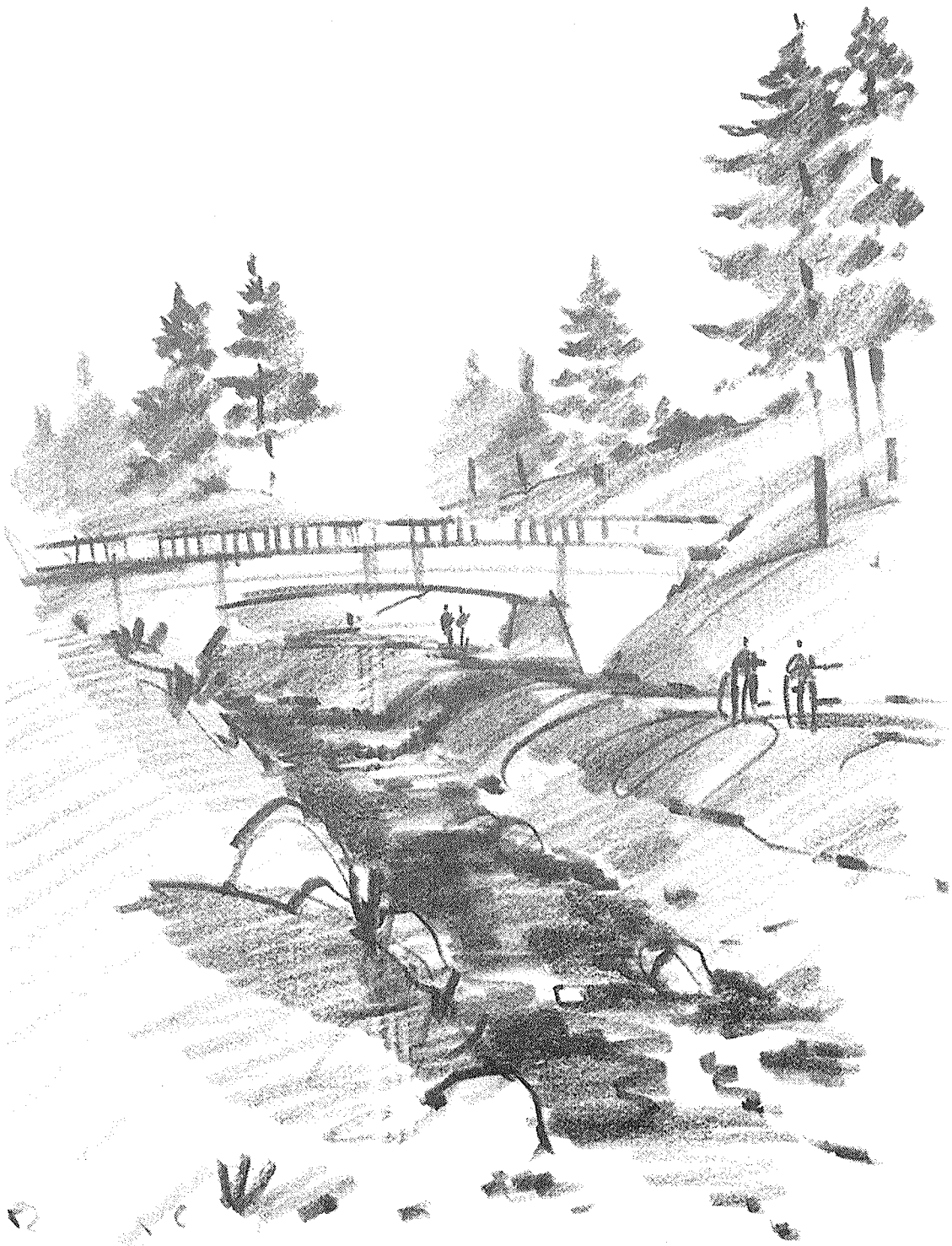
Cities which are described as “livable” usually have in common a well-planned open space system that provides clear and safe pedestrian connections between its various districts. A system that links neighborhoods, schools, parks, and other community resources via sidewalks, greenways, trails and bike lanes allows citizens to circulate throughout their city without getting in their cars. Consequently, traffic congestion is reduced, parking demands are decreased and air quality improves. As citizens venture out on foot or bicycle, they find out more about themselves and their community, changing their perceptions about today’s auto-centered world.

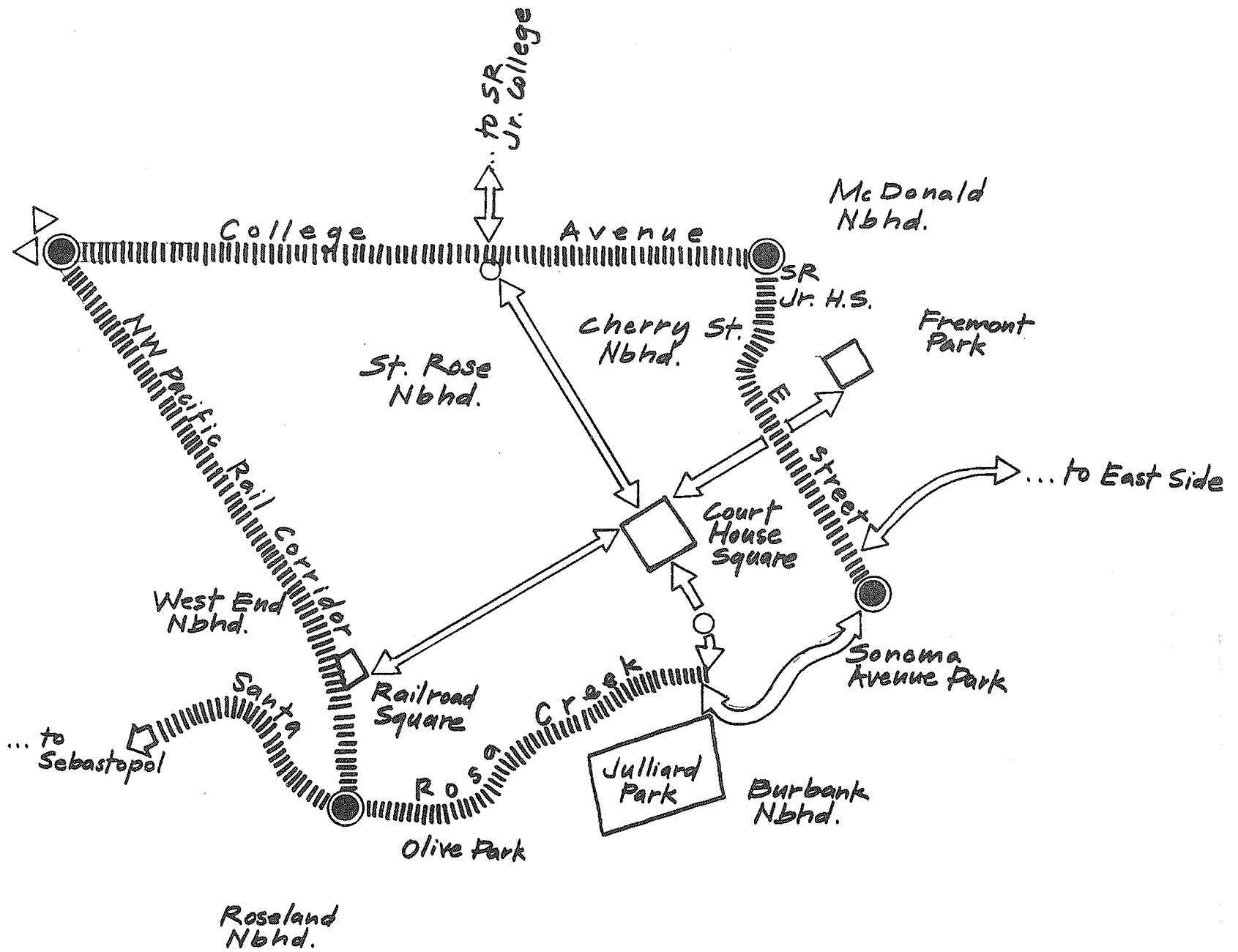
The opportunities to bring about this change in Santa Rosa are numerous and promising. With a mild climate, Santa Rosans can get around by bicycle or on foot year-round. Many of the resources, necessary to make this experience possible, already exist. Santa Rosa Creek (or Prince Memorial Greenway) is a perfect example. Current plans to construct a greenway from Railroad Avenue to Santa Rosa Avenue along the downtown’s southern border will link Railroad Square to City Hall, with the potential to tie in the proposed conference center, Olive Park, Burbank Gardens, Burbank Neighborhood, and Olive Park Neighborhood. This is an important project (that also restores the Creek) that must be implemented.

A crucial connection needs to be found to link Santa Rosa Creek on either side of the city/state government campus. One possibility is to utilize Sonoma Avenue Park along the south side of Sonoma Avenue, which brings the trail into the park and neighborhoods, south of Sonoma Avenue.

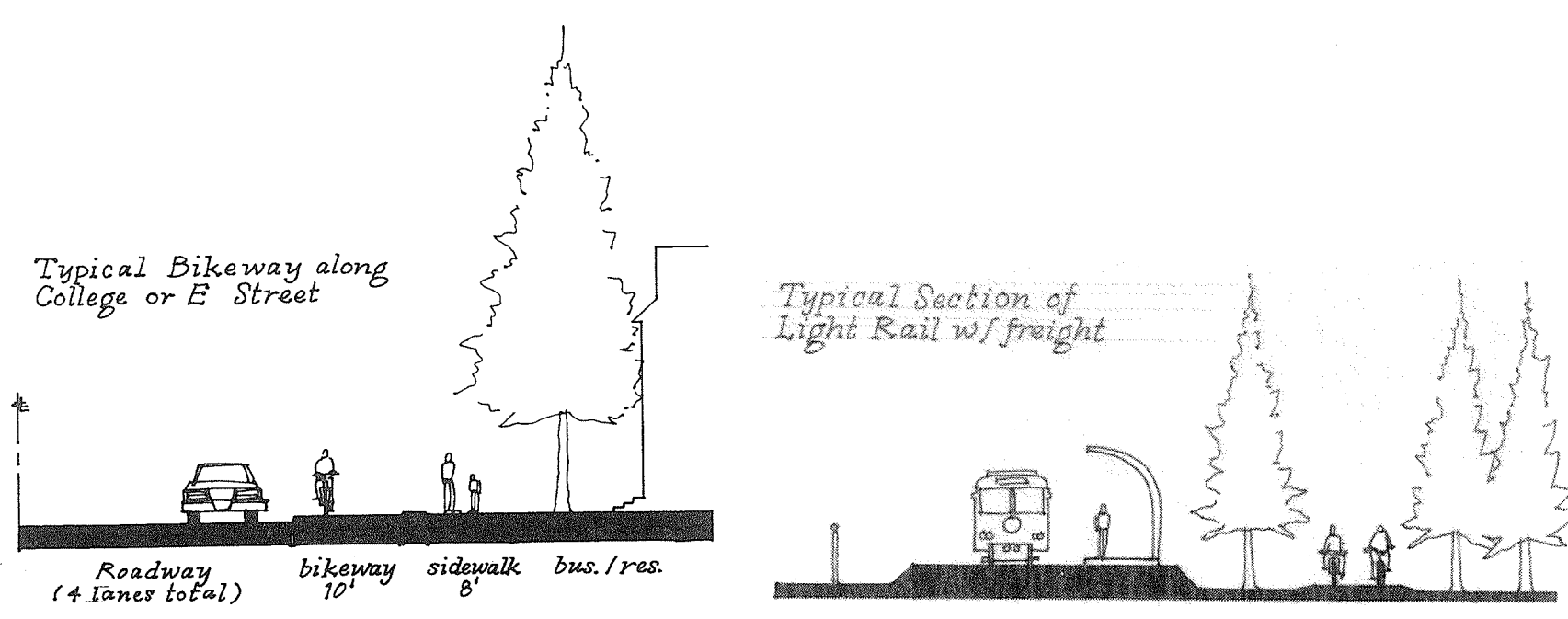
Another potential greenway exists along the Northwestern Pacific Railroad corridor. A linear park

Continued on page 34





Santa Rosa LINKAGES / Open Space System



## LINKAGES

Continued from page 32

developed within this right-of-way provides a critical north/south link along the city's west edge. This greenway will connect to Santa Rosa Creek and tie in the West End Neighborhood, Railroad Square Historical District and the proposed improvements to the Railroad Square area.

College Ave from the Northwestern Pacific Railroad corridor to E Street should be examined as a possible location for bike lanes or a curbed bike/pedestrian trail. This would provide an east-west route along the north edge of downtown, linking the West side, Saint Rose neighborhood Jr. College neighborhood, Cherry St. neighborhood, McDonald neighborhood, and Santa Rosa Middle School.

E Street from College Ave to Sonoma Avenue should also be considered for a separated bicycle/pedestrian trail or bike lanes. This route provides a much needed north/south connection along downtown's eastern edge, linking east side neighborhoods, Fremont Park, Santa Rosa Creek and Sonoma Avenue Park into the overall system.

From this core area beltway, links to the regional system of on-street bike lanes, signed bike routes, and off road bike paths should be established to link other community resources, such as Santa Rosa Junior College and outlying parks.

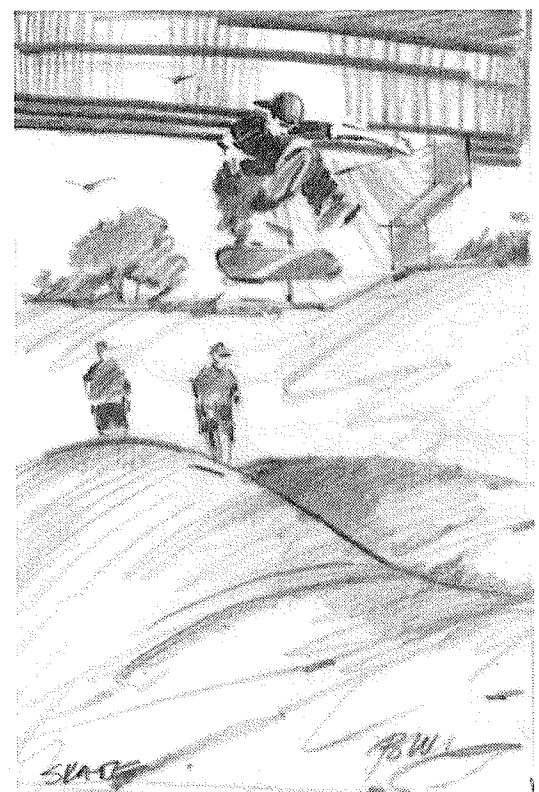
Furthermore, it is important that Santa Rosa establish a consistent identify for its trail system - "Santa Rosa Greenways" or Sonoma Valley Trail System." A system of signage should be established to identify the system and create public awareness of its presence. Standards for the following sign types should be designed:

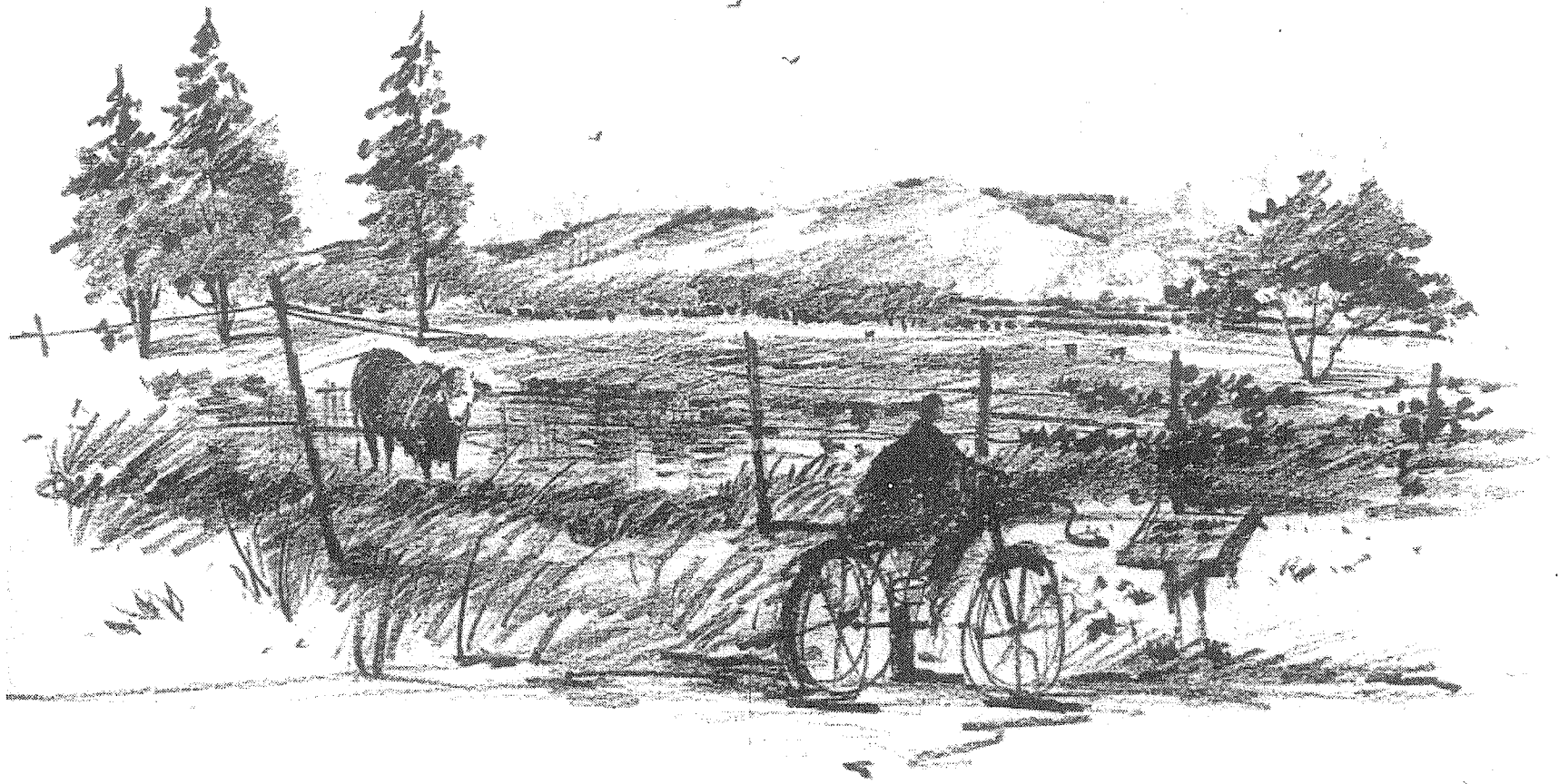
- 1) Identify signs: identifies the system name and the individual trail's name.
- 2) Interpretive Signs: identifies the cultural, historical and natural features along the trails.
- 3) Directory Signs: provides maps for orientation to the system, trail rules

- 4) Trail Traffic Signs: a system of regulatory signs for the trail users that are clearly differentiated from roadway signs.

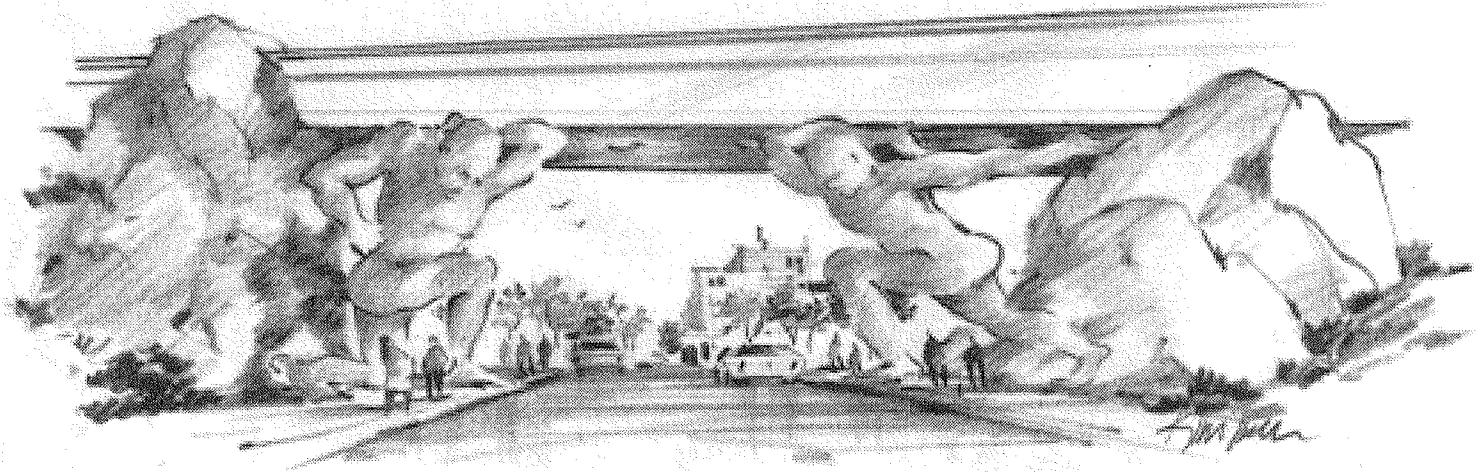
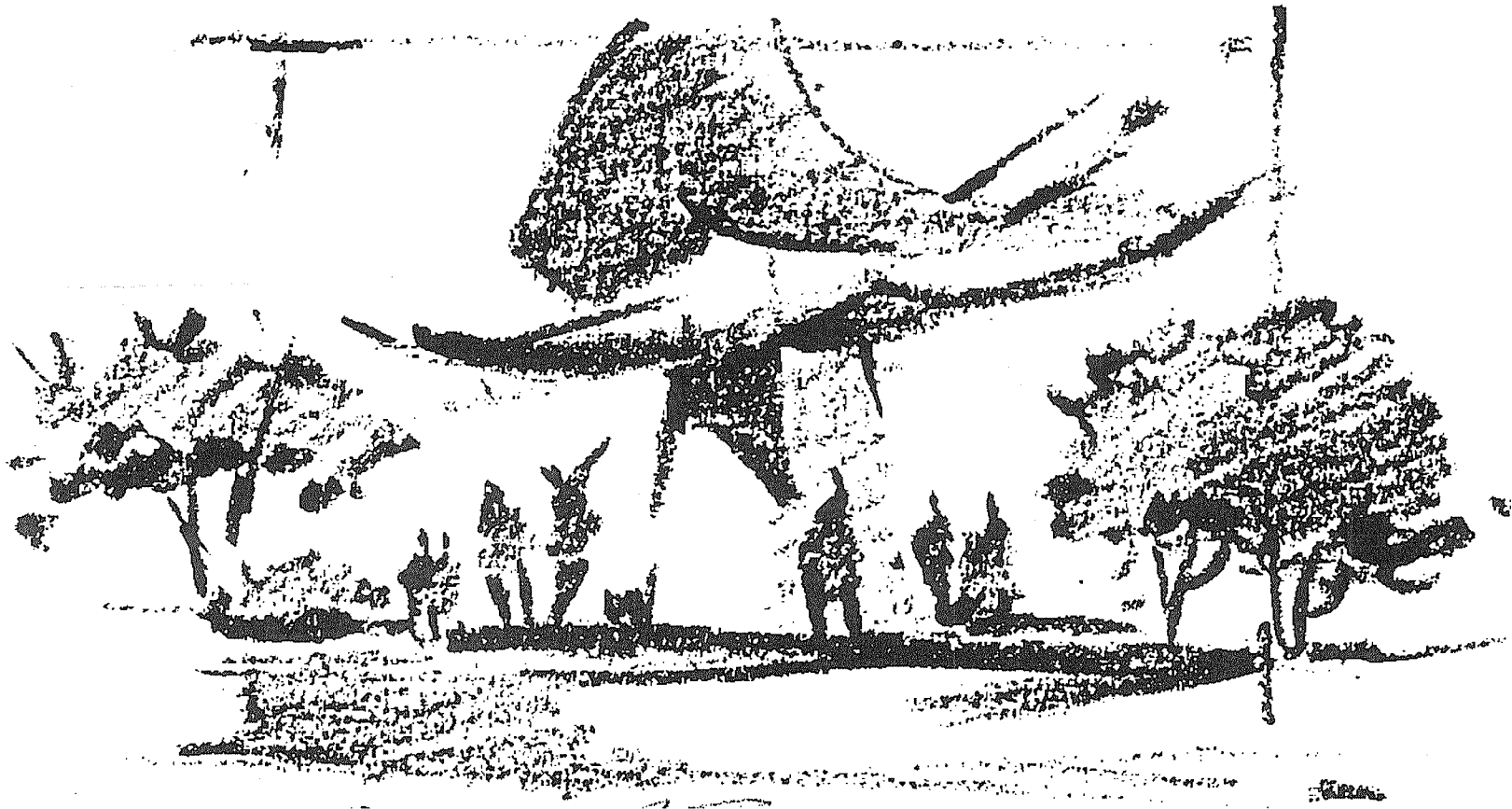
We have heard Santa Rosa is a bicycling community but find little evidence of this in the downtown core. WE believe it is important to establish the core are beltway concept to not only provide safe alternatives to traveling around the city, but also to increase bicycling awareness and tourism with the urban core.

With the development of these routes along the boundaries of the city, connections to the core of the city must be found. These connections, which are discussed elsewhere in the report, will improve pedestrian and bicycle circulation into the core of downtown. At the same time, these core routes will link to the outer surrounding "beltway," making a network of alternative transportation available to all Santa Rosans.









"i wish they hadn't widened the road."

Santa Rosa's downtown has long been a productive part of the regional economy. Yet today it faces the challenge of changes in its customer's demands, strong competition from new suburban malls, Bay Area shopping locales, and "Big Box" centers. It must adapt to remain economically strong in the future.

Santa Rosa's downtown is largely focused on retailing and office uses. Compared with other downtowns in comparable cities, Santa Rosa's has a relatively large amount of retail activity. This reflects its historical role as a regional marketplace and the existence of the Plaza Mall with its three major department stores.

The 1990's have seen economic growth in both Sonoma County and the city. Economic activity in terms of jobs, incomes and retail sales have all grown. However, during the first half of the decade, the city's retail sales were flat. During this period, sales in the county continued to grow so that Santa Rosa was declining in terms of its share of the county total. A recent study on a core area enhancement strategy showed total city retail sales at 55% of the county in 1991 and 1992 but down to 48% in 1994 and 1995. Notably, data for the years since 1995 seem to indicate a recovery by the city to roughly the 1991 and 1992 share. This is in part due to the opening of the Santa Rosa Marketplace project which is now the city's largest generator of retail sales. Reflecting this project as well as a recovering economy, the city's sales (indicated by sales tax collections) rose almost 10% in fiscal year 1997 compared to fiscal year 1996, and in fiscal year 1998 was up another 5%. So as of 1998 the City has shown growth for the decade and is holding its share of County total.

The downtown is an important part of Santa Rosa's overall economy. In fiscal 1997-1998, \$2.3 million in

city sales taxes came from the area reflecting \$268 million in taxable retail sales. Retail square footage there represents approximately 19% of the city's total inventory. Yet taxable retail sales downtown constitute about 11% of the countywide total. These figures mean the downtown retail is performing substantially below other city retail space in sales per square foot.

This reinforces the feeling of many Santa Rosa residents and downtown businesses that the downtown can and should play a new and different role in the economy of the city. For instance, its most prominent role, retailing, seems to have experienced little or no growth during the 1990's, particularly when inflation is taken into account. Several recent surveys show residents shopping elsewhere and less frequently even visiting downtown. This in spite of City population and income growth this decade.

The recently completed core area enhancement study (Santa Rosa Core Area Enhancement Study, Bay Area Economics, 1997, pg 7) has suggested the need for an expanded range of market opportunities in the area: additional entertainment (a major new cinema project is now underway) and more cultural activities, more restaurants, stores targeted to home furnishings and "life style" goods, and increased office. This study also notes that the Santa Rosa core lacks a "critical mass" of residents necessary to provide a vibrant and active "18-hour" downtown. Citizens speaking in the R/UDAT sessions also cited inadequate retail services such as dry cleaners. Generally it seems that Santa Rosa's downtown must adapt to today's market conditions or it will stagnate economically and eventually cease to draw the private investment dollars that have kept it such an attractive part of the city in years past.

Fortunately, the downtown now has a strong positive economic base. It can adapt to today's new economic demands by serving Santa Rosans in

new ways. This has happened in cities throughout the country. Other cities have found their downtowns can play new roles that are valued in the same way retailing has been valued traditionally. The current strength of Santa Rosa's downtown can greatly facilitate this important transition.

Other cities have been successful in downtown revitalization by finding ways to energize their downtowns by broadening the opportunities and activities that attract people. These can include expanded entertainment, cultural, educational, tourist and housing uses. These in turn reinforce the existing retail uses, thus bringing to the city increased sales taxes and other revenues.

The key for Santa Rosa is to both preserve what is now so valuable in the downtown and also prepare for the future. Santa Rosans must act quickly to assist the downtown in adapting to today's new conditions before deterioration undermines this important economy.

New investment and a reorientation of activities guided and facilitated through a public-private partnership have been the essential element in other communities. It is what the R/UDAT team recommends for Santa Rosa. The private interests must become more coordinated. The city government must hear the voices advocating change. Both private and public must agree on a vision for a new downtown, give it priority and work together in its implementation. A framework for the urban design vision is provided in the preceding section. Implementation, including first steps, is addressed in the following section.

Throughout this process the community has communicated the need for a cohesive vision based on consensus as the basis for establishing strategic development policies and implementation mechanisms. The significant assets and economic strengths of this region present Santa Rosa with choices that many communities would envy. The need to balance deeply held quality of life values with strategic growth is the challenge to this community's public and private leadership.

R/UDAT is suggesting a vision for Santa Rosa's Downtown that is purposefully bold and comprehensive.

Downtown planning and development have been incremental and project based. Downtown has experienced a series of organizational changes, has lacked cohesion and the ability to effectively advocate area interests. There is, however, a new initiative underway to create a downtown membership organization comprised of area stakeholders.

In contrast, the Historic Railroad Square Association, with a smaller constituency and more compact area, has been successful at sustaining a membership organization that has effectively addressed constituent needs.

The residential neighborhoods, east and west, that surround downtown evidence varying degrees of organizational capacity. Clearly, the historic designation is a positive impetus for strengthening organizational capacity. There are positive signs of initial alliances between groups and recognition of common self-interest.

The implementation of these recommendations will require a new set of organizational arrangements and capacity building. Success will require the sustained commitment from new partnerships between key segments of downtown stakeholders, contiguous neighborhood interests, civic interests and the public sector. That partnership is not now in place, but this process has evidenced an

awareness of the need to seek consensus for a vision and a long-term strategy.

The resources will come from the power of the vision and the ability to create partnerships. What follows is a blueprint of how Santa Rosa can design a model appropriate to its civic culture.

### **Development Opportunities: Downtown, Santa Rosa Plaza (SRP) and Railroad Square**

#### 1. Overview:

Within the Santa Rosa city center, there are three distinct and separated retail districts: the downtown retail core, Santa Rosa Plaza (mall) and the Railroad District, which suffer by not being connected. It is important to create a strong pedestrian connection between the existing retail districts. This will benefit their current and future economic vitality.

Some new retail space needs to be added in each district to capture a broader mix of retail tenancy and more shoppers. The addition of new space would benefit all of the retail districts which will be connected by the pedestrian spine. With some strategic and coordinated planning, it appears that it would be possible to assemble some significant, larger floor area retail spaces that would attract desired national anchor tenants that would serve as a catalyst for additional infill retail/restaurants along the spine.

#### 2. 4TH Street Spine and the Farmer's Market

##### 4th Street Spine:

Extending a permanent pedestrian route along the 4th Street axis beginning at "B" Street in the Downtown Retail Core through the Santa Rosa Plaza and parking garages to Railroad Square will, beyond connecting the "heart and soul" of Santa Rosa, provide significant retail development opportunities and substantial new pedestrian traffic and expected



increased sales to each retail center along this spine.

The key to this pedestrian spine is the access through Santa Rosa Plaza. The preferred axis connection is a straight line between the two disconnected ends of 4th Street. (Note: There has been substantial discussion about a pedestrian easement along the 4th Street axis through the Mall that was agreed to between City and Developer at the time of the design/permitting of the mall.)

This proposed pedestrian route passes through the mall entrance and through the southerly edge of Mervyn's (approximately 30'w x 180' long). The benefit of this pedestrian route adjacent to Mervyn's would be that their main door would be the only major Mall tenant with an entry on this major pedestrian route. If Mervyn's cannot give up this amount of retail sales area, we expect that some other retail space adjacent to Mervyn's could be reconfigured to recapture 5,000sf at the easterly edge of their existing store. Or, the space could be purchased.

As the success of this pedestrian route depends upon this pedestrian spine being open 18-24 hours/day, there will need to gate/screen across the ground level of the SRP concourse. Suggest that the SRP retains control for design and construction of the security gates.

An alternate route through SRP would be to follow the existing public concourse that makes a jog south inside the mall. The preferred route, however, follows the strong/ straight 4th Street axis and requires less construction modification inside the mall.

The Farmer's Market (from SRP Garage to Davis Street)

One immediately viable retail addition that could be included in this new pedestrian route would be the addition of a Farmer's Market beginning at the east end of the parking structure extending west under Highway 101 to Davis Street in the Railroad District. Imagine how Santa Rosa could cap-

ture the heart of the region with its own permanent Farmer's Market!

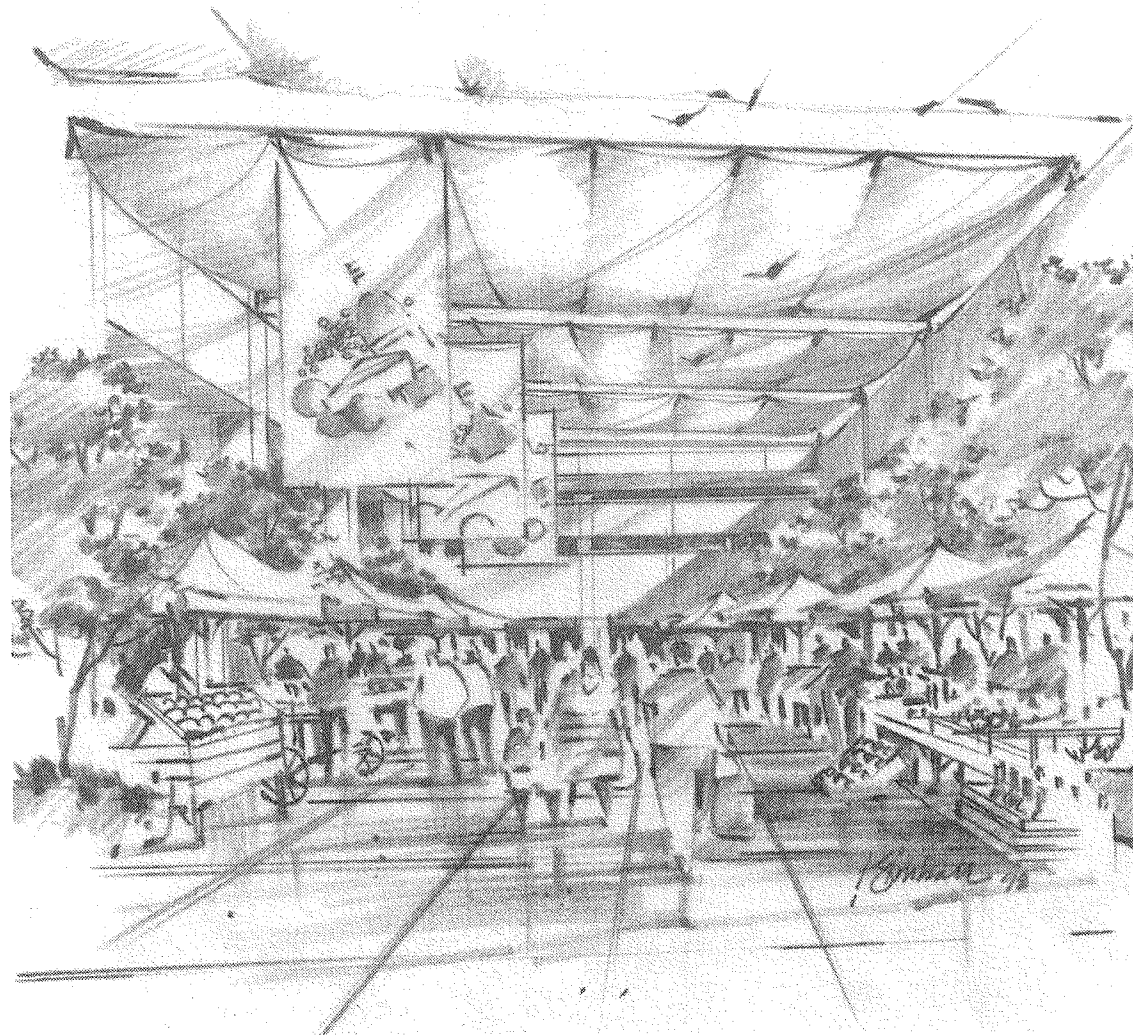
The addition of the Farmer's Market will bring city residents, new customers and visitors to Santa Rosa. We've estimated that the new Farmer's Market can accommodate up to 86 individual 10' x 10' market stalls that can be a permanent 7 day/week facility.

Expect that a semi-permanent canvas roof shelter would be added to the open space through the garage.

2. B Street Retail Development - between 3rd and 5th Streets (approximately 86,000sf)

Expansion of Santa Rosa Plaza (42,000sf)

It would benefit both Santa Rosa Plaza and the Downtown Retail Core if Santa Rosa Plaza had more retail space. There appears to be the possibility of adding retail space to the landscaped area between the east brick wall and the sidewalk.



Allow exterior expansion of the mall retail west to the sidewalk. This could provide new two-story retail space to the south (approximately 60' x 180' x 2= 21,000sf). Require that these new retail storefronts face the street. If this available new space were combined with a portion of the adjacent "interior" mall space, this would be a large enough pad to accommodate a larger desirable tenant (i.e., Pottery Barn, Banana Republic, Restoration Hardware, etc.) that could provide a substantial new kick start/draw to downtown Santa Rosa.

To the east of the current mall entry, there is the possibility of developing a retail/restaurant area of approximately 8,000sf. A restaurant would be desirable at this location as it would provide transition from the mall to the downtown 4th Street businesses. Again, bring the new building face to the city sidewalk.

Wells Fargo and Cal Fed Bank Buildings (28,000sf)  
Do the existing banks need all of this space for banking/customer services?

Because more concentrated retail space at B Street would benefit the vitality of the downtown retail core, we suggest that you study the possibility of reducing/ relocating the ground floor banking at these two buildings and adding appropriate retail in, at least, the westerly portions (2 stories) of these two buildings facing the new retail development of SRP. With the revitalization of the retail core, the location and the elegant architecture of these buildings should be attractive locations for significant retailers such as Ann Taylor and Abercrombie & Fitch.

Or, study the development of a portion of the parking lot between these two stories which could hold 25,000sf retail at 2 floors.

Sonic Communication Building (16,000sf)

As per the discussion above for bringing retail to the two buildings south of 4th Street, the same is true for this building to the north. The size

of this building would be appropriate for a quality national anchor-type retail store.

3. Third Street Retail/ Office/ Academic Development

AT&T Building and PacTel

These two buildings, if redeveloped into retail/ office/ Community College Annex/ Library, could bring people, life and retail sales back to the heart of Santa Rosa ... instead of the current mechanical switches which we understand are being phased out.

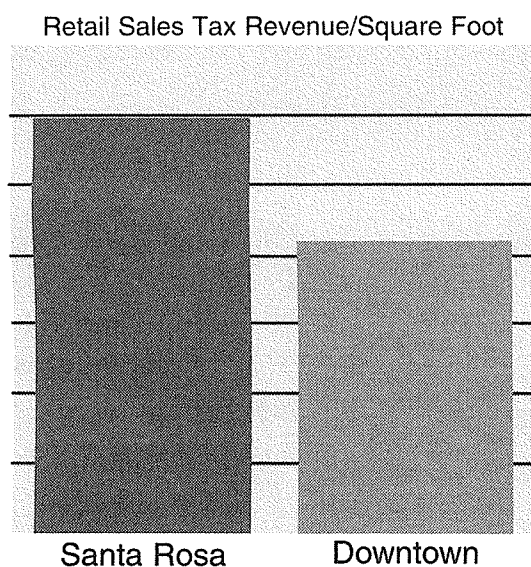
Nordstrom has also been suggested for this space.

Railroad Square

Development opportunities in Railroad Square will be numerous and substantial. With the projected new addition of the Conference Center, the 4th Street Pedestrian Retail Spine, the Prince Greenway, the Farmer's Market and the developments to the west of the existing train tracks projected in this R/UDAT, Railroad Square development has great potential!

3rd Street Underpass

This entry portal to your town is dark, dirty, littered and we had to walk in the gutter when the sidewalk ran into a metal wall. Seems so obvious and easy to put light bulbs in the existing fixtures, wash out the dirt, pick up the debris and connect the sidewalk.



## Finance

The vision contained in the Urban Design section of the R/UDAT report includes a variety of physical improvements, new activities and programs that can only occur with sustained commitment of effort, both human and financial. These required improvements should be considered as individual steps or building blocks that can be put in place as the resources are available. No city expects to fund an entire slate of improvements at once. Rather, projects are phased, and priorities used, to allocate available funds, allow changes to be assimilated and to give flexibility to the community to adjust to the experience gained about what works best and what concepts need modifications.

Financial resources for implementation of Santa Rosa's downtown vision will primarily come from private sources seeking a return on the investment. In some cases, funds will be virtually totally private like was the case with the Barnes and Noble book store/Starbucks project, and in some cases mostly private but with some public participation, like the Prince Memorial Greenway, the recent Cinema project, and the Grace Brothers Conference Center. Note that private funds may be investor equity, collateral to bank loans, foundation grants or other private sources. In yet other cases funds may be mostly or totally public such as the purchase of the railroad depot, the planned move of the Church of One Tree or the downtown parking garages. Of course, the city services provided downtown safety, traffic control, landscape maintenance and the like are funded totally by the city from public tax income.

This type of mixed funding model is the only feasible way to make the improvements needed in Santa Rosa's downtown. The city does not have the funds to do it all, and in many instances the private sector will not act without financial incentives from

the public.

Getting the most out of this mixed funding model requires that several principles are observed, to include:

1. Accepting the need to implement the vision in steps or projects;
2. Giving priority to projects that are sure to be successful;
3. Giving priority to projects with low cost and potentially high return (whether private or public);
4. Getting the most out of the public financing tools and special funds that are available (such as housing funds for low and moderate units); and
5. Maximizing competition to obtain the best deals from the private developers who would participate in any jointly funded project.

These principles must be applied to the various projects that comprise the R/UDAT vision. A list of these projects follows. They may need to be organized somewhat differently as implementation of the vision proceeds, but for now this is a listing starting from the east side of the downtown area and moving west.

Also included with the list is the R/UDAT recommendations for the funding approach. R/UDAT is including only the most general estimate of cost in most cases. Clearly, it is beyond our scope to be precise at this stage when the plan is very conceptual.

The list and funding recommendations start on the east side. The projects are described in more detail in Chapter 3 of this report.

1. Housing (Market rate and/or subsidized). Near College and Fourth, along the north side of Santa Rosa Creek, possibly other sites east of Highway 101.

*Funding Approach*

New downtown housing in all categories is a priority. Funding will be from private sources with public assistance for low and moderate units through the city's Housing Authority. Note that 47% of Santa Rosa's population meets the low income target. Public funds are Community Development Block grant, other federal funds, and the Housing Allocation Plan (HAP) in lieu fees. The housing authority model budget target for affordable housing development/assistance is \$1.2 million annually.

2. Cultural and performing arts complex.

*Funding Approach*

This project would have a very large capital cost that could be funded publicly with a voter-approved bond issue, through a private grant, or mix. It could be phased to accommodate the existing venues at the Luther Burbank Center in one phase and a new 2,800 seat theater for Broadway productions in another. The Luther Burbank Center now runs with no governmental operating subsidy.

The timing of this project will depend heavily on the availability of funding.

If new office space is part of the development it should be privately financed, but if possible, integrated with the rest of the public and/or foundation funding package as leverage.

3. Parking garage north of cultural complex (250 spaces, 3 stories).

*Funding Approach*

This would not be needed until the cultural complex comes on line. It should be financed by the city parking enterprise fund. Provision of parking should be considered as city participation in financing package.

4. New Courthouse Square

*Funding Approach*

This is a project that should be funded primarily with federal ISTEAs. It is a high profile transportation-related, historical enhancement. It should



be a priority for the city to pursue this funding. Local match should be paid by the city knowing that there will be some payback from increased sales and taxes from downtown. This project should not be broken into phases. Costs for the R/UDAT design are expected to exceed those estimated by Dick Carlyle in 1997.

5. Mendocino St./Santa Rosa Blvd. streetscape and diagonal parking.

*Funding Approach*

These improvements, or a portion, could be financed through a special assessment to the benefiting properties. (Properties in this area will also benefit from the Courthouse Square project.) Also, an effort should be made to work with Santa Rosa's Public Works department to maximize the availability of other revenue sources.

6. Mendocino/Santa Rosa Blvd. traffic improvements, traffic circles.

*Funding Approach*

These tie to the Courthouse Square project, and should precede it. They should be linked to it to facilitate ISTEA funding. Some city funding through Public Works may also be required. Note the Courthouse Square project is citywide in its significance.

7. Education center/library (Pacific Bell/AT&T building).

*Funding Approach*

This building is within the existing Santa Rosa center redevelopment project area. If the redevelopment results in private ownership so that new property taxes are paid, a tax increment will arise that can be invested in the redevelopment project. This may be limited by the pending termination of Phase I of this area in 2010. The users would pay rent in this case.

This may also be approached as a public building using university, junior college and library funds for the rehabilitation.

8. Plaza entry shops (new retail space at 4th and B at the Plaza entry.

*Funding Approach*

These will be new or remodeled space for retail use. They should be privately financed as part of the package of agreements that enable the Fourth Street passage through the Plaza. With the opening up of the Plaza, and the 4th Street improvements, these will be valuable locations for high end retail. New city sales tax of \$250,000 to \$500,000/yr. should result from new sales that would otherwise leak from the city.

9. Fourth Street spine improvements (East-west link for B St. East to RR Square - includes the Farmer's Market).

*Funding Approach*

This is a high priority project. It promises a high civic and economic payoff with a high degree of likely success. Funding primarily relates to mall renovation from B Street through to the parking garage, and the Farmer's Market. Funding should be worked out along with specific plans by the Mall, the market event sponsors and the city. Each group stands to benefit from significantly increased pedestrian traffic in the area, increased sales and sales taxes, and new spending from tourists who can be attracted.

## 10. Plaza hotel

*Funding Approach*

This is a project for private funding that could include some public funds for housing units that might be included in the project.

## 11. Museum expansion

*Funding Approach*

This planned project should be privately funded through grants, gifts, bequests with city support to facilitate this process.

## 12. Linkages (east Santa Rosa Creek and on — street bike connections).

*Funding Approach*

This should be funded using the same methods that have successfully resulted in the improvements west of City Hall. The following projects are located on the West side in the RR Square district area. It is expected that a redevelopment area will be created to include this area. The timing of its creation will be tied to the point in time that private development promises to accelerate.

## 13. Railroad Square Park (linked to Prince Memorial Greenway).

*Funding Approach*

This 2 acre site is a central element in the RR Square Urban Design. It is a priority item for development. It should be funded by the developer of the RR property as it is an amenity that will enhance the value of the overall development. It should be handled through the development agreement. The link to Prince Memorial should be acquired as the RR property development occurs. If the redevelopment area is available in this time frame its powers may assist in the overall development purchase.

## 14. Intermodal rail station and underground parking.

*Funding Approach*

This is the most capital-intensive project in the RR Square area. It is a project that, when it occurs will be funded by the entity designated to implement the multi-modal plan. Santa Rosa and the RR Square area must have their plans for station development in place so that the station and surrounding areas are ultimately developed in a way that meets the locally preferred concepts.

## 15. West side housing.

*Funding Approach*

See the discussion of the funding approach for East side housing above.

## 16. Sonoma County Wine/Food Market.

*Funding Approach*

This facility is expected to be a significant tourist attraction and generator

of activity and retail spending for downtown Santa Rosa. The tenants would pay rent for spaces. If the redevelopment area is in place, it can be financed through it with future rental income used to repay the authority. If not, it may be possible to include this in the development agreement with the developer of the railroad property. The City could also arrange for long-term financing or the building/improvements to be repaid from space rents.

17. Railroad Street.

*Funding Approach*

This 1/2 mile road will connect the north and south edges of RR Square along the west side of the RR property. Its cost will exceed \$1 million. Funding should come from the RR property developer with assistance from the redevelopment authority. Some costs might be allocated to the intermodal project, especially that portion through the underground parking structure (see item 14).

18. Third Street amenities from Wilson west to the Prince Memorial Greenway.

*Funding Approach*

This project involves bike path/streetscape to extend the improvements now planned on 3rd east of Wilson all the way to the creek. This is about two more blocks. It would meet ISTEA requirements and should be considered for such funding. Alternatively, this moderate-cost project should be funded by the Redevelopment Authority or the City Public Works Department as a "project."

19. Railroad Square Gateway.

*Funding Approach*

This is a high-profile improvement that marks one's entry into the Railroad Square area from the hotel/conference center's north side. It should be privately funded through the fundraising efforts of the Railroad Square Association. The developer of the railroad property might be a source. A plaque on the base of the structure could identify the donors.

20. Round House neighborhood park.

*Funding Approach*

This historic element was included in the survey planning completed in the investigation of the feasibility of a west side redevelopment area. This is the proper funding agency.

21. Prince Memorial Commercial Development.

*Funding Approach*

This is to be private retail/office space on the north side of the greenway. It is a prime location and no public funds are needed. The development of these lands, which will produce new property and sales taxes, should be facilitated by the City. This area would likely be included in the "expanded" west side development area, and so contribute to the area's tax increment.

22. Downtown food market.

*Funding Approach*

This is a private investment that may need non-financial assistance from the city (or redevelopment authority) in order to be of interest to a developer/merchant. This assistance could be in the form of help with site selection and working through the city's development permit process.

**PUBLIC COMMITMENT**

Implementing the City Vision for Santa Rosa will require a cohesive commitment and effort by the local government. The City's commitment has been there in the past when it funded studies and plans, by operating the parking garages, and through a redevelopment agency's efforts. yet a new level of effort and commitment to a strategy is necessary to rejuvenate the center city under today's circumstances. The city, the staff, and the various public agencies must all be involved in a coordinated way.

The public's current image, real or perceived, is that the City's policy towards much of what is needed or occurs in the downtown is the responsibility of businesses. Clearly that is not the City's policy in redevelopment projects, but in all other situations this is the public's perception.

The City Vision requires a change in this approach. Recent experience in Santa Rosa and in other center city efforts around the nation would indicate that the public sector must "set the table" for private development to occur in difficult development arenas. Santa Rosa's downtown qualifies as a difficult development arena. It is far easier to develop away from congested streets and existing structures. Redevelopment in any city core is not very attractive to investors until the momentum of a hot market can be created (Portland, Seattle, Denver and many California cities are good examples). Mixed-use projects are not readily understood or accepted by lending institutions. This is in spite of successes in city center after city center.

The Santa Rosa City government must begin by making the decision, and subsequently the policy, that the center city of Santa Rosa needs increased attention and commitment. The City Council must choose to be proactive if it wishes to change the current trends. Limited success can and will occur without making any

changes. Private efforts which led such projects as the Greenway or the revitalization of Railroad Square will continue to occur. But significant redirection of the core as envisioned in the plan will fall far short without a decisive decision by the City to commit itself and its resources to the effort. What does this imply if the City Council makes such a decision. Such a decision will result in changes in departments' and agencies' priorities.

Under the leadership of the City Manager, the police, housing and redevelopment agency, planning department, transportation/traffic, building department, and others will then need to review their operating and capital budgets to determine if the new focus is reflected. Many of the concepts proposed can be achieved with private participation over time within these budgets if it is a City priority to do so.

The new City Council policy cannot exclude citywide or neighborhood efforts. In fact, success in the center city requires a greater commitment to existing neighborhoods. Unless the City makes a commitment to neighborhood planning, the backlash potential against larger community-wide programs, such as the focus on the center city or bond issues, is guaranteed to occur. Again, experience in other communities and listening to the neighborhood input at the public session on Saturday would indicate that Santa Rosa would be well served by reallocating planning staff to work with neighborhoods to develop neighborhood plans. The current broad policies of the City's General Plan must be detailed to address specific neighborhood issues. The West side neighborhood is organized, has numerous internal and external issues impinging upon it, and should be one of the first neighborhoods addressed. Such an effort could result in an ally for the bigger issues facing the city.

Other neighborhoods prime for such efforts could be the newly annexed areas in the southwest, the older east

side neighborhoods around the downtown core, and the junior college campus. Neighborhoods that are fragile in their stability or that are seeing changes occurring need attention. To accomplish this objective, staff would have to be reallocated from other tasks or additional staff hired. Given the rate of growth in Santa Rosa, the planning resources are probably reacting to the processing of new developments at the expense of long-range planning and planning efforts for the older neighborhoods. A balance of attention between new development and the existing community needs to occur for the City to achieve its larger goals.

The above question leads to a second one. If staff is to be reallocated from processing new development, the processes must be streamlined. The October 9, 1998 final report of the Development Process Review Committee addresses this. If the task force did its job, the staff and the development community should be facing reduced review time in processing. Public comments raised the issue of how much review time is necessary to assure quality projects; could standard criteria be more explicit and process time reduced? Mixed-use projects, small entrepreneurs, and out-of-town investors are deterred from the city center if they anticipate inordinate time delays in permit review. Streamlined processing is another element that will result from the City's commitment to the center city.

It is recognized that design review is a critical element in improving the quality of development — not only in the center city — but community wide. For example, too many of the center city buildings provide negative or blank space to the pedestrian. Earlier involvement by the Design Review Board in the application process may have prevented this. Although, a recommendation for changes in the design review process just occurred, possibly a different objective should now be considered. The city's current



system of sequential consideration by staff, neighborhood, and Board adds time and complexity. Design criteria such as Portland, were suggested at the town meeting on Saturday as a way or enhance but also accelerate review of potential buildings in Santa Rosa's center city.

In addition to streamlining the review and permit process, the City's zoning and building regulations should be revisited. The purpose is to encourage new development in the center city. For example, in the zoning code there is a CBD zone district clearly created for the downtown, yet the downtown is zoned C-2. For buildings in excess of 55 feet, the current bonus criteria do not include housing. Changing the criteria to include housing could encourage housing development. There are undoubtedly a number of other sections of the code that could be changed to encourage housing development in the center city. On the west side of the tracks by Railroad Square, M-1 industrial district zoning exists. This must be revisited, too, in light of the City Vision.

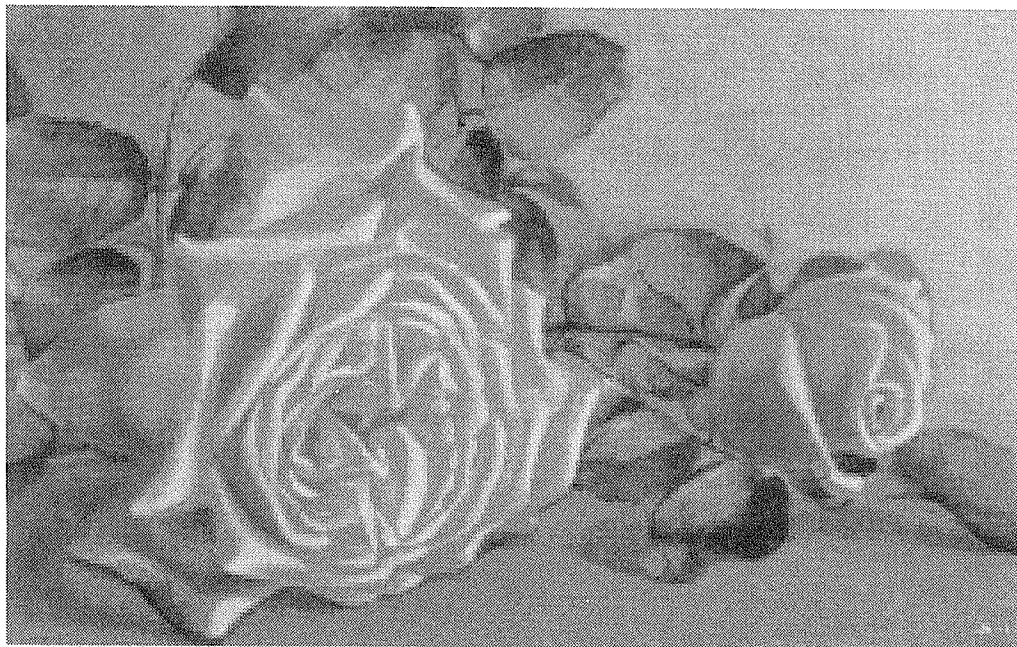
The major impediment most frequently quoted as blocking rehabilitation of older buildings is the building code. This may not be the case in Santa Rosa, but it should be reviewed as part of the City's commitment.

The City currently provides a variety of funding programs to support low-cost and affordable housing. For example, the block grant program (approximately \$2 million from 1992-present), and in the most recent year, more than \$300,000 was generated for housing from Redevelopment Agency projects. Myriad of funds and programs are provided by the housing authority.

The above demonstrate that every year a considerable number of dollars are invested by the City for housing — never enough to meet the needs, but considerable. Since housing is a major element in the revitalization and stabilization of the center city, a decision is critical to focus on soliciting projects in the center city. For example, senior citizen housing is highly compatible with the center city. Similarly, projects mixing market rate and subsidized housing into a single development have been very successful in other cities' downtowns.

In its daily decisions and annual funding priorities, the City is potentially the greatest force in providing opportunities for private reinvestment in the older areas.

Experience has shown that rapidly growing cities like Santa Rosa focus on the ever-expanding edge — rarely on the established center. Now is the opportunity for public policy in Santa Rosa to change this.



**Public/Private Partnership**

The most critical factor in implementing this vision will be the private sector's ability to design a long-term, funded organization to advocate, market and broker a long-term development strategy. There is no model that fits all communities and political structures. Santa Rosa has its own downtown organizational history, existing organizational network and leadership style.

Since the demise of the Downtown Development Association, there has been a recognized void in the advocacy of downtown interests. The current effort to create a new association, modeled after the Railroad Square District, intends to have a limited marketing agenda. It is an important initial step in re-convening the downtown interests, including merchants, owners, professional services, financial interests and out-reaching to the neighborhoods. By working on a common agenda, they can build confidence in the organization and possibly assume broader responsibilities.

The challenge for the R/UDAT Panel has been to identify an organizational structure that will move the community towards the capacity that will be needed to implement this vision. The involvement of key stakeholders and predictable funding will be critical. More than one organization may be the appropriate model for Santa Rosa but there must be the capacity to:

- Advocate downtown interests
- Broker multiple area interests
- Market/Plan events
- Broker projects/programs that advance strategic plan
- Operate programs, as may be determined /funded, i.e. auxiliary security, landscaping, signage, etc.
- Establish/maintain substantive link ages with contiguous neighborhoods

The panel concurs with the conclusion in the Core Area Enhancement Strategy regarding the need to work towards re-establishing the downtown development assessment. In our judgment, it cannot happen at this time. Credibility has to be established, a constituency built, and a consensus developed regarding a vision and strategic agenda.

Downtown cannot afford another organizational mis-step. It needs to take the time to secure the required leadership and financial resources necessary to succeed.

The issues, however, will not wait nor should the community delay in getting started.

There is both frustration and momentum evidenced in the community. There is a sense that the community is ready, even anxious, to come together. In sum, there is a window of opportunity to make a qualitative leap towards shaping Downtown's future within a strategic vision.

Rather than create a new entity, at this point in time, the panel believes that over the near term downtown Santa Rosa's organizational need may best be served by working with a combination of the newly formed Downtown Association, Historic Railroad District Association, and City Vision. From this informal organizational network and various common agendas, the need may or may not surface for a new entity.

It is recommended that a leadership core of City Vision have the responsibility for overseeing and monitoring the implementation of agreed upon recommendations in this report. Special efforts should be made to engage the financial institutions, local developers and the Chamber of Commerce, as part of City Vision. This process has given the City Vision organization the opportunity to be a credible convener of interests around an articulated agenda. Some who testified at the public meeting, are a nucleus to be approached for their continued participation in the process.

Whatever organizational structure may evolve, the related experience of many of the panel members strongly suggests the importance of this being primarily a private initiative. The stakeholders need to take ownership of the process. Specific programs will undoubtedly need public financial support. Public funding, however, should not be unilateral, but rather a source to leverage private dollars.

## Consensus Building

Throughout this R/UDAT process the evidence of positive community involvement was everywhere. It extended from the quality of City Vision's research and logistical preparations to the lively but thoughtful input from the citizenry. There is also evidence of a solid consensus around a critical set of issues/opportunities effecting downtown, including:

- Courthouse Square
- East-West Linkage through the Plaza
- Downtown Housing
- Parking
- Role of Cultural Arts
- Security perceptions
- Widening of 101
- Santa Rosa Creek
- Farmers Market
- Railroad Square

As in most problem solving, the devil is in the details, and consensus on solutions may be more elusive. Agreement on the issues, however, is an important first step in achieving consensus.

The local City Vision process culminating in the R/UDAT recommendations has been the major factor in building vision around which a consensus can be reached. There appears to be not only a high level of initial agreement but also a core constituency for change. If this momentum and constituency are to be maintained there must be follow-up, regular reporting, continued inclusiveness and on-going efforts to broaden the base of support. This will be a critical follow-up role for City Vision.

Credibility and momentum also require some early victories. The panel has made every effort to include some projects that are relatively doable, symbolic and inclusive of Santa Rosa's diversity, e.g., Farmers' Market.

It is important for the traditional downtown interests to make linkages with the contiguous neighborhoods. They have many common interests, whether it be the impact of the continued concentration of social services or the strengthening of these edge neighborhoods with new investment and in-fill housing. Furthermore, the adjoining neighborhoods are part of a shared center city vision.

## First Steps

The City Vision is not a detailed blueprint and R/UDAT is not a substitute for the rigors of a pre-development analysis. The panel applied its experience with public procedures and finance, as a screen for the recommendations.

The strength of the vision is the cohesiveness of its concepts in providing a project framework. When taken collectively, they address the issues and opportunities identified by the community.

In the past, this lack of integrating individual projects into a comprehensive whole has led to frustration and undercut the ability to build the needed consensus. As one speaker stated... "there is no lack of vision or ideas," rather it is the inability to present a strategy that outlines how the vision and ideas can be implemented, how they relate and how they will contribute to the overall vision.

An initial public signal, which would reinforce the community consensus process would be city council endorsing the comprehensive vision. If that step is taken, Council should request that the city administration respond with (1) a strategy, (2) a timetable needed to evaluate the various elements and (3) identified lead responsibilities.

This recommended initial step is intentionally short of a specific public action. By itself, it does not commit the City to implementing specific projects. Those decisions are subject to subsequent consideration when specific elements are ready for consideration.

There may be a necessity to sequence projects based on external funding sources or participation by others. Quick action and several quick successes will build momentum and credibility. That priority is being given to the center city.

Many of these projects require that the private sector or institutions, e.g., colleges, buy into the vision and participate in the public/private effort. The leadership, however, must come from Santa Rosa's government with support from a committed constituency.

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Daniel Sirois  
Eric Sirois

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Hall & Bartley Architects  
Checkers Restaurant  
Tierney Figueredo Architects

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Diego, Teresa, Elizabeth, Maria, Katherine, Terence, Heidi, Juan, Margarita, Maritza, Matt, Alex, Ana, Angela, Brian, Damian, Daniel, Diana, Dominic, Dominick, Francisco, Maurice, Mefilement, Mia, Olivia, Ramiro, Reina, Santiago, Veronica H., Veronica O.

Leslie Stirnus' 5th Grade Class, Fremont Elementary School  
Telesis, Kayla, Alyssa, Daniel, Brenton, Julio, Arjay, Nancy, Ruben, Antonio, Randy, Roxy, Vanessa, Calvin, Cameron, James, Belinda, Corrine, Vincent, Karleigh, Garrett, Savannah, Brittany, Maria, Walker, Spencer, Karinna, Paris, Joseph

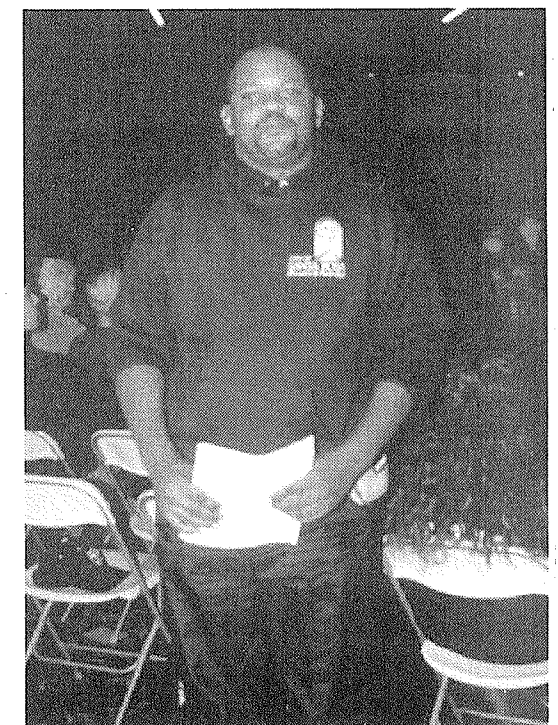
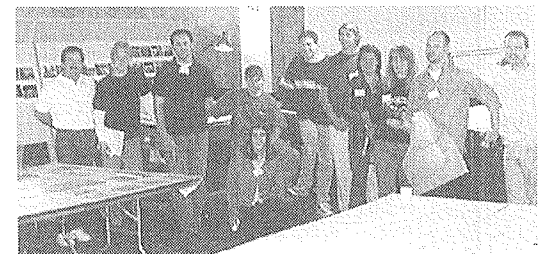
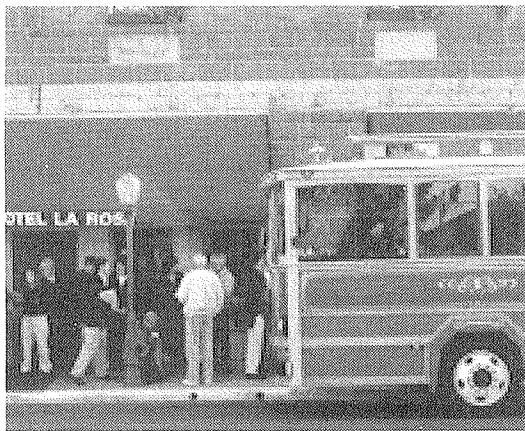
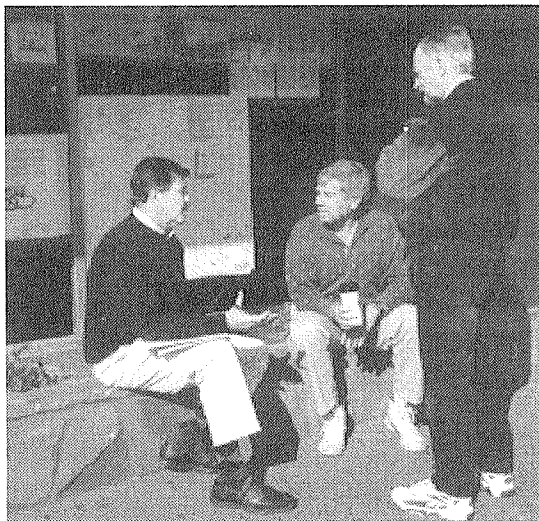
Jackie Imbimbo's 2nd Grade Class, Matanzas Elementary School  
Ana, Andriana, Ashleigh, Derek E., Derek K., Ethan, Karley, Kevin,

Marcus, Mia, Roger, Samantha, Devyn, Hannah, Jordan, Jared

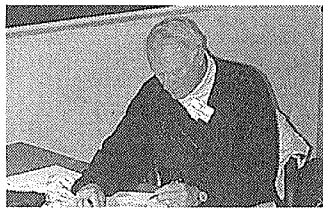
Jim Leih's 4th Grade Class, Matanzas Elementary School  
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Sharon Brattin's 4th-7th Grade Class, Stuart Elementary School  
John, Chris, Travis, Patrick, Robin, Alyssa, Michelle, Brianna, Lauren, Anna, Amber, Marcus, Beau, Don, Vince, Angelo, Thailer, Max, Sean, Lauren

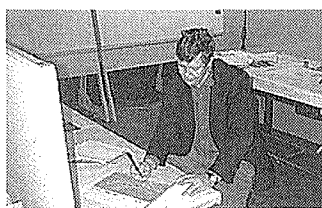
Laura Hendrickson's 7th & 8th Grade English Classes, Santa Rosa Middle School  
Max, Luke, Dalia, Shandi, Larry, Hercules, Edward, Zakiah, Danny, Misty, Erin, Nathan, Danyel, Keo, Emely, Brady, Beth, Ousa, Nathen



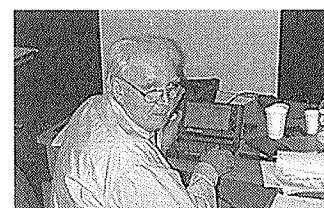




**Ben Cunningham** has provided services in architecture and urban design for over 35 years. He has substantial experience in the leadership of multi-disciplinary teams, and the planning and design of city/town scale projects. A past chairman of the National AIA Committee on Urban Planning and Design, he has served as a member of the R/UDAT Task Force, and has served as Chairman or participant in R/UDATs throughout the country. Mr. Cunningham is a Fellow of The American Institute of Architects and the recipient of two National Honor Awards for Urban Design. He has broad travel experience and has worked in Australia, South America, the Middle East and the United Kingdom. He is retired and lives in Saint Petersburg Florida.

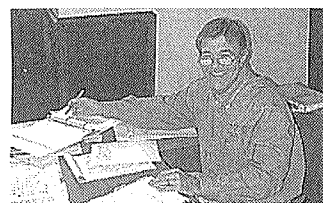


**Ernest Hutton**, trained as an architect and city planner, is principal of Hutton Associates Inc. He has extensive experience in the urban design and planning of revitalization projects in downtowns, including the award-winning Pittsburgh Cultural District and Hartford Riverfront Recapture. He specializes in projects with strategic planning liaison/ stakeholder outreach components, including Roanoke Vision and the Buffalo Inner Harbor. He attended Princeton University and the University of Pennsylvania.



**Kenneth McGovern** has 25 plus years experience in community and economic development. His career has been focused on public/private partnerships with major stakeholders in urban areas. He has organized, managed and served on boards of a series of Cleveland partnerships that have successfully planned and implemented change.

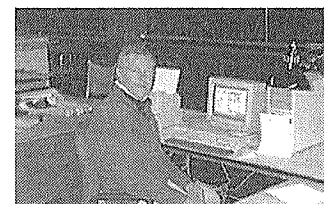
Mr. McGovern has a Bachelor of Architecture from the University of Pennsylvania and a Masters of City Planning from Harvard University. He is a Planning and Development Consultant in Cleveland, OH.



**William Lamont** brings his 39 years as a planning professional. Formerly he was a planning director for Boulder, CO (1967-1974), and the city of Denver, CO (1984-1990). Mr. Lamont Planning consultant creating growth management plans, comprehensive plans, downtown plans, regulations, and park and recreation plans. Participated in three previous R/UDAT's (Reno, NV, Healdsburg, CA, and Park Township, PA).



**Joe Stubblefield**, a registered architect, is the principal in the firm of Stubblefield & Associates AIA of San Antonio, Texas. Joe was educated at the University of Texas as Austin receiving a Bachelors degree in Architecture with Honors and a Masters degree of Community and Regional Planning. He served as chair of the Board of Review for Historic Districts and Landmarks for the city of San Antonio. Joe's work has included planning, urban design, restoration, and historic preservation in cities in Texas. His projects include: Revitalization of the Strand, Galveston, Texas; St. Paul Square Historic District Redevelopment, San Antonio; and Ft. Sam Houston Gateway Historic District in San Antonio. He has participated R/UDAT Teams for Carlsbad, New Mexico and Caldwell, Idaho.



**Tom Croonquist** is Vice-President and Director of Development for University Village, Seattle, Washington.

He is responsible for the renovation of the 400,000sf University Village which has received recent national attention for its metamorphosis from a generic looking/ car centered local shopping center into a pedestrian oriented/ community centered, regional shopping center with unique retail building design, plazas and landscaping.

Tom's previous work has included development of office buildings in downtown Seattle. He has developed high rises in Seattle and has also served as a special consultant to the Seattle Art Museum, the Downtown Waterfront Plan and the Tacoma Historical Museum.

Tom received a BA of Architecture and Urban Planning from Princeton.



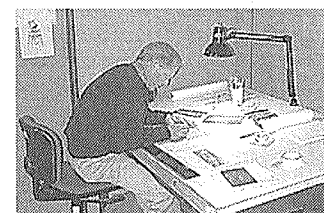
**Kevin Osburn** is a landscape architect with Rundell Ernstberger Associates in Indianapolis, Indiana, a firm specializing in land planning and design.

Mr. Osburn's work includes the design of the Monon Rail-Trail, a 10-mile urban greenway in Indianapolis, and the master plan for the restoration of historic Ball Gardens in Indianapolis. He has planned, led, and organized several community based workshops to improve inner city neighborhoods. His most recent work includes the White River Gardens, a botanical garden and conservatory complex located at the Indianapolis Zoo, and a six block streetscape improvement project for Bloomington, Indiana.

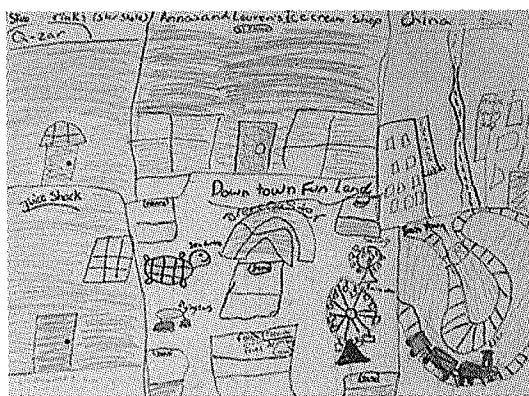
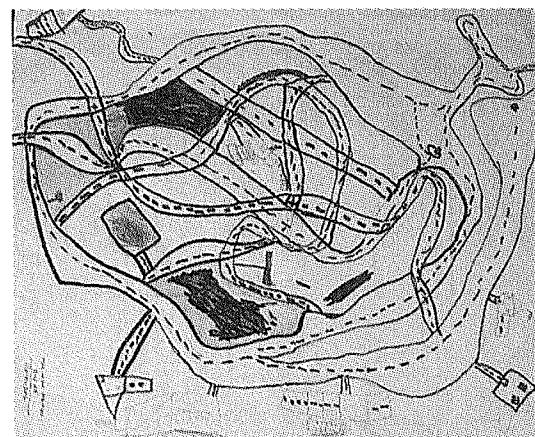
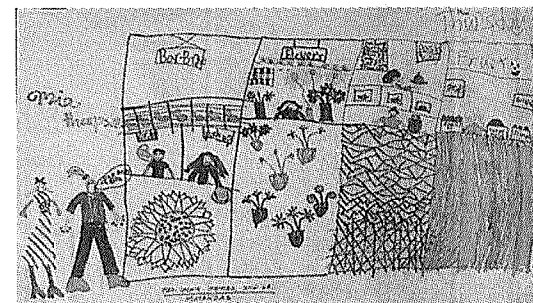
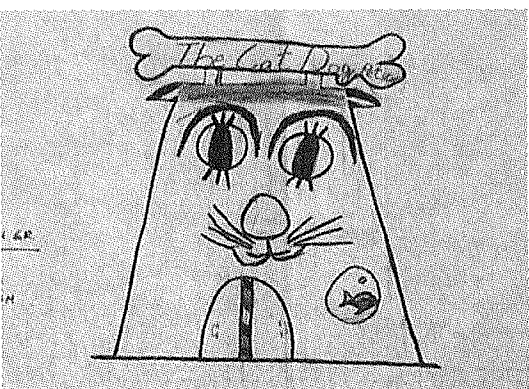
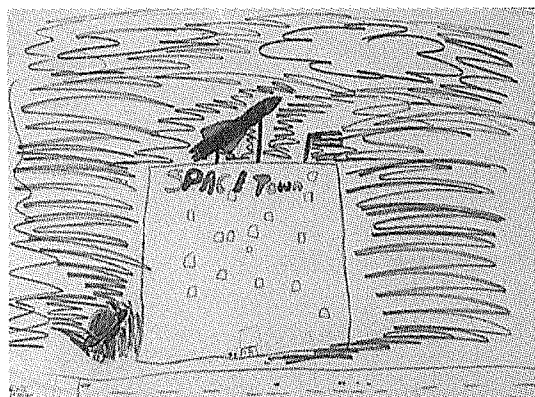
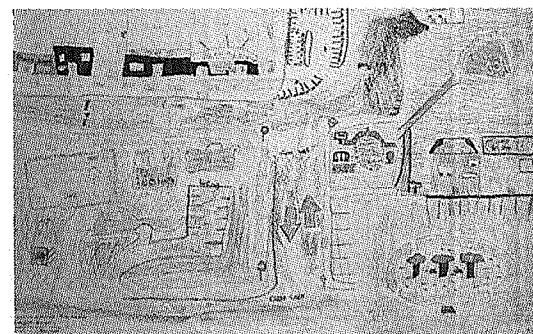
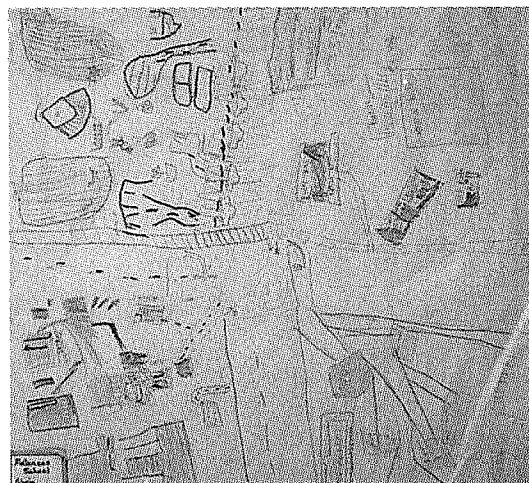
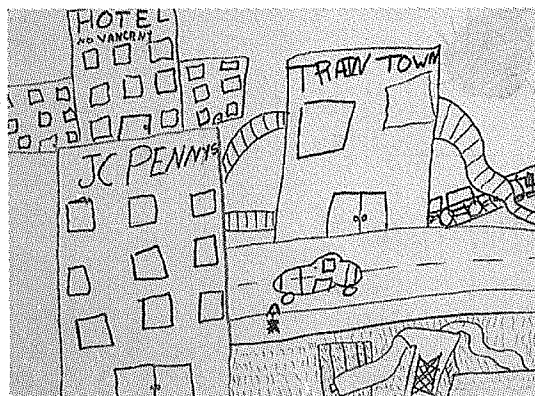
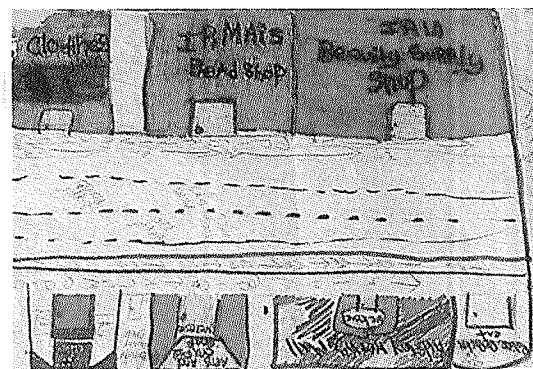
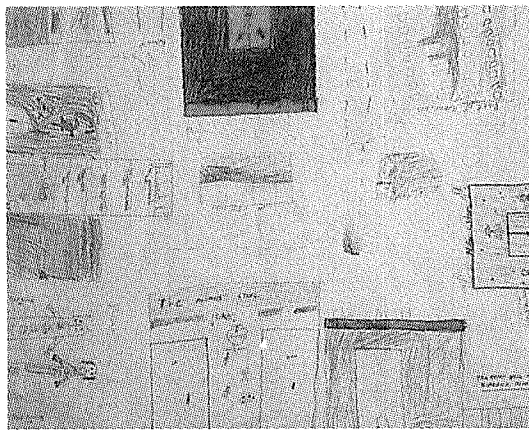
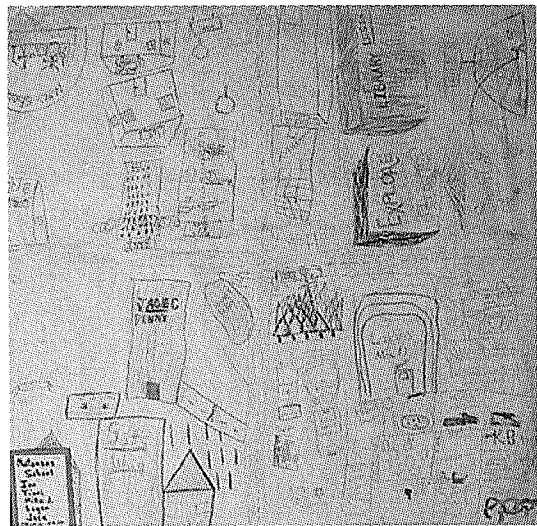


**Jim Murray** is an urban economist with an MBA from Harvard and a Ph.D from the University of Oregon. He has practiced and taught for 25 years. Dr. Murray was the finance director for Boulder, Colorado from 1972 - 1974. Then he was a principal with Briscoe, Maphis, Murray and Lamont, Inc. from 1974 - 1983.

From 1984 - 89 Dr Murray was finance director for Denver (and chief executive officer during the later years). In 1990, he returned to consulting as Murray Lamont and Associates, Inc. with a focus on large scale hazardous waste cleanups (particularly mining sites).



**Bruce Kimbal**, AIA, is a consulting architect and illustrator from Scottsdale Arizona. He is noted for his graphic communication skills and consults for design firms in the United States and abroad. He is an adjunct faculty member as Arizona State University and the Frank Lloyd Wright School of Architecture at Taliesin West.



**Schools**

From "Space-town" to a maze of highways, and a wide variety in between, Santa Rosa's students also have envisioned their city's future. These drawings are part of the collective vision from the eyes of Patty Bell's 4th Grade Class, Burbank Elementary School; Leslie Stirnus' 5th Grade Class, Fremont Elementary School; Jackie Imbimbo's 2nd Grade Class; Jim Leih's 4th Grade Class, Matanzas Elementary School; Sharon Brattin's 4th - 7th Grade Class, Stuart Elementary School, and Laura Hendrickson's 7th and 8th Grade English Classes, Santa Rosa Middle School.

We are grateful to all of the students who participated in the R/UDAT and delighted by the enthusiasm and variety of their input.

**The Santa Rosa R/UDAT Report distribution courtesy of the Press Democrat.**