



A STRATEGIC PLAN FOR THE REDLANDS GENERAL PLAN UPDATE

REPORT ON REDLANDS COMMUNITY VISION

CITY OF REDLANDS

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Table of Contents

I	INTRODUCTION	1
1.1	A Strategic Plan for the Redlands General Plan Update.....	1
1.2	Public Participation Program.....	2
1.3	Report Organization.....	2
2	EMERGING THEMES FOR GENERAL PLAN UPDATE.....	3
2.1	Purpose.....	3
2.2	Emerging Themes	3
3	STAKEHOLDER INTERVIEWS.....	7
3.1	Format.....	7
3.2	Major Themes from Stakeholders	7
4	PUBLIC WORKSHOP SUMMARY	15
4.1	Format	15
4.2	Key Themes.....	16
5	COMMUNITY SURVEY	25
5.1	Methodology.....	25
5.2	Findings	26
5.3	Characteristics of Respondents	35
LIST OF FIGURES		
	Figure 5.2-1: Redlands Over the Next 20 Years.....	28
	Figure 5.2-2: Open Space Priorities	29
	Figure 5.2-3: Support for Downtown Building Heights.....	30
	Figure 5.2-4: Support for Traffic Circulation Improvements.....	31
	Figure 5.2-5: Priorities for Funding.....	33
	Figure 5.2-6: Opinions on City Growth over the Past 10 Years	34
APPENDICES		
A	Stakeholder Interviews.....	A1
B	Community Workshop.....	B1
C	Mail-in Survey	C1



I Introduction

I.1 A STRATEGIC PLAN FOR THE REDLANDS GENERAL PLAN UPDATE

What will Redlands be like in 20 years? How should it change? What qualities should be preserved? How does its history and environment inform the evolving city structure? These questions and others on the future of Redlands have guided a community outreach program conducted by the City of Redlands as part of preparation of a Strategic Plan for the General Plan Update. Synthesis of the outreach program is the subject of this Community Vision Report.

All California cities must adopt a General Plan that combines a long-range vision for city development with implementing policies and program to achieve the vision. Redlands' General Plan was last updated in 1995, and some of the background work that predicated this update was completed several years earlier. Since then, the San Bernardino Valley region has experienced tremendous growth and development. Redlands—with its high quality of life, historic character, and enviable environment—has attracted new businesses and housing. These trends have been cause for reflection and action by the community, as evidenced in various voter-approved growth management initiatives. An update of the General Plan will allow community members to create a policy framework for future development that is compatible with their long-term goals.

The Strategic Plan is the first step in the Redlands General Plan Update process. The Strategic Plan process has involved engaging the community in identification of planning issues and goals that the City seeks to achieve in 20 years, and is presented in three reports:

1. Report on Community Vision (this report);
2. Match of vision with the current General Plan; and
3. Scope of Work, with a step-by-step work program – focusing on issues identified by community dialogue – for the General Plan Update.

1.2 PUBLIC PARTICIPATION PROGRAM



Engaging the diversity of people in Redlands in the Strategic Plan process has been accomplished using a multi-pronged public participation program, including:

- A workshop with the City Council and Planning Commission on February 7, 2006;
- Stakeholder interviews involving 66 people—representing residents, local businesses and employers, institutions, open space advocates, parks and trail interests, developers, and historic and environmental concerns—who participated in focused meetings on planning topics;
- A public workshop attended by approximately 60 community members, conducted on March 22, 2006, 7:00 – 9:00 p.m. at the Joslyn Senior Center; and
- A mail-in survey—sent to one in four residential addresses—allowing participation by people unable to attend the public workshop or other meetings. A total of 670 completed surveys were returned, representing a response rate of ten percent.

The major ideas, visions, and issues surfacing during these outreach programs are compiled in this report.

1.3 REPORT ORGANIZATION

Responding to public input in a planning process requires consideration of the major discussion themes—those ideas and issues repeated by a variety of people and repeated in the various outreach programs—and the less often discussed but still equally important input voiced by smaller numbers. This report is organized to provide both “big picture” and “fine grain” perspectives, recognizing that while the report identifies major themes, not all participants shared the same opinion on many issues.

This Introduction is followed by a section summarizing the major themes that emerged from the stakeholder interviews, public workshop, and survey. The emerging themes represent a preliminary framework for guiding analysis and policy modifications in the General Plan Update. Three subsequent sections summarize discussion points, input, and results from the stakeholder interviews, public workshop, and survey, plus provide an overview of the utilized methodology/format. Corresponding to these sections are three appendices that provide an exhaustive record of the input received from these programs.

Tell Us What You Think!

Become part of this exciting process as we plan for the future of our city!

The City of Redlands is undertaking the first phase in a comprehensive revision of the City's General Plan, which was last updated in 1995.

The General Plan is a document adopted by the City Council to guide our city's future. It can be described as our constitution for conservation and development – it expresses broad community values and goals, gives a picture of how the city should look in the future, and outlines steps to get there. It addresses topics such as land use, transportation, parks and open space, and natural resource conservation.

The Update will happen over a two-year period, and will be shaped by your ideas.

If you have any questions about this survey or the General Plan, please contact Robert Dalquest, Principal Planner with the City at 909-798-7562.

WORKSHOP

- What is YOUR VISION?
- What are the big issues?
- Meet your neighbors!
- Plan the Future!

WEDNESDAY, MARCH 22, 2006

- When: 7:00 pm – 9:00 pm
- Where: Joslyn Senior Center
21 Grant Street
Redlands, CA 92373

FILL OUT THE SURVEY

The attached survey has been sent to a randomly selected group of residents. It includes questions designed to identify a vision and issues to be addressed in the General Plan. **Fill it out!**

Tear off, fold as indicated so return address shows on outside, sealed closed and mail.

Among the tools used to gather public input for this report was a community workshop and a citywide mail-in survey.

2 Emerging Themes for General Plan Update

2.1 PURPOSE

The community raised an extensive and far-reaching range of issues during outreach for the Strategic Plan. This chapter synthesizes the large body of input from the stakeholder interviews, public workshop, and survey into a set of Emerging Themes that encapsulate the desires and visions of the community for Redlands' future. The themes provide a framework for the General Plan Update by serving as a basis for a guiding development vision. They also will help guide investigation of opportunities and challenges, and serve as a yardstick for evaluating the suitability of land use and circulation alternatives.

2.2 EMERGING THEMES

The Emerging Themes for Redlands' future are:

1. **A distinctive community, combining “small town feeling” and leading edge spirit.** Redlands is a distinctive city, especially given the backdrop of an increasingly homogenizing region. It has livable neighborhoods, a charming historic downtown, many exquisitely crafted buildings, defined edges, gracious streets, and prominent civic institutions and culture. These attributes are highly valued and endow the city with much character. At the same time, Redlanders regard the high caliber of culture, enterprise, and academic institutions as core community attributes to be built upon as the city evolves. The Redlands of the future should maintain the small-town feel and capitalize on its spirit of ingenuity.
2. **Development in keeping with the City’s heritage, scale, and environment.** Redlanders want development to contribute to their quality of life, enhance the public realm, expand the city’s unique offerings, and cultivate environmental and economic sustainability. They are wary of development out of scale and character with the community, especially the emerging large-scale warehousing development on the northside that is seen as detrimental to the City’s quality of life, providing little economic benefit to the community.
3. **Managed, balanced growth.** Rather than becoming “another Orange County”—rife with sprawl, traffic congestion, and irretrievable loss of open spaces and citrus groves—Redlanders would like growth to be balanced and managed, and channeled into appropriate locations such as in downtown/central Redlands—accomplishing revitalization goals and reducing



Historic downtown and neighborhoods, and the City’s distinctive identity in a homogenizing region are perceived as Redlands’ principal assets.



Open space preservation and completion of the open space “Emerald Necklace” are big themes emerging from the outreach process. However, development in canyons remains a community flashpoint; significant General Plan efforts will be needed to balance the variety of interests.

development pressure in the natural canyons and hillsides to the south. Part of balanced growth involves having the diversity of housing options needed to meet the needs of the younger generation and up-and-coming workforce. Communities in City’s sphere of influence—like Mentone and Crafton—need to be considered in the overall growth distribution strategy. The feeling that there has already been “too much growth” is shared by many residents, while for others, it is a matter of balance. These concerns need to be discussed further to identify specific issues to be addressed in the General Plan Update.

4. **An open space plan that is fair, feasible, and achievable.** Redlands’ open spaces—the hillsides and canyons to the south, drainage systems and the Zanja aqueduct, and citrus groves ringing the city—are widely valued. In the 1995 General Plan, specific policies call for open space preservation, including creating designated open space and establishing the “Emerald Necklace”. However, these policy directives lack clear implementation mechanisms—including funding sources—that balance the desires and concerns of property owners, trail advocates, residents, and developers. Resoundingly, this remains a flashpoint in the community, and conflict due to lack of a clear course has led to near paralysis in establishing an open space system, and for development proposals in the canyons.

Open space planning needs to be considered as part of a broader growth management strategy, with ample attention to a realistic implementation program in part tied to the development process. This planning needs to consider opportunities for a linked trail system of hiking and equestrian activities, while ensuring that private property owners are not unjustly burdened.

5. **A well-maintained park system.** Redlands is blessed with lovely green neighborhood parks. While a few new strategically located parks may improve residents’ accessibility, day-to-day maintenance seems to be more of an issue. Access, park service levels, and facilities meeting the needs of the community’s diverse population should be considered in long-range planning, especially in areas targeted for infill and new development.
6. **A reinvigorated downtown, integrating preservation, thriving commerce, and new housing.** Downtown’s role as the heart of Redlands needs to be reinforced by integrating preservation of its historic character, infusion of varied activity, and reinforcement of its walkable environment and connections to neighborhoods. Mixed uses (retail, restaurants, multi-family housing, office, and civic), a village environment, pedestrian- and transit-orientation (including future Metrolink station),

tourism (including one or more hotels), and expanded parking are components of the vision for downtown. Planning for the smaller-scale historic business district needs to be integrated with that of broader downtown—the central city—which includes many development opportunities, with potential to accommodate activity that is complementary and supportive of the historic core. Downtown could also accommodate higher density and non-traditional (such as loft style) housing, that may appeal to many younger community members employed in software and other high-tech establishments. An overwhelming majority of residents would like to see development no taller than three to four stories in height.

7. **Continued efforts to improve North Side neighborhoods.** The City has made important strides in remediating inequities in facilities and services between the areas north and south of I-10. The North Side of the future should have stable neighborhoods with parks, community facilities, and sidewalks. Commercial districts should be revitalized in a manner that is compatible with the scale and character of the neighborhood. Continued new residential development is likely given land availability and flat topography. Projects should be designed for integration with the surrounding community and should provide parks serving the broader neighborhood. Consistent use of compatible streetscape design and street trees in new development will contribute to the overall aesthetic that makes Redlands unique.
8. **Efficient, well-maintained circulation system.** Traffic and congestion are significant issues for residents, and the new General Plan should strategically link land use and transportation to make efficient use of existing capacity. The future circulation system should also emphasize pedestrian paths, bikeways, and transit, connecting neighborhoods, employment districts, and downtown, with coordinated signalization to ensure smooth flow. Streets significantly contribute to people’s day-to-day experience of the city, and more trees along many streets are seen as essential. Rising levels of regional traffic as well as increased reliance on outlying roads in the city from new development are additional considerations for city circulation planning. Land use planning should reflect the prospect of Metrolink service and a downtown station, in order that people can live within walking distance of the station.
9. **Strong commerce, shopping, and employers reflecting Redlands’ progressive culture.** Redlands’ history is tied to its role as a center for commerce and agricultural services. The presence of several large employers have been important drivers in the local economy, and the newer restaurants and



There is strong support for a reinvigorated downtown with a broad array of uses that integrates preservation and capitalizes on significant infill opportunities adjacent to the historic core.



Future land use planning should reflect the prospect for Metrolink service.



corporate retailers in the “donut-hole” area are welcome additions. Nevertheless, growth in local economy has not kept pace with residential development, leading to a number of residents commuting long distances for work. City tax revenues from the current level of economic activity can limit funding for desired maintenance and improvement of municipal facilities and services. Many residents see opportunity—and the necessity—for new high tech, R&D, and environmentally sustainable businesses spurred by the progressive environment created by the presence of institutions like ESRI and University of Redlands. Retail and commercial growth in North Redlands and in downtown is also seen as integral to the City’s fiscal health.



While there is continued support for strong commerce and shopping, there are significant concerns about large-scale warehouse development in North Redlands and the “Donut Hole”.



The new General Plan will need to carefully balance historic preservation with strategic development initiatives and explore mechanisms to conserve open space and Redlands’ citrus heritage.

3 Stakeholder Interviews

3.1 FORMAT

Meetings with a cross-section of Redlands stakeholders were conducted over January 10 and 11, 2006, as part of preparing a Strategic Plan for the Redlands General Plan Update. These stakeholder interviews are a component of the public participation program for the Strategic Plan. The interview participants—representing residents, local businesses and employers, institutions, open space advocates, parks and trail interests, developers, historic and environmental concerns, and City of Redlands commissions—shared their perspectives on long-range planning issues and trends as well as future opportunities and challenges for Redlands.

The interviews were conducted in small groups of three to six people, organized by area of interest and/or experience. A total of 66 individuals participated in the meetings, which lasted between 45 minutes to an hour. Planning consultants and City planning staff facilitated the meetings. The format was relatively free form: Stakeholders were given the opportunity to discuss issues of significance to them, and then were queried in both general aspects of Redlands' growth and development and specific topics germane to their background.

This working paper highlights major themes that emerged from the stakeholder interviews. A complete list of the interview participants is provided in Appendix A, and contains a detailed topical compilation of the many ideas and opinions voiced during the interviews.

3.2 MAJOR THEMES FROM STAKEHOLDERS

Themes from the stakeholder interviews are discussed below. These are ideas, concerns, and perspectives repeated by multiple participants. The overview is organized around eight topics: the city's unique character, growth and development, downtown and central city, housing, open space and trails, circulation and infrastructure, urban design and historic preservation, and the General Plan Update. Appendix A should be consulted for a comprehensive summary of the interviews.

Redlands' Unique Character

One topic that surfaced in almost all stakeholder interviews was the value of Redlands' "small town" feel, unique character, natural beauty and landscapes, and high quality of life. Said one resident: "A lot of



people like to live here because it is a larger city that still acts like a smaller city.” A representative of a major local employer similarly commented that Redlands is the jewel of the Inland Empire because it “is more cosmopolitan than the surrounding region. It has everything the people need to do: shop, work, and good education for the kids. It can be compared to portions of Woodland Hills/Calabasas, mixed with Third Street Promenade in Santa Monica and San Luis Obispo.”



There was widespread agreement on the contributions of historic neighborhoods, and downtown—as well as the community’s history—in giving Redlands special buildings, ambiance and meaning. For many, the sense of history is tied to the city’s early orange groves and citrus economy, and the loss of orchards and packing houses from development represents incremental disintegration of the community’s essence. Similarly, the surrounding open spaces—mountains, canyons, trails, and watershed features—are defining characteristics to many and are perceived at risk.



People gave mixed reviews on the level of culture in Redlands. Some described the unique combination of the city’s small-town charm and sophisticated offering of amenities and events (especially when compared to surrounding cities), tied in part to institutions like the University of Redlands and the local symphony. Others painted a contrasting picture of a low “pizzazz factor” when compared to more cosmopolitan cities that might be competing for business and employee recruitment. High rates of philanthropy and citizen involvement were identified as both cause and effect of Redlands’ unique character. However, the community was also characterized as fragmented: “Each group is on their own path without considering the goals of others,” summarized a member of one of the City Commissions.



When speaking about the future, Redlands’ unique character was seen as distinguishing it from other cities in the region. Many—ranging from historic preservationists, residents, major employers, and developers—portrayed this unique character as a strength to both preserve and build on as the city grows.



Stakeholders see Redlands’ natural beauty, historic neighborhoods, downtown, and major institutions as its principal assets.

Growth and Development

Another major theme was the rapid city growth in the last ten years. There was general consensus that the City of Redlands has been unprepared to manage the needs for circulation and infrastructure improvements and increased demand for services. Some people involved in City decision-making processes said that the lack of a clear vision has led to unnecessary conflict on development decisions, and moreover, unresolved growth conflicts are crippling good long-range planning. Questions and concerns were raised about increasing homogenization—where new developments look no different than what is seen in other cities. The potential loss of character was portrayed by many residents as a threat to the high quality of life.

However, stakeholders from various camps emphasized the need to take advantage of economic development opportunities posed by accelerated regional development. Continued economic development was portrayed as necessary for the fiscal stability of the City. Members from the business community talked about the potential for “missing the boat” and the related fiscal and economic benefits if the City does not become more proactive in business attraction. Residents called for higher quality retailers and restaurants.

Discussions on growth and development often focused on specific areas. Bigger box retail and department store development seems generally well received, and is also seen as complementary and non-competing with downtown retail. However, community members raised questions about the wisdom of widespread “big box” light industrial/warehouse buildings, which are taking much of the remaining developable lands in northwest Redlands but are perceived as having little benefit due to low employment densities. For the north side, advocates underscored continuing efforts to address neighborhood investment deficits—in sidewalks, parks, and other recreational facilities as well as economic development, resulting from its historic stepchild role.

A diversity of opinions was expressed about Redlands’ history of ballot box initiatives and the effects of growth control Measures R, N, and U. Some residents said that the initiative process has been—and still is—the only way to exert influence. Others in real estate and development discussed how the housing caps established through initiatives interrupt the natural cycle of slow and busy building years, and prevent the city from experiencing associated benefits.

Representatives from unincorporated communities in the City’s sphere of influence reported on planning issues and goals in their communities. While Mentone is experiencing significant growth, explained a Mentone resident, very few property owners see any advantage to annexation to Redlands. Crafton locals talked about their community evolving at a much lower density, and hope to preserve the citrus environment with “grove estate” development. Crafton also has good opportunities for regional trails and recreation, but could be impacted by development of Hampton Heights.



While there is support for “big-box” retail, which is seen as complementary to smaller-scale downtown, there are questions about the appropriateness of “big-box” warehouses.



Redlands Planning Area includes the communities of Crafton and Mentone with their unique issues and interests.



Downtown

Enthusiastic support for downtown revitalization was a constant theme in all of the interviews. The future downtown was consistently envisioned as a mixed-use environment with stores and shops, restaurants, cafes, hotels, as well as housing. People tended to make a distinction between the historic downtown core focused around State and Orange Streets, and the surrounding central city. Preservation of the historic, quaint core—or “heart”—was discussed as being essential for preserving Redlands’ unique character and creating a niche business district that could be vital and evolve as a regional destination. Allowing mixed uses in the core was seen by some as essential for continued renaissance.



People repeatedly commented on the opportunities for infill development, diverse uses, pedestrian orientation, and residential activity within the wider central city (outside of the core). The success of the core was linked to intensification in the wider area, including greater building heights than currently allowed. Opportunities for linking future development with the future Metrolink station were raised by many. “Redlands is a unique community that has had special types of opportunities. The real test is what the city will do with the infill opportunities,” offered one downtown community member.



Downtown discussions often involved the issue of parking. Various residents cited insufficient supplies, while representatives of business and development suggested that the shortage is a misperception and adequate parking exists. Consolidated parking and/or garages were discussed by several downtown representatives. Regardless, stakeholders saw the parking situation as a potential impediment to downtown revitalization. A few also talked about the need for behavior shifts to greater reliance on walking and transit.

There is enthusiastic support for a mixed-use downtown, with expanded commercial and housing opportunities.

Housing

Reflective of regional real estate trends, concerns were repeatedly expressed about dwindling supplies of affordable housing, including residents lamenting younger generations being forced to move elsewhere due to inability to buy into the housing market. Employers pointed to the lack of affordable housing as the primary impediment to employee attraction and retention, which negatively impacts expansion and ability to respond to shifting markets. In these housing discussions, people talked about the necessity of having a variety of housing to meet the community’s diverse resources and needs. Alternative forms such as downtown lofts and town homes were suggested to attract younger sophisticated employees. Developers’ characterization of Redlands’ housing market was very positive, due to the high quality of life.



Open Space, Trails and Parks

Open spaces, trails, and parks were hot topics generating considerable discussion in all meetings. The “Emerald Necklace” system of new parks, which is established in the 1995 General Plan, was viewed positively by many, but the Plan’s lack of implementing mechanism was depicted as problematic and responsible for some of the open space planning conflict. In addition to the Emerald Necklace, stakeholders discussed opportunity for a trail system encompassing distinctive environments such as the Santa Ana River, Zanja Aqueduct, Crafton Reservoir, and San Timoteo and Live Oak Canyons.

How to accomplish a coordinated open space and trails system sparked a variety of viewpoints. On one side are open space and trail advocates who are passionate about dedicating open spaces, limiting development in the canyon lands, and establishing a trails system for riding and hiking. Said one advocate, “If the lands we preserve are the gems, then the trails are the threads that hold them together.” Others spoke from the position of private property rights and the need to fairly compensate property owners for open space, parks, and trail dedications. Property owners are generally not opposed to trails, but want to be compensated for their land. The controversies over open space preservation were also related to escalating housing prices. “We’re preserving for the future, but we are stealing from our families and kids,” contributed one property owner.

A common sentiment was that if the community wants the open space system, then they need to pay for it. Questions raised by several residents focused on whether dedicated public open space in the canyons might only benefit a narrow segment of the Redlands’ population. These conversations often segued into discussions about appropriate development regulations for the canyon lands, such as clustering versus large minimum lot sizes, and unattainable slope development standards.

There was also sentiment that park development is lagging behind growth. As the community grows so will the need for greater differentiation between community/neighborhood parks and high-activity/impact sports fields, according to a local parks planner.

Circulation and Infrastructure

When asked about planning issues, almost all stakeholders who reside in Redlands identified growing traffic congestion as a major concern. There was some acknowledgement of the effects of regional growth and traffic, but the majority felt that the City needs to be more proactive in street improvements. The benefits of a citywide bikeways and trails for circulation and community health were mentioned by trails advocate and employers.



While there is a desire to see an expanded park and open space system, stakeholders expressed a variety of viewpoints how to accomplish this.



Traffic is a significant issue, and there is support for alternative transportation, including bicycling.



Other types of municipal infrastructure received relatively little attention. A few questions were raised about the water supply keeping pace with city growth.

Urban Design and Historic Preservation

The design of new development, the character of individual districts, and the relationships between districts were given attention in the meetings. Some people—particularly residents—indicated that the City could demand developers to provide higher quality designs, coupled with a need for better design standards. Others talked about improving functional and visual relationships between parts of the city, citing the north side-south side divide as an example. City entrances were reported as shabby and contributing to a negative city image by residents and businesses alike.



Another significant community design issue relates to historic preservation. While the hundreds of historic homes and buildings in the city are widely perceived as valued jewels, some voiced the opinion that the City needs stronger preservation programs to avoid losing them. “As open space diminishes, will there be more pressure to demolish historic buildings?” asked one preservationist. Ideas offered by historic advocates included incentives for preservation and flexible standards for adaptive re-use (for both non-residential buildings and homes fronting thoroughfares and adjacent to business districts).

Redlands’ heritage of street trees was addressed from two general viewpoints: maintenance and protection of historic street tree landscapes (and lack of such programs), and the inconsistency and low quality of street trees required in new developments. The iconic value of the city’s palms was mentioned by several people. Trees in general make Redlands special, reported residents. Said one enthusiast, “Trees are what make great neighborhoods.”



General Plan Update

The stakeholders had good insight on essential components for a successful General Plan Update:

- The General Plan Update should serve as a means to bring conflicting groups together and to forge consensus. This will require establishing a process at the beginning of the Update, and making sure that everyone understands the process.
- Institutions should be involved early in the process.
- There was a suggestion for a structure comprised of working groups reporting to a larger committee.

Stakeholders would like to see increased emphasis on urban design and street trees, as well as incentives for historic preservation.

- The City needs to focus on communication throughout the General Plan Update, so that all community members can share information and participate in a positive way. This reflects a broader city communication issue reported by several. “The City,” explained a commissioner, “needs to make its planning, goals, and implementation more apparent... There is a big communication breakdown. The City is doing more than people realize.”
- People will need to have confidence that their input is meaningful to the process. Said one long-time resident, “Community members are concerned that their ideas will be buried. The hard part will be convincing people that they are being listened to and their thoughts and opinions matter.” This was echoed by other resident’s who feel like their input has been ignored.
- Greater emphasis on implementation of the General Plan policy structure is needed. This sentiment is characterized by comments like, “Include details and quantified objectives and requirements,” “We need clear and concise guidelines on what can and cannot be done—there’s a great level of ambiguity in the Redlands General Plan.”

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4 Public Workshop Summary

4.1 FORMAT OF PUBLIC WORKSHOP

The community workshop for the Strategic Plan was held on Wednesday, March 22, 2006, at the Joslyn Senior Center, 21 Grant Street. Approximately 60 community members participated in the two-hour event. The purpose of this workshop was to give community members an opportunity to brainstorm about their visions for Redlands’ future. Additionally, the workshop participants were asked to identify key issues, opportunities, and challenges facing the city. The ideas gathered at the workshop will ultimately inform the work program for the General Plan Update.

The workshop was publicized using a variety of methods to maximize participation from the city’s diverse communities. These included:

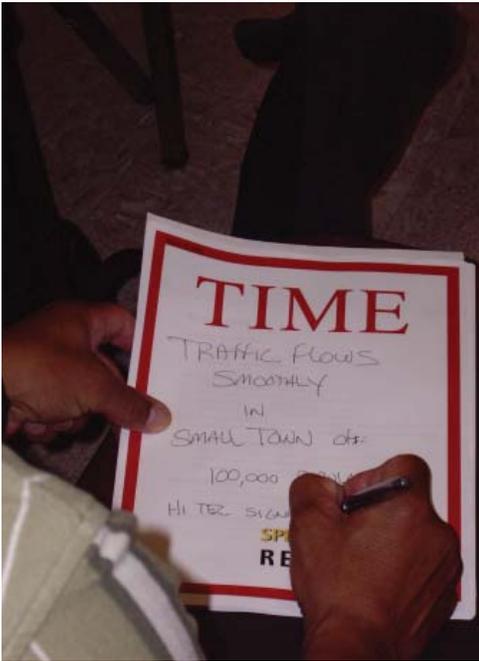
- Announcements published in local newspapers;
- Announcements at City Council and Planning Commission meetings;
- Inclusion of workshop information in survey mailing; and
- Targeted e-mails to individuals who have expressed interest in General Plan Update and/or participation in stakeholder interviews.

The workshop was structured to foster an open, free-flowing dialogue among community members. While signing in, attendees were randomly assigned to tables accommodating groups of 10 to 12 people. Each table was matched up with a neutral facilitator—either a city staff or consulting team member—whose job was to initiate and moderate the dialogue, guide the group through the exercises, and encourage all participants to contribute equally to the discussion. The public workshop agenda (see Appendix B) consisted of three major components:

- **Overview.** Presentation of the purpose and scope of the General Plan Update, planning process and schedule, and role of public input.
- **Activity 1: Planning Issues.** Attendants were given a “pop quiz” in which they were asked to respond to a series of 12 questions and probes asked by the facilitator. The questions were organized around the four topics of Identity and Vision, Future Growth and Development, Environment and Open Space,



The Community Workshop used a variety of activities to get community input.



and Neighborhoods. Example questions include identifying features that residents’ most liked or disliked about their city, areas that could use improvement, the most important issues that Redlands would face in the next 20 years, and what kind of environmental resources in Redlands need protection. The responses were written on post-it notes, which were then were displayed around the room by topic (see Appendix B for questions and responses).

- **Activity 2: 2030 Vision for Redlands.** This exercise included group visioning discussions, where participants created headlines for a future Time Magazine article featuring Redlands and dated March 2030. The small group facilitators asked participants to envision a reporter coming to town in 25 years to write a feature story and asked that they create a headline based on their hopes and vision for Redlands’ future. Participants first developed individual headlines, recorded on a mock cover. Following sharing of headlines, each group created a combined headline encapsulating popular features of the individual headlines and new ideas. Representatives from each small group then reported back to the larger group on the group headline (see Appendix B for a full list of the headlines).

4.2 KEY THEMES

PLANNING ISSUES “POP QUIZ”

The most frequent responses to the 12 questions posed by the facilitator are listed below. Appendix B should be consulted for the complete listing of responses. Key issues and visions/goals for the future tend to revolve around the themes of:



- Maintaining and enhancing Redlands’ unique physical, cultural, and historic environment;
- Strategic growth that preserves the unique environment that makes Redlands special and contributes towards its progressive culture;
- Attention to issues that affect the day-to-day lives of residents, such as street repair, quality shopping opportunities, and neighborhood parks;
- Protecting natural areas—hillsides and canyons in particular—for recreation/trails, habitat, and scenic values, as well as preserving citrus groves (but to a lesser extent); and
- Downtown revitalization as a means to create a distinctive village environment for residents and visitors alike, preserve heritage, and reduce development pressure in open spaces.

Identity and Vision

What word do you think best defines Redlands?

The responses to this question generally evoke positive regard for the city. The most frequent answer was “historic”, with some repetition of “open space” and “orange groves”. Answers like “friendly”, “quaint”, “welcoming”, “tradition”, “community”, and “jewel” point to the small town feeling and high quality of life appreciated by many. Comments on the city’s evolution—and some hesitation to this transition—are illustrated by the occasional answers of “changing”, “too much development”, “crowded” as well as “paralyzed, behind”.

What do you like most about Redlands?

“Small town feel”, “community”, and “the people” were most commonly identified as what people like most about Redlands. Another important category consisted of the city’s open spaces, groves, greenery, as well as the general attractive and neat character.

What needs to be improved the most?

While a wide variety of areas were identified as needing improvement, “traffic” and “streets and roadways” topped the list. This question also uncovered sentiments about needs for downtown revitalization and slowing down/better managing growth.

What are the most important issues facing Redlands in 20 years?

The most frequently cited important issues were managing growth, over development, and traffic/transportation. Other responses touched on preservation, such as “keeping our identity”, “preserving trails, canyons, and other natural/historic areas”, “maintaining the good and improving it”, and “blending of historical past and improving it”. Recent development trends were represented with responses such as “too many warehouses” and “affordable housing”, “unattractive design of new development”, plus need for North Side redevelopment.

Future Growth and Development

Where should new homes and businesses be allowed in the future?

While a wide variety of opinions are found in the responses to this question on locating future growth, some of the prominent themes are compatible. The most common answers dealt with focusing new development downtown and within mixed-use settings. A number of responses called for keeping development out of natural areas and agricultural lands, although there were minority opinions that development should go on the “outskirts” and “in areas where

agriculture used to be/better homes than empty fields”. Others called for limited or clustered development in the canyon areas. Contrasting responses like “nowhere” and “throughout the city” further illustrate the diversity in opinions on future growth distribution.

What types of new businesses should the City work to attract?

A common thread in the responses is the desire for new retail and restaurants that are unique and/or high end and high quality, typified by comments like “no more big boxes like every other community has”, “upscale department store”, and “high end restaurants, jazz clubs, hotels”, and “high quality and unique downtown shops”. Also topping the list are suggestions for expanded high tech, research and development, corporate offices, educational/intellectually based, and non-polluting businesses, although one participant called for businesses that “employ many people without college degrees”. Some participants underscored the need for locally-owned and family-owned businesses, while a few see untapped potential for tourist-serving businesses.

What types of development would you like to see downtown?

The responses generally reflect support for downtown revitalization and new development, with the exception of several notes stating preferences for no new development and keeping downtown the way it is. Appropriate and desired uses identified by participants include mixed-use projects, new housing, specialty retail, and a variety of restaurants. Preserving downtown’s historic character and reinforcing the pedestrian and village environment—the “old fashion feel and walkable downtown”—were noted by several, as was the need to create new parking. Several responses specifically addressed re-use options for the existing mall, such as “continue State Street into the mall area”, “rip down mall”, and using Victoria Gardens as a development prototype.

Would higher buildings (such as 4 or even 6 or 8 stories) be appropriate in strategic locations downtown, if they do not impact historic buildings or established neighborhoods?

The question on greater building heights was met with mixed answers, but with more people reporting acceptance than not. Some supporting taller buildings mentioned benefits for open space preservation: “smart growth—build up instead of out” and “it would be more efficient, take up less space”, and “especially if it prevents destruction of open space.” Caveats about design excellence, views, parking, and historic preservation were also coupled with the “yes” responses. A fair number of people reported “no”, sometimes citing concerns like, “keep small town feel”, downtown “would lose its charm”, and “taller structures destroy the town scale”.

Environment and Open Space

What types of environmental resources need to be protected as the City grows?

The responses to this question reflect the diversity of valued resources in Redlands. Preservation of citrus groves and agricultural lands was cited most frequently. Answers focusing on natural open spaces (canyons, hillsides, and wildlife habitat) and parks followed second in frequency. Historic areas and structures, trees, and water resources were also repeatedly identified in the responses.

Name the top two priorities for parks and open space planning, such as neighborhood parks, trails system, athletic fields, natural open space preservation, etc.

Workshop participants made natural open space preservation (with public access) and trails systems their top two priorities for parks and open space planning. Neighborhood parks (ball fields, dog parks) closely followed as the third-most popular priority, with only a few votes for the other responses. Citrus groves, which participants identified in the previous question as the top environmental resource that needs to be protected as the city grows, tied as the fourth-most popular parks and open space priority, far behind neighborhood parks.

Neighborhoods

What is the name or location of your neighborhood and what is the biggest issue or need in your neighborhood?

Workshop participants hailed from many of the city's neighborhoods. Many mentioned neighborhood issues pertaining to street repair, traffic, sidewalks, and tree maintenance.

General Plan Update

What would be the best way to involve community members like you in the General Plan Update?

Not a surprise, the workshop participants most frequently reported “workshops” as the best way to involve community members! Topical and neighborhood meetings, mailings, and citizen involvement on committees were also suggested. Others identified sharing information and broadly distributing results of public workshops and meetings: “provide numerous outreach opportunities and send results of those sessions for review.” Involving all sectors of the community—including families, seniors, low-income households, and non-English speakers—will require special accommodations such as transportation and interpretation, offered several participants. Others underscored



the need for citizens to be heard in the process, and “not overridden by the City Council or a few special interest groups (donors)”.

2030 VISION FOR REDLANDS

Predominant themes emerging from the visioning exercise follow below. While some of the headlines listed below have been chosen to illustrate one particular theme, many touch on several of the themes identified during the exercise.

Group Headlines

This was the process whereby the groups formulated a headline that resulted in a summation of those ideas and goals held in greatest esteem and having widest appeal. The group headlines from the Redlands workshop depict a vision for the future that successfully balances and integrates the old and new to form a unique city environment. Emphasis on cutting-edge transportation, high-tech industry, sustainable environmental solutions, economic growth, and excellence in education is coupled with preservation of the historic character, natural open spaces, citrus groves, and small-town feeling that makes Redlands a special place to live, work, and raise a family, as illustrated in the listing of group headlines below:



- “Historic, cultural, and open space preservation proves economically sustainable.”
- “Gem of the Valley:
 - Preservation
 - Open space (Emerald Necklace)
 - Transportation (modern, electric)
 - Revitalization
 - R&D high tech job growth
 - Quality of life
 - Pedestrian friendly
 - Educational excellence (public and private)
 - Civic pride.”
- “Model City Circle:
 - Circle—interrelationship, balance
 - Maintain University—culture
 - Preservation—historic, cultural
 - Sustainable: family, self-satisfaction, community, jobs/short commutes, representative pay rate, relationships between people, small town feel with marriage of big city amenities.”



- “Redlands: vision leads to unique, livable, small town by focusing on its history, natural environment, and agriculture.”
- “Redlands Uniqueness: A livable community
 - Balance of jobs and housing
 - Walkable (pedestrian friendly)
 - Open space (trails, recreation, groves)
 - Cultural amenities
 - Neighborhood friendly”
- “A modern green city with old world charm:
 - Open space—hiking, biking, horses, trails
 - Sustainable businesses
 - Zero waste, net zero energy
 - Economical and ecological prosperity
 - Historical resource districts and neighborhoods
 - Canyons (Live Oak, San Tim)
 - Cultural wonderland
 - Public transportation.”
- “Good urban planning maintains the city heritage, character, culture, and naturally undisturbed valleys and canyons while permitting a vibrant mixed-use downtown.
 - Property owner rights have been preserved
 - Density transfers allow goals to be met
 - Block industrial boxes.”

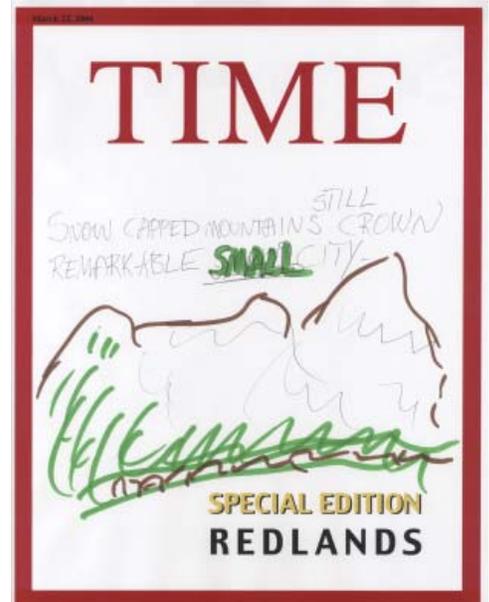
Major Themes from Individual Headlines

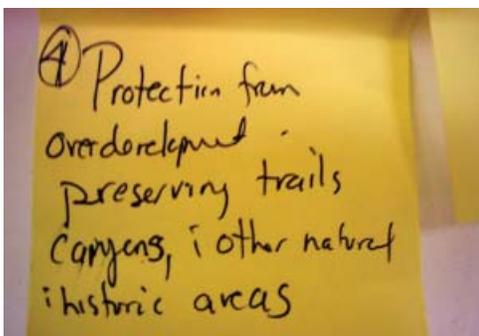
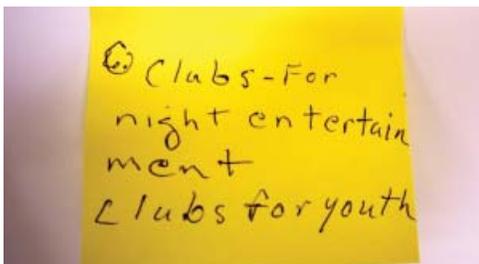
The origins of composite visions summarized in the prior section can be traced to the headlines first created by workshop participants. Below are individual headlines illustrating the prominent themes.

Preservation

Maintenance of the Redland’s small town character and preservation of the historic resources, cultural amenities, orange groves, and open spaces that help define that character were repeated among many of the headlines created during the visioning exercise. Examples of headlines espousing this vision include:

- “Redlands: historical downtown preserved—character remains preserved.”





- “A beautiful historic town invites you to enjoy its preserved lands and wildlife, its trail system, its ag lands, and its unique charm.”
- “Gem of the Valley: history, landscape, community and modern transportation make up the friendliest green city in California.”
- “Historic city maintains its charm, beauty, and sense of community despite population growth, traffic woes and being in southern California: crime remains low, schools maintain excellence, little urban blight, home owner occupied, smog-free air, local shopping, entertainment and sports events, local university.”
- “Good urban planning maintains the city heritage, character, culture, and naturally undisturbed valleys and canyons while permitting a vibrant mixed use downtown.”
- “Almost 1.5 centuries after its founding, Redlands manages to retain historic charm and natural and agricultural resources: developed wildlife corridor and trail system, kept enough citrus to maintain packing house, infill in historic district in keeping.”
- “Redlands returns to spearhead agricultural heritage and renewal of farming industries.”

Balanced, Progressive Community

Another major theme was the desire for a balanced community, which included harmonizing the community’s past with its future, accommodating growth and housing demand in a manner that would not worsen traffic conditions or usurp the community’s open space or orange groves, and achieving economic stability. Positive change and modernization are important aspects of these goals, as are culture and amenities. Headlines encouraging this vision include:

- “City adored for creation of sustainable town well known for its history, culture, environmental setting, jobs and housing balance.”
- “Restoring tradition and moving into the future: Metrolink/ Amtrak city to airport corridor, downtown/orange weaves with north side, restoration of homes, parks.”
- “Gem of the Valley: preservation, open space (emerald necklace), transportation (modern, electric), revitalization, R&D high tech job growth, quality of life, pedestrian friendly, educational excellence (public and private), civic pride.”
- “Redlands offers world class amenities, small town feel.”
- “Model City Circle: family, self-satisfaction, jobs, community.”
- “The most livable community in the west: city of Redlands—the sustainable city which provides job and housing balance, residents can walk to their destination and enjoy life.”

- “Napa meets Silicon Valley: how the historic town of Redlands, California managed to tackle the forces of preservation and urban growth, and won!”
- “A city with vision, what great planning can do: voted best “small town” under 100,000 population, healthy living, environmentally sound management, great traffic-flow.”
- “Redlands successfully preserved its past, yet has moved into the future...”
- “A beautiful rural city that has maintained its beautiful open spaces and its high cultural background: groves, summer music festival, university and fine schools.”

Outdoor Focus

Many participants emphasized the importance of maintaining and enhancing the city’s outdoor recreational amenities, including bike trails, walking trails, horse trails, and athletic fields. In addition to some of the headlines above that have mentioned open space resources, the following headlines emphasize this outdoor focus for the city:

- “Recreational and cultural leader in inland empire: historical buildings; dedicated recreational areas—bike, jogging, walking; arts and entertainment—Bond and Prospect park; unique architecture.”
- “Redlands is once again known for its parks and trees, not noise and traffic.”
- “The citizens of Redlands have managed to keep an oasis of sanity in a valley of over-development. It is encircled by a green belt of trails, parks and open space. There is a wildlife corridor in the canyons to the south, connecting with the Santa Ana River Trail to the east and north. There is a bus system which connects to the Metro-rail which keeps traffic to a minimum.”
- “Redlands: A City for Outdoor Activities—Redlands boasts biking and walking trails throughout the city, meandering around the many historical areas. This serves as a beautiful trip through Redlands past and present. Redlands hosts many soccer, baseball, etc. tournaments at its many athletic fields.”

Educational Excellence

Several participants highlighted Redlands as a community with excellent educational opportunities as well as attracting highly educated individuals.

- “Most livable city in the U.S. reaches goals set in 2006: all students surpass exit tests.”
- “The past makes a great future: citizens preserve the history of character of 150 years: culture, philanthropy, historic preservation, educational excellence.”
- “Park attracts best minds in world.”

5 Community Survey

5.1 METHODOLOGY

A mail-in survey was distributed to randomly-selected households in Redlands as part of the public outreach process for the General Plan Update. The survey asked community members about their opinion on living in Redlands and on priorities and programs for the future, particularly regarding parks and open space, traffic circulation, and growth. Demographic information about the respondents was also gathered. The question styles included check boxes (from among a selection of choices, but also allowing for write-in answers), numeric ranking, and open-ended/free-form. The survey form can be viewed in Appendix C.

The survey was located on the front and back of a single page and was designed to be mailed back to the City's Planning Department, with postage pre-paid. It was mailed to 6,726 of 25,300 households (approximately one in 3.8) in Redlands. Effort was made to ensure that surveys were mailed out in proportion to the number of households in different parts of the city, to ensure geographic representation. The City received 670 completed surveys, for a response rate of ten percent—a good rate for surveys of this nature.

DOES THE SURVEY RESPONSE REPRESENT THE COMMUNITY AT LARGE?

While a mail-in survey enables wide participation, its very nature introduces biases that should be considered when reviewing results. These include:

- *Self-Selection Bias.* The demographic information collected suggests that the typical survey respondent is a white, upper middle class homeowner, has no children living at home, and has lived in Redlands for ten or more years. While this profile fits many households in Redlands, there are groups whose opinions are under-represented in the survey results: racial and ethnic minorities, families with children in the Redlands school system, people who have been residents for less than 10 years, young adults/professionals (often renters), and lower income households. Cross-tabulations were run for all questions to analyze how responses varied by demographic characteristics; these are only discussed in this report where there were significant differences among group characteristics.
- *Age Bias.* Only one survey was sent to each household and therefore only one member from the home likely replied, most likely the head of the household or a parent, if the household included children. Hence, the opinions and ideas of Redlands' younger residents and youth are heavily underrepresented.

5.2 FINDINGS

Responses to the survey question are identified below. Please refer to Appendix C for complete results.

BEST ASPECTS OF LIVING IN REDLANDS

The survey started by asking respondents to write down what they like the most about living in Redlands. These free-form responses could be summarized into approximately 24 distinct statements, with each response containing as many as three different concepts.

By far the most popular aspect of living in Redlands was the city's small town feel and atmosphere, a sentiment included in almost half (45.8%) of the written entries. Some responded to the question with, "It (Redlands) remains a small 'town,' not just a bedroom community" where "everybody knows each other" and it has a "hometown atmosphere." One respondent noted, "It's a beautiful little city, more sophisticated than others in the Inland Empire, but still with a small-town feel."

Some other commonly expressed feelings about the best part of living in Redlands are its safe neighborhoods, low crime, peace, and quiet (18.4%); historical character and resources (17.1%); friendly people and sense of community (15.7%); and beauty, cleanliness, and green scenery such as tree-lined streets (14.8%). Some other concepts repeatedly mentioned were the city's cultural life, including the Redlands Bowl (8.1%), orange groves (7.3%), and good schools (5.3%). One person wrote, "[Redlands'] interesting, small mom n' pop stores make this a unique city to live and work in." Another wrote about the level of safety in Redlands, stating, "I'm comfortable enough to leave my front door unlocked even when I'm not home sometimes...I feel safe." An overall sentiment of these comments was, "Redlanders have strong community love and ties."

FUTURE GROWTH

Improving Redlands

The survey then asked respondents to write down the most important thing that should be done to improve Redlands in the future. Thirty different categories were identified in the written comments.

The most commonly expressed (24.6% of respondents) sentiment was concern about development in Redlands. Around 19.5 percent of responses to the question expressed a desire to slow, limit, control, or stop the overall growth occurring in the city. Typical comments were "slow down growth and development," "stop building so much," and "limit population and commercial growth." An additional 5.1

percent of responses were concerned about the type or quality of development occurring in Redlands. These included remarks such as “avoid becoming Orange County,” “stop building more shopping centers,” and “restrict industrial warehouse and home development.” One survey respondent stated, “I have lived here for 22 years. The town I moved to no longer exists [because of] too much business development.” Another wrote, “Keep it small and quaint by not building too much.”

Another common response was improving the streets and fixing potholes (17.1%). Representative comments included “fix the streets,” “repair city streets,” and “better road maintenance.”

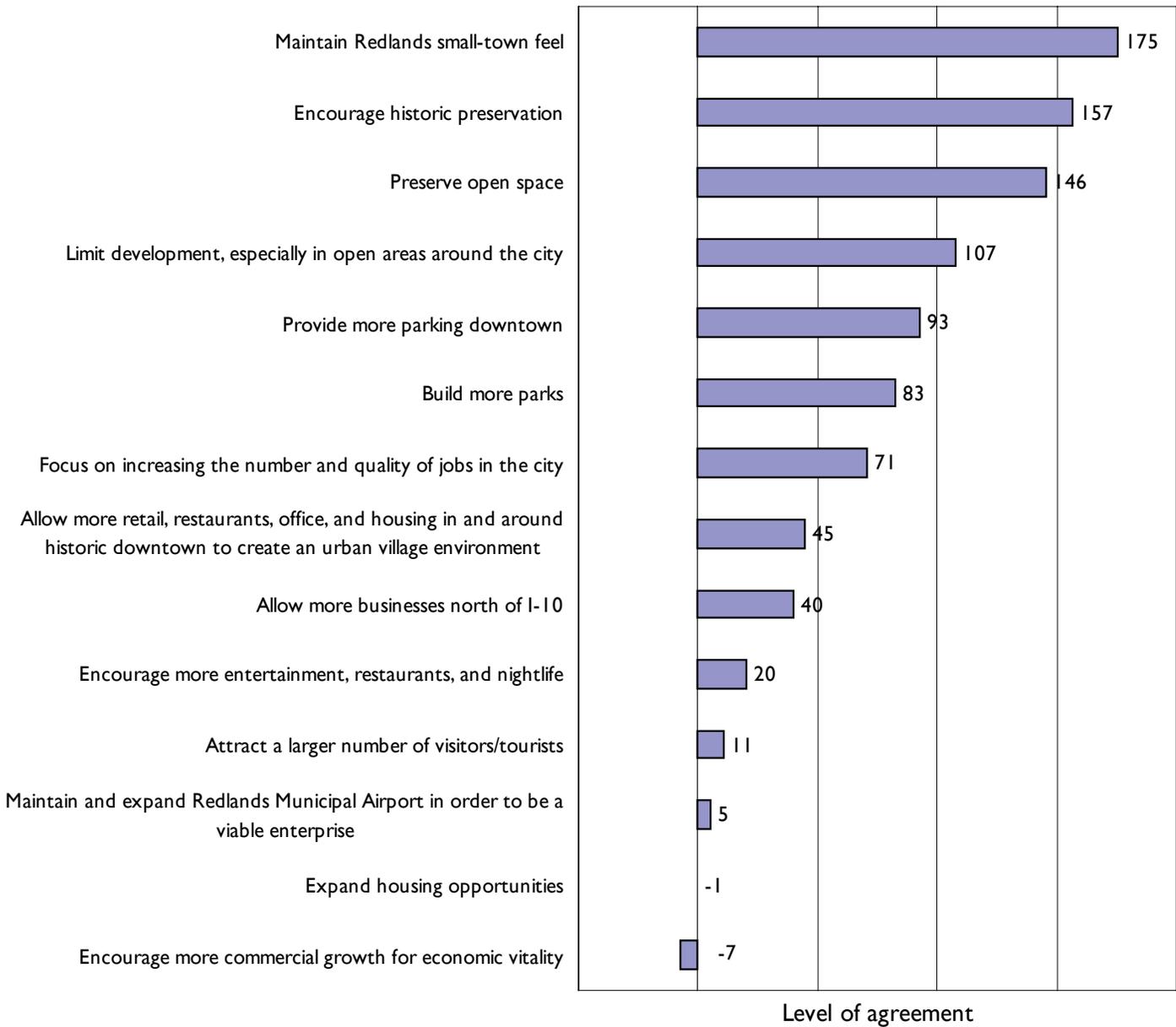
These categories for improving the future of Redlands were followed in popularity by preserving orange groves (11.1%), preserving the city’s small town feel (8.0%), maintaining the city’s low crime rate and/or increasing the police force (6.5%), reducing traffic congestions (6.3%), limiting the building of houses (6.0%), and improving shopping and dining opportunities (5.1%).

Redlands over the next 20 years

Survey respondents were asked to rate a list of 15 programs or statements that could potentially be implemented in Redlands over the next 20 years. The programs related to issues of city growth, character of development, open space, and preservation. Respondents registered their opinion as “strongly agree,” “somewhat agree,” “somewhat disagree,” “strongly disagree,” and “no opinion.” Level of agreement toward the programs and statements is displayed in Figure 5.2-1.

By using a weighted scale to analyze responses, the most popular program was to maintain Redlands’ small-town feel over the next 20 years. Programs to encourage historic preservation and preserve open space elicited an overwhelmingly positive response as well, followed in popularity by limiting development, especially in open areas around the city; providing more parking downtown; building more parks; and increasing the number and quality of jobs in the city. Allowing more retail, restaurant, office, and housing in downtown, and allowing more businesses north of I-10, also drew favorable responses. There was a very slight overall negative response to the ideas of encouraging commercial growth for economic vitality and expanding housing opportunities.

Figure 5.2-1: Redlands Over the Next 20 Years



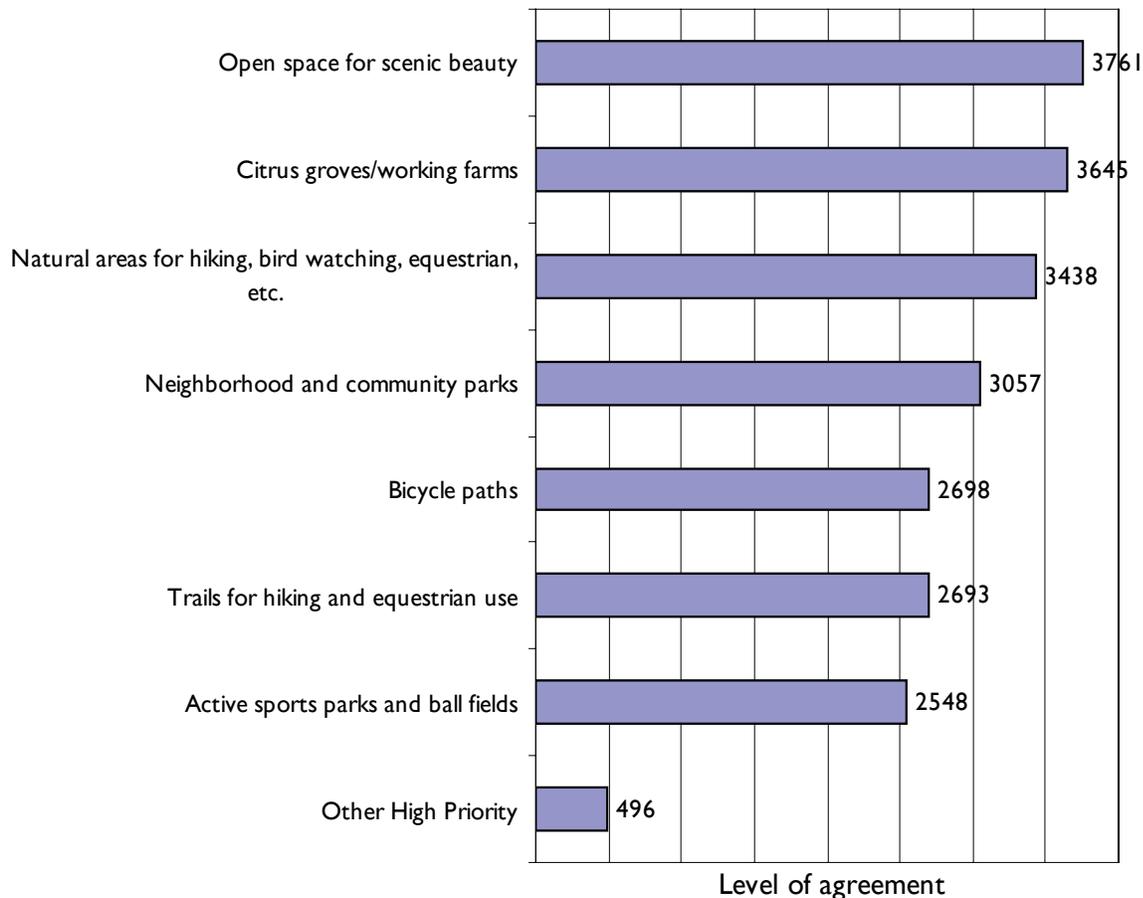
PARK AND OPEN SPACE PRIORITIES

Eight open space and recreation facilities (including an “other” option for write-in answers) were prioritized using a scale of 1 (highest priority) to 8 (lowest priority). In general, respondents were most supportive of:

- Open space for scenic beauty;
- Citrus groves/working farms;
- Natural areas for hiking, bird watching, equestrian, etc.; and
- Neighborhood and community parks.

Bicycle paths, and trails for hiking and equestrian use also find favor. These opinions remained fairly consistent across a range of demographic factors. The relative popularity of the responses, which were weighted to produce a single score for each option, is illustrated in Figure 5.2-2.

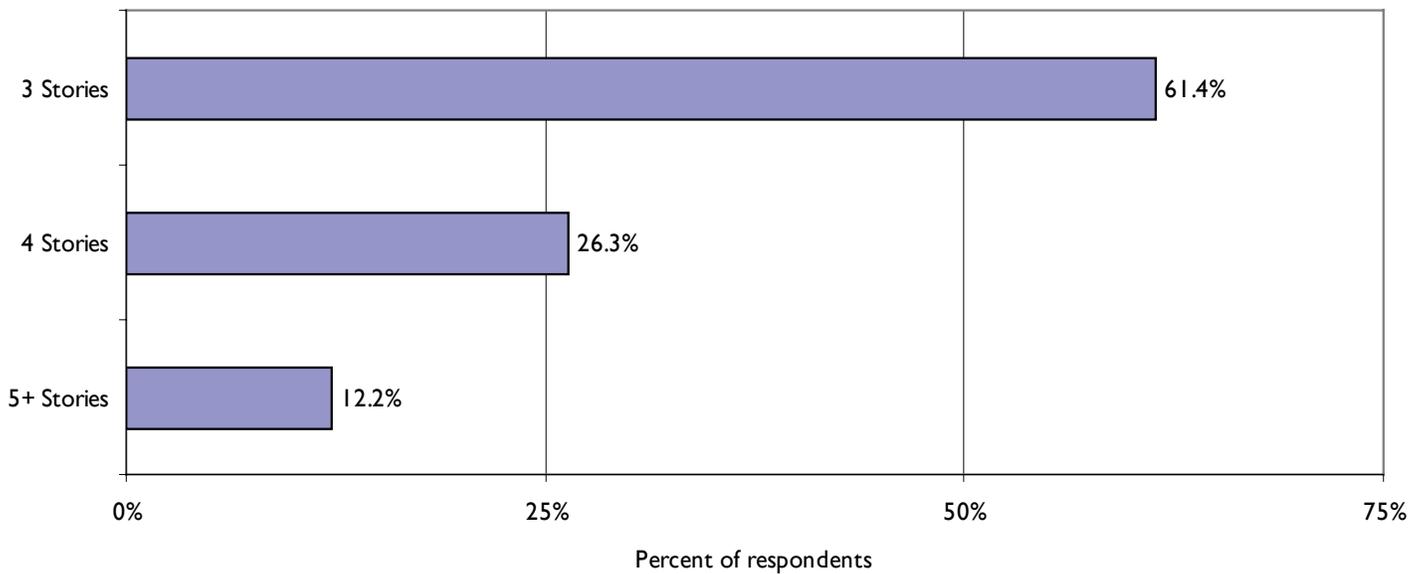
Figure 5.2-2: Open Space Priorities



DOWNTOWN BUILDING HEIGHTS

The survey asked respondents if they supported three, four, or five or more story buildings in downtown. A substantial majority of respondents (61.4%) supported building heights of three stories, while 26.3 percent supported four stories, and 12.2 percent supported buildings of five or more stories. Figure 5.2-3 compares the levels of response.

Figure 5.2-3: Support for Downtown Building Heights



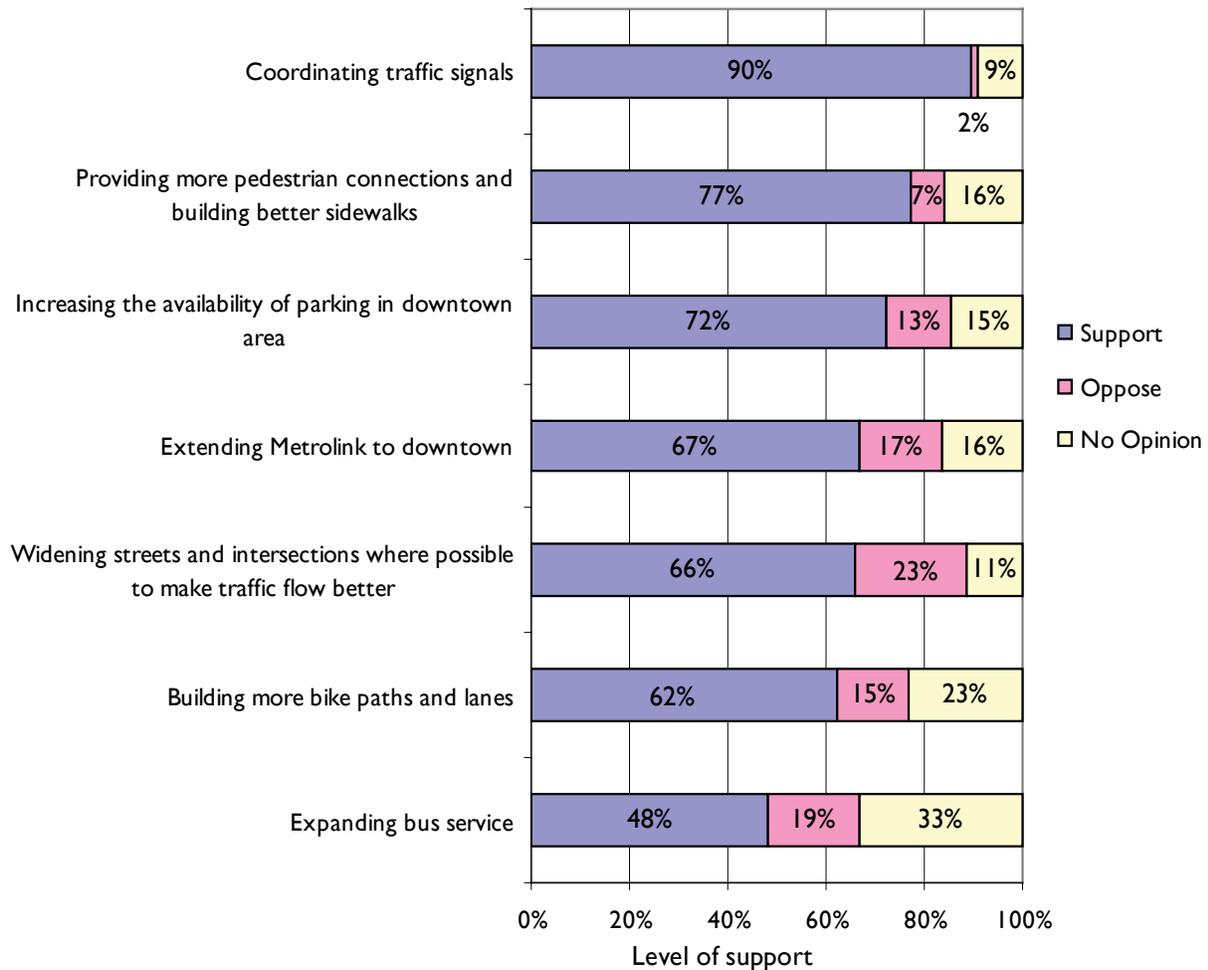
TRANSPORTATION

Opinions about needed transportation system improvements were investigated. Respondents rated seven improvement programs with “support,” “oppose,” or “no opinion.” Figure 5.2-4 shows the relative levels of support for the traffic improvement options.

All of the proposed programs received more support than opposition. The most popular transportation improvements were as follows:

- Coordinating traffic signals (89.4% of question respondents supported);
- Providing more pedestrian connections and building better sidewalks (77.1%); and
- Increasing the availability of parking in the downtown areas (72.1%).

Figure 5.2-4: Support for Traffic Circulation Improvements



Expanding bus service received less support than other programs, although was still supported by around half (48.3%) of respondents. However, support was notably stronger in lower-income households: 62.6 percent of households with annual income less than \$40,000 supported expanding bus service.

PRIORITIES FOR FUNDING

Respondents evaluated 14 programs according to their willingness to support them through increases in City taxes and fees. Each program was rated with “strongly support,” “support,” “oppose,” “strongly oppose,” or “no opinion.” There was also an option to write in ideas for programs under “other.” Figure 5.2-5 shows the level of priorities for funding according to respondents.

The majority of respondents were in favor of paying more for almost all of the suggested programs, as 12 out of 14 programs had an overall positive response. Over 80 percent of respondents gave support to:

- Maintaining parks and trails;
- Preserving citrus groves; and
- Preserving historic resources.

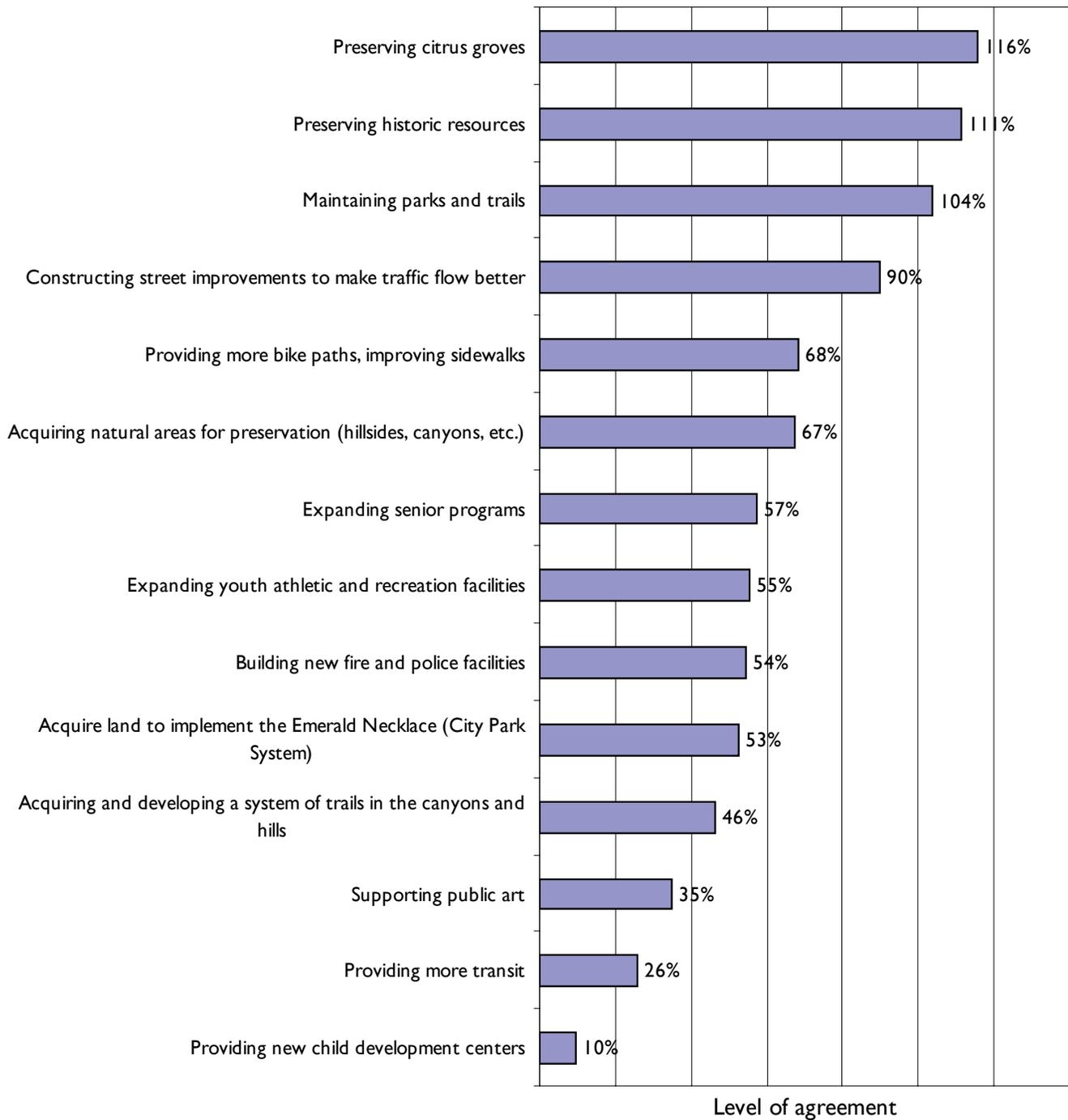
Responses across different demographic groups were generally consistent with these conclusions.

Providing new child development centers was the least popular program overall. In general, support for child development centers predictably decreased the longer that the respondent had lived in Redlands.

The options of paying fees to “support public art” and “provide more transit” were also relatively unpopular. However, lower income households, especially those earning less than \$20,000 per year, expressed greater support for public transit programs—about 70 percent of households earning \$20,000 or less supported efforts to improve transit in Redlands, while support dropped below 50 percent for households with incomes over \$50,000.

Respondents, as expected, expressed strong support for the funding priorities that they wrote in under “Other.” These suggestions cannot be easily categorized, however, with only “repave streets” (eleven write-ins) being repeated by more than five respondents.

Figure 5.2-5: Priorities for Funding



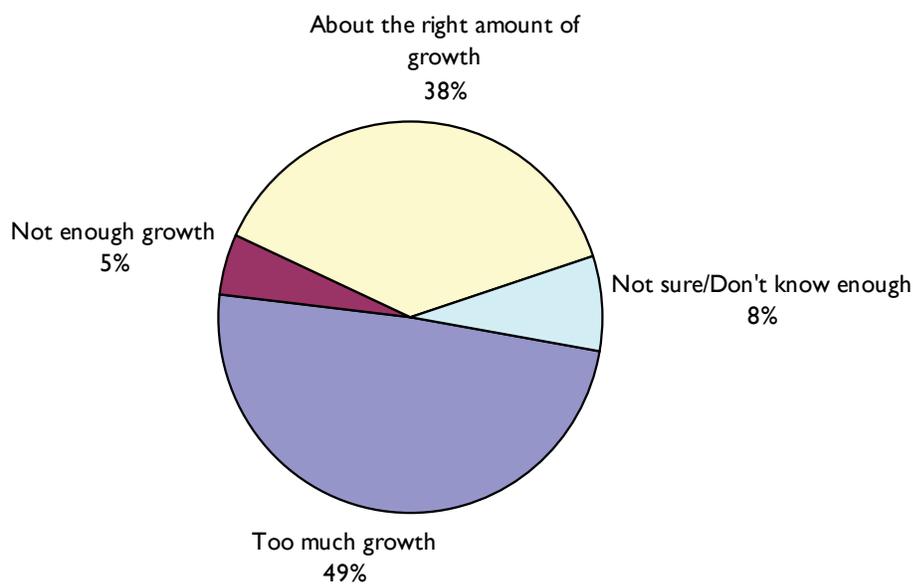
RECENT GROWTH

Nearly half of the question respondents reported that Redlands has experienced “too much growth” over the past decade. Figure 5.2-6 provides a graphic representation of response rates.

Opinions of too much growth tended to be more prevalent among those who have lived in Redlands for five years or more (45.7% for those in Redlands 6 to 20 years, 58.1% for residents of more than 20 years), a group overrepresented among the respondents. This sentiment was much less common among those who had lived in the city for five or less years (24.0% of whom think Redlands has had too much growth).

Of those respondents who felt there has been too much growth in Redlands, 64 percent strongly opposed new housing development in survey question number three. Opposition to new housing increased with length of time lived in Redlands, but did not vary much by ethnicity, age, or household income. More residential development was also resisted by the respondents who said that there was not enough growth—about 57 percent of these respondents opposed housing expansion—suggesting that their idea of “growth” may be economic and job growth, and not population growth.

Figure 5.2-6: Opinions on City Growth over the Past 10 Years



5.3 CHARACTERISTICS OF RESPONDENTS

Several of the survey questions asked the respondents for demographic information. This data allows the nature of the respondents to be compared to the makeup of Redlands as a whole, and is important because a disproportionate amount of responses from any group can lead to misrepresentation of data and misleading conclusions. Notable characteristics of the survey respondents are summarized below, with more detail available in Appendix C.

- *Length of Residency.* The majority of respondents (60%) have lived in Redlands for over 10 years, while nearly 20 percent of respondents have lived in Redlands for 40 or more years.
- *Age.* Respondents were generally much older than the greater population, resulting in a significant under-representation of residents 35 years and younger. The median age of survey respondents was 55, while the median age according to the 2000 US Census was 35.
- *Gender.* In general, men and women were equally represented in the survey.
- *Employment Status.* Full-time employees were somewhat underrepresented among the survey respondents. While 49.1 percent were full-time employees and 30.6 percent were retirees, the 2000 US Census indicates that 65.2 percent of Redlands residents are employed and 34.8 are not in the labor force.
- *Ethnicity.* The survey respondents generally matched the racial makeup of Redlands, with a slightly higher proportion of white respondents than in the overall population.
- *Housing Tenure.* Homeowners were clearly overrepresented in the survey responses. The vast majority of respondents (87%) own their own home. According to 2000 US Census data, only about 60 percent of housing units in Redlands were owner-occupied.
- *Household Income.* Lower income brackets were notably underrepresented. The median household income of the respondents was roughly \$75,000, while median household income according to the 2000 US Census is \$48,155 per year.
- *Household Size.* The average household size according to survey respondents of 2.29 is somewhat lower than census data reports of 2.61.

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Appendix A

Stakeholder Interviews



STAKEHOLDER MEETING PARTICIPANTS

Jenna Aguire
Northside Visioning Committee

Jake Aguire
Lugonia Community Association

Liz Beguelin
City of Redlands Historic and Scenic Preservation Commission

Don Berry
ESRI

Phil Burum
Diversified Pacific

Gregg Boehm
Watson Land Co.

Pauline Calkin
Resident

Bob Clark
Redlands Conservancy

Alfred Chichester
Mentone Chamber of Commerce

Dennis Christensen
City of Redlands Trails Committee

Jary Cockroft
KB Homes

Raffi Cohen
Galaxy Commercial Holdings

Alex Contreras
City of Redlands Human Relations Commission

Bill Cunningham
Redlands Association

Larry Curti
Property Owner

Phillip Doolittle
University of Redlands

Mimi Dupper
City of Redlands Trails Committee

Gil Dupper
Property Owner

Frederick Edwards
City of Redlands Cultural Arts Commission

Louis Fletcher
Property Owner

Brad Frazier
Watson Land Co.

Amanda Frye
Citizens of Redlands for Redlands

Patrick Furlong
General Growth

Barbara Garcia
City of Redlands Business and Economic Development Advisory Committee

Dave Garcia
Municipal Utilities and Public Works Commission

Joe Gonzales
Northside Advisory Committee

Art Gregory
City of Redlands Human Relations Commission

Harvey Hansen
Redlands Community Hospital

Craig Halverson
Watson Land Co.

Cheryl Heesen
Family Services

Gary Henson
Board of Realtors – Redlands Area

Al Hernandez
Downtown Redlands Business Association

Jim Holmes
Redlands Community Hospital

Judith Hunt
Redlands Historical Society

Michael Huffstutler
City of Redlands Citrus Preservation Commission

Bill Ingraham
Airport Advisory Board

Mike Kelly
City of Redlands Trails Committee

Bob Knight
Friends of Crafton

Jan Korfmacher
City of Redlands Historic and Scenic Preservation Commission

Teresa Kwappenberg
Friends of Crafton

Caroline Laymon
City of Redlands Planning Commission

Joanne Lessard
Redlands Conservancy
Citizens of Redlands for Redlands

James McDonald
City of Redlands Planning Commission

Ingrid Lagerlof
Crafton Hills Open Space Conservancy

Sherli Leonard
Redlands Conservancy

John Massie
Clement Middle School

Pat Meyer
Urban Environs

Sandra Olguin
City of Redlands Housing Commission

Thomas Osborne
City of Redlands Planning Commission

Bob Pearce
Airport Advisory Board

Lisa Pierce
San Timoteo Greenway Conservancy

Bob Roberts
Baldy View Building Industry Association Board

Brian Roche
Citizens of Redlands for Redlands

Mario Saucedo
Northside Visioning Committee

Kristen Saukel
City of Redlands Parks Commission

Jeff Sceranka
Redlands Chamber of Commerce

Wayne Stair
Downtown Redlands Business Association

Gary Stegemann
Galaxy Commercial Holdings

Ken Stein
YMCA

Stephen Stockton
Municipal Utilities and Public Works Commission

Michael Taylor
City of Redlands Business and Economic Development Advisory Committee

Kathie Thurston
Redlands Chamber of Commerce

Martin Vahtra
General Growth Properties

Janet Ward
Redlands Resident

Larry Weese
Hopkins Real Estate Group

Jerry Zigrossi
Quantum Structures

NOTES FROM STAKEHOLDER INTERVIEWS BY TOPIC

On January 10 and 11, 2006, the City of Redlands conducted interviews with representatives of a wide cross-section of community organizations and institutions, city commissions, and developers. The purpose of the interviews was to collect input on planning issues, ideas, and vision to help establish a Strategic Plan for the Redlands General Plan Update. Issues raised during the meetings have been categorized below according to planning topic. It is important to note that the topics are interrelated, and consideration of the comments in totality is needed for a comprehensive understanding of the stakeholders' discussions.

CITY CHARACTER AND HISTORY

- The historical aspects of the city are a major strength and make it unique. Need to take advantage of this.
- Unique charm makes city stand out and is a major strength.
- The political environment seems to rally around keeping Redlands quaint, and what it was, but there are different districts with unique character. Some districts should retain historic character, but other districts have characteristics that should be allowed to evolve. The “keep Redlands quaint” battle shouldn’t be fought citywide. Allow there to be differences and let people embrace the differences/personality in the different districts.
- Many newcomers to Redlands (who come to fill jobs) like the mid-west feel of Redlands (feels like home).
- Redlands strengths include civic leadership, historic character, community activism and volunteerism, unique character, and major institutions/employers like ESRI and University of Redlands, which contribute employment opportunities and positive city image.
- Redlands still has that small town feel – some quaintness, uniqueness, plus the orange groves.
- People who have lived here a long time have strong ties to the community. We’re losing that but hopefully there are ways we can slow some of these things down and maintain our sense of community.
- A lot of people like to live here because it is a larger city that still acts like a smaller city.
- Redlands is a unique city, and the people are a big part of what makes it unique.
- My family came to Redlands due to its small town feel even though it is of a good size, plus the good schools/University of Redlands and the fact that we can walk around the downtown and don’t have perception of a large city.
- There is an older group and a younger group living in Redlands. It is difficult for some people to look forward into the city’s future.
- Redlands has a very strong tradition of philanthropy and giving. This keeps Redlands special, and continues to make arts and culture possible.
- The mix of old and new is very interesting, a strength. The young population and college students are strengths.
- While growing up in Redlands, the city had a small town feeling and slow pace. But in last 10 years this has changed.

- The unique, beautiful, safe, small town feel is what draws people and keeps them here.
- Our identifiable image is the beautiful palm trees.
- Our small town feel is a major strength (we still have it!). We love to go to coffee and theater in downtown.
- We have a unique community (geographic, historical and culturally). We have a reputation for safety. We have an Emerald Necklace. We don't want to lose our uniqueness and become like all the other communities.
- People are the greatest asset. Lot of motivated, wealthy, and giving people.
- A lot of people like to live here because it still feels like a small city. Not much crime or political problems.
- There are beautiful streets in Redlands—perhaps they should be designated as scenic. There are sidewalks you cannot walk on because of overgrown hedges.
- Redlands is the “Jewel of the Inland Empire” and is more cosmopolitan than surrounding region. It has everything that people need to do: shop, work, and education for kids. It can be compared to portions of Woodland Hills/Calabasas mixed with 3rd Street Promenade and San Luis Obispo.
- We are a city divided by the freeway, in the northwest.

GROWTH AND DEVELOPMENT

- People come to Redlands because it is safe; it has cultural and historic character; it has diversity – I don't want to see it become another homogenous place. We need to address the impacts of development occurring in the surrounding area and region – drainage, traffic, etc. If we want to retain our identity while at the same time people are coming through Redlands, then some hard thought needs to be given on how/where they spend their money in the city while retaining our identity.
- The Krikorian Theater has been a big success, and stimulated good activity on Orange and around the freeway. Change in ownership of the mall is an important step in downtown redevelopment, and allowing residential in the Donut Hole would be another important step.
- Things (planning and development) seem to move slowly in Redlands – this can be good, to avoid major mistakes.
- People are being priced out of the Redlands residential market, and the supply of affordable housing is diminishing.
- People don't want big lots; they can't afford to maintain them. Property owners therefore are doing lot splits.
- The real estate markets have changed: people now want gated development, smaller lots, and don't want to farm.
- Impact fees are at the upper end compared to most communities. The costs can be absorbed by developers. The more critical issue is the residential unit cap.

- In the 1990s, there was not a lot of interest in development. In last several years, there has been a lot of interest in housing, industrial, and retail development. This has created new challenges to manage this growth, balance the pieces, and preserve community quality. There have also been budgetary issues/constraints in the last few years for infrastructure improvements and new services.
- The last ten years has seen staggering change in east valley, but also in Redlands. The area has not been prepared for such rapid growth. It is exciting that there are developers willing to work with the city and listen to community members. A structure to allow smoother sailing for development is needed unless the city does something, Redlands city will miss the boat and the development will occur elsewhere. The city needs to catch up with the surrounding cities and be part of the renaissance. There are cities around Redlands that are actively attracting development. Need to provide an appropriate environment/infrastructure for new businesses, and make use of the city's assets that can help the city take advantage of opportunity.
- The explosion of new construction, stronger economic base, and new funding for redevelopment has been big changes in the last ten years. Has this been positive? Yes and no.
- 2005 was the first year when construction came close meeting the residential caps imposed by voter-approved initiatives.
- There is concern about the limited amount of vacant land left, especially with so many warehouses being built. We should find the higher/better use for what we have left.
- The entrances and image coming into the city needs improvement.
- City entrances are shabby and do not provide positive image of city.
- In last several years, esp. along San Bernardino Avenue, there has been unbridled development. I haven't seen any "balanced" growth, just growth. Once the natural areas are gone, they are gone for good.
- Outside developers are putting a lot of pressure on the city. A \$100,000 in contributions came from an outside source to support candidates who supported a certain position.
- Warehouse construction is occurring within Santa Ana floodplain, and housing is infringing on the area.
- The reality is that there will be phenomenal growth in the east valley. Having all of the facilities, medical, law enforcement, etc. to meet growing needs will be a real challenge.
- Half of Live Oak Canyon is Riverside Co. There has been no new development on the Redlands side, but there has been on Riverside side. The City is requiring larger pieces of land for lot splits, and the amount of studies/costs required for lot splits and development is prohibitive.
- As a realtor and life-long resident, there are landowners paying the price for the growth control measures. The city needs to seek out an equal balance. The infrastructure on the North side will not be able to handle all the growth. We'll either have tiny lots on the North side, or five-acre lots to the south.
- We have to amend Measures N and U. Every growth initiative since '97 has failed, showing that the voters are no longer aligned with the no-growth faction.

- Residential developers are interested in doing quality projects in Redlands. The biggest challenge we face is the dwelling unit allocation process. It adds additional time and expense, and weighs heavily in property acquisition decisions and number of units built.
- The dwelling unit cap limits the peak building years, and has interrupted the natural cycle of slow and busy building years.
- Redlands has a history of fear of change and development. There is a consistent reaction that “we’re going to hell”.
- The development focus in the future will be north of the 10. Considering all the industrial/commercial designated land, there needs to be more land for smaller lot development. There’s an over-abundance of industrial land versus residential land.
- There will be continued demand for industrial development, particularly for distribution centers associated with Ports of Los Angeles and Long Beach, and Alameda Corridor rail traffic.
- Redlands will run out of land soon, so there needs to be careful consideration of infill/re-use opportunities, without excessive limitations on height, etc.
- There are many no-growthers in town, but we need growth. Some good education will be needed to demonstrate the how growth is needed to pay for needed facilities. The City can’t pay for them without the increased tax revenue.
- The population increase is inevitable, but the recent pace of change has been overwhelming and scary, including the loss off orange groves.
- The growth of the city in past years has not been a positive experience for me, because the improvements were done in other parts of town (not on north side).
- We need to require growth with uniqueness and attractiveness (for example, along Alabama). We should request good design from these. A business called Trimflex planted citrus around it, even though it’s just a tilt-up building. Would like to see developers give us better design—“don’t want us to turn into OC”. Hang on to the packing houses (3rd and 4th St).
- I have been in Redlands only five years. I like the place – there is great development opportunity, especially downtown.
- The downtown mall has great potential for mixed use retail and residential. The preliminary plan is for new retail (maintaining existing anchor) and possibly 225 units of residential (for sale). Many of the buyers may be residents of the area. The demographic was our attraction to Redlands.
- This town is going to run out of real estate very quickly. Hopefully, we’ll have open minds about intensity and tall buildings. We need to expand thinking, and get beyond the initiative talk.
- Redlands is still a little quaint. As we expand to the north, I hope we can maintain that character. North Redlands should not become “packed”, and there should be some development south side.
- They just approved 6,000 homes across the street (in Loma Linda) – the City is going get impacted by all the development going on around it – traffic, drainage, etc.

- South Hills have been blackballed—they can't do anything. Farming is not really viable now. All development is now occurring on the North side. We need some kind of a balance between north and south, and growth and no growth constituents on the south side. Infrastructure on the north side cannot handle traffic anymore.
- Balance between the huge lots in the south hills and really small on the north side is needed.
- Growth here is going to be phenomenal. We'll see here in the next 20 years what happened in Ontario and Fontana in the last 20. Taking care of the population will be a challenge.
- The struggle has been to a large degree political, from change from a semi-rural perception of itself to a fairly suburban perception. You've had people fighting over projects that would have been welcomed by other cities, in order to maintain a small town atmosphere. Growth is inevitable. There's some good thinking about growth, but not a lot of good planning.
- The city has been in limbo, up until last couple of years. Not a lot accomplished. Recent change has been due to improved city leadership.
- My vision for Redlands is a place where I could drive anywhere and know that I am in Redlands. This requires greater equity in decision-making. Need to preserve the small town feel. There is potential for the north side to lose the small town feel more than the south side, because of the prevalence of big warehouse development.
- We're preserving for the future, but we are stealing from our families and our kids.

ECONOMIC DEVELOPMENT AND EMPLOYMENT

- Greatest strength is our business base and its good health.
- Should capture as much retail as possible from nearby communities. Can't let the "quaint" battle prevent Redlands from losing revenue. Need to look at surrounding communities and see what retail needs Redlands can capture.
- Concerned about big box retail in surrounding cities. Need to keep Redlands unique and different to attract shoppers. Need to keep downtown unique to attract shoppers – a reason to come.
- Need to look at constraints for business attraction (specific example – high water service costs for restaurants).
- We're near the top in per capita income in the county, but we may not have the base to attract/support the higher-end retail.
- There has been a change in attitude from anti-business/development to welcoming new development. Redlands has a reputation for not historically being receptive to developers. The current City Council has a greater vision and understanding for need for greater revenue. I don't see a Donut Hole fiasco happening again. The City still could become more aggressive and assertive, instead of waiting for developers to come to the doorstep.
- The hospital reported similar challenges to other health care providers: greatest challenge – staff attraction and retention, especially when competing with high-pizzazz communities.
- Either we have a growing retail/tax base, or we all will be going outside of the city to shop.
- We need an economic base that can provide jobs and work experience for our youth.

- Redlands has some long-term institutions, such as the university and the hospital. The hospital is here to stay (although it might make more business sense to move out of state). The hospital is an asset, and needs to be considered as such by the community – provide service and provide high quality jobs.
- What ESRI employees see as strengths: quality schools, medical services in town, environment of town, quality of life. But ESRI is struggling and competing in staff attraction. Number 1 reason for losing employees: people moving back to “home town” where a feeling/environment is missed and housing is affordable.
- ESRI can put tech support group anywhere in world, but may be looking elsewhere if they can’t accommodate the growth here.
- University of Redlands is attracting a fairly highly educated population – in common with ESRI and hospital. Independent university – aren’t a lot around anymore. (2)
- University of Redlands has achieved goal of 2,000 students on main campus. Future growth will likely occur in regional centers and on-line programs. There will be expansion, but may not lead to more students in Redlands. Want to keep small college environment, and don’t want to change environment. Future plans – new art building, new theater, new gym, new student housing in next 5-6 years.
- City should be working hard to attract other strong institutions/organizations that will bring in more high-caliber employees. Need more marketing of the assets and benefits of the community.
- Need better shopping – keep the salary dollars in the city.
- There is a lot of commuting from out of community. Residents would like to work here, but there are not opportunities in town. Higher paying jobs, executive positions, high tech/manufacturing, and medical jobs needed. There is no clear strategy for how to attract these uses.
- There are a number of ESRI spin-off businesses. Face same employee issues – considered to be the number one limitation on their growth.
- Redlands is the jewel of the region, but it is not on the radar screen of big companies when making locational decisions. Other cities (Yucaipa and Loma Linda) will get the business unless there is promotion of Redlands. They are getting the restaurants, Crate and Barrel, and have more affordable housing.
- Number of big box warehouses in north Redlands has been a common concern among residents. Low employment density in such buildings.
- There is a perception that it is hard to do business in Redlands. If we want these things to happen, there has to be a pathway. The community issues raise the cost of doing business and development. There’s a price that employers pay for protecting the “jewel”. Hard to get the city to think outside of the box to address challenges and accomplish goals.
- Ontario is probably the greatest competitor for providing amenities and capturing retail/commercial.
- City needs to proactively promote the positive qualities of the city to attract business. Tourism is another issue.

- Need good retail growth that keeps people shopping in the city and adding to tax base.
- The Redlands Macaroni Grill is the busiest one in southern California.
- Need to encourage office/institutional development (businesses like ESRI), but hasn't happened in past years.
- Commercial development is important to provide needed jobs. The key is managed approach to commercial growth rather than severe limitation.
- The competency level of the labor pool is very low and is really a problem in running consistent and quality operations.
- Redlands is positioned to be the center for the east (the "Ontario" of the east). The city should look at itself as a regional center. There needs to be acknowledgement of the surrounding area in long-range planning.
- San Bernardino will be setting the pace for the county.
- Airport has a lot of pluses that can be of benefit to the city, such as opportunity for new industry development around the airport.
- Redlands and Loma Linda are in the unique position to attract white-collar jobs.
- Warehouses and distribution facilities development trend: tenant interest generated by Alameda Corridor/Port of LA. Ontario became built out in warehousing, and Redlands was the next place. These are national distribution centers. This trend is expected to accelerate. Some of the biggest warehouse developers are building in northern Redlands and the Donut Hole. The absence of residential and I-10 freeway makes this a great location for industrial activity.
- County has created Strategic Plan for economic development. Redlands has an ability to attract white-collar workers.
- We should also like to bring some uniqueness (and not just Starbucks).

OPEN SPACE AND TRAILS

- ESRI staff has expressed desire/need for more bike paths and walking trails as an alternative to driving to work.
- The City Council doesn't want to pay for the Emerald Necklace, but they can't leave implementation up to developers.
- Interested in the idea of focus on infill development to preserve open space was expressed.
- The open spaces and groves are what make Redlands unique and special. The historic buildings are important, but it is the environment that makes Redlands unique.
- There has been a lot of effort and study on trails, and developers who opposed the trails were appointed to serve on the trails committee.
- Need natural resources manager on city staff.
- On the issue of maintaining agricultural heritage, the question of whether we really want to prevent growth in the canyons was raised, as well as do we really want to prioritize preservation of agricultural heritage?

- There needs to be development fees that are targeted for open space acquisition.
- The Emerald Necklace open space concept should be integrated into the new General Plan. A well-established open space vision has been developed, and is ready for consideration in the new General Plan.
- There are many open space components and trails that need to be integrated into the open space plan in the new General Plan: San Timoteo Creek, rail to trail projects, Crafton Hills, Live Oak Canyon, and Santa Ana River.
- There are many trails that exist (equestrian and pedestrian) – these have great potential as an asset/resource to drive economic development.
- The Emerald necklace and canyon protection are major issues.
- There is an agreement between Redlands and Loma Linda to share/connect a trail (in southwestern part of city).
- We need a city-wide trails system, like Napa Valley. Could be very upscale.
- If we don't start doing something, given all of the development, then we will lose opportunities for parks and trails. There are some great models to consider from other cities (Boise, Ashvern VA, cities outside of the DC metro area, Germantown). A trails system keeps property values up, lets kids walk/bike/skate to school, and encourages people to get out of their houses. There are missed opportunities – developments are going in a hodge-podge pattern, without any coordinated/uniform trails system. Individual open space and trails systems aren't hooking up to each other. The public is concerned because the developers are coming in, making money, and leaving.
- The land and open space is all privately owned. Trails are nice, but not on private property. Private property owners are treated like the ugly step-child. Property owners should be compensated for any infringement. Need to consider private property owners in the General Plan Update process. Covington project was going to give 100 acres to the City, but the community wasn't happy with that. Need to work with developers to accomplish goals. Existing development regulations make it impossible to split property, and very expensive for required studies. There have been conflicts between horse riders and private property owners who have closed property to riding/trails. If the city wants the land for open space/trails, then they should buy it.
- There needs to be consideration of who will be the people moving into Redlands: families with kids. These kids need sports fields, recreation programs, etc. Police dept. has tracked the positive results from youth involvement in recreation programs.
- On the Trails Committee: At first, the trails committee was comprised of canyon and horse people. Then, others came on board and meetings stopped. Concern about trails on private lands constituting a "taking". The trails map was taken to the City Council, and then it was continued and seemed to die (about a year ago). A few issues get missed or under looked or misunderstood: private property rights, liability issues, connectivity of trails system.
- Redlands has an annual bicycle classic (20-year history), plus many bicyclists use streets – but there is no marked bike system. Also, the trails committee has a side focus on the canyon issue.
- Could use a signage system to mark bike trails. Painting trails is difficult due to street conditions.
- The circulation element has a bike system.

- Could use money for safe routes to school program, and include safe street connections in the trails system. Rancho Cucamonga does a good job of combining horse and people trails.
- Many of the local employees drive to work when they could bike or walk if there were trails.
- Cajon trail problem needs to be addressed.
- As new development has occurred, open space has declined.
- My biggest frustration is the fact that we have open space, and we are losing it to development without much consideration of saving any of it. The trails out there right now are being lost from development, and there has been little push for trails preservation from the City Council. The trails map was supported by the Council until it came time for approval and then it stalled. The committee compromised and took some trails off. As the trails committee composition changed, some new members were opposed to trails. Continuity in the trails was prioritized.
- Trails traditionally are located in areas constrained for development.
- The land was purchased as agricultural land, with low density zoning. If the owners want to develop it they should be willing to preserve the trail. The plan indicated that the trails don't have to be dedicated until the land is developed.
- Bike trails were considered by the Trails Committee, but put it off so that it could be a separate plan. SANBAG has money for bike facilities. The biggest issues are determining how to integrate bike facilities within the designated streets.
- Rail-to-trail opportunity: the ROW goes through downtown, ESRI, Mentone and hooks up to the Santa Ana River.
- Redlands is surrounded by open space. As we are expanding, we are losing open space. In the last few years, a few things have been done, but not enough.
- Unofficial trails have been lost to development. There isn't a watchdog. We worked on a trails map—mapped with global position systems, and then we stopped. Started with 26 trails, and moved them down to 18 (removed by members from their own properties). We just wanted continuity to the trails. Many of the trails were on the signature trails (from 1941 Isaac Ford).
- Highland and Yucaipa have trails. Trails don't become official until the property is developed. They purchased it as Ag land, and now want to do higher density. Philosophy out there changes, and the City Council has bent over backwards. Would get arguments about liability, insurance, etc.
- Bike trails/bikeway: There is no money on this issue. The bikeway plan and General Plan are not integrated. Could get money from other agencies. Railroad ROW that goes through Mentone (could get a nice walk from California Street all the way through). Trails committee could help look for the grants.
- If the lands we preserve are the gems, then the trails are the threads that hold them together.
- Some development companies come in, and they just build. There is not a uniform plan. Just across the Wash—East Highland Ranch, there is a trail out there. City needs to have a template. Urban planners are not talking to each other; they are planning their own community.
- Developers are not planting trees, and there is no uniformity. The old and new don't mix.

- Have to save open spaces. Like the Alamo—we tore down a beautiful hotel (La Posada) and Elks Club in the 1960s, and still trying to build it now.
- The City giving in to developers.
- Redlands should put the trails and open space acquisition on the ballot, and have extra taxes to buy open space.
- People talk about planned development, but some of the open space in the middle is not terribly useful.
- Architect who did Beazer Homes did not know how to organize open spaces.
- Trails committee has not met for over a year. There needs to be a way to work the trail system with the private property owner issue. Trails map: started a couple of years ago, but then it stopped because of issues (second meeting had room packed).
- People don't have a right to trails until dedicated.
- Trails have to connect.
- There are no trails on the City streets marked for trails. There are certain streets in the General Plan marked for Class I and Class II, but public works has not had the money to implement.
- Three groups: 1) Horse people; 2) Private property owners in the Canyons, want to be left alone; and 3) People in the canyons who are large developers.
- Trails are not just about the canyons, but surface streets are also critical. The City needs to tap into Safe Routes to Schools programs. Dual trail on streets: skate, ride bikes. ESRI and UOR are the biggest employers, and everyone drives even when most live in the City. This is because there are no bikeways.
- A turning lane was created on Bridal Trail on Cajon and now we can't bike on it.
- On the purchase of open space in south hills: How can it be a priority? Who will it benefit?

AFFORDABLE HOUSING

- Employers reported that one of the most significant challenges in attracting and retaining staff is the limited local supply of housing affordable to middle-income families.
- Even with the existing City housing programs, many people still cannot afford to buy into the housing market. The City needs to get creative in providing affordable housing and effectively using its affordable housing funding.
- Housing prices have resulted in a turnover of property, loss of rentals, and displacement of residents out of the city.
- Affordable housing should be incorporated throughout the communities rather than concentrating it in one area.
- Regional issues to be addressed: child care, aging work force is creating elder-care needs, homeless problem.

DOWNTOWN AND CITY CENTER

- Downtown has a historical component, sense of community, and sense of separate identity in how Redlands is different than other major cities (Pomona, Montclair, etc.). Survey showed that downtown shoppers from other areas were brought downtown for the first time by Redlands residents.
- There are a number of communities that have historic downtown cores that have tried to evolve them into the modern era. Claremont has been somewhat successful, but Ontario and Upland have met less success. On the east side, there are downtown Riverside and San Bernardino: San Bernardino has failed to create a unique core but Redlands has been successful. Redlands is facing the same pressure where there is a new area with development interest (Donut Hole), but needs to not let the old core die from attrition. We need a mixed-use core that has vibrancy is unique and different from the Donut Hole. Has to have more of a reason for people to visit it other than being “quaint”. The General Plan Update must establish policy to let downtown be creative and vital, and not have a policy to keep it the way it is – downtown needs to evolve.
- What are the boundaries of downtown? If talking about an expanded core – residential is essential, as is office – we don’t have to replicate what is seen on State and Orange, but there needs to be some blending. The building types need to fit together. Expanded residential is paramount, but it can’t impact the fabric of the historic core.
- Question to address include how are the different areas linked, such as core block and state street area? People need to easily get around different areas, via walking, transit, etc. Another issue is how downtown connects to the Donut Hole. There are differences in perception of parking situation. Additional parking is needed, but the problem is overstated by the merchants. Need a change in mind set downtown in the area on parking.
- We cannot rewrite all of the laws to address people’s concerns about heights. City should stop reacting to every person, and establish a citywide vision. Need to use slides from other cities where infill development has been successful and you don’t give into distractors.
- Need to encourage mixed use, especially downtown. Need greater attention to creating pedestrian-friendly areas downtown – earlier policies have not been achieved. Facilities and planning should coordinate with future Metrolink, and identify the best locations for line and stations. Maintain some historic elements of the architecture in the downtown core.
- Higher buildings will be important in achieving economic development goals since available land is limited. Higher buildings should be encouraged.
- Building heights – go for greater heights, as long as it fits in with the districts.
- Metrolink extension into downtown is very likely. Intensification in conjunction with Metrolink system is important. Community sometimes overstates safety concerns about the line coming through downtown. Pasadena (underground station) and South Pasadena (at grade station, integrated with downtown) provide two models for addressing the issue. Eureka to Orange St. are most critical. Locations of trains and crossing will be important policy decisions for General Plan Update.
- Need direction on the scale, intensity, building heights for downtown.

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- Redlands is a unique community that has allowed it to have special types of opportunities. The real test is what the city will do with the infill opportunities. Many communities in inland empire have miserably failed in downtown revitalization due to lack of design standards.
 - The success of the downtown core is predicated on the success of other growth areas. The downtown community would like the mall to be configured with residential above. The demand for this new residential is very high. The historical core will be enhanced by revitalization/development in the extended downtown.
 - I would also like to see downtown improve, with better parking.
 - Keep downtown viable. Need compatibility between new downtown development and historic buildings.
 - Downtown parking needs to be addressed to make it more competitive.
 - Parking and pedestrian friendly environment are needed downtown. Changing the code to allow greater building heights downtown would help. Downtown projects might have been stalled due to building height limits.
 - Planning needs to help downtown evolve into the destination that people talk about. This might involve revising the fees for restaurants.
 - A big catalyst for downtown was the theater. Downtown is a big area. State will retain its quaint character, but the areas around it will become something new.
 - More pedestrian oriented and restaurants and more people living downtown will add to its vitality. Allow the bigger retail stores on the periphery. Maintain the character of State Street.
 - Whatever we do, we have to make sure that the downtown doesn't dry up.
 - Parking in the downtown area needs to be addressed. The challenge is how to create new parking without tearing down historic buildings. The new master plan has set forth a parking strategy, which will be reflected in the new specific plan (to be prepared).
 - Public safety – facilities for fire and police – ties into security and perception of security, which will directly affect downtown revitalization success.
 - I would hate to see Redlands join the fate of so many cities that have lost their downtowns, especially as centers for arts and culture. Redlands downtown should be a real downtown – needs to be enhanced and preserved – theaters, shops, restaurants, hotel, pedestrian oriented.
 - Need living space downtown and the new General Plan should encourage this.
 - We should all remember the loss of the downtown hotel and Elks Hall – we can't go back and reinvent our heritage. Can't give in to demolition proposals on historic properties.
 - Parking needs to be addressed in downtown planning. People need to get on board with a structured parking. Things take so long here.
 - There needs thorough study of downtown development opportunities and strategies.
 - Mixed-use development is needed (res/commercial) in segments of downtown, plus transportation and circulation.

- I would hate to see Redlands in the direction of Anaheim. The General Plan needs some big ideas for downtown. This is the area where the tourists will come. It needs development that conveys the image of the city. People come for the ambiance of a real town. I would like to see us not just preserve it, but enhance it with theaters, shops, restaurants, places to go in the evening, hotels.
- “Ambiance” is critical. I’m from Orange County, where there are no oranges or downtowns.
- It is important that we don’t have big boxes downtown.
- Claremont-like unique shops and restaurants will help the viability of downtown.
- We need living space downtown, and there is opportunity with our old mall (would love to see something come out of that).
- The General Plan should encourage mixed uses downtown. New Urbanist principles should be embraced; bringing uses together will decrease traffic.
- We can create more vitality in downtown, because there are younger people, students, in downtown. Create mixed-uses, cafes, people, and energy.
- There is great need for parking downtown. That’s been a real problem—hard to provide without condemning property.
- Our biggest problem is how to handle parking with housing. If we need walkability, we need to establish parking (build parking garage). Everything seems delayed in this city. If you want to get a good national tenant, where do we park?
- The movie theater has created some night life downtown.
- One of the biggest challenges is changing people’s attitude about not needing parking immediately adjacent to destination.

DONUT HOLE

- Retail in the Donut Hole retail and the downtown district need to be complimentary. Downtown can survive, regardless of the amount of development outside of it.
- It is understandable that downtown businesses are concerned about new retail in Donut Hole. Downtown needs to reinforce its niche marketing for uses not located in the Donut Hole. The big retailers are not going to locate downtown.
- Prop R in 1979 prohibited residential in the Donut Hole.
- Land available between Donut Hole and freeway has great potential for mixed-use development with golf course, lakes, etc.
- The area is ideal for warehousing and distribution centers, and other commercial uses, due to lack of proximity to residential and access to the 10 freeway.
- In five years, the donut-hole and industrial areas will be filling up pretty quick.

NORTH SIDE

- Lugonia is an important economic force, and there is some critical activity in the north. Need not just a vision for downtown, but for the whole city and how the dots are connected.
- Community members can make complaints at the commission meetings – sometimes relate to north-vs.-south division in the city. Before city developed, there were really two cities. There was a perception that poorer people live on north side. The cultural mix on the north side has historically been different, and there are issues dating back to days of segregation. The Human Relations Commission works to educate people on these issues, and build more unity and acceptance. In recent years, the City has tried to have as much public access to planning as possible to help address this rift.
- The city set up program for sidewalk improvements in the north side without asking residents what they wanted. The City didn't do enough outreach. Even within the north community, there are divisions.
- The north side personifies what Redlands should be: racially mixed, with diversity of the area and occupations. If we're going to build a future, then start with the north side. The North side has resented the "we know what is good for you" attitude. People need to feel like they have a stake in the city's future. Our major challenge for the future is funding. We need to manage our growth (in phases and coordinated with infrastructure and service improvements) rather than control it (which is selective). As the south side started developing more, the north side was neglected. Some areas could be rezoned (east of Donut Hole) from C to R, or don't allow any more C zoning. Too much commercial makes people feel crowded.
- YMCA working closely with city of Highland – park, ball parks, library, 12 homes, etc, a center for community activity – the program started with home improvement grants for blighted/problematic homes. A project like this would be great on the north side.
- The University is located on North side – interesting contrast.
- There are many vacant and blighted properties on the north side.
- The north side is lacking a library and center for the youth. Any help in providing community facilities on the north side is important.
- There's been an inequality in provision of services in the north.
- The north side community historically hasn't been brought into past planning efforts. There are few facilities for the kids, even on south side. Many of the programs on north side are frequented by kids from south side. More property needs to be acquired by the city for community facilities: parks, library, skateboard park, cultural center, and community pool.
- As a youth, I could feel the difference in how people were perceived on north and south side (economic, social). This has resulted in a huge neglect in services and facilities on north side. Any development on the north side has to help to try to make up for some of the past neglect. The City seems to be looking at North side land for redevelopment purposes (for revenue generation), and many on the north side will fight this. (14)
- Our expectations are so low – we still have areas without sidewalks, because we have so little in terms of infrastructure and facilities.

- Want to maintain single-family character of neighborhoods, and we don't want big box stores and corporate development. Would rather see less retail (jobs tend to be low paying), and more opportunities for small businesses (particularly owned by Redlands residents). How are we going to compete if we look exactly like other cities, with the same corporate businesses? Zoning should allow for mixed use but the City shouldn't subsidize such big developments. Retail on State is beautiful. We could have something on our side that is mixed use and has architecture that represents our past, but not at the expense of existing business owners and residents.
- The Visioning Committee is largely satisfied with the General Plan, but could use some education on the vision and how the north side fits in. We would like to understand it more and participate in the process for making adjustments. Would participate on a committee, attend meetings. The committee is finalizing drafts of issue statements on land use, public works, traffic, school, neighborhood and youth facilities, parks, etc.
- Many of the recent residential projects are gated, and they don't seem to want to interact with the existing community.
- North side has been lacking; they have been wanting library, computer center, etc. We are happy to see there is a committee in place now trying to help. We have some very old buildings in North side, that are beautiful that need to be saved (Lugonia dist. preceded Redlands).
- Would like city to look like what it looked like 50 years ago, in terms of architecture? The dream should be that the north side is where the south side was 30 years ago. North side as great potential to be a fabulous neighborhood.
- There are many vacant lots and lack of sidewalks on the north end. The slow removal of graffiti creates a run down look in some neighborhoods.

AIRPORT

- Airport operations can be protected by avoiding building homes nearby. As soon as homes are built, the new residents will start complaining about noise, etc. It provides an important facility for emergency supplies in event of disaster.
- The airport can provide many benefits, and spur industries around it.
- Redlands airport has grown significantly in the last five years, from 200 to 240 aircrafts based there. New hangars have been constructed. The upcoming closure of the Rialto airport will likely result in additional aircraft at the Redlands airport.
- There is a protection zone around the airport, and the noise overlay zone has to be considered in land use planning. There is good potential for light industrial uses.
- The airport influence area will likely not expand, and the noise affected area will probably contract although single-event noise may increase (as may complaints). (7)
- Last week the city interviewed consultants for an airport master plan update. The completion timeline is 10 to 12 months. The ALUCP update typically follows a master plan update, but the City is trying to do them parallel due to development pressure south of the airport. There are questions about residential development south of the airport. Hangar construction and aircraft activity has increased significantly in the last five years.
- SB County has passed ALUC responsibility to the local cities. If local city can't resolve an issue, then the SB Co Supervisors take action. City Council adopts the Master Plan and ALUCP.

NEIGHBORHOODS AND COMMUNITY

- The historic neighborhoods are jewels, where streets have unique architecture house by house. It would be nice to continue that tradition in the new development.
- Many new homes are built too close to each other. Lots should be more spacious for larger homes—need bulk regulations.
- Community centers and gathering places are very important, plus family services – important to city building. The generosity of this community is incredible. People have a sense of ownership.
- The YMCA is a huge asset with ties to the historic roots of the city. Can't easily replicate easily in other cities.
- Older residents do to move to Redlands. There are lots of places for senior citizens.
- With population growth, there has been a depletion of community services.
- Teenagers are our future. While market night has had problems, we need places for them, such as coffee shops that are open until midnight. Need to keep community centers alive, such as the YMCA.
- The project team should speak to schools and churches.
- Older residents do move to Redlands. We need places for seniors.
- The strengths of Redlands are our organized sports programs, the community center and its out-reach programs, school extra curricular activities, and school that create good citizens.
- Redlands needs to be able to manage growth and build additional parks and recreational facilities. Providing library services that are community and especially kid friendly is important, as are providing a variety of activities for students to become involved in after school. As more facilities move into Redlands, the percentage of two income and single working parents will leave more students unattended after school and into evening hours.
- The number of “latch key” children – and the number of hours they fill with TV, internet, and video games while waiting for the return of their parents – are concerns. Even if you have activities available (and we do now), getting parents and kids involved will continue to be a challenge.
- Recreational activities and after school programs are important for both youth and adults.

HISTORIC RESOURCES

- Retaining the ambiance of Redlands is a priority. It is important to not have big boxes downtown. People come here because we're special place, due to retention of some citrus, open space around us, and rural atmosphere. We must maintain our historic structures—over 3,000 homes that are close to 100 years old. The society gives heritage awards to private citizens for maintaining the homes. The City needs to consider options for adaptive re-use, and establish flexible standards for re-use. A historic ordinance would make re-use and maintenance easier. The packing houses are being re-used for various activities. Redlands lacks a Mills Act program. The City may not want it due to potential reduction in property tax revenue. Preservation/protection of historic landscapes also needs studying.
- So often we lament buildings that have been lost. City of Riverside has built its downtown around Mission Inn (at one time they had talked about tearing it down).

- As open space diminishes, will there be more pressure to demolish historic buildings? It will be important to preserve and re-use packing houses.
- In the effort to preserve things, we're creating diminished opportunities for future generations. We've preserved so much that we've stolen from future generations.
- We are losing elements of our heritage, such as cut stone curbs.
- There are hundreds of historic homes, and many people are interested in saving them. We have people who are coming in with great plans for preserving them. We have these because we had open space near downtown. These are sacred because we are now running out of open space.
- Our challenges include maintaining small town feeling and protecting our heritage. This is no small task.
- There is no Mills Act program in the City. We have over 3,000 homes (we should have it).
- Need a full time historic preservation planner, and Mills Act program.

CITRUS

- Citrus preservation needs to be done in a way that is phased with infrastructure improvements. Existing water system is strained, and development is leap-frogging. Need to slow down the leap-frogging. Preserving the citrus heritage with 10-20-acres that are farmed in a commercial manner must be a priority. Citrus acreage has decreased from 70,000 acres to 3,200 within the city boundaries, and from 30 to 1 working packing houses. When the packing house is lost, it will drive the rest of the farmers out – will become too expensive. With this, our heritage will be lost; something continuing on as it has been done in the past. Maintaining orchards more for ornamental purposes is not preserving citrus heritage. General public doesn't have the dedication to preserve the open space.
- The City should be able to subsidize the local citrus farmers.
- We need citrus and open space. One of the best things the City has is the open space around it. The City does not have to purchase it; existing zoning can be left in place (1 unit per 5 acres).
- We need to save orange groves. It is understood that most farmers cannot survive in this market.
- Redlands should subsidize farmers to protect heritage.
- There have been proposals for requiring citrus as landscaping requirement rather than grassy areas with shrubs and ornamental trees.

TRAFFIC AND CIRCULATION

- The traffic needs to be planned and assessed realistically, so that people understand that there will be traffic but that the system is designed/planned to work well. People need to understand that more traffic is inevitable.
- Major employers are looking for the city to provide services, improve infrastructure/circulation, and create better transportation services to outlying areas where staff live.
- All this new construction and businesses bring in new traffic, and we haven't addressed the traffic like it should be addressed.

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- The prospect of Metrolink service and station – when/if and rubber/rail questions – these need to be resolved because the questions have hampered good, definitive planning.
 - We're always behind the curve on this. Need to find a way to be more pro-active and address traffic as development proceeds.
 - The limited amount of exits from I-10 into downtown affects the success of downtown. This results in little visibility of downtown, and fewer opportunities to get in. Retailers like visibility.
 - The community needs education about the regional circulation issues affecting Redlands.
 - The traffic needs to be planned and assessed realistically, so that people understand that there will be traffic but that the system is designed/planned to work well. People need to understand that more traffic is inevitable.
 - Disadvantages of Redlands include the constrained circulation system (in part due to age of development), growth pressure, and new development.
 - The City need better local transit/trolley/shuttle system.
 - Need parking structure downtown with a shuttle to various downtown destinations.
 - Metrolink – could use historic train station as a station (currently houses jazz and java). Metrolink would help bring visitors into downtown.
 - Streets need to be improved to handle increased traffic.
 - There are many kinds of sidewalks.
 - There will be tragedies in the canyon area because roads aren't being improved and traffic has drastically increased, in part due to regional traffic.
 - Need parking structure downtown. Then we need a shuttle from there to other destinations (even within downtown).
 - Metrolink: Historically we've had the train. We have a beautiful train station that's not being used. Have taken Metrolink to Claremont and walked and shopped.
 - Road and traffic need to be considered first, before buildings. Streets out there are two-lane roads, not taking into consideration turning lanes, etc.
 - Canyon road safety issues: two lanes, no shoulders, and people bike.
 - Traffic will continue to be one of the big issues.
 - Advantages in Redlands: a system of streets, therefore still have room to park cars on both sides.
 - This City has a major problem with condition of streets, gutters, and sidewalks, but doesn't have proper staff to maintain the streets and doesn't have proper funds for maintenance. Millions and millions of dollars are needed to maintain city streets.

INFRASTRUCTURE (WATER, SEWER, DRAINAGE/RUNOFF, SOLID WASTE/TRASH)

- Keeping up with tech and digital infrastructure has been an issue. Getting fiber to the University of Redlands campus was a big challenge. The regional centers around Southern California, and need the tech infrastructure to connect and delivery.
- The new General Plan needs to address water quality and drainage.
- They will continue to degrade. Water and sewer maintenance gets taken care of through service charges, and is therefore not as great of concern as deferred street maintenance.
- There can be no growth if there is no water. Are there sources of water to serve the new growth? Redlands' water comes from the local mountains. Imported water will have to be purchased for new development, which will raise rates for everyone.
- Will the General Plan Update include evaluation of water supply constraints, and will it serve as criteria for determining how much growth will occur? Need to plan for the good years and the bad years when considering water supply.
- Water impact fee: It is important that city continues to have growth and continues to have development pay for new sources of water. In the Donut Hole, for many years, the developers didn't want to pay the development fees required by the city. Right now, only about 10 percent of water supply is imported. City sits on aquifer that supplies the city. New state and federal requirements for recharge and composition continues to affect net usable groundwater. The City has an urban water management plan for water. Need to double-check whether San Bernardino can continue to assist with emergency water needs.
- Solid waste: In time, there will be more problems with landfill capacity. What happens after the landfill fills? Redlands has an aggressive recycling/reuse program that will help to extend the life of the landfill.
- The new stormwater prevention program is problematic due to financial burden placed on developers (even single-family).
- Nothing should be done to rescind the agreement between City and County for water, sewer, police, fire, etc.
- Are we going to stop growth because we have no water?
- Redlands has an aggressive solid waste program.
- The Police Department is one of the most important components of the city. The chief is very progressive and focused on preventive measures to reduce crime.

PARKS

- Would like to see parks on existing vacant land, and an ordinance regulating light pollution.
- There are private organizations maintaining the parks, due to lack of City resources and funding. Parks system would be given a C-to-D rating on maintenance. The Parks Commission makes monthly reports, which have the same “to do” lists. Citizens are doing routine maintenance (cleaning, landscaping, rose pruning).
- There is one new park on north side, built as part of a new development. Another one is coming online. Both hook up to Santa Ana trail.
- Anything having to do with parks has to go through the Parks Commission. A Commission member is authoring a Parks Master Plan, incorporating past documents (including the General Plan), has identified land that the City owns, and then looked at what kind of park is needed in the area. Vision for next 20 years includes several City parks (larger-sized, with picnic tables, passive parks without undue emphasis with sports field). Sports parks are heavily used and conflict with peaceful qualities of city parks (like Ford Park). These need to be strategically placed. The smaller neighborhood parks function well. The desire for more peaceful parks has showed up repeatedly in surveys. People are requesting a diversity of recreational activities in the parks. Activities need to represent significant portion of residents’ interests.
- Sports parks need to be separated from residential uses. Need to expand joint use of field for sports. Maybe the city could provide some funding for bigger field in school fields.
- The City doesn’t have a parks/open space standard, and therefore cannot collect fees. The acquisition of open space benefits a very small number of people, which is a misuse of public dollars.
- Parks: There is property in the city that can make good parks.
- Park and Recreation Commissions are now meeting together.
- Parks need to be matched with demographic profile.
- We would like parkways, and not just sidewalks.
- Different kinds of parks need to be balanced.
- We need “enough” kinds of different parks—archery, fishing, etc. People have expensive hobbies. Need to survey so fit in needs of many, as opposed to serving just a few (such as archery).
- School sport fields can be used (City has joint use agreement). Funding tie in with schools may be explored.

TREES

- Redlands is known as a city of trees – important part of identity.
- City hasn’t planted or maintained trees in the last ten years – huge failure. City established a committee and has hired a consultant to help maintain the trees. Committees should require licensing of gardeners (kill trees) and require parkways along sidewalks. Trees are what make Redlands special. City is working on a master plan for trees. City does have an inventory of the existing trees. San Luis Obispo is a good model.

- Need to protect historical trees (esp. oak trees). No existing tree ordinance.
- Many of the trees that are planted in new development are inappropriate—they buckle the sidewalks and then are pulled out. Development needs to look like Redlands, not Irvine.
- As the north side develops, need to maintain some linear parks, trees, and other features that make Redlands special.
- The City has failed us in the area of trees. They didn't plant any trees or maintain them. Now there is a street tree committee that has private funds. It enforces licensing of gardeners, and makes sure that all new developments have parkways. Trees are what make neighborhoods. We now have a street tree inventory (over 60,000 trees, in a database, impressive), and working on a Master Plan. San Luis Obispo has done a great job.

ARTS AND CULTURE

- The philanthropy of the community is a major strength.
- People would like some big city cultural amenities (arts, theater, outdoor concerts).
- We need a city that enhances cultural opportunities—symphony, live theater, both for visitors and residents. New facilities would be nice, but we need to pay for it.
- Accomplishments in the areas of arts and culture over last decade include nice restaurants, downtown murals, and the new movie theater (area around it needs enhancing).
- Cultural aspects of Redlands need to be expanded, such as the symphony and live theater—activities that are tourist friendly.
- We have major facility issues, including the performance hall. These don't come free, but they are worth it.
- The Cultural Art Commission recommended an Art in Public Places ordinance, but it was tabled by the City Council. It supposedly is being looked at again.
- Art on the trails (especially the Emerald Necklace) is an exciting opportunity. The art can be functional, such as trash cans.
- Redlands has many cultural amenities and offers a lot already. There is potential for expanding tourism, and heritage and architectural tours.

TOURISM

- Redlands should become a major Southern California tourist destination.
- There should be amenities for tourists on the way to the mountains.
- Redlands can become a tourist attraction of Southern CA in 20 years (such as Pasadena, Riverside, Claremont, and even Palm Springs), but people don't come to Redlands. This town has spectacular possibilities. The City has allocated some money to do planning for tourists. Tourism will give us a reason to protect historical resources.
- Walkability is an important part of attracting tourists.
- What is going to draw tourists in the future? There are very few lodging uses for visitors. There are some recent motel-type uses.

SPHERE OF INFLUENCE

- Crafton does not have a separate community plan; it is considered part of the greater Mentone area.
- The Crafton and Mentone areas are different. Crafton has worked hard to maintain its rural environment and citrus, while Mentone has received some high density development.
- Crafton serves as watershed for Redlands. County allows all runoff in projects to go to the streets.
- A proposal for Hampton Heights includes approximately 500 homes and golf course. This project is within the sphere of influence, but the developer doesn't want to connect to the municipal sewer system. Their plan is to use wells and a package treatment plant.
- In Crafton Hills, there is a piece of property owned by the City. Some would like it zoned from A1 to O district, to facilitate resource conservation. It has steep slopes and a water treatment facility.
- The growth control initiatives have resulted in a cap of 150 units/year in the sphere of influence.
- The County Draft Land Use Plan has not yet been prepared as part of the County General Plan Update.
- Crafton could be the last economically sustainable agriculture in the valley area. It is fed by water from the mountains. The land is inexpensive to farm, due to the local water. It is a designated Ag Preserve. The long-term vision is to retain agricultural character by creating "Grove Estate" areas of five acres lots with small groves. Concerns were expressed about development of Hampton Heights creating traffic impacts as well as individual projects of higher density being approved by the County. Maintaining the five-acre lots in Crafton and avoiding annexation were identified as goals. About 50 percent of the lands are in a Grove Estate format, and it could become premium neighborhood for San Bernardino County. One question is whether there will be enough of the ag infrastructure to support commercially viable groves in Crafton.
- New homes have been larger and upscale (million/multi-million dollar). Crafton has horse trails that serve region. Other amenities include the Crafton Reservoir and the historic Zanja aqueduct (built by Indians).
- Crafton would like to see the Zanja preserved as some sort of trail system, and maybe public access to the reservoir.
- Large areas of Crafton have city water, but good proportion use septic systems.
- There should be a statement of support for Grove Estates in the new Redlands General plan, in addition to consideration of an urban limit line or buffer. Watershed management, trails, and more proactive infrastructure planning also need to be addressed.
- There should be a buffer between Crafton and the Hampton area.
- Mentone: The Caltrans installation of curbs and sidewalks on Mentone Blvd. is expected to change the community character. Right now the street front is uneven, which makes it look different than Redlands. Transit will improve with the street improvements.
- The Mentone area population is expected to increase from 8,500 to 30,000. The problem is that

Caltrans has no plans to improve highway 38, and this is the only place the population can go. Traffic backs from Crafton to Amethyst on the weekend, so that you can't get on to 38.

- There is a great deal of distrust and animosity with Redlands on any subject. Any annexation attempt will be challenged. Very few property owners want to be annexed in. Most have water service, but most on septic. Only newly built tracts have sewer service. Businesses are on septic as well.
- The effect of Measure U is the absence of affordable housing production in Mentone. Prices have to be high to absorb fees. Developers are not attracted to Mentone – Yucaipa is a much friendlier environment.
- Mentone will be receiving a senior center, library, park, and trail on land leased from water district.
- 50% of homes are in a “grove estate” type and hopefully the rest of the lots will be like this, so the whole area can actually be annexed once when the pattern is established. Entrepreneurs, others buying this.

COMMUNITY POLITICS

- The biggest weakness of Redlands is the fragmentation in the community. Each constituency has their own cause, and there is lack of communication of goals by the City. Each group is on their own path without considering the goals of others. The greatest strength is the same thing – a community that is generous, willing to fund, volunteer time and labor, and do whatever it takes to accomplish goals. The City needs to make implementation and planning more apparent and communicate it better, along with its goals. There is a big communication break down. The City is doing more than people realize.
- Ballot measure wording greatly affects what is approved by voters. Many people didn't know what they were voting for.
- This City is very difficult (investors are looking to be in and out), uncertain, even though the community is very good.
- There is a group of “Old Boys” of Redlands who want to take control of Redlands, who are now moving into private landowner domain—open space, trails, sidewalks, etc. As a City we are losing parameters of where the City should function. The true private land owner is losing all of their rights. There needs to be more balance—pendulum is swinging too far.
- There seems to be some disconnect between the City Council and the community how the undeveloped lands should be developed.
- Struggles have been political; with growth some struggles are natural. There are struggles between small town and growing up and rural to suburban. People have been fighting things that are advantageous—such as sales tax producing businesses.
- Citizen's input has been ignored. This is not a dictatorship, and the citizens need to be considered.
- The City management is not seeing that the citizens aren't going to let outside money dictate the future of the city.

- There are divisions within the city, and it is important to let everyone express their views.
- People greatly dislike the animosity between community factions and how the discussion becomes a war that results in inactivity – need a better, more constructive process to conduct and resolve these debates.

EXISTING GENERAL PLAN

- One of the big impediments to implementing the development vision is measures N and U. The Chamber has a list of modifications that could be put on the ballot. The slope density provisions in the measures completely prevent development. The densities in the slope areas are locked in by the measure. The slope/density regulations are forcing development to the north side, which wipes out the citrus.
- The City has let down the citizens in its responsibility to maintain the extraordinary setting and to uphold the policies of the existing General Plan. The City has not taken an active position, provided leadership, nor let citizens have input on development. It has let outside developers tell the community what it is that the community ought to have.
- In areas designated PD, county and cities have let developers exceed General Plan policies. The General Plan seems to be revised constantly. The increases are wrong and problematic because it creates inconsistency with transportation plans, etc.
- Downtown has limit of three stories, but south of Redlands Boulevard there is a FAR limit of 4.0 that limits building amount. However, there is considerable community resistance to higher heights (six stories in recent proposal caused major outcry). Pedestrian-oriented design helps higher buildings to be more compatible.
- In 1987, a citizens committee was formed to study the Open Space Element at the request of the City Council. The committee constructed a beautiful document (Dangerman Report) that was integrated into General plan. However, it has not been implemented. It includes calls for preserving citrus groves and planting new ones. But now, there are hardly any groves left. The existing General Plan is complex, and needs simplification.
- When the General Plan was updated, there was a committee set up. It was balanced geographically and among stakeholders/interests.
- Covington project approval – involving a major zone change – was overturned by a citizen referendum.
- The challenge in Redlands is that we don't know how long it will take to get approvals and units on the ground. Redlands is a very attractive community, but with these types of guidelines, it will result in not getting the better builders and the city will have poor quality projects.
- The General Plan is often ignored, especially in the canyons. All projects seem to be rubber-stamped according to how special interests have peddled their agenda.
- There are many good ideas in the existing General Plan, but implementation programs and teeth are needed. The Dangerman Report is a good starting point. There are too many “shoulds” and not enough “shalls”.
- There should be no mass grading in the canyon. The GP has policies against it, but there is a loop-hole.

- The City has failed to make progress in the last ten years; there has been a lot of talk but no action.
- The City made promises to the property owners in the canyons when annexation occurred. The promises to the property owners should be honored: 4-5 units/acre, clustering, infrastructure capacity upgrades, widening streets, two fire stations.
- The five-acre lots result in a lot of trailers and mess, and many currently rely on septic. Who wants/can afford a five-acre lot? Who can afford to maintain a five-acre lot? Most of the existing lots out there are 1 and 2 acres.
- The existing General Plan is old fashioned and doesn't account for evolving needs and desires.
- The last update of the General Plan took eight years. We lost the Donut Hole. There are a lot of constraints. There is no clear mandate for zoning.
- There has not been a project on the south side that has environmental issues, so why should there not be development allowed to happen there? That area (the canyons) was planned to have 20% of the city's growth, but that has not happened. There has never been a project approved out there. Everybody talks about maintaining agricultural uses on the south side, but people don't follow the General Plan. The burden of open space should not be on the south hills.
- There are requirements for additional studies, EIRs, Master Plans, etc., even though there is no real need.
- Measures N and U have been major impediments. CC encouraged to put some changes... Slope density measures prevent development everywhere in the hills. Developers comes to town, saying where can I put housing—the only sites are on the north side that have citrus on them and aren't subject to slope density issues. Slopes in the south hills are simply due to erosion.
- The unintended consequence of (Prop. R, 1997) has been big box warehouse and commercial development.
- Ballot box planning has been really bad for Redlands.
- The RDA process is very antiquated and subjective, and WQMP process is problematic. Making sense of the process and criteria is difficult as a developer. Why not get rid of the allocation system because there are years when the units fall below the cap, to allow for the benefits of the good years.
- We've been in such a period of crawling that there is pent up demand and desire to just GO.

GENERAL PLAN UPDATE

- There are issues of land use compatibility, especially at the interface of neighborhoods and institutions, facilities, and employment centers (noise, traffic, etc.). These need to be addressed in future planning, so that organizations and businesses can continue to grow and evolve.
- Economic development around the perimeter of the city is important for the stability of the community.
- Community education/outreach is critical in order for people to better understand the vision/big picture. People tend to be very short-term and parochial in perspective. Need emphasis in General Plan Update on implementation strategies and communication for acceptance.

- Reduce the southeast plan from 20 to 2 pages.
- Replace should's to shall's.
- Include details –quantified objectives/requirements.
- Need to raise funds for implementation (such as a sales tax increase).
- Canyon and airport need to be dealt with much better in the new General Plan. Most people don't understand what's going on in these areas, and they are important for the long-term community evolution.
- It would be helpful if local institutions participated in the General Plan Update process, to allow them to give input and review ideas before plans are drafted and solidified.
- The General Plan needs to address how to make sure that community institutions (such as the University of Redlands) can continue because they help to anchor the city and contribute to the city. The university is very much tied to community, and often times its presence is taken for granted. Institutions need some flexibility so that they can grow. Noise and traffic issues require coordination.
- Need clear and concise guidelines on what can and can't be done. There's a greater level of ambiguity in Redlands General Plan.
- Hospital may need more development than allowed under existing zoning. Don't assume that the hospital is "complete" in the General Plan Update process. Being stagnant means losing market share. Same with the university.
- ESRI has development agreement with the city. ESRI has coordinated well with surrounding neighborhoods. They have a ten-year financial plan, but only two-three year growth plan because the product and mission rapidly changes.
- Maintain uniqueness.
- This General Plan Update might just be "going through the motions" unless there are zone changes and implementation programs. Need to talk to the citizens about what they want. The City Council needs to take an active role in open space preservation.
- There is a very strong, diverse faith-based community that needs to be involved in the GP Update.
- It comes down to having a vision. Then a lot of this stuff would take care of itself. Most of these ideas are in the General Plan already.
- There is concern about spending \$1 million on a General Plan Update, to have it continue to be ignored.
- The new General Plan could suffer the same referendum process if there is not attention to consensus on a vision.
- As many open meetings as possible are needed, and must include all the geographic areas and interests.
- The General Plan Update should reduce some of the contention on the future of undeveloped land.

- There is a lot of good material in Prop P that should be included in the new GP.
- I would like to see 5-acre zoning remain in Live Oak canyon and other areas. People in Live Oak area have a rural-like lifestyle where they can keep animals and have some land.
- There needs to be more teeth to agricultural preserve lands and how applicable lands can be re-designated for development.
- Would like to see improved soils and slope analysis in Live Oak area (LIDAR technology).
- Public health and safety requires study when considering lands appropriate for development.
- Redlands is not busted, and there is little need to fix it. I am very much concerned about quality of life, from downtown, to orchards, canyons, traffic, and water. Redlands is a town, not a city.
- The value of the canyon for animal habitat needs to be considered in the General Plan Update.
- There should be a simplified vignette of the General Plan components (a summary) and then more detailed chapters.
- Need to identify who's accountable on the General Plan implementation programs.
- There tends to be a division between the north and south sides – there needs to be one Redlands.
- The General Plan Update is a good opportunity for more dialogue between the conservation and development interests. Consensus-building process will be important to move forward during the Update.
- Better design requirements are needed for box buildings (warehouses).
- Issues to address: save orange groves, revitalize downtown, finish emerald necklace, protect open space, require spacious lots in new development, help with adaptive re-use from City, and add full-time historic preservation officer in the planning dept. Commission doesn't review scenic programs brought to them, even though it is part of their charge. Need scenic streets and drives plan.
- Why should we revisit the GP – we have already lost the Donut Hole. It should not be done to zone open space. The General Plan should be improved, but we should not regress. 20 percent of future growth is designated to occur in the canyon areas/south side of the city. The south hills deserve some consideration in sector planning. The process should not yield artificial constraints that preclude implementation of the existing General Plan.
- One of biggest challenges for the General Plan Update is to fix the initiative process that is now requiring burdensome findings, 4/5 votes in areas like traffic. This is creating havoc in the development world. The process should include strong recommendations to go back to the citizens and fix those portions of the initiatives that are broken. Every project approval includes many overrides.
- A combination of clustering and grading is needed for development (only way to establish safe slopes). Grading restrictions are unreasonable.
- Would like to see zoning in the EVC changed to mixed. There are 4,000 acres – some ability to save between here and the freeway.
- City is starting to outsource plan review, which seems problematic.

-
- People don't want big lots to irrigate, farm, and maintain. Need to allow development on slopes, via a combination of clustering and grading. The slopes require grading because the soils need remediation for safety.
 - Hopefully, the General Plan Update will remove some of the contentiousness of the developing lands.
 - Community members are concerned that their ideas will be buried. The hard part will be convincing people that they are being listened to and their thoughts and opinions matter.
 - Maybe look to the various clubs and organizations and ask for their involvement.
 - The history of initiatives creates a lot of risk for developers, in that the approval process can get derailed at the end. Some are statewide issues, and many of these may be beyond the scope of the General Plan.
 - There is a lot of concern that community members' voices won't be meaningfully involved in the GP Update. For this process to go well there needs to be better representation on the Planning Commission.
 - Smaller working groups reporting back to a larger committee could be a good working mechanism. One of the biggest challenges: how to fix this initiative process, which is requiring some burdensome findings, 4/5th votes, etc. It is creating havoc in the development world. Part of this process should be to fix these initiatives. We can do this, without scaring the community that we would have 30-story buildings.

Appendix B

Community Workshop



AGENDA

Strategic Plan for Redlands General Plan Update Public Workshop Agenda

Wednesday, March 22, 2006

7:00 – 9:00 p.m.

Joslyn Senior Center, 21 Grant Street

- I. Welcome by Mayor and Community Development Director
Mayor Harrison
Jeffrey Shaw, Community Development Director
- II. Presentation on the Strategic Plan for the General Plan Update
Rajeev Bhatia, Principal, Dyett & Bhatia
- III. “Pop Quiz”: Planning Issues and Vision
Joan Isaacson, Director, Dyett & Bhatia
- IV. Break for Note Posting
- V. Report on Quiz Results
Joan Isaacson
- VI. Visioning Group Activity
Rajeev Bhatia and Facilitators
- VII. Reports by Group Representatives Wrap-up and Door Prizes
Rajeev Bhatia and Jeffrey Shaw
- VIII. Adjournment

RESPONSES TO QUESTIONS ON PLANNING TOPICS AND ISSUES

I. What word do you think best defines Redlands?

<i>Answer</i>	<i>Frequency</i>
Historic	12
Open space, orange groves	4
Agricultural, rural	3
Attractive city, nice place to live, clean	3
Restful, quiet	2
Small Town	2
Unique	2
Changing	2
Best kept secret in the Inland Empire	1
Character	1
City growing	1
Community	1
Crowded	1
Diversified	1
Exceptional	1
Friendly	1
Hometown	1
Jewel	1
Churches	1
Paralyzed, behind	1
Potential	1
Quaint	1
Quality of life	1
Too much development, busy	1
Tradition	1

2. What do you like most about Redlands?

<i>Answer</i>	<i>Frequency</i>
Small town feel/community/people	21
Orange groves	6
Open spaces	6
Greenery	5
Historic charm/buildings	4
Rural atmosphere relative to surrounding areas	3
Downtown	2
Livable size (maximum population 100,000)	2
Mix of old and new	2
Safe environment	2
Clean and neat	2
A city with character, good streets and architecture and community that cares	1
Attractiveness	1
Canyonlands	1
Community services, police department	1
Excellent schools	1
In the path of growth and good economic base.	1
It's a great place to walk	1
Overall look of the city	1
Quality of life, people and places	1
Religious diversity	1
Scenic	1
The variety of elevation	1
University life	1

3. What needs to be improved the most?

<i>Answer</i>	<i>Frequency</i>
Traffic	8
Streets and roadways	6
Management of growth and development	6
Preservation of open space, canyons, trails and rural assets	5
Downtown	4
City Council spending deficit	2
The mall area	2
Zoning	2
Infrastructure	2
Urban blight (North Redlands)	2
Add bike racks downtown	1
Trash at some homes	1
A good General Plan and Redevelopment Plan	1
Parking downtown	1
Sidewalks	1
Old water pipes in the street	1
Health care (for low income families)	1
Community condition	1
Run-down area west of Orange, south of Pioneer	1
Tree trimming	1
City Council	1
Northside development (Orange-Church, S30-Cotton)	1
Degrading familiarity by citizenry	1
The purchase of ag. in any of orange groves and open space at full market value.	1
Affordable housing	1
Transportation, public transit	1
Cutstone curbs	1
Neighborhoods	1
Affordability	1

4. What are the most important issues facing Redlands in the next 20 years?

<i>Answer</i>	<i>Frequency</i>
Managing growth	25
Traffic and transportation	9
Over development	5
Preservation	3
Affordable housing	2
Allowing too many warehouses	2
Keeping orange groves	2
Preserving trails, canyons and other natural/historic areas	2
Keeping our identity	3
Destruction of open space	2
Redevelopment of North Side	1
Metrolink	1
Accommodations	1
Crime	1
Undesirables entering in	1
Money	1
How to save as much undeveloped land for preservation without unfairly penalizing the individuals that own these properties (buy them at true market value).	1
Blending of historical past with development (not losing culture)	1
Maintaining the good and improving it	1
Developer pressure on council (pressure to exceed population limit of 100,000)	1
Ability to provide jobs and housing together with quality of education	1
Residential density	1
Preserve original General Plan for Redlands. Only consider amendments to General Plan that will address the will of the voting residents/constituents of Redlands 92373,74	1
Lack of space to retain the city's sense of self/purpose/history	1
Keeping Redlands from becoming another Orange or LA County	1
Diversity	1
National resource management	1
Alternatives to driving	1
Energy	1

Safety	
Law enforcement	
Condition of housing	
Schools	2
New development standards (keep warehouses out)	
Unattractive design of new development	
Lack of infrastructure	
Loss of livability	
Expansion areas that are being developed	
Funding the dreams	
Development of general fund revenue stream to support quality of life	
Isn't north of the 10 only possibility	

5. Where should new homes and businesses be allowed in the future?

<i>Answer</i>	<i>Frequency</i>
Mixed Use and downtown	10
As currently planned	3
Infill	3
Not in hills or canyon	3
Existing sites only	2
Not warehouses or chain-type industrial	2
Anywhere if done correctly	1
Away from the rural areas, ask the citizens	1
Best planning that does not push growth into one area over another, density transfers North vs. South	1
Business along main thoroughfares, redevelop mall	1
Business where existing structures stand today downtown	1
Businesses at off ramps	1
Businesses near airport (no homes)	1
Businesses should be located in old commercial areas.	1
By Pharaohs Lost Kingdom, between Redlands and Mentone	1
Clusters	1
Far from my house	1
Homes in the north east	1
Homes in East Redlands	1
Homes in the north west, North Side	1
I don't see much room	1
In areas where agriculture used to be; better homes than empty dirt fields.	1
It should be in an area that will not create traffic congestion	1
Limited number of homes in canyons	1
Near freeway—large lots on perimeter	1
New homes in areas that are already developed	1
New homes in North Redlands (away from the airport)	1
No more residential development	1
North Redlands, South Redlands	1
North side	1
Not in open spaces/Live Oak Canyon/off Sunset Drive/away from historical/South Side	1
Not on fault lines or areas with endangered species.	1
Nowhere	1

Outskirts	
Small business	
Small housing development, open space, small amount business	
South Redlands	
The canyons in South Redlands should be allowed 1-5 acre density for rural residential and allow clustering. These densities would allow other areas lower densities.	
Throughout the city (a balanced approach)	
Unsure, but the older historic buildings should not go to put in homes or shops	
Urban re-development: North Redlands should be a tuff district, redevelop with higher density.	

6. What types of new businesses should the City work to attract?

<i>Answer</i>	<i>Frequency</i>
High end and unique	12
High tech/research and development	8
Non-polluting businesses	5
Corporate offices	4
Locally/family-owned business	4
Restaurants	4
Retail	4
Tourist businesses, hotels (with conference facility)	4
All kinds of businesses: professional, medical, industrial, retail	2
Educational	2
Fewer warehouses	2
Light industrial	2
Medical Facilities	2
Specialty retail	2
Agricultural businesses	1
Alternative fuel businesses	1
Christian coffee shops (no more Starbucks)	1
Clubs for night entertainment, clubs for youth	1
Commercial, not industry (businesses that can be easily integrated into the current landscape)	1
Forward-thinking	1
High density commercial	1
High paying jobs	1
Industries with stability	1
Intellectual based, which as an ancillary will draw a service support sector	1
Larger box retail on the outer edges	1
Metro Link	1
Mixed-use	1
No adult entertainment	1
No more big box retailers	1
Nurseries	1
Office	1
Publishing	1
Small farms	1
Smokeless	1
Sustainable technologies	1
The market must decide and it is changing. The global economy is a concern.	1

Those that employ many people without college degrees.	
Those that help create a thriving economy.	
Victoria Gardens-type high end in urban core	
Vineyards	
Youth recreation, athletic fields	

7. What types of development would you like to see downtown?

<i>Answer</i>	<i>Frequency</i>
Mixed-use	9
Small scale, independent stores	6
Specialty retail/boutiques/quality shops	5
Restaurants (High end, restaurant row)	5
Parking structure	4
Housing	4
None	4
Hotel	3
Rip down mall	3
Urban villages, a livable community	3
Restoration	2
Preserve historic sites and historic feeling	2
Build up, not out	2
3 story limit	2
Outdoor restaurants	1
Old-fashion feel, walkable downtown	1
No living condos or apartments	1
Mom and pop businesses	1
Good parking	1
Cooking shops	1
Continue State Street into the mall area	1
Follow in the steps of many other cities such as Pasadena, San Diego (Gas Lamp District), San Antonio, etc.)	1
The market should decide. The ability to continue to attract investment is very important.	1
On top of Victoria Gardens type high end retail	1
Metrolink access	1
Outdoor mall at existing Redlands Mall	1
A range of outdoor/park facilities	1
North-South divide	1
I like what I see there now. Continue in the same direction.	1
Walkable/ridable pedestrian streets	1
Blend new and old	1
Preserve unique look of the older Redlands.	1
Upscale hotel with restaurants and boutiques	1
Make its style blend in	1
Improve historic development	1

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- Convention Center |
 - Only development that emphasizes Redlands unique culture and history |
 - Mall developed and oriented to social/medical services |

8. Would higher buildings (such as 4 or even 6 or 8 stories) be appropriate in strategic locations downtown, if they do not impact historic buildings or established neighborhoods?

<i>Answer</i>	<i>Frequency</i>
No	19
Taller structures destroy the town scale.	2
The Bank of America building is already too high.	1
Don't want to lose vistas of mountains.	1
We are not San Bernadino.	1
No room for added traffic.	1
Not appropriate for downtown—would lose its charm.	1
There would be no downtown.	1
Yes	24
Three story max	4
Four story max	4
More efficient use of space/prevents destruction of open space.	3
Absolutely!	2
Okay if the economic rents provide for this to be an option, it would however dis-tract from the village feeling of town.	1
Keep it to a minimum.	1
Maybe have gardens on the buildings.	1
Just a few	1
Incorporate parking	1
With parking self-contained for employees/customers	1
They create easier and more affordable housing.	1
Maintain and create an architectural plan design for city.	1
A mixed-use development would provide a sustainable community.	1
Appropriate if they do not impact historic buildings.	1
But be very careful with views and transportation. 8 is too high.	1
But not like the old Redlands Federal Building	1
Historic buildings should be given priority but we need a Convention Center.	1
They should remain a viable, vibrant city. Any project will be seriously scrutinized, so I'm not worried about a poorly designed project.	1
Smart growth—build up instead of out.	1
Maybe	1

9. What types of environmental resources need to be protected as the City grows?

<i>Answer</i>	<i>Frequency</i>
Citrus groves and agricultural lands	27
Open space	21
Canyons	13
Parks	10
Air quality	6
Historic areas and structures	6
Water resources	6
Trees/palms	6
Hillside	5
Recreational trails	4
Wild life corridors and areas	4
Creeks, wetlands, wash	3
Landfill space	2
View	2
All of them!	1
As many acres of undeveloped property, but any property denied a reasonable use should get compensation	1
Heritage	1
Maintenance of city landscaping	1
Micro-climate	1
New dog park	1
Noise	1
Quiet and clean streets	1
Recreational facilities	1
Scenic preservation	1
Those areas which are truly unique and are subject to true constraints: Santa Ana River Bed, creek bottoms, easements to name a few.	1
Visually pleasant areas for people to walk in	1

10. Name the top two priorities for parks and open space planning, such as neighborhood parks, trails system, athletic fields, natural open space preservation, etc.

<i>Answer</i>	<i>Frequency</i>
Natural open space preservation (with public access)	29
Trails system	25
Neighborhood Parks (ball fields, dog parks)	19
Athletic fields	5
Citrus groves	5
Riparian Woodlands and Live Oak Woodlands	2
Save all of Live Oak/San Timoteo Canyons	2
Bike lanes	1
Clean up existing deteriorated facilities	1
Creating an Emerald Necklace	1
Improved parks in North Side Redlands	1
Library	1
None	1
Picnic area	1
Playgrounds equipped	1
Santa Ana River Trail	1
Size and accessibility	1
Wildlife corridor	1
Park on Ford Street	1

11. What is the name or location of your neighborhood and what is the biggest issue or need in your neighborhood?

<i>Answer</i>	<i>Frequency</i>
The Redlands Mobile Home Park, Orange/Pioneer	
Traffic developing from new construction of houses and schools.	1
No building issues, the area is already tightly controlled.	1
Cajon and Fern	
Palm Maintenance	1
Old Twenties Neighborhood off Brookside Ave	
Keep our cedar trees lining the street	1
Palm – San Mateo	
City tree trim palms on easement	1
Summit Ave	
Tree trimming by the City	1
Center Olypress	
Palms need to be trimmed	1
Non-resident	
Solve the smog problem	1
Fern and Center	
It's perfect! Keep it that way.	1
Crestview Road	
Large Church facility with minimal parking.	1
University of Redlands	
A gas station	1
Safety	2
Sidewalks	1
Graffiti	1
Texas and Lugonia	
Curbs, gutters and sidewalks	1
North Side	
Parks, bike path, traffic control	1
Neglected by city	1
Street repairs	2
Traffic management	2
Infrastructure	1
Graffiti	1
Too much home development resulting in congested traffic	1
Airport noise	1
North Side Government Housing	
Street repair	1
Outside appearance of homes	1

Pine and Center	
Sidewalks	
Prospect Park	
Walking/biking trails	
Traffic	
Freeway noise	
Alta Vista	
Controlling traffic down Alta Vista, preserving the agriculture and wild-life in the canyon.	
East of University Campus/Lincoln	
Street repairs	
Sunset (Berms)	
Not enough road repair	
Historic/South Center	
Traffic calming	
Curbs are crumbling	
Old street lights are dying	
Tree service/trimming	
Cope Middle School	
Traffic abatement	
Lewis Homes, Terreina and Brookside	
Build out and balanced a good example	
Upper South Side	
Sewers	
Smiley Park	
Historic District Downtown, keeping old charm	
Summit/Garden	
Bury telephone lines and sewer system	
Unkown	
Complete disregard of Redlands RR-Properties/zoning by Yucaipa Commercial Properties that front Redlands residents.	
Lack of pride of ownership by realtors who are also landlords	
Brookside Terrace near Southside	
Affordability	
Garden Street Fire Station	
Repair and resurfacing of side streets, pot holes	
County Club Area	
Street heights, road maintenance	
Traffic	
San Timoteo Canyon	

A proper general plan that allows a reasonable use (compared to any other region, etc. within the City limits!) or compensation.	
Preserve open space	
South Redlands	
Please to not fill all the open areas with structures.	
Hilltop Estates	
Preservation of Live Oak Canyon, rural atmosphere, wildlife, trails	
Traffic	
Highview Drive/Alta Vista Drive	
Restrict development	
Open Space	

12. What would be the best way to involve community members like you in the General Plan Update?

<i>Answer</i>	<i>Frequency</i>
Workshops	16
Topical meetings	9
Mailings	5
Weeknight evenings are good.	4
Weekend workshops and information fairs	3
Allow all public input to be fully integrated in future discussions/make our opinion count	3
Neighborhood meetings	2
Invite more people of low income families and seniors, provide transportation.	1
Mixed-use projects downtown	1
Provide numerous outreach opportunities and send results of those sessions for re-view.	1
Continuation of charets, workshops, focus groups, and forums	1
East Side border with Yucaipa, zoning that is practical for this area	1
Meetings that are open to the public, not to a select few.	1
Open forums with Council member present to hear the people	1
Door-to-door survey, then publish results, then follow through	1
To attract people: invitations, personal contacts, newspaper notices	1
A meeting like this on the North Side	1
It is important that all age groups be represented, not just the usual vocal, senior community.	1
Highly visible discussion results and requests for comments on early results	1
Market night updates	1
More public information	1
Public on the committee	1
For members who do not speak the language—focus conversations orally	1
Make our opinion count. Guarantee that opinions will not be overridden by City Council or a few (donors) special interest groups.	1
Needs vs. Wants. Planners need to inform as to what to expect and how best to plan for.	1
Duplicate 1989 citizens' committee larger survey	1

2030 MAGAZINE COVER HEADLINES

TABLE 1

Group Headline

- Historic, Cultural, and Open Space Preservation Proves Economically Sustainable.

Individual Headlines

- Historic City Attracts Thousands to Step Back in Time, a Nostalgic Experience.
- City Council Near Decision on 2006 General Plan Update: Funding, Compliance with State Laws, Regional Share Defined Balance Needed.
- City Adored for Creation of Sustainable Town Well Known for its History, Culture, Environmental Setting, Jobs and Housing Balance.
- Most Livable City in the U.S. Reaches Goals Set in 2006: All Students Surpass Exit Tests.
- Redlands has More Orange Groves than Any Other City of its Size.
- Haven for the Poor: Equal Housing, Good Health care, Education, Low Food Prices.
- Restoring Tradition and Moving into the Future: Metrolink/Amtrak City to Airport Corridor, Downtown/Orange weaves with North Side, Restoration of Homes, Parks.
- Florida Orange Blight Renews Shine on Redlands Historic Citrus Crown: Farsightedness Pays off in Time, Historic Cultural Tourism Benefits.
- Snow-Capped Mountains Still Crown Remarkable *Small* City.
- A Beautiful Historic Town Invites You to Enjoy its Preserved Lands and Wildlife, its Trail System, its Ag Lands, and its Unique Charm.

TABLE 2

Group Headline

- Gem of the Valley: Preservation, Open Space (Emerald Necklace), Transportation (Modern, Electric), Revitalization, R&D High Tech Job Growth, Quality of Life, Pedestrian Friendly, Educational Excellence (Public and Private), Civic Pride.

Individual Headlines

- Traffic Flows Smoothly in Small Town of 100,000 Population.
- The Past Makes a Great Future: Citizens Preserve the History of Character of 150 Years: Culture, Philanthropy, Historic Preservation, Educational Excellence.
- Gem of the Valley: History, Landscape, Community, and Modern Transportation Make Up the Friendliest Green City in California.
- People, Places and Plenty to be Proud of: Population, Preservation
- Redlands Offers World Class Amenities, Small Town Feel
- Redlands Rated #1 Historic Village in US.

- Redlands Ranked Top 10 Places to Live.
- Redlands Ranked Best Place to Retire for 10th Straight Year.
- Redlands Research and Development.
- Park Attracts Best Minds in World.
- Redlands Arts and Culture Ranks with Los Angeles and New York.
- Congestion Has Destroyed the Inland’s Last Unique City: Open Spaces Under Attack, City Sacrificed its Character to service Debt.
- Redlands Moves to Keep a Small Town Appeal By: Limited Commercial Businesses and Cheesy Malls, Open Space and Groves, Small Tracts of Custom homes, Giving Some Areas Incentive Money to Improve Older Homes and Areas.

TABLE 3

Group Headline

- Model City Circle:
 - Circle–interrelationship, balance
 - Maintain University–Culture
 - Preservation–Historic, Cultural
 - Sustainable: Family, Self-Satisfaction, Community, Jobs–Short Commutes, Representative Pay Rate, Relationships between People, Small Town Feel with Marriage of Big City Amenities.

Individual Headlines

- Athens of the West: Redlands is a Living Place, Model Community.
- Redlands is Still a City in the Inland Empire that Shines: 150 Year Old Homes are Restored, Metro Link Passes Through, Downtown Attract Retail Customers from Surrounding Areas, Business is Booming, Police and Fire Department still Winning Awards for Making Redlands the Safest City, Water from Redlands is Being Sold Throughout the World.
- Napa Meets Silicon Valley: How the Historic Town of Redlands, California Managed to Tackle the Forces of Preservation and Urban Growth, and Won!
- Model City Circle:
 - Family: Park, Bowl, Christmas, Easter Parks, Youth Sports, Churches, Kirkoria Theater/Pharohs Lost Kingdom, County Museum.
 - Self Satisfaction: Library, Bike Classic, Run Through Redlands, Niche Shopping.
 - Job: Short Commute, Representative Pay Rate, People buy from People.
 - Community: History, Open Space, Trails, Small Town Feel, Building Style.
- Redlands Preserves Character Over the Years and Thank Goodness the Smog is Gone!
- Redlands Becomes the Most Desirable City in the United States: Best Quality of Life, Lowest Crime Rates in all of California, Best Residential Beauty in the Inland Empire.

- Historic City Maintains its Charm, Beauty and Sense of Community Despite Population Growth, Traffic Woes and Being in Southern California: Crime Remains Low; Schools Maintain Excellence; Little Urban Blight, Homes Owner Occupied; Smog Free Air; Local Shopping, Entertainment and Sports Events; Local University.

TABLE 4

Group Headline

- Redlands: Vision Leads to Unique, Livable, Small Town by Focusing on its History, Natural Environment, and Agriculture.

Individual Headlines

- A City with Vision, What Great Planning Can Do: Voted Best “Small Town” Under 100,000 Population, Healthy Living, Environmentally Sound Management, Great Traffic-Flow.
- Redlands: Tranquil Oasis in This Endless Metropolis.
- Redlands Retains Small Town Character, Livability, Unique in California, Open Spaces, Village.
- Almost 1.5 Centuries after its Founding, Redlands manages to Retain Historic Charm and Natural and Agricultural Resources: Developed Wildlife Corridor and trail System, Kept Enough Citrus to Maintain Packing House, Infill in Historic District in Keeping.

TABLE 5

Group Headline

- Redlands Uniqueness: A Livable Community
 - Balance of Jobs and Housing
 - Walkable (Pedestrian Friendly)
 - Open Space (Trails, Recreation, Groves)
 - Cultural Amenities
 - Neighborhood Friendly

Individual Headlines

- The Most Livable Community in the West: “City of Redlands”–The Sustainable City which Provides Job and Housing Balance, Residents Can Walk to Their Destination and Enjoy Life.
- I’m 88 years old, now living close to Redlands. When I just finished high school and my friend gave a ride to Phoenix. The only community I am Impressed by and still remember from my Trip to Arizona is Redlands. Something Different and Unique When we Drove Through It. It Still Is.
- The Only City in the Nation to Maintain its Rural Heritage: As the country’s population grows, many cities have grown beyond their capability to provide residents with the amenities necessary for daily life. Redlands and its residents have managed to develop a community that has a rural appeal to those looking for a way out of their congested community.
- Redlands Goes Full Circle: Goes Back to the Good Old Days of Mixed Use; Having Businesses and Residences Co-Existing.

- Redlands is Once Again Known for its Parks and Trees, not Noise and Traffic.
- Recreational and Cultural Leader in Inland Empire: Historical Buildings; Dedicated Recreational Areas– Bike, Jogging, Walking; Arts and Entertainment–Bond and Prospect Park; Unique Architecture.
- A Beautiful Rural City that has Maintained its Beautiful Open Spaces and its High Cultural Background: Groves, Summer Music Festival, University and Fine Schools.

TABLE 6

Group Headline

- A Modern Green City with Old World Charm:
 - Open Space–hiking, biking, horses, trails
 - Sustainable Businesses
 - Zero Waste, Net Zero Energy
 - Economical and Ecological Prosperity
 - Historical Resource Districts and Neighborhoods
 - Canyons (Live Oak, San Tim)
 - Cultural Wonderland
 - Public Transportation

Individual Headlines

- Redlands: A Modern Green City with Old World Charm
- Redlands: The Greenest City in America: Zero Waste, No Fossil Fuels, Center for Sustainable Business, Habitat Protection, Economic and Ecological Prosperity
- Redlands: Historical Downtown Preserved–Character Remains Preserved
- Redlands: A Modern “Green” City with Old World Charm–Founded in 1881, this 150 year old city has it all: surrounded by open space, filled with historic neighborhoods and a unique downtown shopping district. Redlands is a cultural wonderland.
- The citizens of Redlands have managed to keep an oasis of sanity in a valley of over development. It is encircled by a green belt of trails, parks and open space. There is a wildlife corridor in the canyons to the south, connecting with the Santa Ana River Trail to the east and north. There is a bus system which connects to the Metro-rail which keeps traffic to a minimum.
- Redlands: A City for Outdoor Activities–Redlands boasts biking and walking trails throughout the city, meandering around the many historical areas. This serves as a beautiful trip through Redlands past and present. Redlands hosts many soccer, baseball, etc. tournaments at its many athletic fields.
- Redlands: The Community with Foresight to Preserve Natural Beautiful Live Oak, San Timeteo Canyons Intact
 - Horse Trails
 - Unique Beauty

- Historical Indian Sites
- Rural Retreat in the Middle of Urban Sprawl
- Tourists from All Around Come to See natural Intact Canyons, Horse Trails
- See 100 Year Old Oak Trees, Wildlife Preserved in Canyons
- Ranchettes Preserved
- Hike, Ride Horses, Bike

TABLE 7

Group Headline

- Good Urban Planning Maintains the City Heritage, Character, Culture, and Naturally Undisturbed Valleys and Canyons While Permitting a Vibrant Mixed Use Downtown.
 - Property Owners Rights Have Been Preserved
 - Density Transfers Allow Goals to bet Met
 - Block Industrial Boxes

Individual Headlines

- If growth is managed correctly, Redlands will be a beautiful and vibrant city, the Crown Jewel of the Inland Empire. It will maintain its heritage while evolving into a city that meets the needs of its citizens. If growth is not managed correctly, growth will pass Redlands by and Yucaipa and Calinesa will take its place in being the most desirable place to live, play and raise a family.
- Redlands Successfully Preserved its Past, Yet has Moved into the Future...
- Redlands Emerges as Survivor of Metropolis to Retain American Small Town Spirit.
- Redlands Returns to Spearhead Agricultural Heritage and Renewal of Farming Industries.
- Redlands Wins! Lex Luther Loses!
- Redlands, California 2030: The Best City to Find Yourself Living in America–How they do it: Their planning process realized that compromise was the key to allowing millions of dollars to purchase open space, orange groves, etc. instead of giving it to lawyers and theft by time.
- Proper Planning Leads to Smart Growth: A Southern California suburb community has created a smart growth plan community.

Appendix C

Mail-In Survey



The mail-in survey prepared and sent out by the City of Redlands and Dyett & Bhatia.

Tell Us What You Think!

Become part of this exciting process as we plan for the future of our city!

The City of Redlands is undertaking the first phase in a comprehensive revision of the City's General Plan, which was last updated in 1995.

The General Plan is a document adopted by the City Council to guide our city's future. It can be described as our constitution for conservation and development – it expresses broad community values and goals, gives a picture of how the city should look in the future, and outlines steps to get there. It addresses topics such as land use, transportation, parks and open space, and natural resource conservation.

The Update will happen over a two-year period, and will be shaped by your ideas.

If you have any questions about this survey or the General Plan, please contact Robert Dalquest, Principal Planner with the City at 909-798-7562.

WORKSHOP

- What is YOUR VISION?
- What are the big issues?
- Meet your neighbors!
- Plan the Future!

WEDNESDAY, MARCH 22, 2006

- When: 7:00 pm – 9:00 pm
- Where: Joslyn Senior Center
21 Grant Street
Redlands, CA 92373

FILL OUT THE SURVEY

The attached survey has been sent to a randomly selected group of residents. It includes questions designed to identify a vision and issues to be addressed in the General Plan. **Fill it out!**

Tear off, fold as indicated so return address shows on outside, sealed closed and mail.

REDLANDS GENERAL PLAN MAIL SURVEY 2006

1 What do you like most about living in Redlands? _____

2 Looking ahead, what is the most important thing that should be done to improve Redlands? _____

3 Please indicate if you agree or disagree with the following about Redlands over the next 20 years. The City should:

	STRONGLY AGREE	SOMEWHAT AGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE	NO OPINION
expand housing opportunities	<input type="checkbox"/>				
focus on increasing the number and quality of jobs in the city	<input type="checkbox"/>				
encourage more commercial growth for economic vitality	<input type="checkbox"/>				
maintain Redlands small-town feel	<input type="checkbox"/>				
allow more retail, restaurants, office, and housing in and around historic downtown to create an urban village environment	<input type="checkbox"/>				
allow more businesses north of I-10	<input type="checkbox"/>				
provide more parking downtown	<input type="checkbox"/>				
build more parks	<input type="checkbox"/>				
preserve open space	<input type="checkbox"/>				
encourage more entertainment, restaurants, and nightlife	<input type="checkbox"/>				
limit development, especially in open areas around the city	<input type="checkbox"/>				
attract a larger number of visitors/tourists	<input type="checkbox"/>				
encourage historic preservation	<input type="checkbox"/>				
maintain and expand Redlands Municipal Airport in order to be a viable enterprise	<input type="checkbox"/>				

fold 1

fold 1

4 Please prioritize the types of new open spaces, natural areas, and recreation facilities needed in Redlands, with 1 as the highest priority and 8 as the lowest priority.

Open space for scenic beauty
 Natural areas for hiking, bird watching, equestrian, etc.
 Citrus groves/working farms
 Neighborhood and community parks

5 What building heights in downtown do you support:

3 Stories 4 Stories 5+ Stories

6 Please indicate whether you support or oppose the following types of improvements that can be made to the traffic circulation system in Redlands:

	SUPPORT	OPPOSE	NO OPINION
widening streets and intersections where possible to make traffic flow better	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
expanding bus service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
coordinating traffic signals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
building more bike paths and lanes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
providing more pedestrian connections and building better sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
increasing the availability of parking in downtown area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
extending Metrolink to downtown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

fold 2

fold 2

7 For which types of programs and projects would you support increases in City taxes and fees?

	STRONGLY SUPPORT	SUPPORT	OPPOSE	STRONGLY OPPOSE	NO OPINION
acquiring natural areas for preservation (hillsides, canyons, etc.)	<input type="checkbox"/>				
acquiring and developing a system of trails in the canyons and hills	<input type="checkbox"/>				
acquire land to implement the Emerald Necklace (City Park System)	<input type="checkbox"/>				
building new fire and police facilities	<input type="checkbox"/>				
preserving citrus groves	<input type="checkbox"/>				
expanding senior programs	<input type="checkbox"/>				
constructing street improvements to make traffic flow better	<input type="checkbox"/>				
providing new child development centers	<input type="checkbox"/>				
providing more bike paths, improving sidewalks	<input type="checkbox"/>				
expanding youth athletic and recreation facilities	<input type="checkbox"/>				
maintaining parks and trails	<input type="checkbox"/>				
preserving historic resources	<input type="checkbox"/>				
supporting public art	<input type="checkbox"/>				
providing more transit	<input type="checkbox"/>				
other (please specify)	<input type="checkbox"/>				

SURVEY RESULTS

Q1: What do you like most about living in Redlands?

	<i>% of Responses that Mentioned</i>
Small town feel / atmosphere	45.8%
Safe neighborhoods / low crime rate / peaceful / quiet	18.4%
Historical Character and Resources	17.1%
Friendly people / sense of community / good neighbors	15.7%
Beautiful / clean / green scenery (i.e. trees lined-streets)	14.8%
Cultural life (including Redlands Bowl)	8.1%
Orange groves	7.3%
Other responses (cannot be categorized)	6.6%
Good schools	5.3%
Beauty / Architecture / Homes	3.7%
Great location / easy access to places	3.7%
Local shopping and dining	3.5%
Downtown	2.8%
Open spaces and natural areas	2.7%
Good climatic condition	2.5%
Quality of life	2.2%
Trails (for hiking and equestrian use)	2.0%
Proximity to needed public services (police department, hospitals)	2.0%
Don't know / Refused	2.0%
City and neighborhood parks	1.5%
Small population / less dense	1.5%
Upscale / affluent community	1.5%
This is my hometown / I spent most of my life here	1.0%

Q2: Looking ahead, what is the most important thing that should be done to improve Redlands?

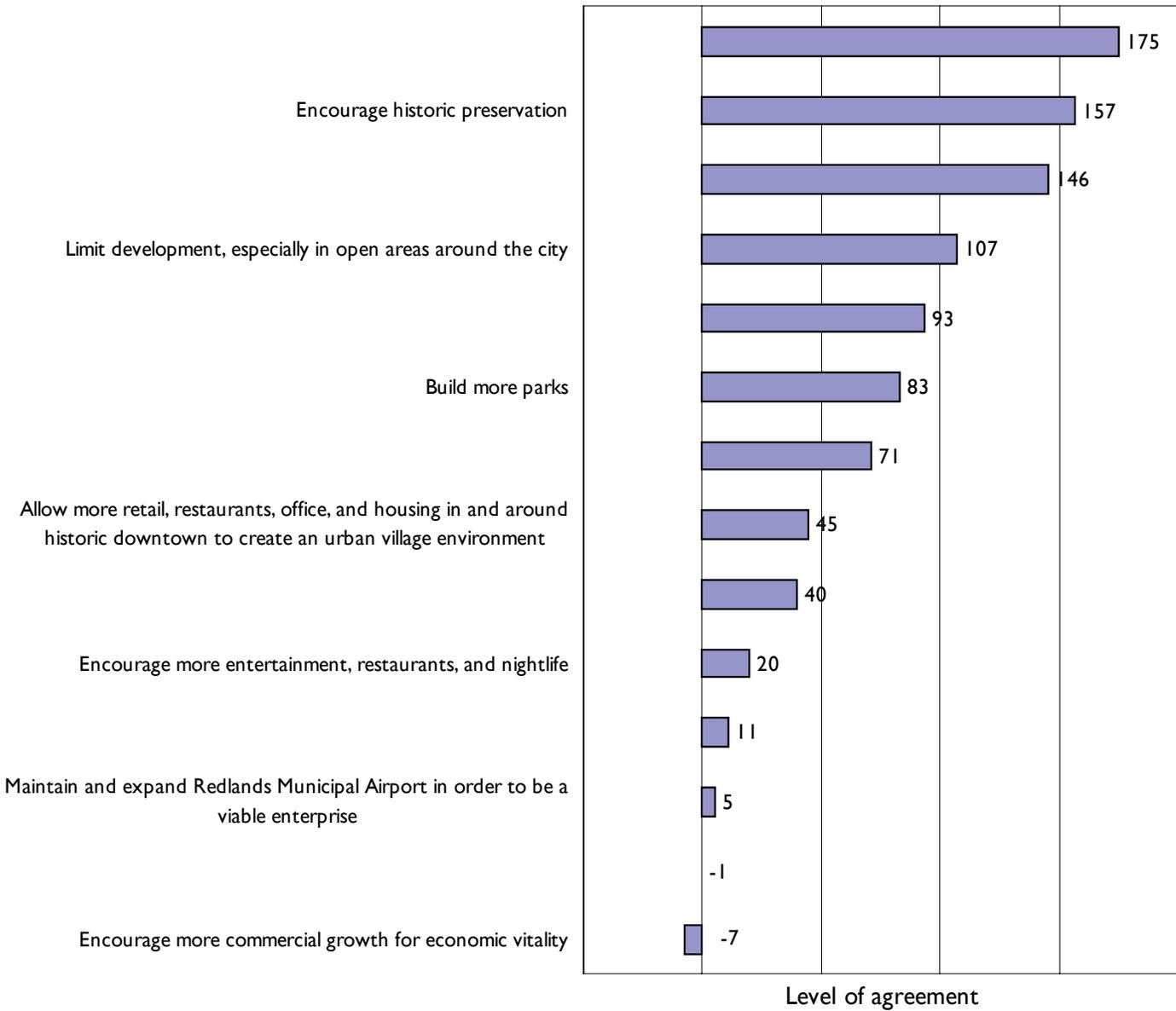
	<i>% of Responses that Mentioned</i>
Concern with development and growth	24.6%
<i>Control or stop growth</i>	19.5%
<i>Do not like style of growth</i>	5.1%
Improve/repave the streets and fix potholes	17.1%
Other responses (cannot be categorized)	13.8%
Preserve the orange groves	11.1%
Preserve the small town feel	8.0%
Maintain low crime rate/ increase police force / keep Redlands safe	6.5%
Reduce traffic congestion	6.3%
Limit building of houses	6.0%
Improve shopping and dining opportunities	5.1%
Preserve historical resources	4.8%
Redevelop/revitalize downtown	4.4%
Preserve open space	3.8%
Keep the cleanliness standards	3.6%
Don't know / Refused	3.1%
Create new city parks/sports facilities	2.9%
Tree trimming	2.9%
Establish/expand/maintain trails system	2.6%
Improve North Side	2.4%
Bring in more jobs and businesses	2.2%
Careful planning of development projects and activities in redlands	2.2%
Provide affordable housing	2.1%
Improve downtown parking	1.4%
Maintain quality of life	1.4%
Improve public transportation	1.2%
Education a high standard	1.2%
Extend Metrolink to Redlands	1.0%
Eliminate Wal-Mart	1.0%
Get rid of graffiti	0.7%
More community / family / youth activities	0.7%
Improve night life	0.3%

Q3: Please indicate if you agree or disagree with the following about Redlands over the next 20 years. The City should:

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	<i>No Opinion</i>	<i>Weighted Score¹</i>
Encourage more commercial growth for economic vitality	13.3%	36.5%	23.6%	23.4%	3.3%	-7.33
Expand housing opportunities	7.5	23.7	25.1	40.3	3.4	-0.669
Maintain and expand Redlands Municipal Airport in order to be a viable enterprise	19.3	27.7	18.7	21.1	13.2	5.33
Attract a larger number of visitors/ tourists	16.5	36.0	25.9	16.2	5.5	10.74
Encourage more entertainment, restaurants, and nightlife	20.3	35.0	23.8	16.0	4.9	19.81
Allow more businesses north of I-10	26.8	35.7	15.2	17.2	5.1	39.69
Allow more retail, restaurants, office, and housing in and around historic downtown to create an urban village environment	31.1	33.7	13.3	19.0	2.8	44.62
Focus on increasing the number and quality of jobs in the city	31.2	40.6	13.6	9.3	5.4	70.83
Build more parks	38.1	33.9	14.8	6.3	6.9	82.71
Provide more parking downtown	40.8	36.8	12.0	6.6	3.9	93.07
Limit development, especially in open areas around the city	56.7	21.0	13.8	6.7	1.9	107.4
Preserve open space	68.4	20.2	6.5	2.5	2.5	145.59
Encourage historic preservation	70.4	22.4	3.4	1.5	2.3	156.64
Maintain Redlands small-town feel	85.9	9.1	3.2	1.2	0.6	175.27

1. Each response was weighted, and then totaled as follows: Strongly Agree= 2, Somewhat Agree= 1, Somewhat Disagree= -1, Strongly Disagree= -2, No Opinion= 0.

Q3: Redlands Over the Next 20 Years

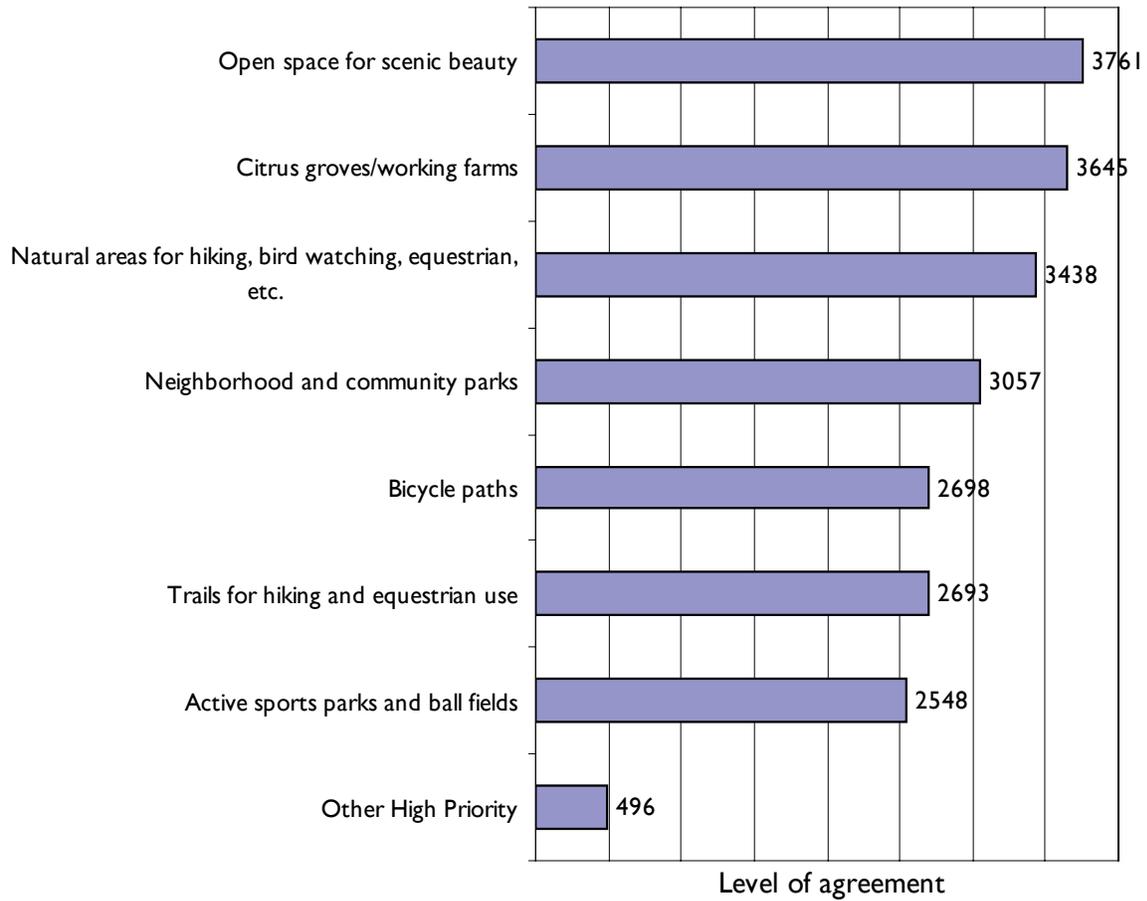


Q4: Please prioritize the types of new open spaces, natural areas, and recreation facilities needed in Redlands, with 1 as the highest priority and 8 as the lowest priority.

	1	2	3	4	5	6	7	8	Weighted Score ¹
Open space for scenic beauty	223	120	71	58	56	42	28	15	3761
Citrus groves/working farms	211	103	80	65	53	40	38	23	3645
Natural areas for hiking, bird watching, equestrian, etc.	111	124	128	95	62	34	36	17	3438
Neighborhood and community parks	91	72	101	102	84	86	42	31	3057
Bicycle paths	71	56	75	72	100	109	84	33	2698
Trails for hiking and equestrian use	56	57	70	97	112	98	84	31	2693
Active sports parks and ball fields	78	59	66	54	70	68	152	57	2548
Other High Priority	42	3	4	7	3	6	10	30	496

1. Each response was scored and the results added up. The scoring system was #1 received 8 points, #2 received 7 points, #3 received 6 points, #4 received 5 points, #5 received 4 points, #6 received 3 points, #7 received 2 points, and #8 received 1 point.

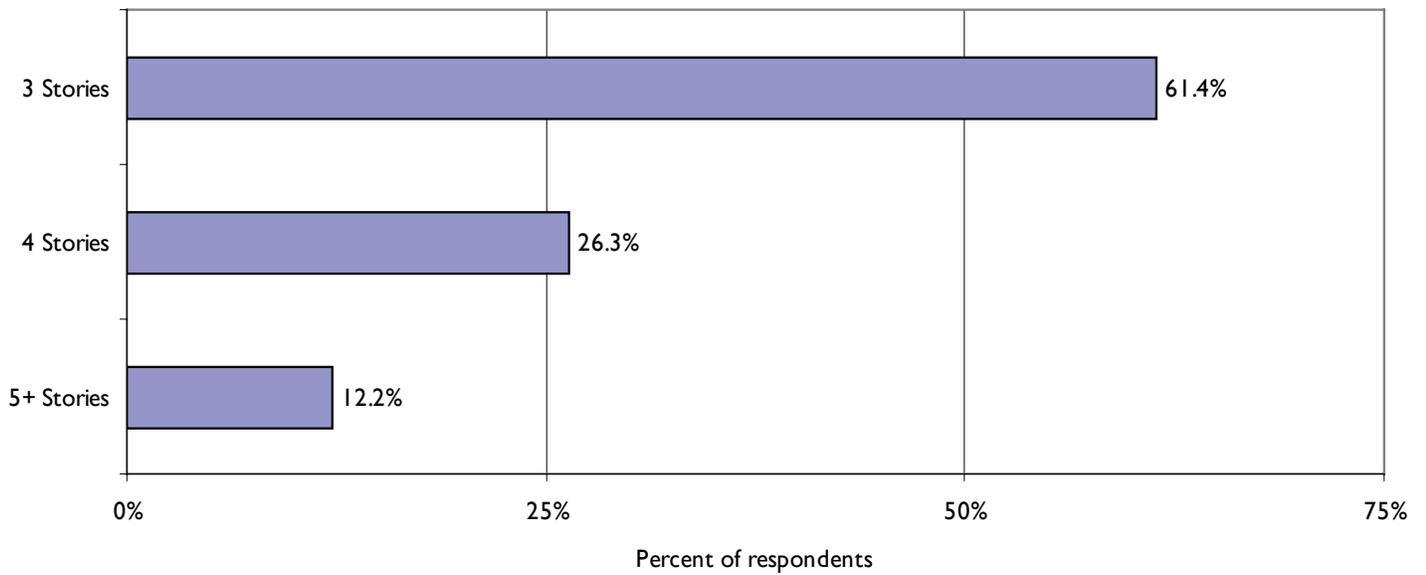
Q4: Open Space Priorities



Q5: What building heights in downtown do you support?

	<i>% of Responses</i>
3 Stories	61.4%
4 Stories	26.3%
5+ Stories	12.2%

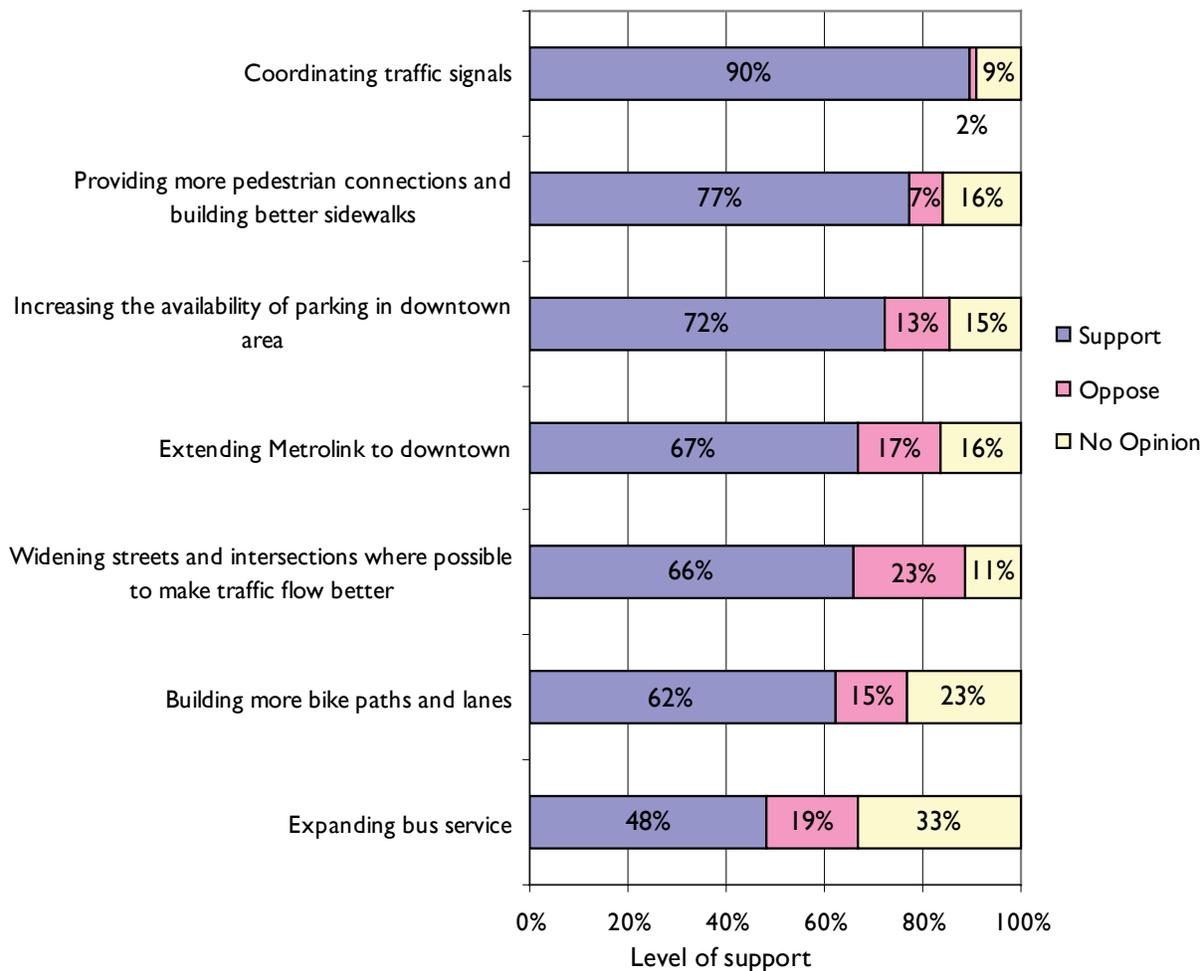
Q5: Support for Downtown Building Heights



Q6: Please indicate whether you support or oppose the following types of improvements that can be made to the traffic circulation system in Redlands:

	<i>Support</i>	<i>Oppose</i>	<i>No Opinion</i>
Expanding bus service	48.2%	18.5%	33.2%
Widening streets and intersections where possible to make traffic flow better	65.7%	22.9%	11.4%
Building more bike paths and lanes	62.1%	14.9%	23.1%
Extending Metrolink to downtown	66.8%	16.9%	16.3%
Increasing the availability of parking in downtown area	72.1%	13.4%	14.5%
Providing more pedestrian connections and building better sidewalks	77.1%	6.8%	16.1%
Coordinating traffic signals	89.4%	1.5%	9.1%

Q6: Support for Traffic Circulation Improvements

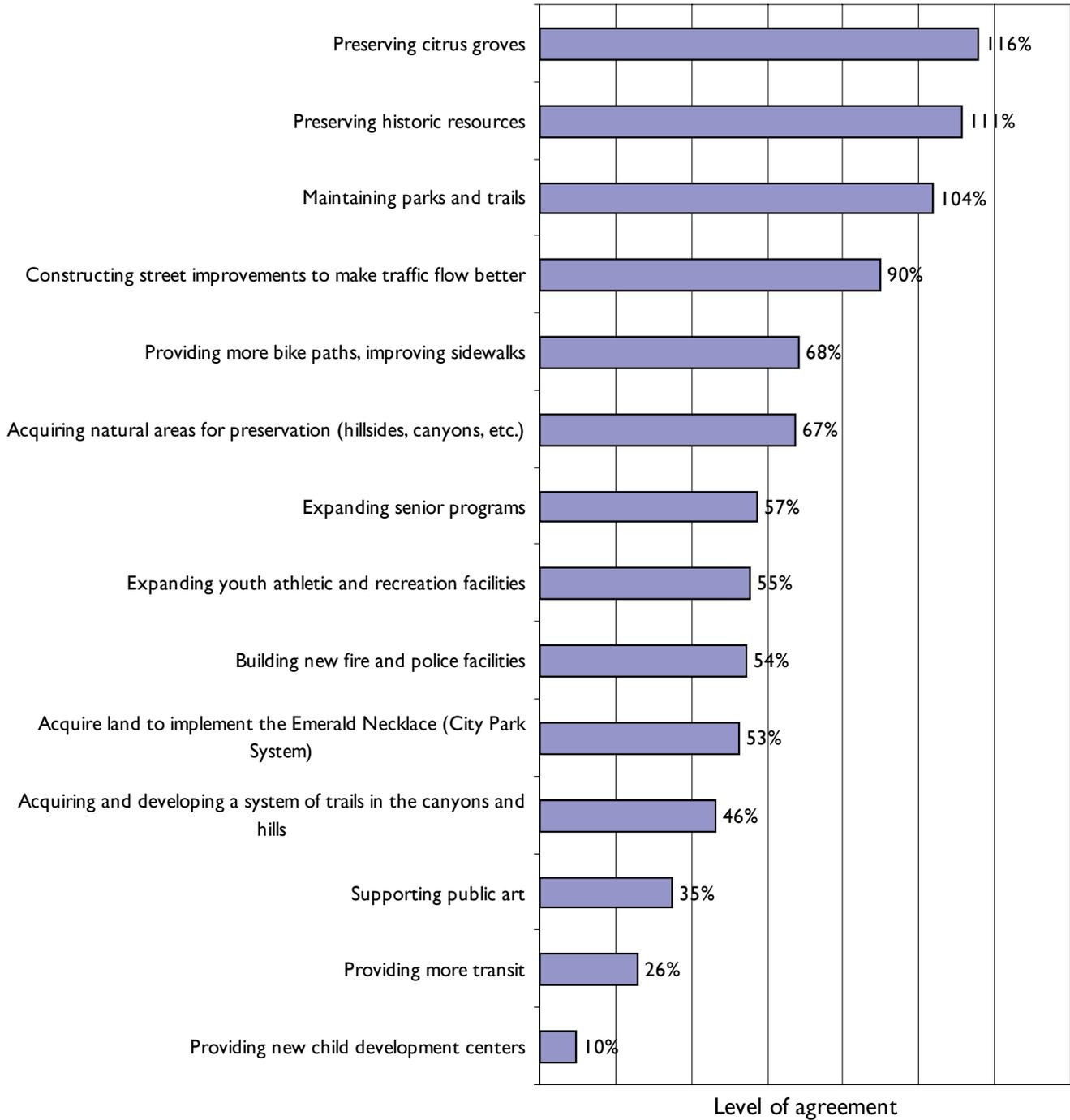


Q7: For which types of programs and projects would you support increases in City taxes and fees?

	Strongly Support	Support	Oppose	Strongly Oppose	No Opinion	Weighted Score ¹
Acquiring natural areas for preservation (hill-sides, canyons, etc.)	34.4%	33.5%	13.2%	11.0%	7.9%	67.3
Acquiring and developing a system of trails in the canyons and hills	24.1%	36.2%	19.0%	9.5%	11.3%	46.5
Acquire land to implement the Emerald Necklace (City Park System)	27.1%	34.2%	15.6%	10.1%	12.9%	52.7
Building new fire and police facilities	19.9%	45.3%	15.3%	7.8%	11.7%	54.3
Preserving citrus groves	50.4%	31.9%	7.3%	4.8%	5.6%	115.8
Expanding senior programs	20.6%	42.8%	14.0%	6.4%	16.2%	57.2
Constructing street improvements to make traffic flow better	35.4%	40.3%	12.5%	4.3%	7.6%	90.0
Providing new child development centers	12.5%	31.3%	21.4%	12.7%	22.1%	9.5
Providing more bike paths, improving side-walks	27.3%	41.2%	13.5%	7.0%	11.1%	68.3
Expanding youth athletic and recreation facilities	18.9%	46.5%	14.6%	7.2%	12.7%	55.4
Maintaining parks and trails	34.3%	50.0%	7.2%	3.8%	4.7%	103.8
Preserving historic resources	45.2%	37.1%	7.9%	4.0%	5.8%	111.4
Supporting public art	20.2%	35.6%	18.8%	11.1%	14.3%	35.0
Providing more transit	15.8%	32.9%	21.2%	8.6%	21.5%	26.0
Other (in descending order of frequency)	68.5%	5.6%	0.9%	9.3%	15.7%	
1. Repave streets						
2. Better traffic control						
3. No new taxes/Keep taxes affordable						
4. Metrolink station						
5. increase police force						
6. Reforestation / Trimming of trees						
7. Other						

1. Each response was weighted, and then totaled as follows: Strongly Agree= 2, Somewhat Agree= 1, Somewhat Disagree= -1, Strongly Disagree= -2, No Opinion= 0.

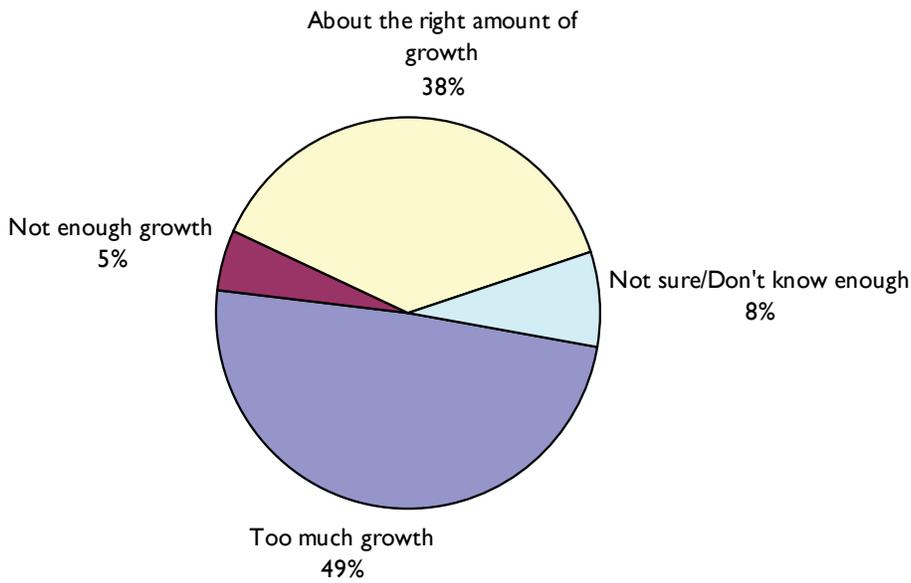
Q7: Priorities for Funding



Q8: Do you think over the last 10 years, Redlands has had:

	<i>% of Responses</i>
Too much growth	49.2%
Not enough growth	4.9%
About the right amount of growth	38.2%
Not sure/Don't know enough	7.7%

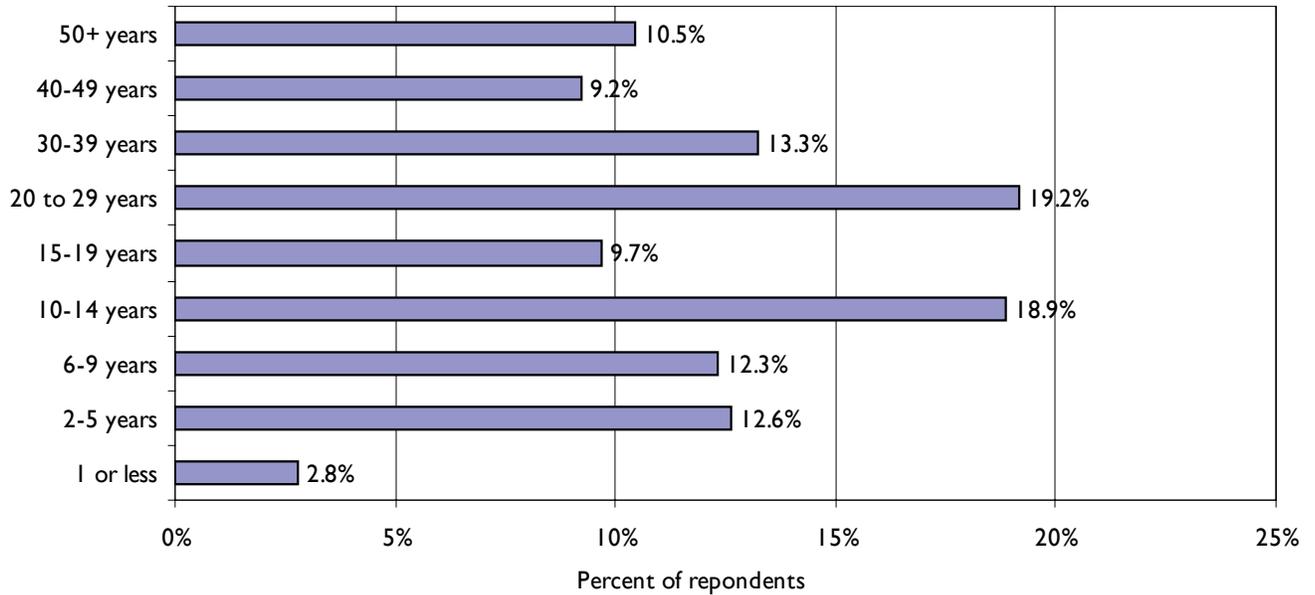
Q8: Opinions on City Growth over the Past 10 Years



Q9: How long have you lived in Redlands (years)?

<i>Number of Years</i>	<i>% of Response</i>
1 or less	2.8%
2-5 years	12.6%
6-9 years	12.3%
10-14 years	18.9%
15-19 years	9.7%
20 to 29 years	19.2%
30-39 years	13.3%
40-49 years	9.2%
50+ years	10.5%

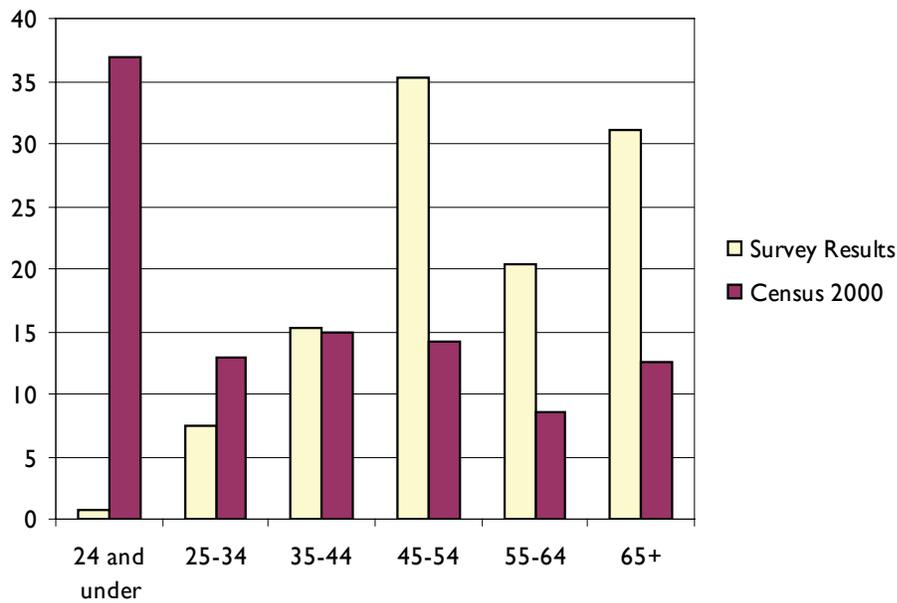
Q9: Length of Residence of Respondents



Q10: Age?

Years	% of Responses	2000 US Census
24 and under	0.8	36.9%
25-34	7.4	13%
35-44	15.2	14.9%
45-54	35.3	14.2%
55-64	20.4	8.5%
65+	31.1	12.6%

Q10: Age of Respondents Survey Compared to US Census



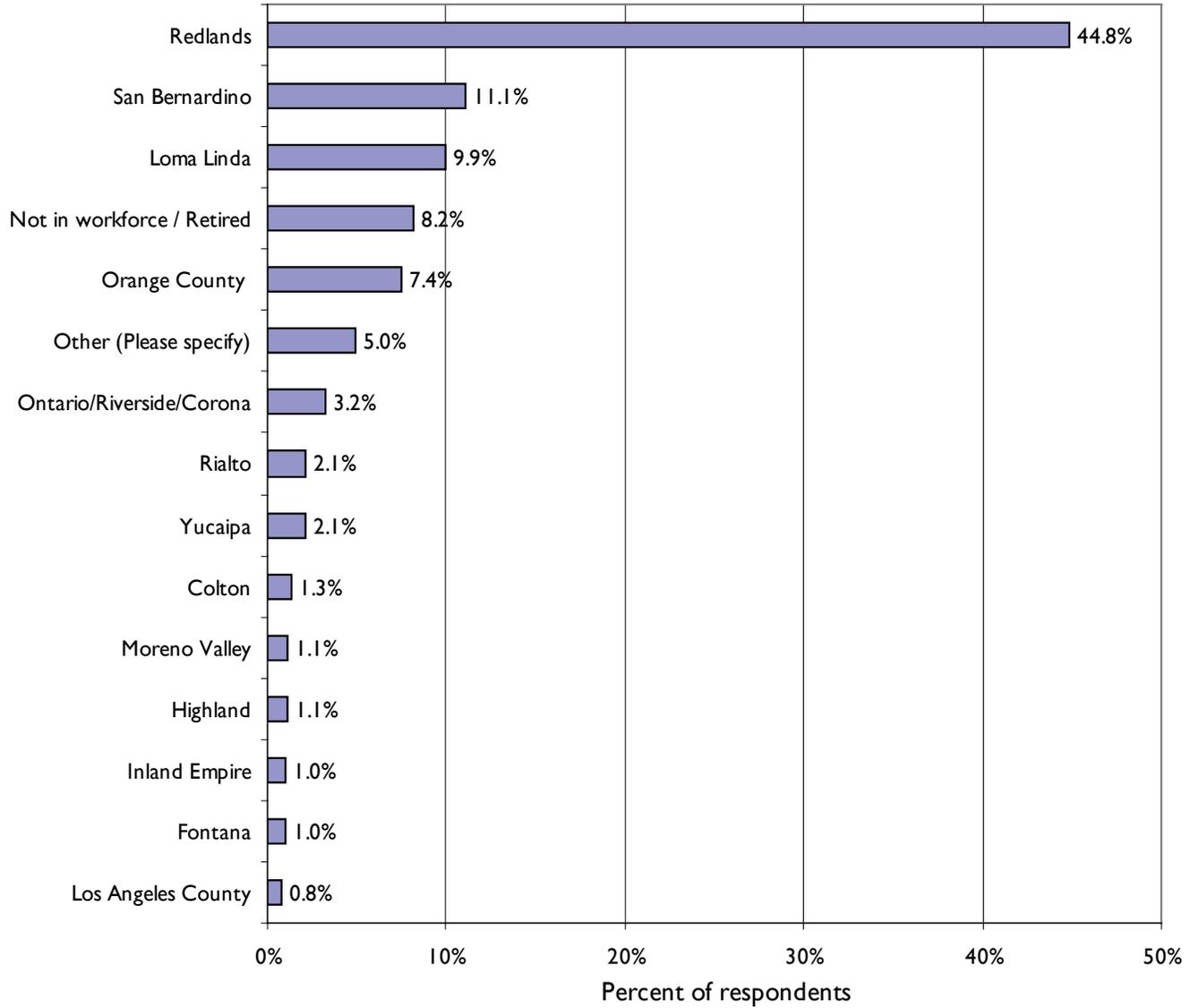
Q11: Gender?

	<i>Response</i>	<i>2000 US Census</i>
Male	49%	47%
Female	51%	53%

Q12: In which of the following locations do you currently work or go to school?

<i>Location</i>	<i>% of Responses</i>
Redlands	44.8%
Orange County	7.4%
Loma Linda	9.9%
Los Angeles County	0.8%
Ontario/Riverside/Corona	3.2%
Other (Please specify)	5.0%
Colton	1.3%
Fontana	1.0%
Highland	1.1%
San Bernardino	11.1%
Yucaipa	2.1%
Not in workforce / Retired	8.2%
Moreno Valley	1.1%
Inland Empire	1.0%
Rialto	2.1%

Q12: Respondent's Places of Work or School



Q13: What is your employment status?

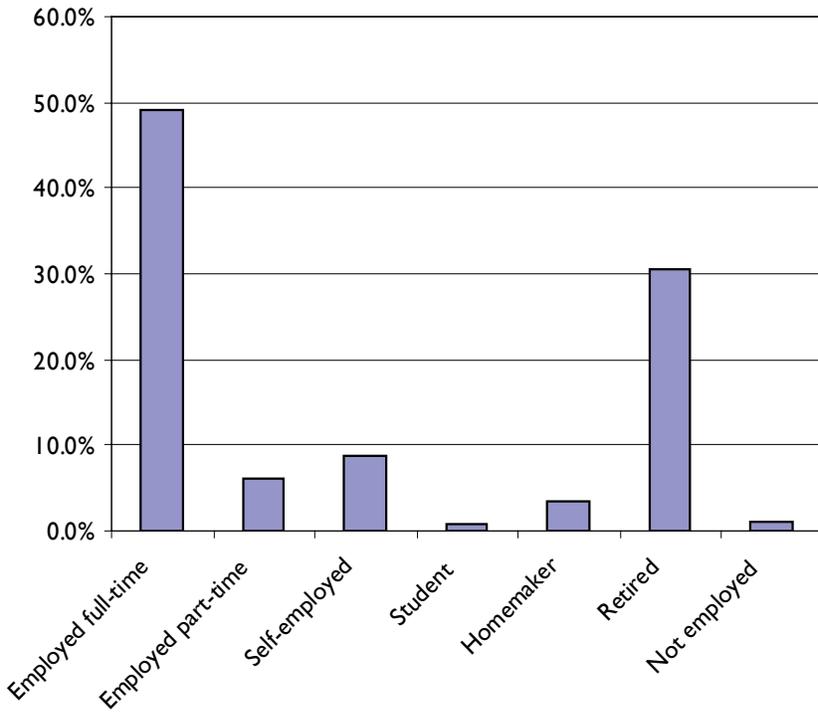
	<i>% of Responses</i>
Employed full-time	49.1%
Employed part-time	6.2%
Self-employed	8.8%
Student	0.8%
Homemaker	3.4%
Retired	30.6%
Not employed	1.1%

2000 US Census Data¹

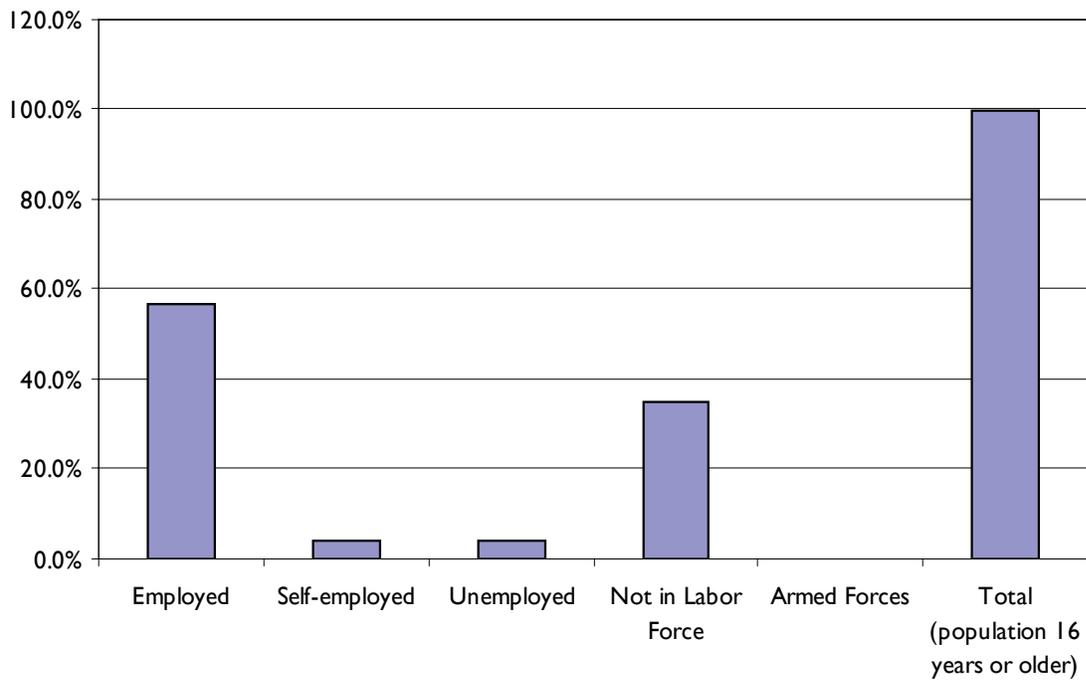
	<i>% of Responses</i>
Employed	56.7%
Self-Employed	4.3%
Unemployed	4.2%
Not in Labor Force	34.8%
Armed Forces	0.1%
Total (population 16 years or older)	100.0%

I. Census category titles differ from those used in survey.

Q13: Employment Status of Respondents



Redlands Employment, 2000 US Census



Q14: What ethnic group do you consider yourself closest to?

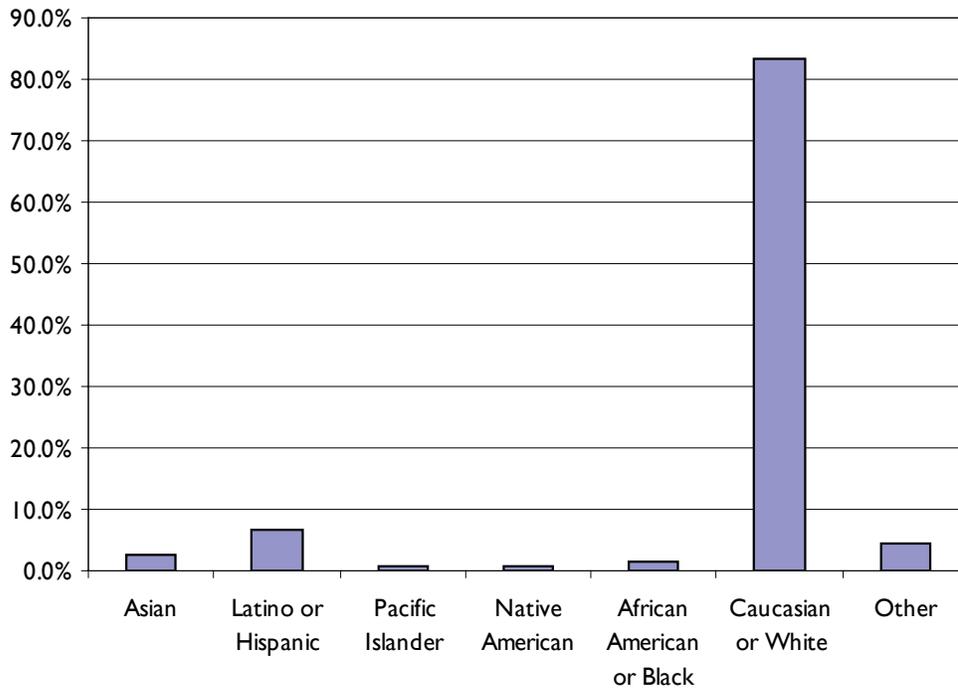
<i>Ethnicity</i>	<i>% of Responses</i>
Asian	2.7%
Latino or Hispanic	6.8%
Pacific Islander	0.6%
Native American	0.8%
African American or Black	1.4%
Caucasian or White	83.5%
Other	4.3%

2000 US Census Data¹

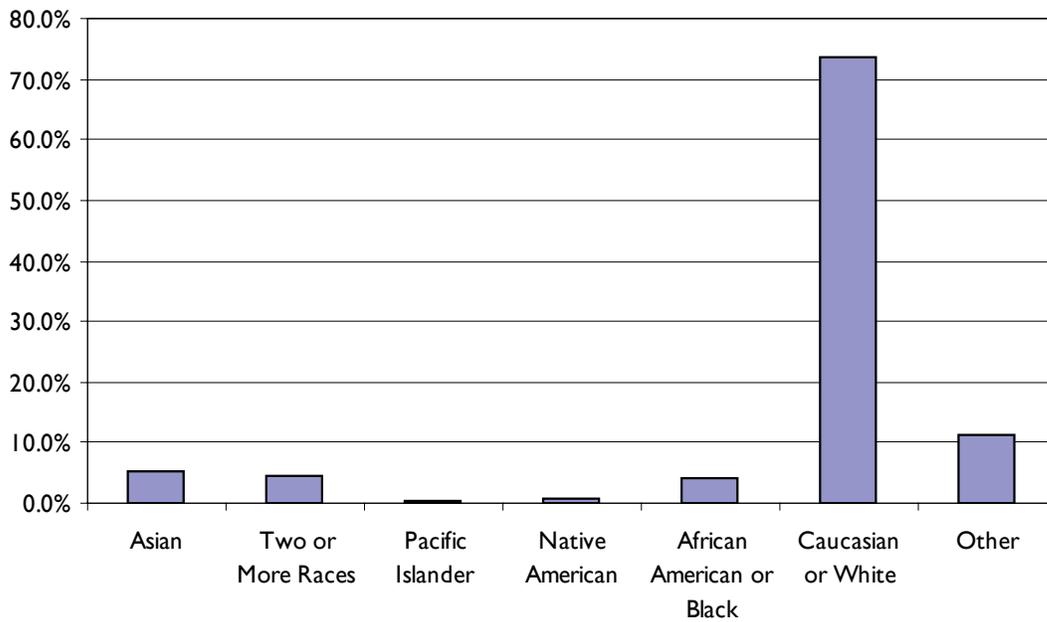
	<i>% of Responses</i>
Asian	5.1%
Two or more races	4.4%
Pacific Islander	0.2%
Native American	0.9%
African American or Black	4.3%
Caucasian or White	73.7%
Other	11.3%

I. The US Census regards Hispanic as an ethnicity which can coexist with any race. As a result, the survey results cannot be directly compared to the Census

Q14: Ethnicity of Respondents



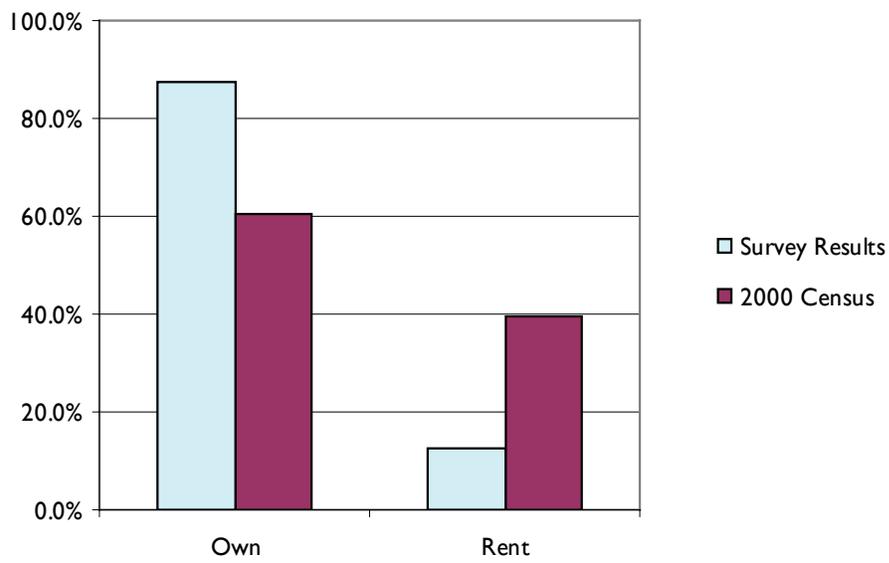
Ethnicity in Redlands, 2000 US Census



Q15: Own or Rent Home?

	<i>% of Survey Responses</i>	<i>2000 US Census</i>
Own	87.4%	60.4%
Rent	12.6%	39.6%

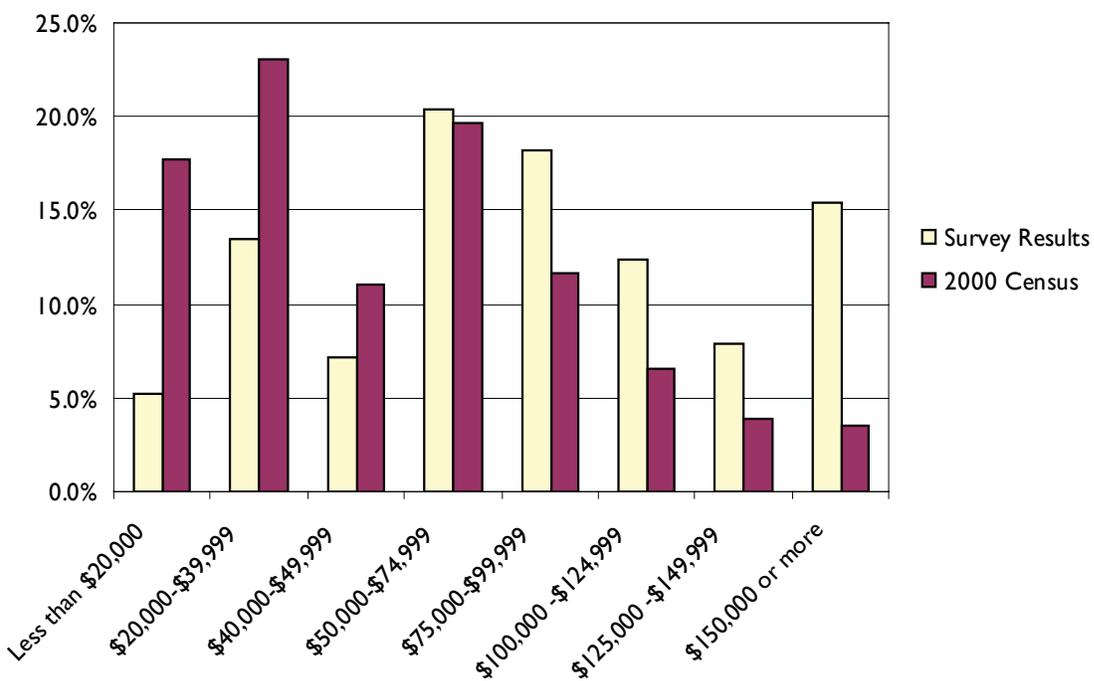
Q15: Own or Rent Home?



Q16: For statistical purposes only, what was the total income of your household before taxes in 2004?

Household Income	% of Responses	2000 US Census
Less than \$20,000	5.2%	17.7%
\$20,000-\$39,999	13.5%	23.0%
\$40,000-\$49,999	7.2%	11.1%
\$50,000-\$74,999	20.4%	19.6%
\$75,000-\$99,999	18.2%	11.6%
\$100,000 -\$124,999	12.4%	6.6%
\$125,000 -\$149,999	7.8%	3.9%
\$150,000 or more	15.4%	3.5%

Q16: Household Income of Redlands Residents



Q17: How many total people live in your house or apartment?

<i># of People</i>	<i>% of Responses</i>
One	20.3%
Two	48.4%
Three	14.1%
Four or more	17.2%

Q17: Household Size of Respondents

