

DOWNTOWN MARKET ABSORPTION
STUDY
FINAL REPORT

Prepared for



City of Shasta Lake

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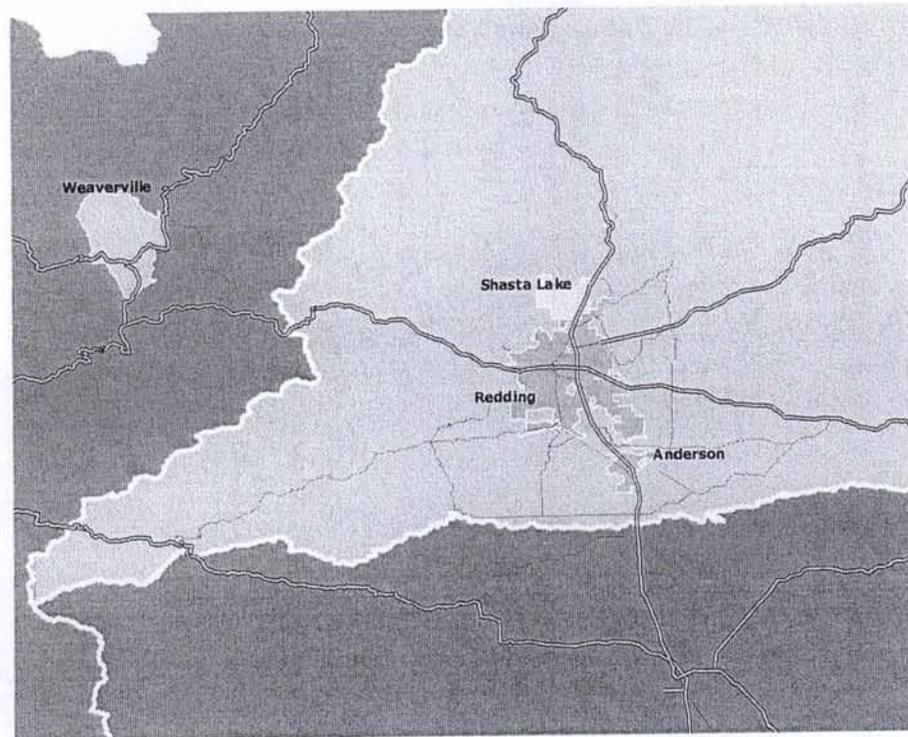
1. INTRODUCTION & PROJECT DESCRIPTION

HISTORY

The City of Shasta Lake was incorporated in 1993. The city was created from three communities that were the product of the building of Shasta Dam, which began in 1937. The three communities, Project City, Central Valley and Summit City were all located along Shasta Dam Boulevard, the main thoroughfare through Shasta Lake.

The City of Shasta Lake is located along Interstate 5 in Northern California. Along with the County Seat of Redding, Shasta Lake and Anderson are the three incorporated cities in Shasta County. Shasta Lake and Anderson are roughly the same size. All three cities are located along Interstate 5 with Anderson located south of Redding and Shasta Lake north of Redding. Both Anderson and Shasta Lake are within the metropolitan area of Redding.

FIGURE 1
Location of Shasta Lake



CURRENT REVITALIZATION EFFORTS

The City of Shasta Lake has been moving steadily towards revitalizing and reshaping its downtown core. Work began in 1998 with the completion of a design and implementation plan. Now, the City is about to begin infrastructure work in the downtown area by undergrounding unsightly utilities. Other work is to follow including adding bike lanes, sidewalks, and streetscape improvements.

All work is occurring along Shasta Dam Boulevard¹. Connected to Interstate 5, Shasta Dam Boulevard contains most of Shasta Lake's retail and personal services. Government functions including City Hall, the US Post Office and Sheriff Substation are all located in the immediate area surrounding Shasta Dam Boulevard. Shasta Dam Boulevard is also the main route to the visitor center at the dam.

The 1998 conceptual plan² envisions Shasta Dam Boulevard transformed into two distinct districts. The districts, known as *City Center* and *Village Commercial*, would reinforce Shasta Dam Boulevard as the core of Shasta Lake. Whether or not Shasta Lake follows through and realizes the City Center and Village Commercial concepts, it is clear that for the foreseeable future Shasta Dam Boulevard will continue to be the commercial hub of the City.

One of the recommendations of the 1998 Central Business District implementation plan was to identify retail space that could be absorbed within the conceptual districts. This study fulfills that recommendation and expands it by also quantifying the absorption of retail, office and personal service space along Shasta Dam Boulevard. This information will help Shasta Lake plan for future business and civic needs.

In August of 2003 the City of Shasta Lake completed a Comprehensive Economic Development Strategy³. The

¹ Also known as State Highway 151

² Central Business District Conceptual Plan and Implementation Strategy for the City of Shasta Lake. 1998. Funded by CDBG Grant # 96-EDBG-424.

³ Shasta Lake Comprehensive Development Strategy. September 2003 by Applied Development Economics. Funded by a grant from the California Department of Housing and Community Development.

Strategy contains an economic base analysis that identifies industries for attraction, a retail analysis showing sales leakages for major retail categories, and a tourism analysis quantifying the potential for lodging in Shasta Lake. The Strategy culminates with a vision for the city and performance measures to gauge progress in implementing the strategy.

The first initiatives that have priority in the Strategy pertain to the development of Shasta Dam Boulevard. Coupled with the recently completed retail analysis,⁴ the absorption information in this report will be a powerful tool for the city in helping to manage Shasta Dam Boulevard development.

PROJECT SETTING AND RELEVANT DEMOGRAPHICS

Shasta Lake is a relatively new city, and it has continued to grow in population and jobs since its founding. Some new housing has been developed in Shasta Lake and it seems a combination of migration and natural growth has contributed to the overall population increase that has occurred since incorporation.

TABLE 1
Population and Change in Shasta Lake, Redding, Anderson, & Shasta County, 1994* to 2003

Jurisdiction	1994	2003	Change	Percent Change	Rate of Growth
Shasta Lake	9,059	9,832	773	9%	0.63%
Redding	73,212	83,887	10,675	15%	1.05%
Anderson	8,473	9,498	1,025	12%	0.88%
Shasta County Unincorporated	65,594	66,668	1,074	2%	0.13%
Shasta County Total	156,338	169,885	13,547	9%	0.64%

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates. Sacramento, California, May 2004.

*Note: 1994 is the first year that data is available for Shasta Lake.

Table 1 shows that Shasta Lake has seen its population increase at the same rate as overall Shasta County. This is a slower rate than either Redding or Anderson, but is a faster rate than the unincorporated parts of the county. Table 1

⁴ Included the Economic Development Strategy (CEDS)

shows the change in population for Shasta Lake, Shasta County and the other incorporated cities since the incorporation of Shasta Lake in 1993.

TABLE 2
Number of Households and Change in Shasta Lake, Redding, Anderson, and Shasta County, 1994 to 2003

Jurisdiction	1994	2003	Change	Percent Change	Rate of Growth
Shasta Lake	3,400	3,655	255	8%	0.56%
Redding	30,076	33,652	3,576	12%	0.87%
Anderson	3,260	3,529	269	8%	0.61%
Shasta County Unincorporated	25,021	25,270	249	1%	0.08%
Shasta County Total	61,757	66,106	4,349	7%	0.52%

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates. Sacramento, California, May 2004.

Table 2 shows the change in the number of households since 1994 in Shasta Lake, Shasta County and the other jurisdictions. As of 2003 there were 3,655 households in Shasta Lake. This is a change from 3,400 at its founding equating to an 8 percent increase. Anderson and unincorporated Shasta County grew at similar rates. Redding had a change of 12 percent over the same period.

TABLE 3
Household Size and Change in Shasta Lake, Redding, Anderson, and Shasta County, 1994 to 2003

Jurisdiction	1994	2003	Change	% Change
Shasta Lake	2.664	2.690	0.026	1%
Redding	2.434	2.493	0.059	2%
Anderson	2.599	2.691	0.092	4%
Shasta County Unincorporated	2.622	2.638	0.016	1%
Shasta County Total	2.532	2.570	0.038	2%

Source: State of California, Department of Finance, E-5 City/County Population and Housing Estimates. Sacramento, California, May 2004.

Table 3 compares the household size of Shasta Lake to the other jurisdictions from 1994 to 2003. Household size in Shasta Lake has increased little, unlike Anderson, where household size has increased 4 percent. This reflects smaller internal population growth and is likely due to an in-migration of older families. That is, more people moved into Shasta Lake as opposed to being born there. Like Anderson,

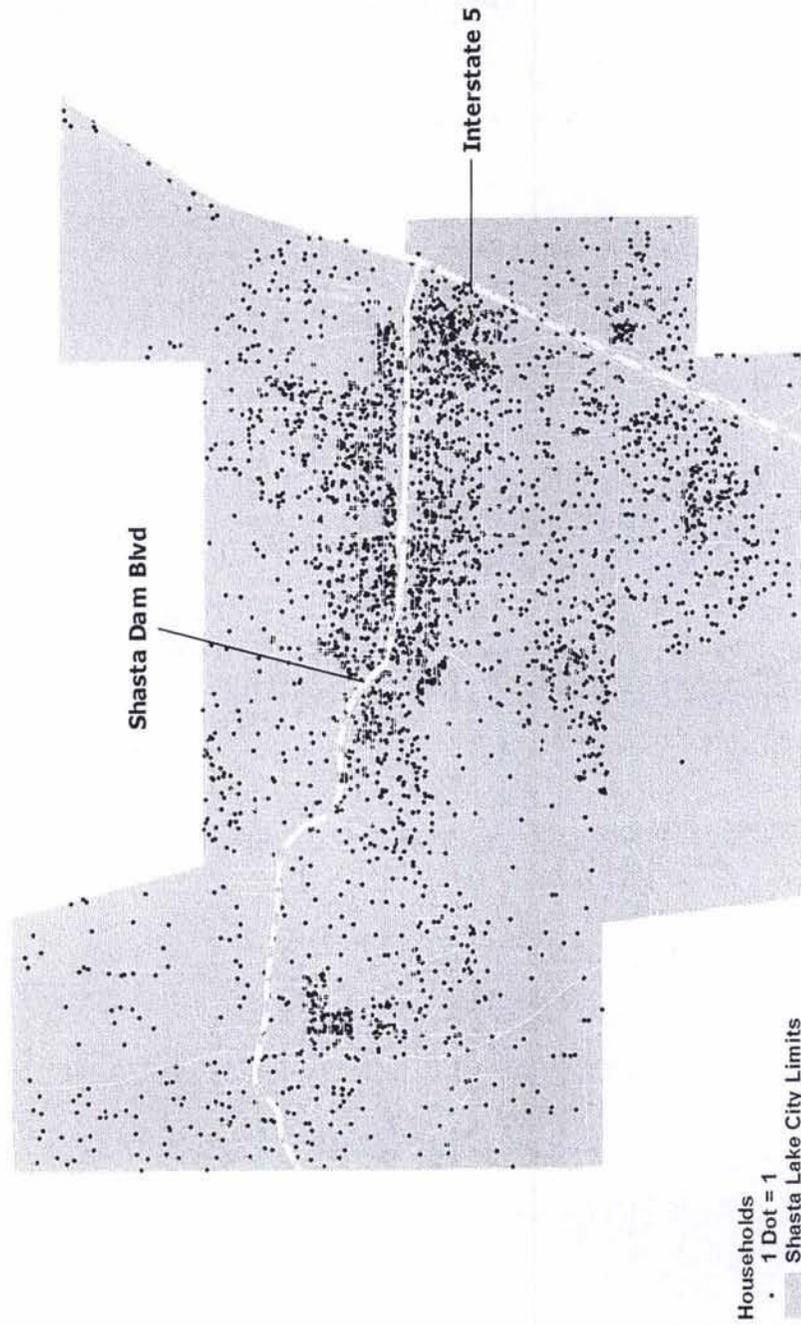
Shasta Lake still has a larger household size than either Redding or unincorporated Shasta County.

Recent housing development in Shasta Lake has been confined to the southern parts of the city, meaning that the city's newest residents have less need to go downtown. Redding and its numerous shopping opportunities are almost as close for these residents, and are just as easy to access.

Even with most new housing development occurring in the southern portion of the city, the majority of households remain in the heart of Shasta Lake. Eleven percent of households in Shasta Lake are located to the south of Pine Grove Boulevard with the remaining 89 percent located to the north. The majority of households are thus clustered around downtown Shasta Lake. Figure 2 shows the locations of households in Shasta Lake as of the 2000 Census.

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FIGURE 2
Housing Concentration in Shasta Lake in 2000



According to recent information from Shasta County, the median household income in Shasta Lake is \$26,275, and the median income for a family is \$33,010. 20.1% of the population and 16.5% of families are below the poverty line⁵. In Shasta County the median income for a household is \$34,335, and the median income for a family is \$40,491. 15.40% of the population and 11.30% of families are below the poverty line.

CONCLUSION FROM DATA

The data shows that Shasta Lake is growing slowly, and that new growth is occurring away from downtown. The data also shows that even though the majority of households are within walking distance of Shasta Dam Boulevard, income levels are generally lower than average, with higher-than-average number of residents below the poverty line.

Shasta Lake officials should monitor population and household growth as they make decisions regarding downtown revitalization. Retail and service businesses located on Shasta Dam Boulevard should continue serving the local population, but their market expansion potential will come primarily from the Pine Grove area and tourists. Services for low income persons, seniors, children, etc. should be located downtown, close to the heaviest concentration of those that would be served.

⁵ See http://en.wikipedia.org/wiki/Poverty_line for definition of "poverty line."

2. HOUSEHOLD SHOPPING PREFERENCE SURVEY

SURVEY DESIGN AND RESPONSE RATE

To help determine local shopping patterns along Shasta Dam Boulevard, a survey was conducted of Shasta Lake households (Appendix D). Surveys were administered through the mail from addresses supplied by the City for residents of Shasta Lake. A total of 700 surveys were mailed in June of 2004, representing 19% of the city's 3,655 households. The addresses were spread proportionately throughout the city. Of the 700 surveys mailed, 218 were returned for a response rate of 31 percent, enough for a satisfactory statistical analysis.⁶ Respondents represent 6% of actual households.

The survey was designed to help estimate demand for services along Shasta Dam Boulevard, and to verify the retail categories that can support more sales.⁷ Survey results can also be used to help recruit needed business types, and to help estimate potential land absorption.

The survey asked Shasta Lake residents about their shopping habits and preferences for downtown Shasta Lake retail. All but two questions were multiple choice, with the ability to respond with more than one answer. The survey questions were developed to:

- Learn where Shasta Lake households currently shop
- Learn about the frequency of resident visits to downtown Shasta Lake
- Gauge current shopping tendencies in downtown Shasta Lake
- Identify preferences for future development of retail and restaurants in downtown Shasta Lake.

⁶ 218 responses create a margin of error of 6.7 percent.

⁷ The 2003 retail analysis showed retail potential for family clothing, drug stores, small general merchandise stores, florist, books/music/stationery, jewelry, restaurants, home furnishings and garden supplies. There was also demand for more fast food, service stations and convenience stores to be located along I-5.

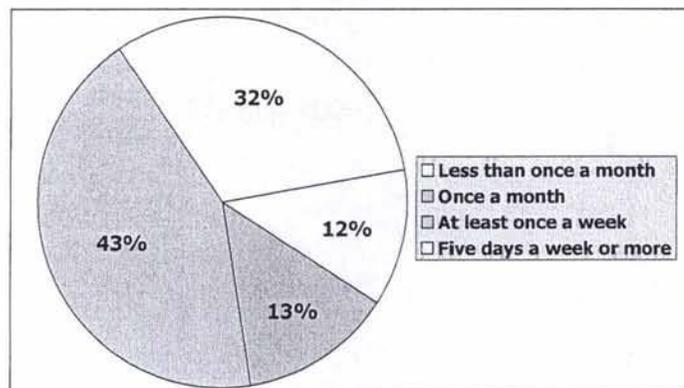
SURVEY RESULTS

FREQUENCY OF DOWNTOWN SHASTA LAKE VISITS

Question 1 quantifies the number of visits made to downtown Shasta Lake by households. Figure 3 shows that the majority of respondents visit downtown Shasta Lake at least once a week. This represents 74 percent of households, or 163 respondents.

Extrapolating this information for the total number of households in Shasta Lake means at least 2,700 local shoppers each week, with 1,500 of them making 5 or more trips per week.

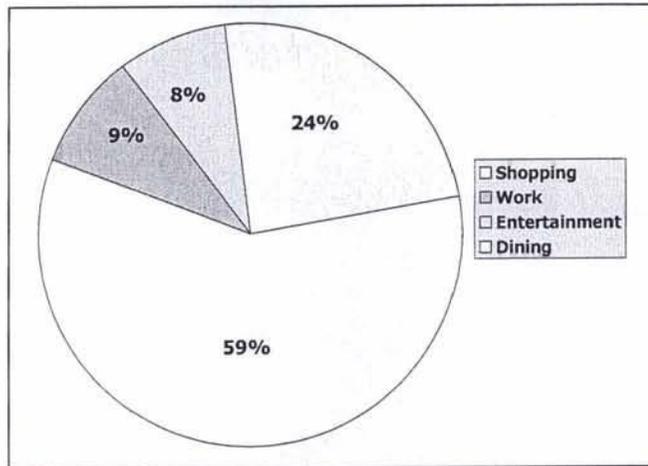
FIGURE 3
Frequency of Household Visits to Downtown Shasta Lake



REASONS FOR GOING TO DOWNTOWN SHASTA LAKE

Question 2 asks why trips are made to downtown Shasta Lake. Four options were given for visits: shopping, work, entertainment and dining. As shown in Figure 4, 59 percent of all respondents visit downtown Shasta Lake for shopping. This extrapolates to 2,156 or more persons who visit downtown Shasta Lake for shopping. Since the vast majority visit downtown Shasta Lake at least once a week, it can be assumed that most of these trips are to do some type of shopping 877 households visit Shasta Lake to dine, while 292 households (i.e. at least 292 persons) visit for entertainment or work.

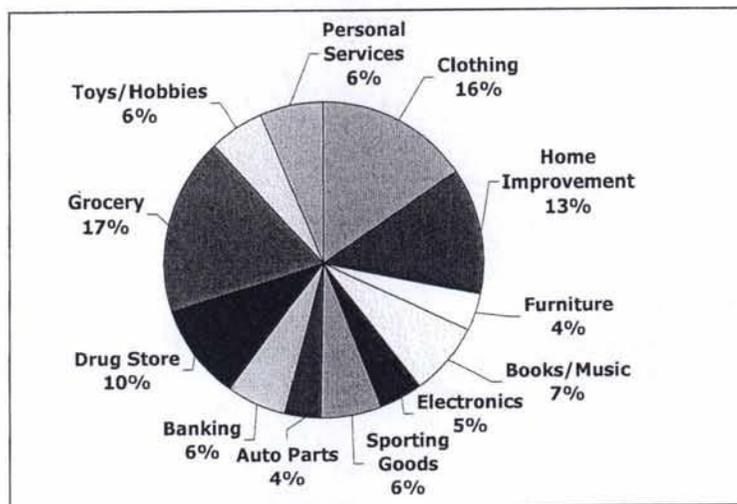
FIGURE 4
Reasons for Visiting Downtown Shasta Lake



DOWNTOWN SHASTA LAKE SHOPPING PREFERENCES

Question 3 asks for the type of shopping and services residents would like to see in downtown Shasta Lake. Respondents were given up to five choices. Figure 5 shows the options and results.

FIGURE 5
Shopping and Service Preferences of Shasta Lake Households



Though a wide variety of preferences were marked, the two largest requests for shopping and services in Shasta Lake are for grocery and clothing. Grocery received 153 responses, while clothing garnered 131. While there are not any clothing stores in downtown Shasta Lake, two independent locally-

owned grocery stores are present. Based on interviews with residents from a previous study, it appears that Shasta Lake residents want more choices for grocery stores. The main reason cited at that time was the perceived high cost of products at the current operating grocery stores. The next two largest shopping preferences are home improvement and drug stores. 107 respondents indicated a desire for home improvement, while 83 expressed desire for drug stores. All other categories generated a less than 7 percent response.

The shopping preferences cited in the survey can help city planners and retailers. For instance, grocery, personal services (barber, salon, etc.), drug stores, banks (ATM), convenience stores, hardware, and gasoline are all categories people tend to shop for on a daily or short-trip basis. This also includes fast-food and most restaurants. Shopping choices in these categories should thus be plentiful within a mile or two from home. Clustering these items in a small space – as close together as possible -- can make them all even more attractive. The shopper can thus visit all these locations in one stop. Survey respondents desired shopping choices in these quick-trip categories 56% of the time (See Table 4).

Conversely, clothing, toys/hobbies, home improvement, furniture, electronics, sporting goods and destination restaurants are less likely to be daily purchases and more likely to be weekly, occasional and larger ticket items. Shoppers will often make a special trip to Redding's Hilltop and downtown areas for these items. The extent these categories are available to local residents is a plus. However, few of these shopping types are present along Shasta Dam Blvd. This type of shopping is also increasingly dominated by large national chains, and should therefore be a secondary focus to city planners and retailers.

TABLE 4
Quick-Trip vs. Larger Ticket Item Shopping
By Shasta Lake Residents

Type	Resident Response %	
	Tends to be Quick-Trip	Tends to be Larger Ticket
Home Improvement*	6	7
Books/music	7	
Auto parts	4	
Banking	6	
Drug Store	10	
Grocery	17	
Personal Services	6	
Clothing		16
Furniture		4
Electronics		5
Sporting Goods		6
Toys/hobbies		6
TOTAL	56%	44%

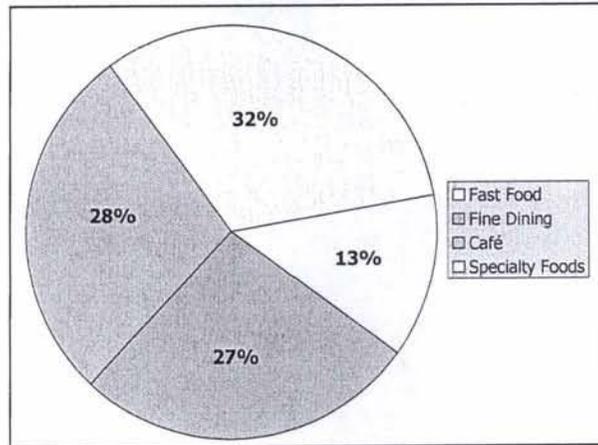
*The survey asked about Home Improvement. Roughly half of the shopping in this category is assumed to be for home repairs and maintenance, or quick trips. The other half is assumed to be for actual improvements, often a trip to a larger big-box store such as Home Depot or Lowe's.

DINING PREFERENCES FOR DOWNTOWN SHASTA LAKE

Question 4 asks residents about their preference for dining in downtown Shasta Lake. Of the options, specialty foods ranked the highest for dining options. This was followed by fine dining and cafes. The specialty food category includes meats, seafood, fruits and vegetables, bakeries, and confectioners. Fast food, which is currently present in downtown Shasta Lake, ranked last. Figure 6 shows the percentage each dining category received in responses. There is clearly an interest in more restaurant choices. One or two family restaurants at the Shasta Boulevard interchange would be most likely to succeed due to the added visibility⁸.

⁸ Though this location is outside the study of this report, the retail analysis of 2003 (in the CEDS report) suggested enough demand for up to 6 new restaurants city-wide. The optimal location for the first two is at the interchange, still within a short drive for all city residents.

FIGURE 6
Dining Preferences for Downtown Shasta Lake



SHOPPING HABITS OF SHASTA LAKE RESIDENTS

The final portion of the household survey asks where Shasta Lake residents shop for most of their retail purchases and services. Respondents were given five location options: Shasta Lake, Redding, Other Location in Shasta County, Outside of Shasta County and/or Mail Order/Internet.

Not surprisingly, the majority of households do their shopping in Redding. Though there are some exceptions in select categories. For instance, banking is almost evenly split with 47 percent of households banking in Shasta Lake and 50 percent in Redding. Another category that sees a large percentage of Shasta Lake residents shopping locally is hardware. For hardware, 46 percent of residents shop in Shasta Lake compared to 52 percent that shop in Redding. Auto Parts is another category that receives a large percentage of local business. Altogether, an estimated 16 percent of all shopping occurs in Shasta Lake by Shasta Lake households. Table 5 shows the percentage of respondents that shop in Shasta Lake, Redding or somewhere else for major retail and service categories.

TABLE 5
Shopping Locations of Shasta Lake Households by Retail Category

(Survey Question: Please check where your household most often purchases or obtains the following goods and services)

	Shasta Lake	Redding	Other Shasta County	Outside Shasta County	Mail Order/Net
Apparel/Clothing/Shoes	0%	92%	3%	2%	3%
Groceries	21%	78%	0%	0%	0%
Drug Store Items	19%	78%	0%	0%	3%
Music/Video	11%	84%	1%	0%	4%
Books	2%	90%	1%	1%	6%
Hardware	46%	52%	0%	1%	1%
Dining	16%	82%	2%	0%	0%
Auto Parts	38%	61%	0%	0%	0%
Home Furnishings	3%	94%	1%	1%	1%
Electronics/Appliances	0%	97%	1%	0%	1%
Sporting Goods	4%	94%	1%	1%	1%
Bank	47%	50%	2%	0%	0%
Crafts/Hobbies	8%	89%	2%	1%	2%
Personal Services	8%	89%	1%	1%	0%

There is clearly an opportunity for retailers to expand their offerings and increase local promotion in those categories showing large percentage gaps, especially groceries (specialty focus), drug (this category often includes gifts and novelties), dining, books, music/video and even auto parts, particularly since these are among the quick-trip store types noted above in Question 3. These are the most important short-term expansion and attraction targets. Because of the narrower percentage gaps in hardware and banking, those are candidates for expanding existing stores rather than adding new stores. Personal services (including laundry, barbers, beauty shops, photographers, shoe repair, tax preparers, etc.) are also clearly needed.

SURVEY CONCLUSION

At least one person from an estimated 2,700 households visits downtown Shasta Lake for some reason at least once a week, with another 1,500 making frequent visits. This represents 74 percent of all Shasta Lake households. The majority of residents visit downtown to shop, dine and work. This appears to be mostly quick-trip retail for daily and convenience shopping. These quick-trip categories should thus be plentiful within a mile or two from home. Occasional

and large-ticket items are clearly sought in Redding, and are generally not available in downtown Shasta Lake.

The best expansion opportunities appear to be in specialty groceries, dining, drug stores (including gifts and novelties), music/video, auto parts, and personal services. Florists, though not polled in the survey, can also expand. Current retailers in these categories should be approached and appropriate financial and business assistance provided.

What is demonstrated by the survey is that Shasta Lake residents do support the shopping and service opportunities that do exist. With expanded retail, it can be assumed that more trips to downtown would be generated. Clustering shopping in a small space – as close together as possible rather than spreading them along the entire length of Shasta Dam Boulevard -- can make them all more attractive and convenient to local residents.

3. MERCHANT INTERVIEWS

In addition to the household survey, downtown merchant interviews were conducted. The purpose of this was to gather information from downtown stakeholders about business conditions and downtown development.

Seven business owners were interviewed in June 2004, along with one customer at a local diner who is highly involved and knowledgeable of Shasta Lake. Most of the businesses were service-oriented industries, such as eating places, health services, automotive and specialty services. Another five downtown merchants, three of which are retailers, were interviewed in 2003 for the CEDS report. The same questions were asked in 2003.

Questions for Merchants and Downtown Stakeholders

- Business situation?
- Building improvement plans?
- Service or market area expansion plans?
- Seasonal variations?
- What do you see happening in downtown? What do you want to see happen in the downtown area?
- Where is development likely to occur?

INTERVIEW RESULTS

The results from all twelve interviews have been compiled into the following picture of downtown as seen from the business perspective.

CURRENT DOWNTOWN CONDITIONS

Most businesses did not indicate that they were experiencing economic hardship, although many said that business could be better. Many spoke of having a steady base of customers from neighborhoods immediately surrounding downtown. When asked, most businesses indicated that the new Pine Grove Boulevard area produces an important but not

significant part of their respective customer base. According to the manager of one store, store revenues have increased and become more stable with less seasonal variation largely because of the new population. Previously, revenue fluctuated dramatically with changes in the season. Most other businesses did not indicate any problems with regard to seasonal variations in revenues, in effect saying that this is not really an issue for them. All stores indicated that they serve a mix of local population and tourists to varying degrees. Many local businesses have expanded sales by cultivating relationships with houseboat rental places, marinas, etc. to supply and serve tourists during the summer tourist season.

GENERAL CONCERNS/OBSERVATIONS

Practically all businesses were worried about the impending city project to change four-lane Shasta Dam Boulevard (SR-151) into a two-lane street. Many said that traffic is congested already, so forcing traffic from four- to two-lanes will only increase congestion. Many thought this may not be safe, some saying that parked cars would experience greater difficulty in their attempts to maneuver onto the road. At the same time, many of the business owners expressed interest in the benefits of the traffic-calming and streetscape improvement plan, which will improve sidewalks, provide streetlights, and improve other infrastructure in and around the road⁹.

Many agreed that the downtown area has too many vacant, poorly maintained lots. A few offered suggestions as to how the city could improve these areas. The city should expand on efforts started five years ago to improve junky yards and storefronts along Shasta Dam Boulevard. What the city needs to do is identify specific key sites on Shasta Dam Boulevard and, for each site, determine what the problem is and a timetable on solving the problem, and all this should be done under the context of a larger plan for improving the downtown area. That way, residents and business can track and follow improvements to the street. Others thought that the city might want to do something "cute" and low cost with many of the vacant lots after they are cleaned, perhaps

⁹ As of December 2004 construction was noted to be underway.

planting flowers or having common landscaping (such as white picket fences) that unify the length of the boulevard in a visual way. Landscaping could be coordinated somehow with the three monuments along Shasta Boulevard (the replica of Shasta Dam, the clock, and the mini park).

FUTURE DEVELOPMENT

There seemed to be strong consensus that, if there is going to be new commercial activity, that this activity ought to first occur at the vacant lot at the intersection of Shasta Dam Boulevard and Cascade Avenue. While this is not in the downtown per se, many thought that commercial activity that served local residents and generated foot-traffic there would benefit the historic downtown, defined by them as that part of Shasta Dam Boulevard between Ashby Avenue and Washington Avenue. There was discussion that some stores might move to the Cascade area to be closer to and more visible from the I-5. There was strong consensus among those interviewed that a new grocery store would be an appropriate store at Cascade, although not everybody said the city needs a new grocery store.

Though all were interested, most businesses did not have concrete plans to expand either services or building space they occupy. A few, such as a pizza parlor, recently expanded from a smaller store into a larger store.

AN EMPHASIS ON REVITALIZATION

When it comes to whether and to what extent tourism should play a role in downtown revitalization, businesses were split along type of business. Eating establishments emphasized tourism more so than others, while many professional services didn't seem to be impacted by tourism and said revitalization emphasis should lie elsewhere. Businesses in the tourist-impacted group talked about establishing an RV Park somewhere in the city, a motel, or some kind of activity that caters to tourists or day-travelers, particularly those who visit Shasta Dam. Businesses in the latter group were interested in focusing on needs of residents via foot-traffic generating uses, particularly a new grocery store. One resident expressed a need for entertainment activity for youth and adults, such as

a movie house or organized sport leagues for adults, who, after playing games, might dine in downtown places.

CONCLUSION FROM MERCHANT INTERVIEWS

Like the household survey, there is much positive to report regarding merchants feelings about downtown Shasta Lake. As reported, there was a recent restaurant expansion, and business appears stable with limited seasonality.

What downtown stakeholders voiced is a desire for the City to take the initiative in revitalization efforts. Merchants expressed a desire for the City to “dress up” vacant downtown parcels and help with façade improvements. While most business did not have any concrete plans for expanding space, they were all optimistic about future business prospects. Tourism may be an option for expanded retail and services in downtown Shasta Lake, but merchants are not relying on outsiders for their survival.

4. LAND ABSORPTION ALONG SHASTA DAM BOULEVARD

This chapter discusses potential development along Shasta Dam Boulevard between now and 2010. To estimate land absorption, four different growth scenarios were compared and evaluated. The four scenarios calculate land absorption using employment growth projections. The four were then evaluated for reasonableness, and the most likely scenario was generated. The four scenarios are:

- A. Extending Shasta Lake's recent employment growth rate.
- B. Matching Shasta County's rate of growth;
- C. Filling all consumer demand identified in the household survey;
- D. Assuming increased tourism demand and filling that demand;

WHY USE EMPLOYMENT GROWTH AS THE MEASURE?

There are many factors that will affect development along Shasta Dam Boulevard. These include roadway/streetscape improvements, landowner participation, household demand, tourism demand and other economic conditions. These factors cause economic change, usually growth. Growth in turn creates new jobs. Employment growth by industry is accurately tracked by the California Employment Development Department (EDD) and others, and is therefore relatively easy to obtain and easy to project into the future. EDD also makes employment projections.

CALCULATING LAND ABSORPTION

Job creation directly drives land absorption. Several studies have correlated jobs to building size and to land square footage by industry type. ADE also maintains its own correlations. This study uses the following factors for Shasta Dam Boulevard:

TABLE 6
Employment Concentrations Used to Calculate
Land Absorption

Industry Type	User Type	Average Jobs per Acre
Commercial	Retail	15.2
	Office	16.7
	Misc. Commercial	7.0
Industrial	Light Manufacturing	12.5
	Heavy Manufacturing	3.0
	Warehouse	13.9
Public	Public/Institutional	34.1
	Government Office	31.3
Vacant Land	n/a	0

Land absorption along Shasta Dam Boulevard was calculated using only the commercial and public user categories. Though some manufacturing and warehousing exists downtown, we assume no new industrial users will develop in the study area.

THE FOUR SCENARIOS

EMPLOYMENT IN SHASTA LAKE

This scenario tracks the job growth in Shasta Lake. Current employment in Shasta Lake is estimated to be 1,301 jobs. This is an increase of 94 percent from 1997 when employment in Shasta Lake was estimated at 669. This translates into an employment increase at roughly 11 percent a year. Retail added 124 jobs in that period. Finance and Real Estate added 13 jobs, Government added 149 jobs, and Services added 158 jobs. This shows a demand for retail, office and service commercial space over the last few years. Table 7 compares the employment in Shasta Lake to Shasta County from 1997 to 2004.

TABLE 7
Employment in Shasta County and Shasta Lake from 1997 to 2004

	1997			2004		
	County	Shasta Lake	Percent County Employment in Shasta Lake	County	Shasta Lake	Percent County Employment in Shasta Lake
Mining	72	0	0%	101	0	0%
Construction	3,681	98	3%	4,221	133	3%
Manufacturing	4,422	239	5%	4,369	345	8%
T.C.P.U.	2,963	N/A	N/A	3,980	41	1%
Wholesale Trade	2,513	10	0%	2,185	17	1%
Retail Trade	12,026	117	1%	12,803	241	2%
F.I.R.E.	1,963	5	0%	3,574	18	1%
Services	15,944	73	0%	24,659	231	1%
Government	10,150	126	1%	14,000	275	2%
Total	53,734	669	1%	69,892	1,301	2%

Note: T.C.P.U. - Transportation, Communications & Public Utilities; F.I.R.E. - Finance, Insurance & Real Estate

Source: 1997 Data compiled from the 1997 Economic Census and County Business Patterns; 2004 data is from Zapdata a Dun & Bradstreet Company. Government employment was extrapolated from California Department of Finance and Dun & Bradstreet ZapData.

EMPLOYMENT IN SHASTA COUNTY

This scenario uses Shasta County's rate of job growth. The change in Shasta Lake employment has been greater on a percentage basis than Shasta County (see Table 7 above). From 1997 to 2004 Shasta County employment grew 30 percent vs. the City's 94 percent. Shasta County saw job growth in Services of 55 percent.

FILLING ALL DEMAND IDENTIFIED IN THE SHOPPER SURVEY

This scenario assumes the City can proactively bring new retailers and help existing retailers expand greatly over the next few years. The expansion is assumed to be enough to bring the rate of local capture to 50% for all local-serving retail types, which is the rate local residents say they shop locally for hardware and banking (see Table 5). This means creating significant new capacity in groceries, drug store items, music/video, books, dining, auto parts, and personal services. Table 8 estimates the change in employment that would occur.

TABLE 8
Projected Employment Growth in Shasta Lake
based on Household Survey Results, 2004 to 2010

	2004	2010	Change	Percent Change
Mining	0	0	0	0%
Construction	133	153	20	15%
Manufacturing	345	362	17	5%
T.C.P.U.	41	47	6	16%
Wholesale Trade	17	22	5	32%
Retail Trade	241	882	641	266%
F.I.R.E.	18	36	18	101%
Services	231	430	199	86%
Gov	37	38	1	3%
Total	1,063	1,970	907	93%

Note: T.C.P.U. - Transportation, Communications & Public Utilities; F.I.R.E. - Finance, Insurance & Real Estate

Source: ADE

INCREASING TOURISM

The fourth scenario involves significantly increasing tourism opportunities by bringing in a hotel, more restaurants and other services frequented by tourists that would have an impact on job growth in those industries. Table 9 estimates the impacts of increased tourism services.

TABLE 9
Projected Employment Growth in Shasta Lake
based on an Increase in Tourism, 2004 to 2010

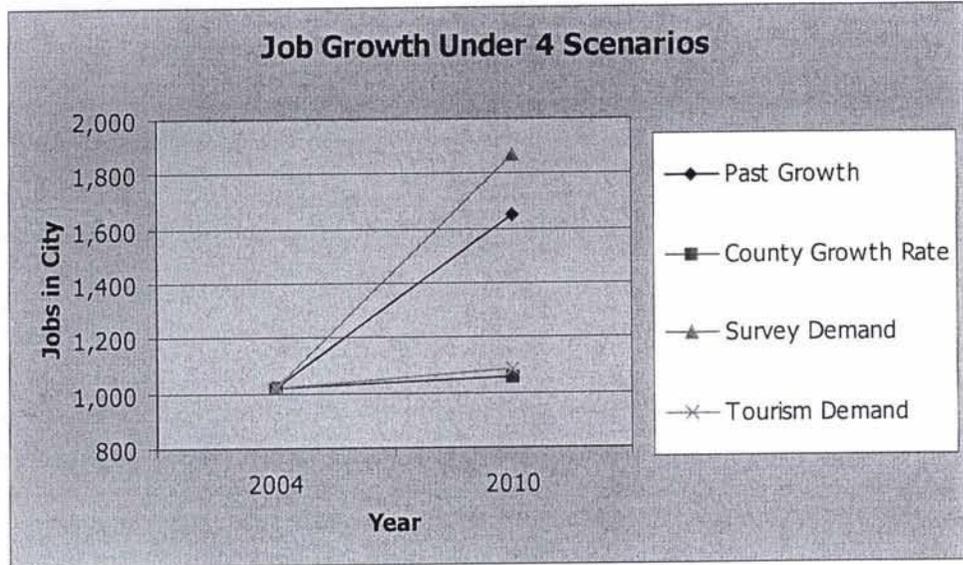
	2004	2010	Change	Percent Change
Mining	0	0	0	0%
Construction	133	153	20	15%
Manufacturing	345	362	17	5%
T.C.P.U.	41	47	6	16%
Wholesale Trade	17	22	5	32%
Retail Trade	241	257	16	7%
F.I.R.E.	18	36	18	101%
Services	231	248	17	7%
Gov	37	38	1	3%
Total	1,063	1,163	100	10%

Note: T.C.P.U. - Transportation, Communications & Public Utilities; F.I.R.E. - Finance, Insurance & Real Estate

Source: ADE

Figure 7 combines all scenarios to show the employment impacts of each scenario.

FIGURE 7
City-Wide Job Growth Under Four Scenarios



EXISTING LAND USES

CITY-WIDE DISCUSSION

Table 10 translates employment by industry in Shasta Lake into land use categories.¹⁰ The data provides the foundation for making land demand forecasts, and projections for the absorption of commercial space along Shasta Dam Boulevard. The land use categories shown are those that match the likely uses along Shasta Dam Boulevard and do not reflect all land uses in Shasta Lake.

Total commercial space in Shasta Lake is estimated to be just over 46 developed acres. The largest commercial space category in Shasta Lake is retail and services with an estimated 25.1 acres of developed land. Some users of these spaces, especially along Shasta Dam Boulevard, include a supermarket and auto parts store as retail users, dental labs as

¹⁰ Land use categories are derived from the Anderson Land Use Codes which is a land use and land cover classification system based on manual interpretation of 1970's and 1980's aerial photography.

office space users, and commercial services such as banks, personal services and auto repair for both other retail/services and miscellaneous commercial.

TABLE 10
Existing Acres and Employment by Land Use
in Shasta Lake, 2004

	Acres	Square Feet	Number Employees
Commercial	46.2	390,973	599
Retail/Services	25.1	206,023	377
Office	7.6	86,805	126
Misc. Commercial	13.5	98,145	95
Industrial	90.8	2,897,214	378
Manufacturing	87.6	2,864,445	345
Warehouse	1.6	17,804	22
Misc. Industrial	1.6	14,965	11
Public/Other			
Government Offices*	1.4	16,770	44
All Other	22.4	N/A	N/A
Total	160.8	3,304,957	1,021

Note: All figures are estimates

Source: Calculations by ADE, adjusted for known job counts.

*Govt jobs estimated to be within city limits using office space. Any remaining jobs are assumed working in other types of facilities or outside the city limits.

Other developed land in Shasta Lake includes industrial and public lands. Industrial uses make up an estimated 90.8 acres of developed land in Shasta Lake. The largest user in the industrial category is manufacturing occupying an estimated 87.6 acres. Government offices are just over an acre with an additional 22 acres estimated in federal and state jobs located not in offices or outside the city limits (e.g. Shasta Dam, Visitor Center, etc.).

ON THE BOULEVARD

ADE next estimated the land use along Shasta Dam Boulevard. This information has been adjusted based on observations and the calculated total land based on Shasta County Assessor records.

There are over 150 parcels totaling 34.6 acres along Shasta Dam Boulevard stretching from Cascade Boulevard to Lassen

Avenue (just before the railroad track overpass). Figure 8 is a map of the vacant parcels along Shasta Dam Boulevard. Figure 9 is a map of all parcels used in the calculation of acreage.

FIGURE 8
Vacant Parcels and Notes for Shasta Dam Boulevard

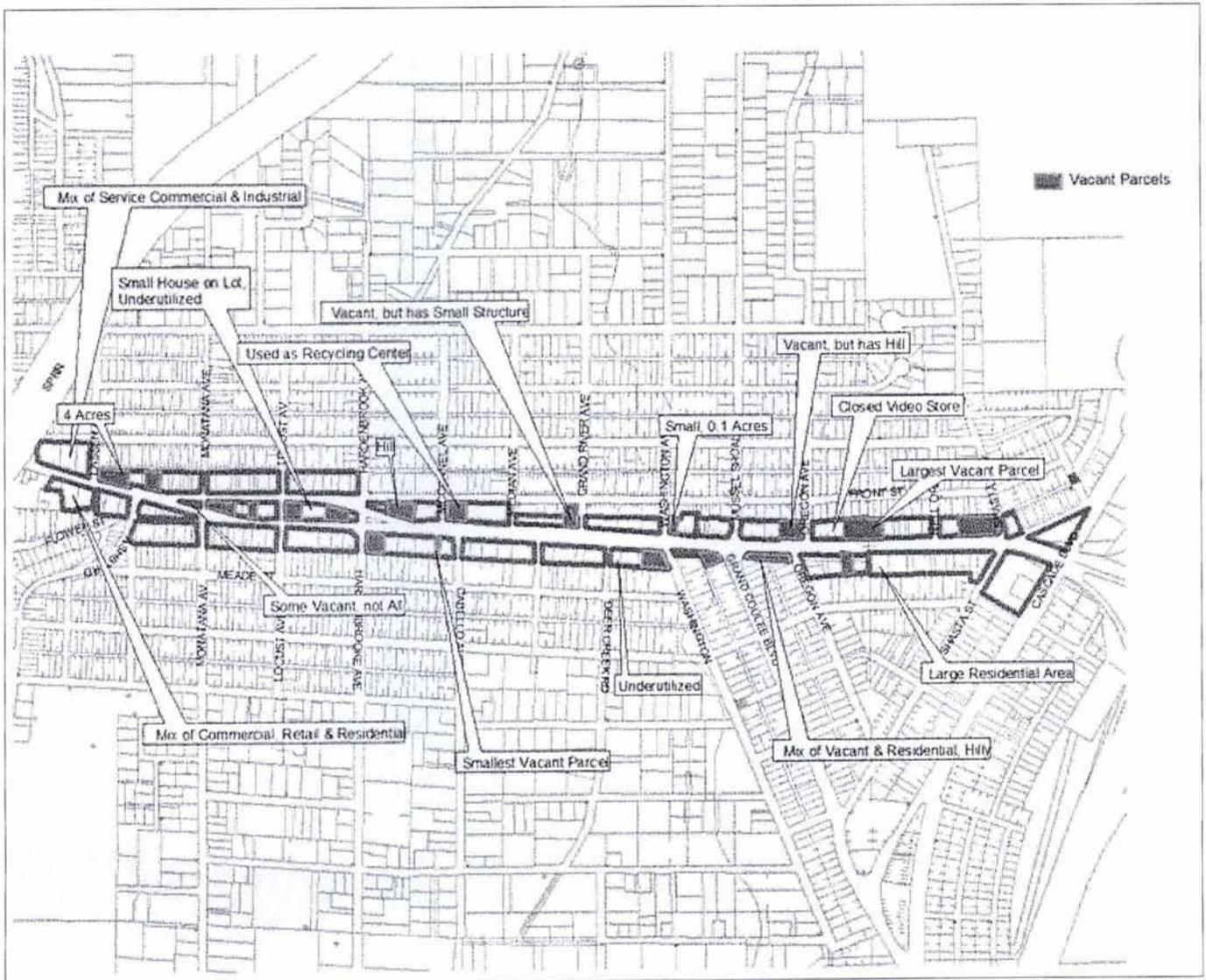
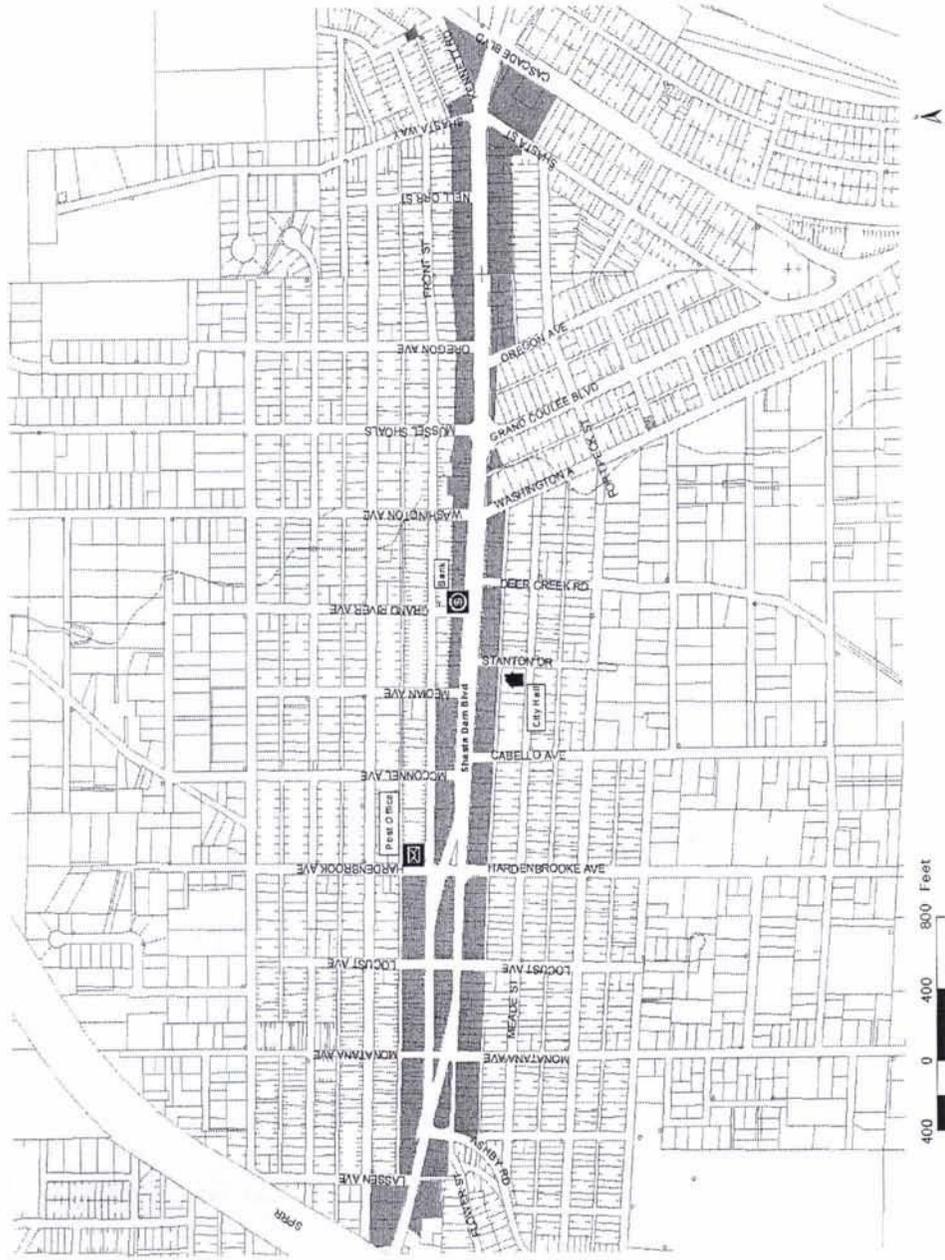


FIGURE 9
Shasta Dam Boulevard Parcels



ADE estimates that there are 255 employees working in business located along the stretch of Shasta Dam Boulevard shown in Figure 9. Of these, 222 are estimated to be working within an identifiable land use type.

The land along Shasta Dam Boulevard is primarily commercial and accounts for 31 percent of all commercial land in Shasta Lake. This translates into 183 employees engaged in commercial activities along Shasta Dam Boulevard. The majority of these employees are in small retail and services, amounting to 141 employees on a total of 10.6 acres of land. These 141 employees translate into 79,056 square feet of workspace – about 560 square feet per employee. The remainder of commercial land is dedicated to low-rise office, approximately 2.2 acres with 32 employees and unclassifiable commercial space occupying 1.5 acres.

Industrial land makes up a small portion (1.6 acres) of space along Shasta Dam Boulevard. ADE estimates that along Shasta Dam Boulevard there are 9,380 square feet dedicated to manufacturing and just over 5,000 square feet for warehousing.

Lastly, ADE estimates employment for government and unclassifiable land uses. This amounts to almost an acre dedicated to government¹¹ and 12 acres that cannot be classified, with a remainder of 5.8 acres of land that is vacant. Table 11 shows the estimated land use and employment located along Shasta Dam Boulevard.

¹¹ An estimated 21 government employees work in offices along Shasta Dam Blvd., including City Hall. The other government employees work primarily in other locations.

TABLE 11
Existing Development on Shasta Dam Boulevard

	Acres	Square Feet	Number Employees
Commercial	14.4	110,685	183
Retail/Services	10.6	79,056	141
Office	2.2	21,652	32
Misc. Commercial	1.5	9,976	10
Industrial	1.6	14,451	19
Manufacturing	1.1	9,380	12
Warehouse	0.5	5,072	6
Public/Other			
Government Offices	0.8	8,168	21
All Other	12.1	N/A	33
Vacant	5.8	N/A	0
Total	34.6	133,304	255

Note: All figures are estimates

Source: ADE

As noted above, there are an estimated 5.8 acres of vacant land along Shasta Dam Boulevard. This does not include underutilized or vacant buildings, but is calculated from the actual parcels that do not have any structures. Figure 8 above identifies the vacant parcels along Shasta Dam Boulevard. The vacant land is not concentrated in any one space, and many of the parcels are of equal size. The largest vacant parcel is 0.7 acres (30,500 SF), while the smallest is 0.089 (3,880 SF).

IMPACTS OF FUTURE DEVELOPMENT 2004 - 2010

While not all future land demand will be met on Shasta Dam Boulevard, it will be up to the City to plan accordingly if it wishes to see specific development occur along the boulevard. It should also be noted that not all new development will occupy vacant land, since some growth will happen on underutilized parcels, and some will be due to expanding businesses. Reoccupying space that has become vacant when businesses fail or move is another way that land will be absorbed.

Table 12 shows employment and land use growth that would be compatible with Shasta Dam Boulevard under the four scenarios described earlier. Figures 10 & 11 show land absorption and employment changes among types compatible with land uses along Shasta Dam Boulevard. Their impacts are discussed below.

TABLE 12
Potential Employment Growth and Land Absorption on Shasta Dam Blvd
2004 to 2010

	2004		2010							
	Number		Past Growth		Shasta County		Survey		Tourism	
	Acres	Emps	Acres	Emps	Acres	Emps	Acres	Emps	Acres	Emps
Commercial	46.2	599	85.5	1,156	48.0	624	102.6	1,397	49.7	643
Retail/Services	25.1	377	52.6	791	26.3	395	67.6	1,013	26.5	399
Office	7.6	126	13.7	229	7.9	132	14.2	238	8.4	140
Misc. Commercial	13.5	95	19.3	136	13.8	97	20.7	146	14.8	104
Public/Other										
Government Offices	1.7	44	1.8	46	1.8	46	1.8	46	1.8	46
Jobs Compatible with Boulevard		643		1,202		670		1,443		689
Change in Jobs				559		27		800		46
Acres Compatible with Boulevard	47.9		87.3		49.8		104.4		51.5	
Change in Acres			39.4		1.9		56.5		3.6	

Note: All figures are estimates

Source: ADE

FIGURE 10
Land Absorption
along Shasta Dam
Boulevard under
Four Scenarios

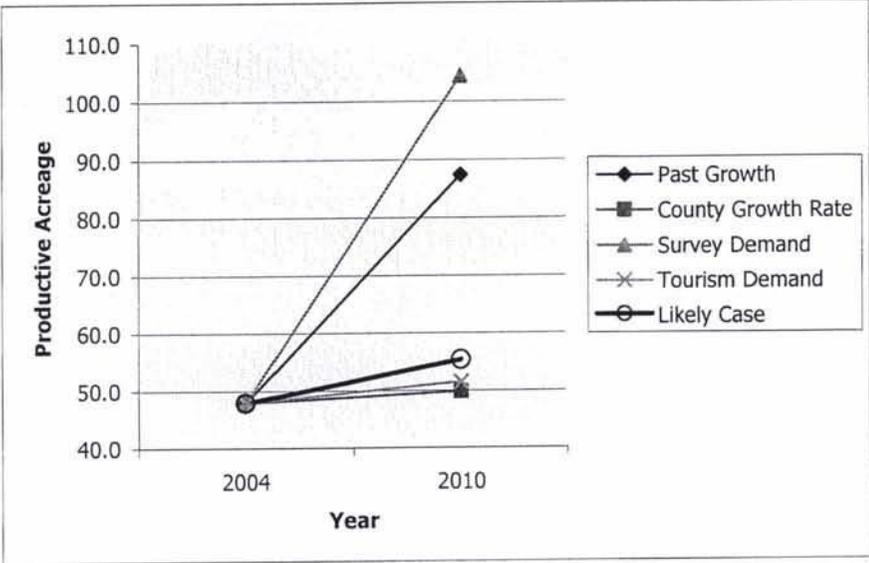
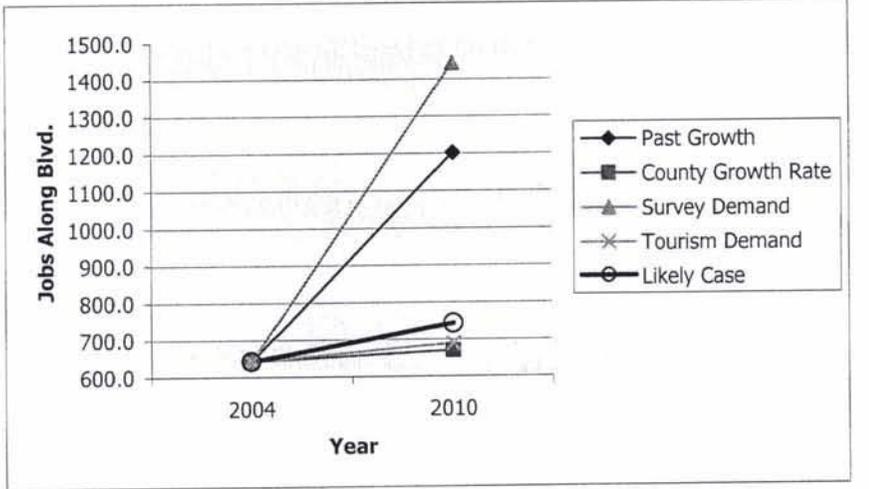


FIGURE 11
Job Growth
along Shasta Dam
Boulevard under
Four Scenarios



If the Past Trend in Shasta Lake Continues
 Shasta Lake has seen rapid employment growth over the past few years, likely due to new businesses locating in the industrial park. This growth is expected to continue, though probably not at the rate that has been occurring. Instead, Shasta Lake should begin to see industry and employment growth mirror the rest of Shasta County.

Under this past growth rate scenario, Shasta Lake would have about 559 new people working in the city along Shasta Dam Boulevard.

If Shasta County Growth Continues

Even though Shasta Lake has seen growth faster than Shasta County, it is likely that the city will track Redding and the county over the longer term. If Shasta Lake grows at the same rate as Shasta County, Shasta Lake would add 27 jobs in Boulevard-compatible land uses.

If Survey-Based Growth Occurs

Shasta Lake can become proactive by attracting certain types of businesses and thereby increasing employment in those industries. While an attraction effort can be concentrated on any industry, this scenario assumes a concentrated effort to fulfill the needs of residents as expressed in the household survey. Under this scenario, employment would increase by as many as 800 jobs in boulevard-compatible retail, commercial and office categories.

If Increased Tourism Occurs

Although many merchants do not anticipate relying on visitors for an increase in their business, the proposed hotel project at Cascade could increase visitation in addition to any program that the city itself would undertake to attract visitors.

Similar to meeting resident demand, tourism will primarily increase the demand for retail and services. This increase would come in the form of more restaurants, service stations and retailers catering to the tourist dollar. Unlike the resident demand, the increase would be much less since the number of visitors would not be nearly enough to increase the demand by the same magnitude. The tourism demand estimate assumes that industries not affected by tourism will see an increase in employment somewhere between the expected county growth rate and Shasta Lake's past trend.

Assuming an increase in tourism, Shasta Lake could expect an increase in employment of 46 Boulevard-compatible tourism jobs through 2010.

TOWARD A LIKELY LAND ABSORPTION SCENARIO

As shown in Figure 10, there is a wide variance in the potential demand for space on Shasta Dam Boulevard

depending on the scenario. On the low side is Shasta County's growth rate where an additional 2-3 acres of land will be absorbed, and on the high side is the unlikely household survey scenario where an additional 68 acres would be needed. In all cases commercial properties would see the greatest impact.

If Shasta Lake began an intensive redevelopment of the boulevard to meet the retail and services needs of residents, a large and vibrant retail center would be created along Shasta Dam Boulevard. There is not nearly enough land to meet the demand indicated by the survey results. But what the survey does show is that retail and services located along Shasta Dam Boulevard attract shoppers, and could be expanded. This bodes well for the development of more retail and services along Shasta Dam Boulevard and fits in well with the Central Business District Conceptual Plan.

THE MOST LIKELY CASE

It is clear that none of the individual scenarios presented above are likely for Shasta Dam Boulevard. Instead, a combination of all of them will have some impact on the boulevard. As streetscape improvements occur, population grows, retail and tourist attraction occurs, and the city implements the Conceptual Plan, Shasta Dam Boulevard will see an increased demand for business in almost all categories. But even though an increased demand will occur, it will not be at the pace required to fulfill the resident demand or the pace shown by the recent employment trends. In all likelihood, a low moderate scenario will occur, say 50-100 new retail, service and government jobs. This job growth translates into 5-10 acres of land absorbed between now and 2010.

5. SITE INVENTORY AND LAND USE DISCUSSION

Although there are almost 6 acres of vacant land fronting Shasta Dam Blvd, some parcels are unusable. On the north side there are a few parcels located on a steep hill, while on the south side a gully exists. Since this is the case, there is limited vacant land on Shasta Dam Boulevard for new development. Instead of vacant land, it is likely that some redevelopment will occur along Shasta Dam Boulevard. There are many underutilized parcels on the boulevard and some residential units that could be converted to commercial use. Though development and redevelopment can occur along the entire Boulevard length, limited City resources should be focused on a couple of core areas. It is imperative for the city to focus on clustering uses first around two selected locations – Cascade and Hardenbrook.

Those areas of the Boulevard not under scrutiny should be the focus of cleanup and maintenance to make the street attractive and inviting, particularly as the Village develops.

Appendix A lists all sites along Shasta Dam Boulevard and briefly discusses opportunities.

6. RECOMMENDED IMPLEMENTATION PLAN

Based on observations and the land use absorption projections,

- The city should first continue its existing program to develop at the Cascade/I-5 location. This land is visible to I-5 (with proper signage), and would add retail opportunities for residents and tourists. A hotel, family restaurant, and other highway commercial are ideal candidates. This corner can also become an attractive gateway to other retail and commercial establishments along the Boulevard;
- The City should complete the existing streetscape improvement project and perform other beautification actions. In particular:
 - The City's clean-up program should be continued in conjunction with property owners along Shasta Dam Boulevard. This can also include forming a Business Improvement District which could augment redevelopment funds;
 - Project a clean image by adding dummy window displays, washing windows, painting buildings, etc. of vacant store fronts;
 - Work with business and property owners to participate in the façade improvement program;
 - Continue to develop a unified visual theme.
- Shasta Lake should then follow the recommendations from the Conceptual Plan, commercial space will continue to expand along Shasta Dam Boulevard and it will be up to the city to direct it to the *Village Commercial* theme. The Village Center is centered between Hardenbrook and Lassen. All new and expanded retail space should be concentrated via the Village Commercial Center. This retail should be local serving, and where appropriate, visitor serving. Specifically seed the identified opportunities in specialty groceries, dining, drug stores (including gifts, novelties), music/videos, auto parts, personal services and florists. Gas stations, fast food and

convenience stores should continue to be developed primarily along the Interstate and at the interchange.

- Completing the Hardenbrook extension to Pine Grove Blvd. Will create an easy direct downtown link for the residents in the southern, newer section of town. This is the first of the Redevelopment Agency's goals in its new 5-Year Plan.
- The City should encourage development of the vacant land at Hardenbrook and Shasta Dam Boulevard by working with the existing owner, by finding a buyer-developer, or by purchasing the site and finding a developer. These sites should become productive in quick-trip retail, perhaps a new restaurant, a drug store, specialty retail, florist, etc.. A courtyard or paseo style of development with a combination of attractive stores is a distinct possibility. See the tremendous opportunity below;
- Though parking was mentioned by only a few merchants and the shoppers were not polled, a new city parking lot in the vicinity of Shasta Dam Blvd. and Hardenbrook will make one-stop shopping easier.
- Underutilized parcels should be targeted for redevelopment; a list is included in Appendix A. Efforts should be made to work with land and building owners and commercial brokers on filling vacant buildings and redeveloping blighted parcels;
- City staff should approach existing merchants in categories indicating expansion potential.
- Office space should be concentrated in the Village Commercial District recommended in the Conceptual Plan. Although office space is expected to expand little along Shasta Dam Boulevard, current space should be relocated into the Village District as natural relocation occurs;
- Space considered light industrial, or service commercial, including car repair shops, auto washes and other unsightly uses should be relocated to other parts of the city;
- A new health and wellness center downtown would better serve local residents, would bring more shoppers, and would promote a healthier citizenry.

BUILDING ON THE VILLAGE THEME A TREMENDOUS OPPORTUNITY AT HARDENBROOK AVENUE

The Central Business District Conceptual Plan identifies a number of development needs and recommends certain traffic and design improvements in the village commercial district defined by that report. Once the Cascade Boulevard changes are underway, the city and its redevelopment agency should concentrate on developing this district.

The best opportunity site is the intersection of Shasta Dam Boulevard and Hardenbrook Avenue, which is also the site of the Veterans Memorial Park and the nicely landscaped clock median. There are in fact 6 currently vacant parcels in the vicinity of that intersection.

This intersection would make an excellent core area for newer and more modern small-scale commercial development with the shops, restaurants, and other services for local residents and for tourists that were identified earlier in this report. In addition, Hardenbrook is already scheduled to become a collector road linking the city's industrial and residential neighborhoods to the south, thus providing an easy and direct route to downtown for those residents not living nearby. The vacant lots can also accommodate plenty of parking without significant demolition.

Existing developments within a one-block radius of this location include much of the downtown core -- the Post Office, a nicely renovated Victorian that is now a dentist's office, a store selling bears, a dental lab, and the Pizza Factory restaurant, Sunshine Market, Ace Hardware, the County Health Center, a church, the Indian Life Center, and the recycling center -- are all within one block. Most of the downtown core, including Sentry Market, the Fire Station, both pharmacies, and most cafes/restaurants are within two blocks. This allows residents to make a one-stop shopping trip downtown. In addition to the six vacant lots, two older houses, Snidely's Automotive, and E & J Automotive are uses that can eventually be replaced as this area modernizes.

The development that is already occurred around this location and the fact that there so many vacant sites makes new development in this area a tremendous opportunity, which the city should take advantage of the earliest possible moment.

The city should create a detailed plan for the area based primarily on the CBD report, should encourage land owners to develop their properties in accordance with that plan, should purchase those parcels desired for parking, and/or should participate in desirable commercial projects on the other parcels.

FIGURE 12
Village Commercial District Parcel Numbers

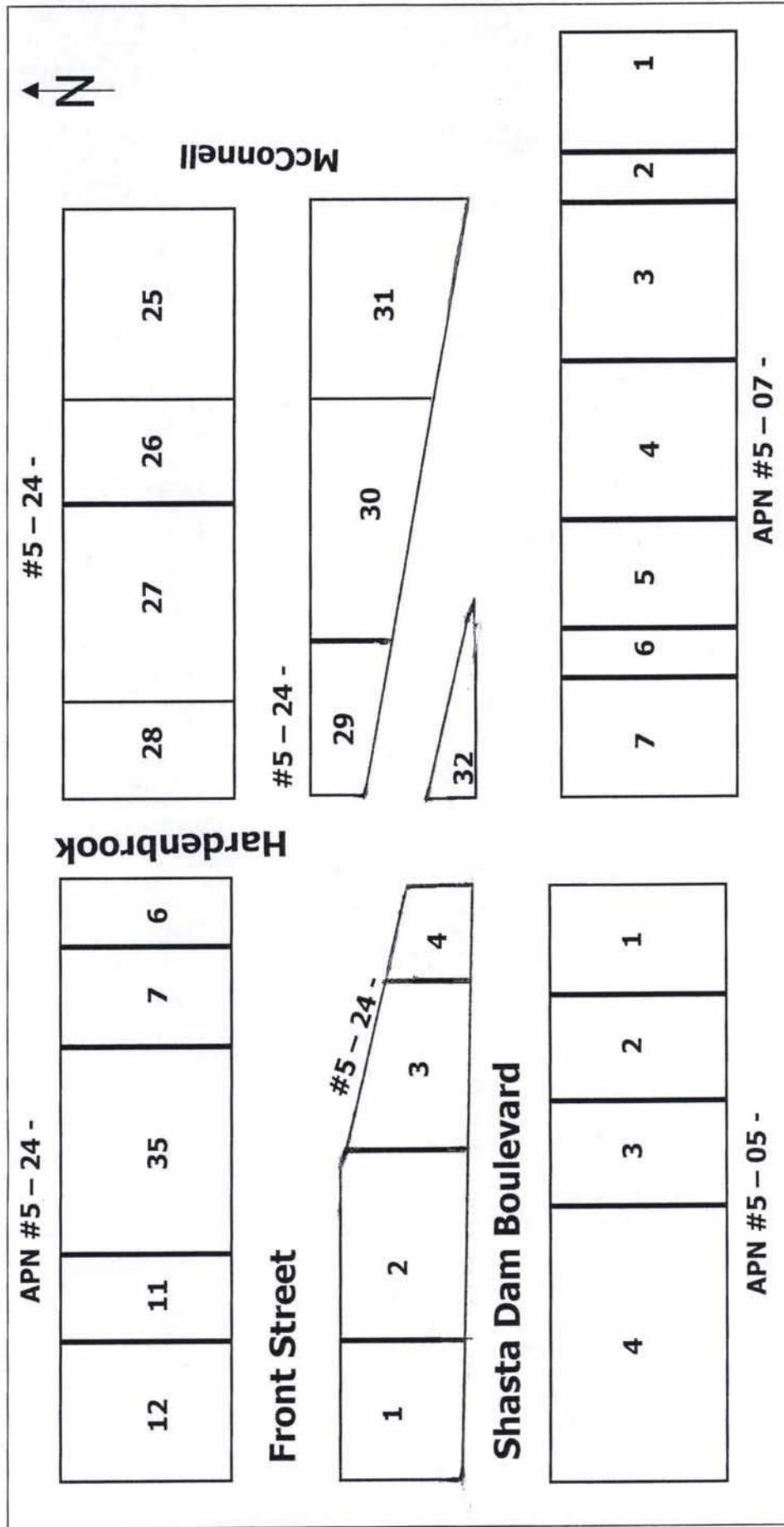


FIGURE 13
Village Commercial District – Existing Uses

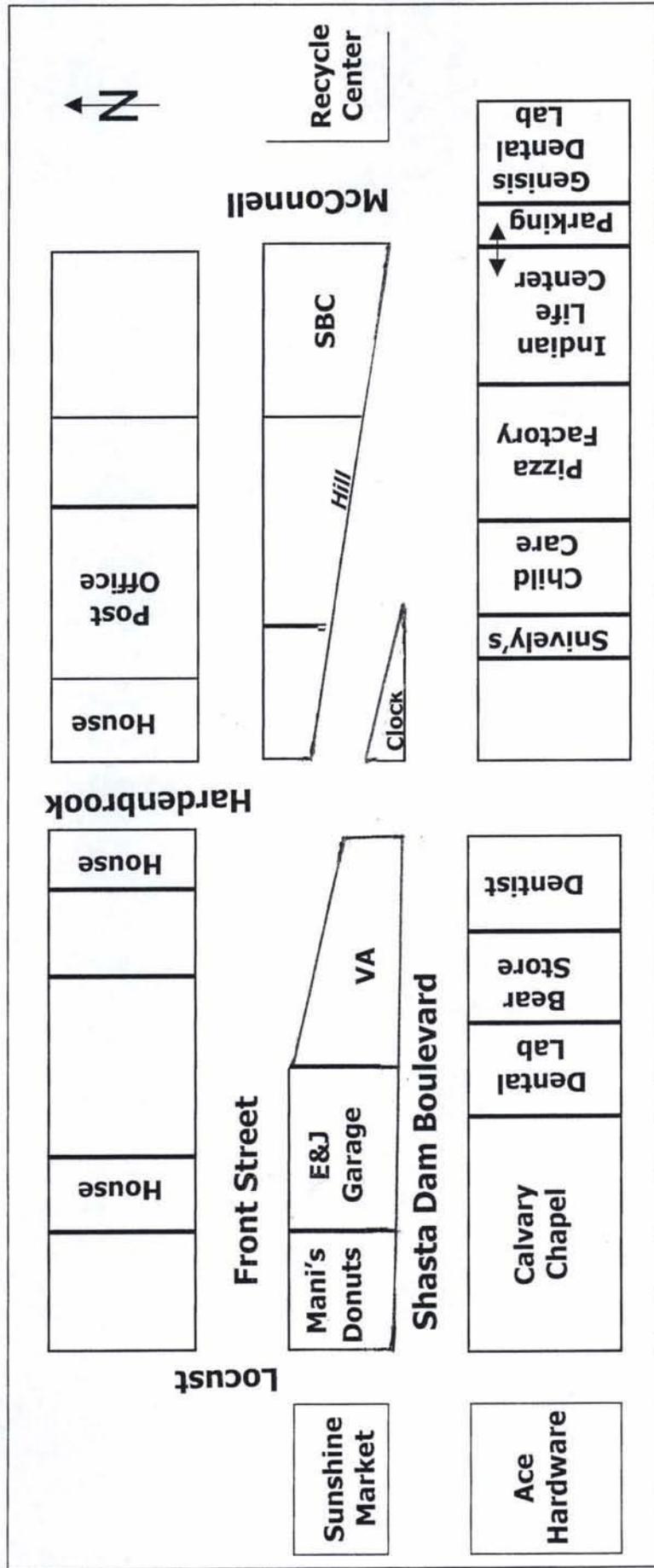
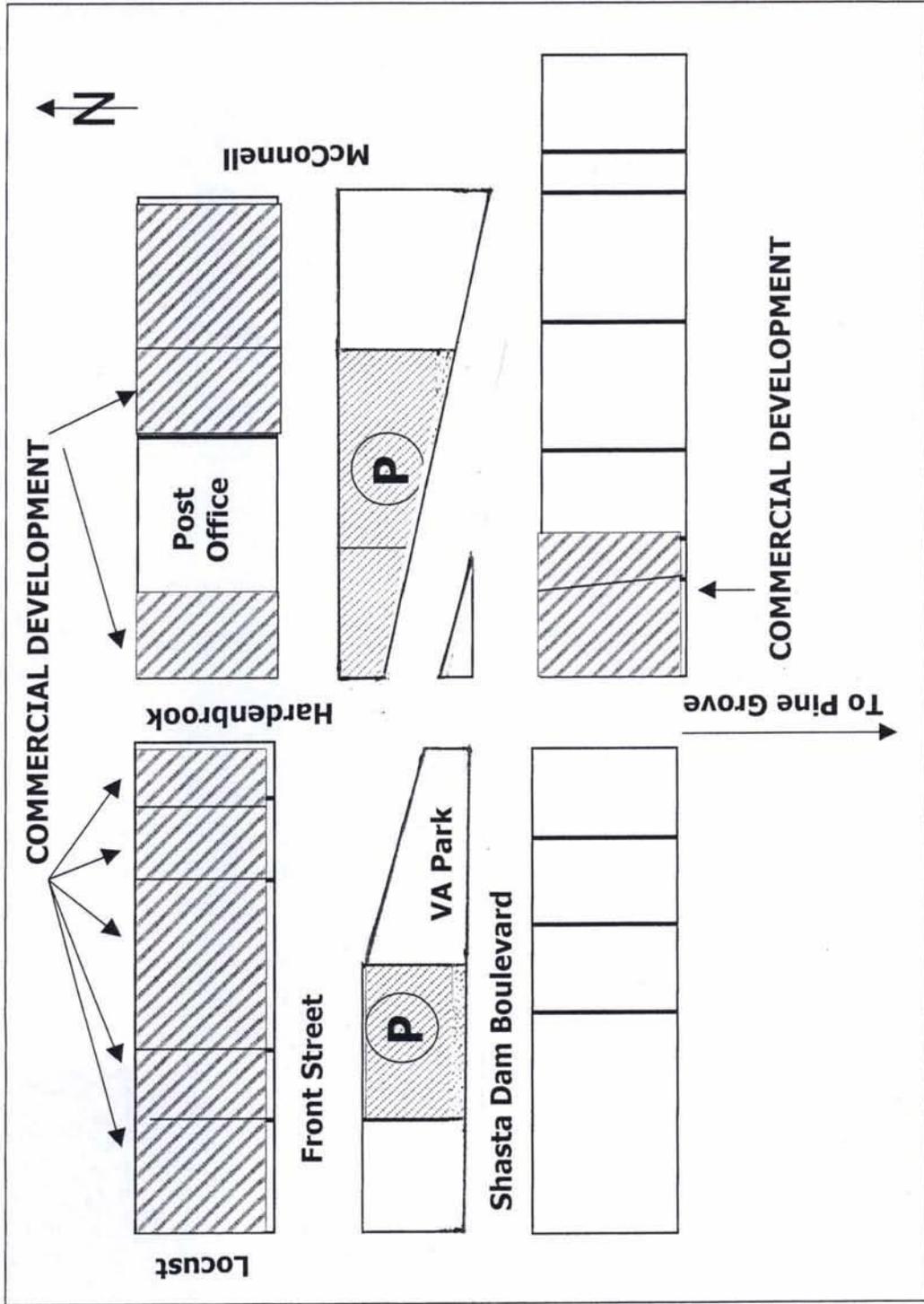


FIGURE 14
Target Parcels for Commercial Development
and/or Municipal Parking



CONCLUSION

There will be continued demand for space along Shasta Dam Boulevard. In fact, demand will continue throughout Shasta Lake. It will be imperative that the city monitor developments and steer appropriate growth into designated areas. In the past, the city has inherited haphazard development, creating the current conditions that exist along Shasta Dam Boulevard -- underutilized parcels, a mix of incompatible uses and a lack of coherent design.

The City now has a tremendous opportunity to create new coherent, vibrant commercial activity at Cascade Boulevard, and then at Hardenbrook.

With upcoming streetscape improvements Shasta Lake should take advantage of current conditions to revitalize Shasta Dam Boulevard. While this report was only intended to quantify the land absorption that is likely to occur along the boulevard, additional information is provided so that city officials and stakeholders are able to make informed decisions about the future of downtown Shasta Lake. With this study, the recently completed Economic Development Strategy and the Central Business District Conceptual Plan, Shasta Lake has three powerful tools to help with economic development in the city.

The 8 acres of commercial space projected for the next 6 years amounts to 20 percent of all the parcels located along Shasta Dam Boulevard. The Conceptual Plan calls for 11.5 acres to be devoted to Village Commercial, plenty of space to accommodate the 8 acres. The additional office space of 1.6 acres could also be accommodated here and nearby in the estimated 6 acres proposed for the City Center.

7. TARGET INCOME GROUP IMPACTS

From the analysis in Chapter 4, it is quite reasonable to assume that 5-10 acres will be developed and/or redeveloped along Shasta Dam Boulevard, thus creating 50-100 new jobs by 2010 in retail, health care, personal services, office and other small business occupations. Table 13 shows that 75 new jobs should create 61 jobs among the TIG population. This is added to the estimated 506 TIG jobs already existing on the Boulevard (622 from Table 12 x 81.4% TIG from Table 13), for a 12% increase in TIG employment on the Boulevard.

TABLE 13
Target Income Group Jobs Created on Shasta Dam Blvd 2004 -2010

SIC	Mgrs/ Admin	Prof/ Tech	Sales	Clerical	Services	Ag	Producti on	Total
52 Building Materials--retail	7.5%	2.6%	60.8%	11.5%	1.1%	3.2%	13.3%	100%
533 Variety Stores	7.4%	0.2%	77.3%	6.6%	6.9%	0.0%	1.6%	100%
54 Food stores	4.8%	2.6%	51.0%	11.6%	16.4%	0.0%	13.6%	100%
553 Auto & home Supply Stores	9.3%	0.8%	34.2%	12.3%	0.3%	0.0%	43.1%	100%
56 Apparel	6.5%	2.5%	78.5%	6.2%	2.3%	0.0%	4.1%	100%
58 Eating and drinking places	6.2%	0.9%	8.5%	3.1%	77.8%	0.3%	3.3%	100%
59 Misc retail (drug, liquor, used)	7.3%	9.2%	59.8%	11.6%	2.5%	0.2%	9.3%	100%
64 Insurance Agents	13.0%	17.0%	14.0%	55.4%	0.4%	0.0%	0.2%	100%
65 Real Estate	22.8%	6.3%	10.8%	26.3%	13.7%	5.6%	14.6%	100%
70 Hotels	7.3%	2.4%	3.9%	15.3%	59.8%	4.0%	7.3%	100%
72 Personal Services	4.7%	11.4%	12.9%	11.5%	29.9%	0.2%	29.4%	100%
73 Business Services	7.0%	16.1%	8.3%	32.5%	23.8%	0.1%	12.1%	100%
76 Repair Services	7.7%	4.0%	8.6%	15.4%	0.9%	0.0%	63.5%	100%
79 Recreational Services	5.8%	23.5%	11.8%	7.7%	39.4%	3.8%	8.0%	100%
87 Professional Services	15.0%	47.9%	2.9%	26.0%	3.4%	0.3%	4.4%	100%
AVERAGE	8.8%	9.8%	29.6%	16.9%	18.6%	1.2%	15.2%	100%
Percent TIG			29.6%	16.9%	18.6%	1.2%	15.2%	81.4%
CONVERT PERCENTAGES TO JOBS	6.6	7.4	22.2	12.7	13.9	0.9	11.4	75
NEW TIG JOBS EXPECTED			22	13	14	1	11	61

Source: ADE, EDD Occupation by Industry Survey

APPENDIX A

Vacant And Underutilized Parcel Inventory

North side of Shasta Dam Boulevard (From Shasta Way to Lassen Ave)

07-38-01 to 07-38-04 – Four parcels making up a large swath of vacant land, 07-38-05 is residential. This block is located outside of the downtown business district of Shasta Lake but is a key location as part of the gateway to Shasta Dam Boulevard.

07-38-07 to 07-38-11 – Five parcels that are residential. Should be converted to commercial use.

07-38-12 – Vacant parcel, currently next to residential units.

05-13-50 to 05-13-51 Vacant parcels, large.

05-13-49 Closed store, large parcel on key corner

05-13-31 to 05-13-32: Vacant parcels, but on a large hill, probably not developable

05-13-17: Small vacant parcel next to Circle K®

05-25-10: Vacant parcel with small structure. Located within the City Center as designated by the Conceptual Plan

05-25-04: Vacant lot located behind the Sentry Market, currently used as a recycling center.

05-24-30: Vacant parcel behind Pacific Bell at the entrance to the Village Commercial District, hilly

05-24-01 to 05-24-05: Whole block between Locust and Hardenbrook, many vacant lots and those that are occupied contain houses.

05-23-47: Small vacant parcel behind WIC

05-23-48: WIC, should be moved to City Center

05-23-45 and 05-23-46: Family Health Center, should be moved to City Center

05-23-42 and 05-23-43: Two adjacent vacant parcels.

05-23-03: Large, vacant parcel

05-21-27 to 05-21-29: Three vacant parcels

South side of Shasta Dam Boulevard (From Cascade Boulevard to Flower Street)

07-12-01 to 07-12-07: Large residential section on seven parcels. All should become commercial.

07-09-92, 07-09-80, 07-09-69, 07-09-68, 07-09-35: Mix of vacant and residential, hilly.

07-09-91: Vacant parcel

07-01-11 to 07-01-15: Mix of vacant and some small commercial. Entire block from Washington Avenue to Deer Creek Avenue is underutilized.

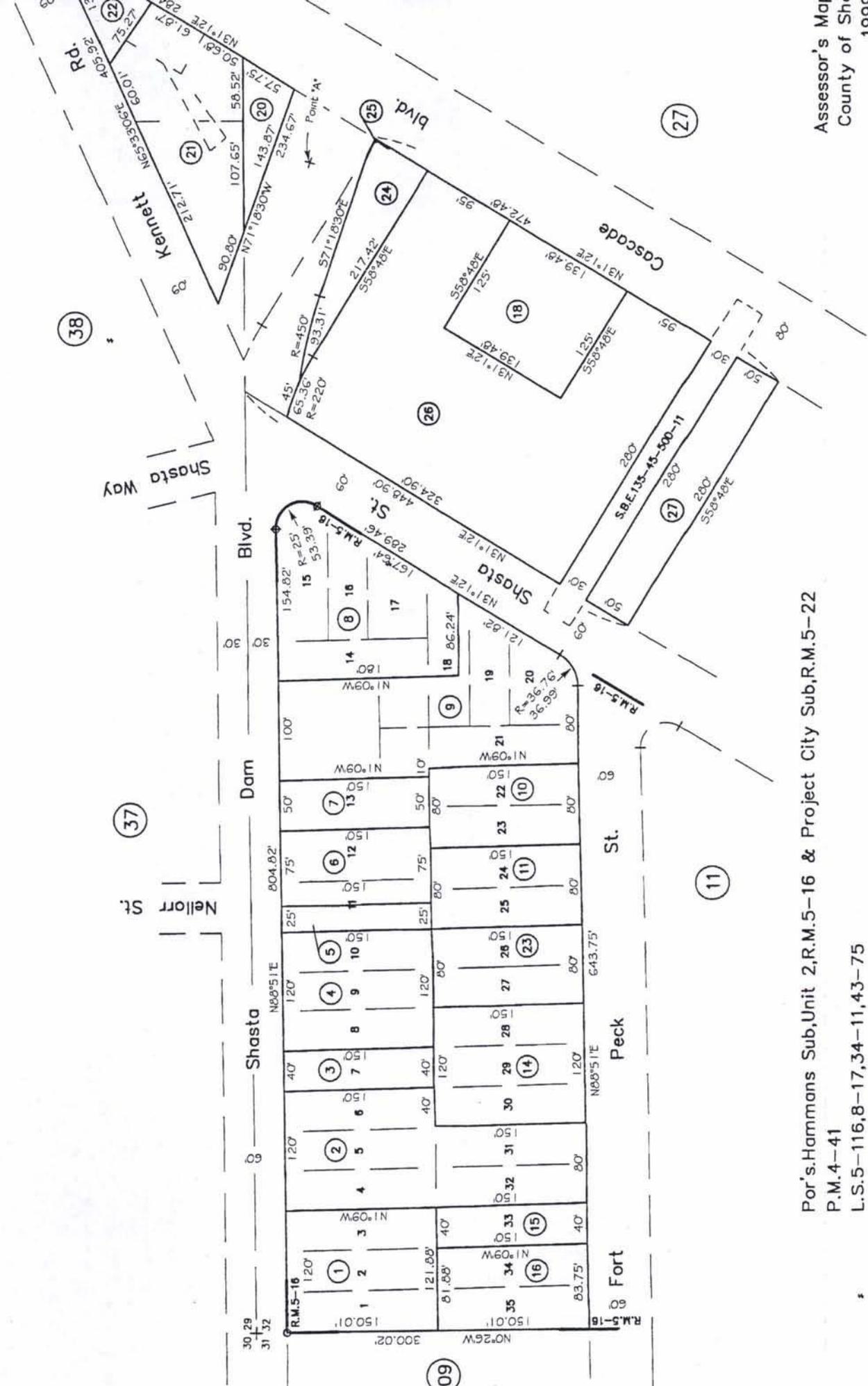
05-07-06 and 05-07-07: Vacant

05-07-02: Vacant, but small

APPENDIX B

PARCEL MAPS OF THE STUDY AREA

Por's.N.W.1/4,Sec.32 & S.W.1/4Sec.29,T.33 N.,R.4 W.



Por's.Hammons Sub,Unit 2,R.M.5-16 & Project City Sub,R.M.5-22

P.M.4-41

L.S.5-116,8-17,34-11,43-75

Por.N.E.1/4 Sec.31,T.33 N.,R.4 W.

7-0

Bk. 5
13



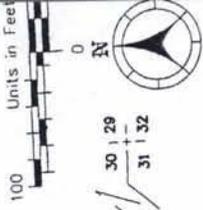
Units in Feet
0 50 100



FOR REFERENCE ONLY
This map reflects information transcribed from documents of record. It is not a legal document. The user of this map is advised to consult a professional land surveyor for a complete and accurate description of any parcel. The user of this map is advised to consult a professional land surveyor for a complete and accurate description of any parcel. The user of this map is advised to consult a professional land surveyor for a complete and accurate description of any parcel.

Por.Boomtown Sub. R.M.5-17
P.M.23-27
L.S.34-11,42-14,42-48,52-64
C:\Acad... \007090 #48 4/28/2004 3:33 PM PDI

Por. NE.1/4 Sec.31, T.33N., R.4W.



2024.19.54

N 1/4 Cor. Sec. 31

Bk. 5
13

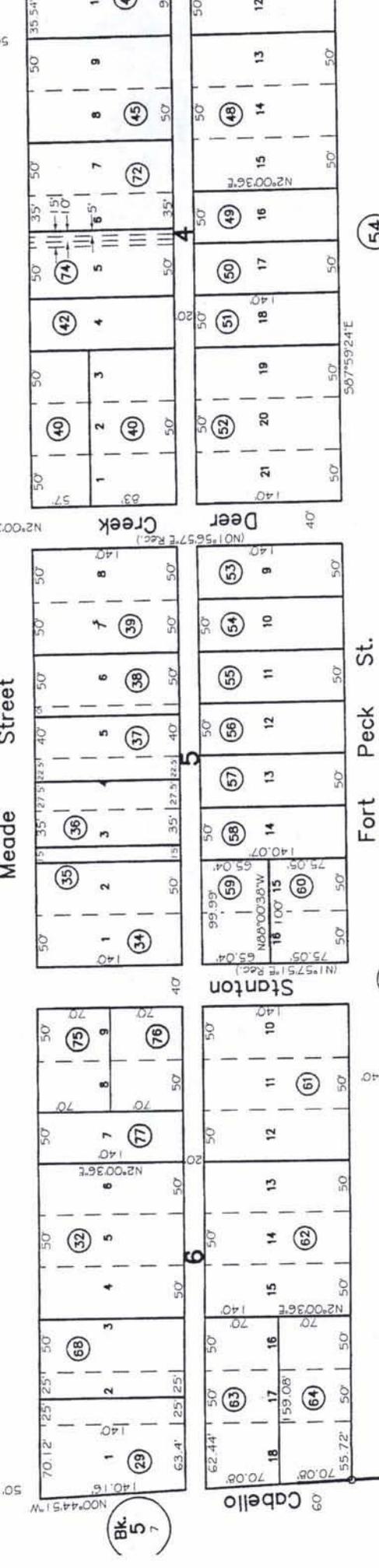
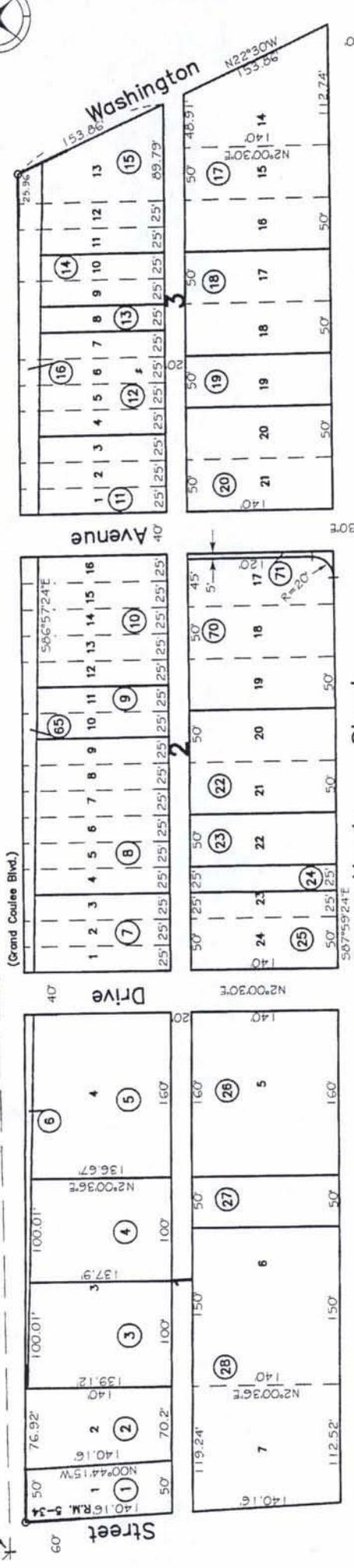
Bk. 5
25

Bk. 5
05

Bk. 5
05

Bk. 5
05

587°59'24"E



Por. Boomtown Unit 7 per R.M.5-34
P.M. 15-115, 16-155, 21-36, 26-39,
L.S. 46-140,

FOR REFERENCE ONLY
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competent engineering professionals. The sale agent of this map is
not a legal document nor are the features contained herein
Shasta County Assessor

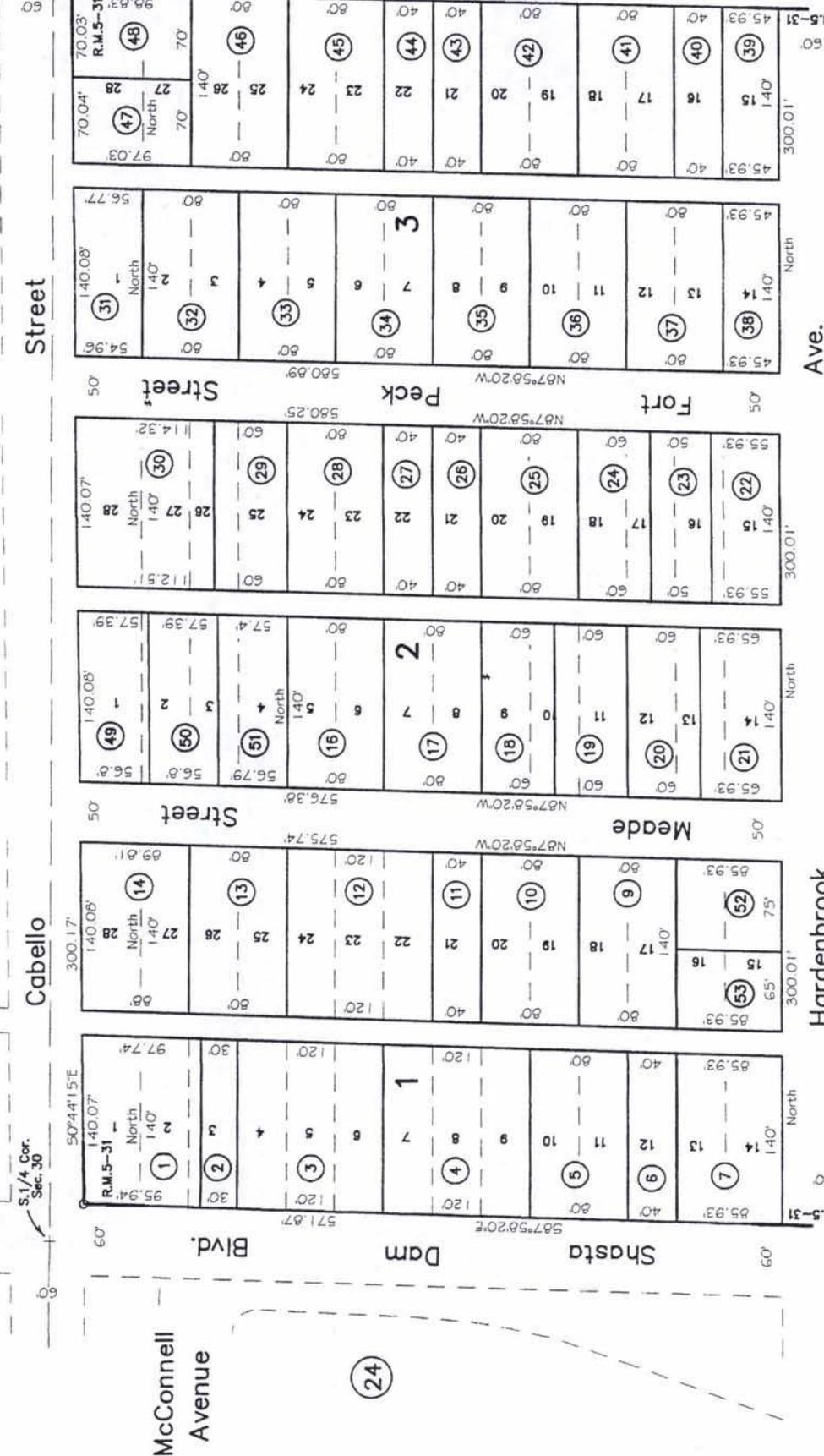
Por.N.W.1/4 Sec.31,T.33 N.,R.4 W.

5-0



Bk. 7 05

Bk. 7 01



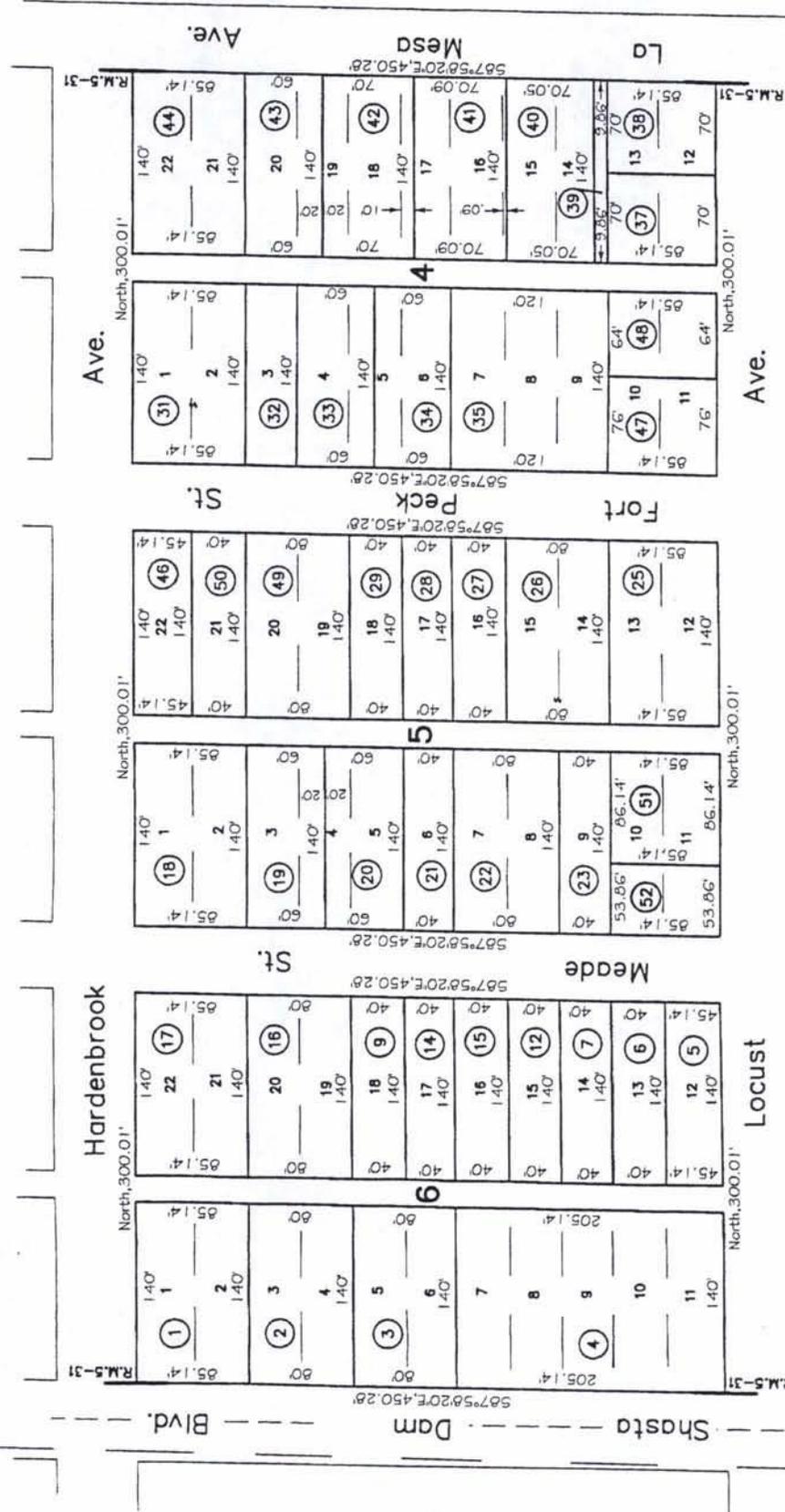
Por.Ashby Sub.Unit 1 R.M.5-31
P.M.6-20,16-146,21-142,26-72
L.S.10-55

FOR REFERENCE ONLY
This map reflects information transcribed from documents of record, cadastral mapping specialists. The sole intent of this map is for tax and a legal document nor are any features contained herein intended

Por.N.W.1/4 Sec.31,T.33 N.,R.4 W.

5-

(07)



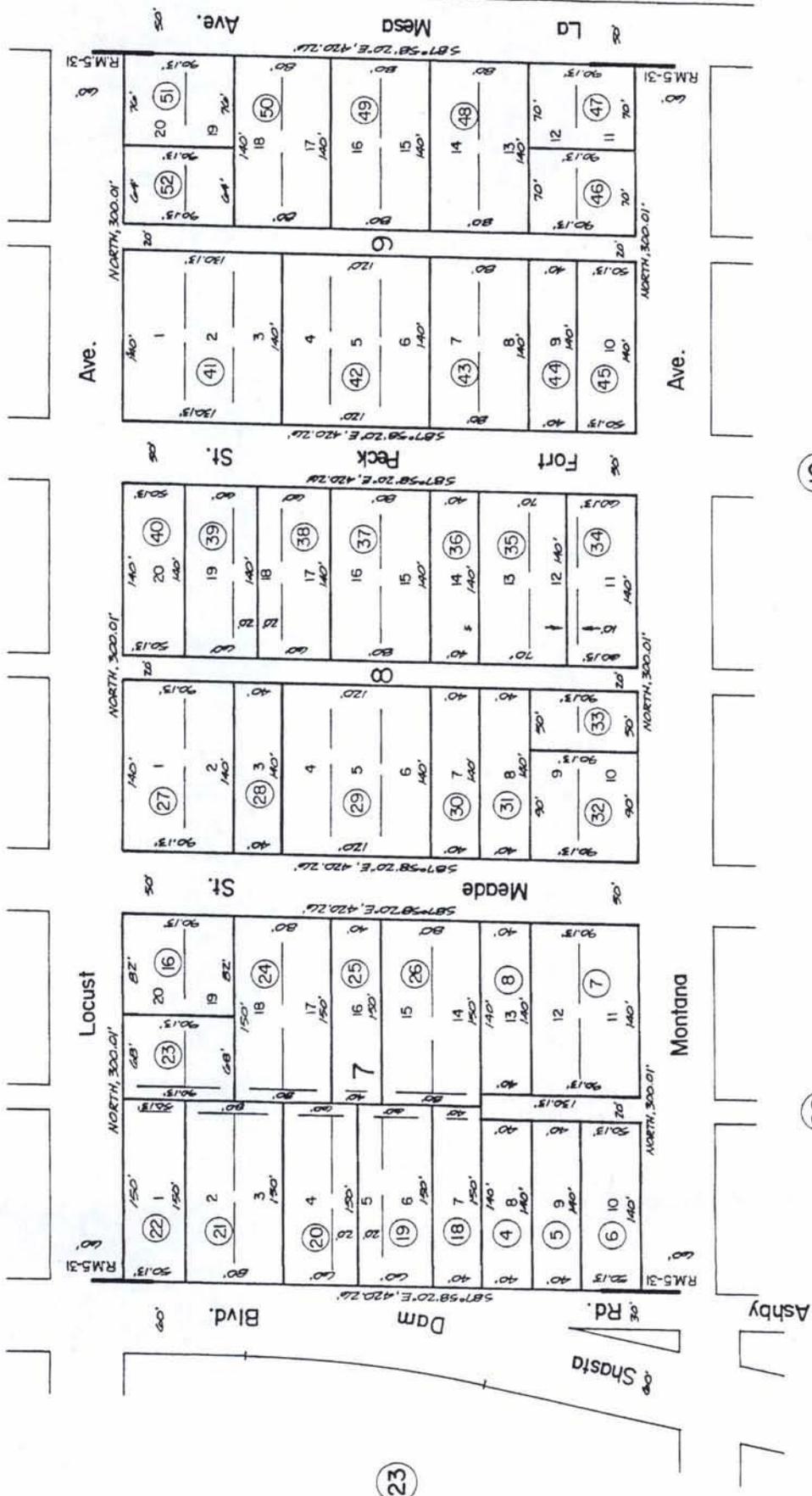
(24)

(06)

Por.Ashby Sub.,Unit1,r.m.5-31
 P.M.22-3,26-72
 L.S.10-55

Assessor's Map
 County of Shasta
 1999

Por. NW 1/4 Sec. 31, T.33N., R.4W.



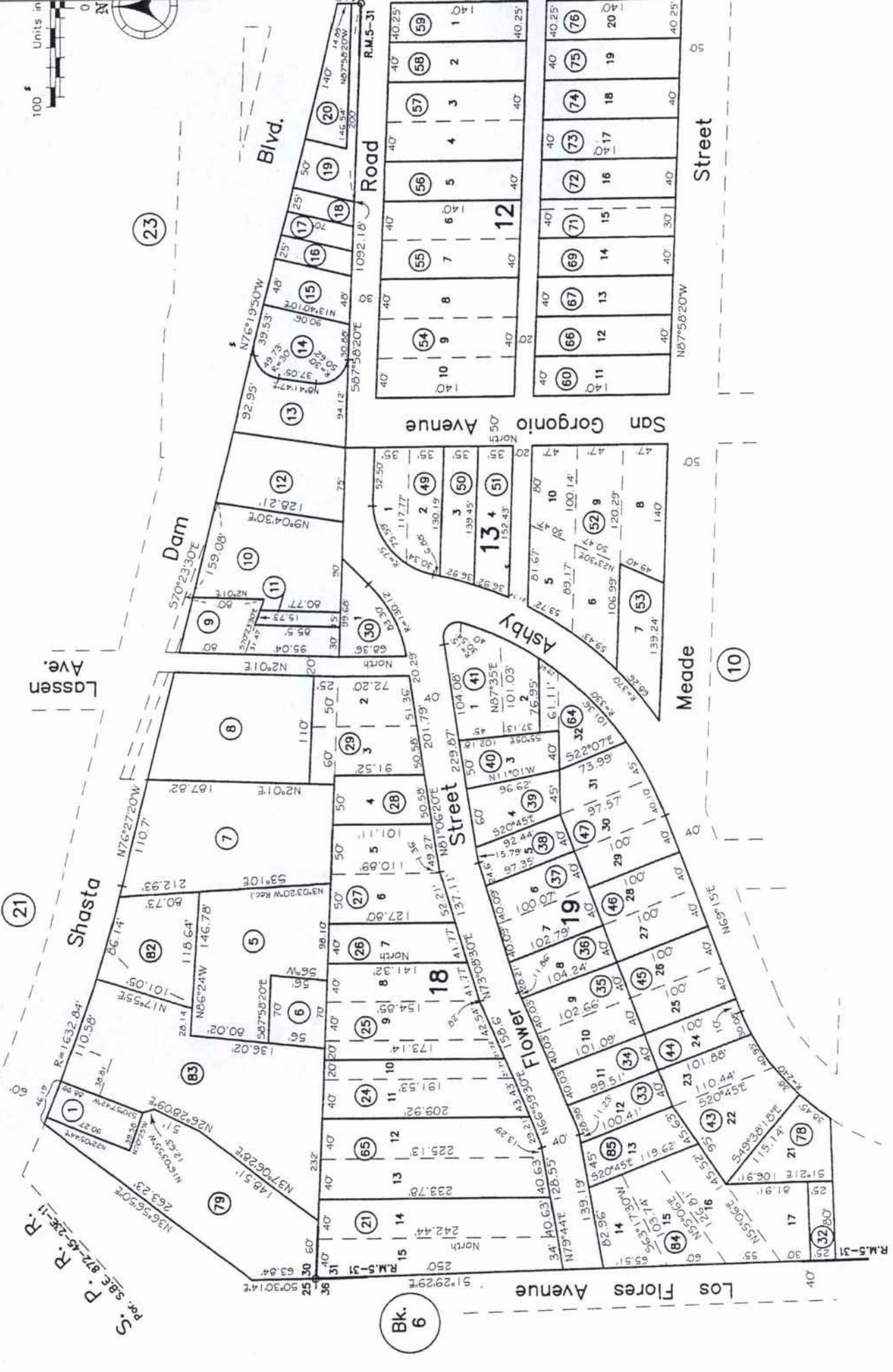
05

10

09

23

Por. SW.1/4 Sec. 30 & Por. NW.1/4 Sec 31, T.33N., R.4W.



Ashby Subd., Unit 1, per R.M.5-31

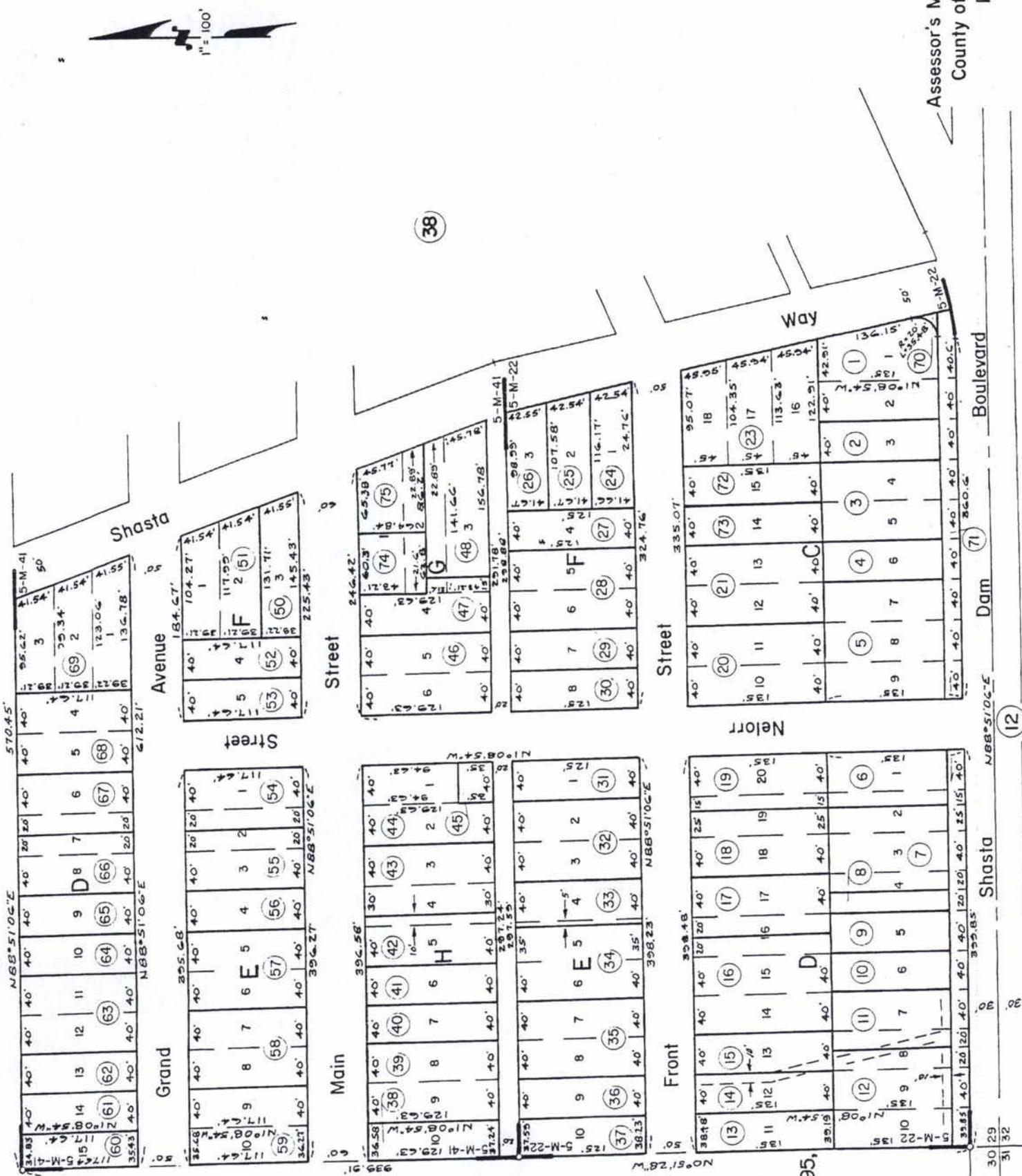
P.M. 10-127,

L.S. 5-109, 9-22, 10-55, 18-52, 50-59, 52-1, 54-78,

D:\PROJECT\000050.dwg 10/22/2003 1:43:17 PM P01

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 colonial mapping agencies. The sole intent of this map is
 not a legal document nor are any features contained herein a
 Shasta County Assessor

45 POR. S.W. 1/4, SEC. 29, T. 33N., R. 4 W.



Bk. 5

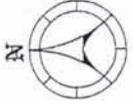
Project City Sub. 1.M. 5-22

Project City Sub. No. 2 R.M. 5-41

5-116, 6-7, 34-11, 47-95,

30-89,

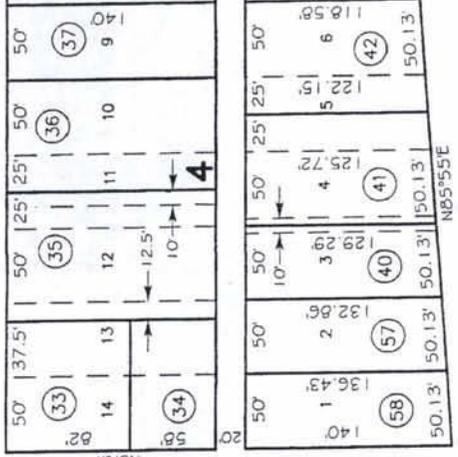
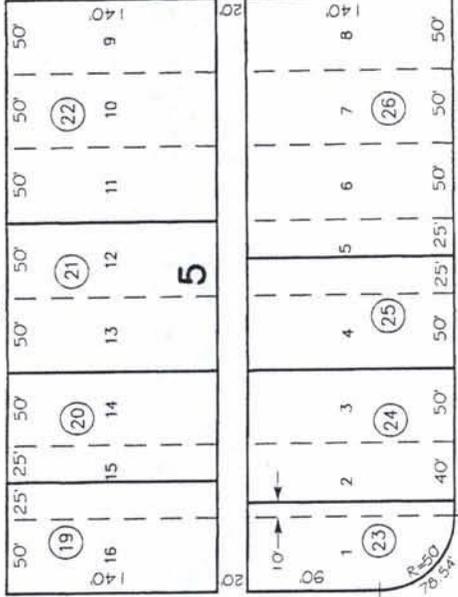
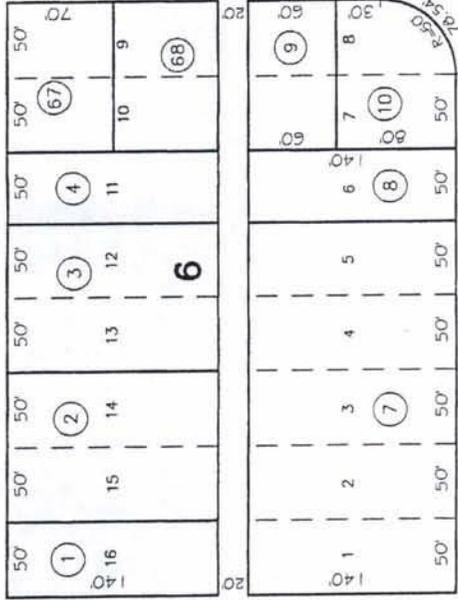
Por.S.E.1/4,Sec.30,T.33 N.,R.4 W.



16

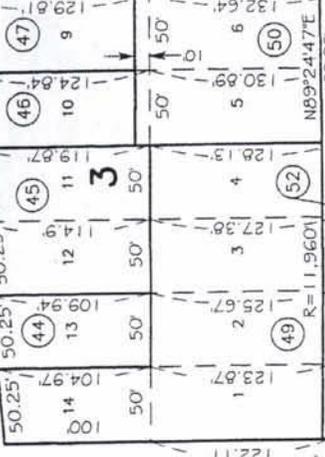
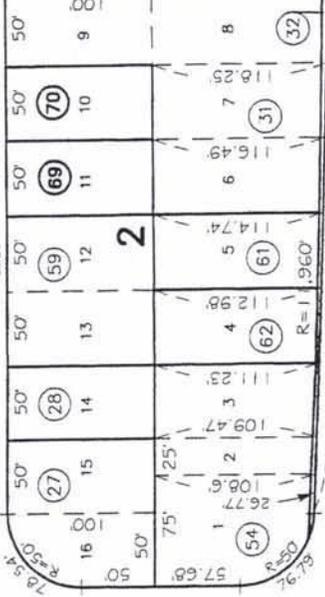
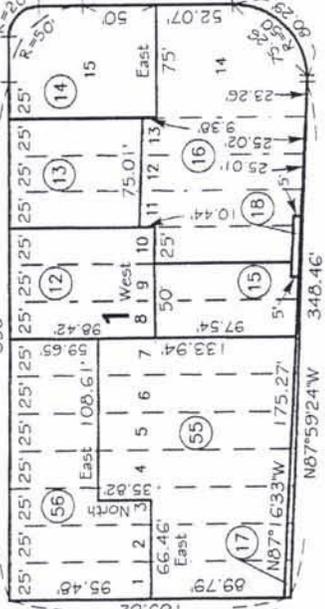
Main

Street



Front

Street



Shasta

Dam

Blvd.

Bk. 7

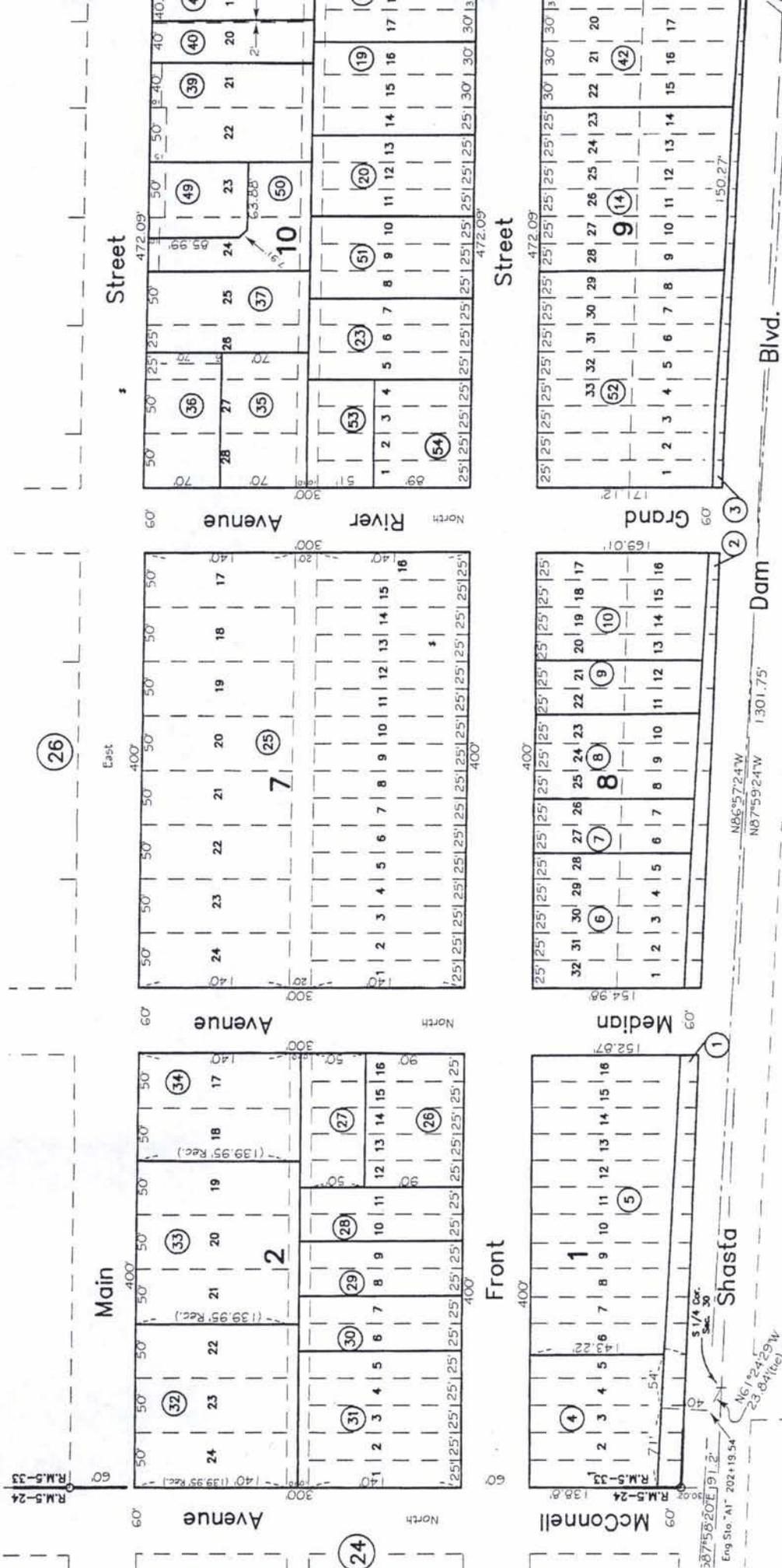
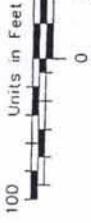
Por.Boomtown Unit 6 R.M.5-36

P.M.26-86

L.S.21-23,27-54,34-11,43-43,50-147

FOR REFERENCE ONLY
This map reflects information transcribed from documents of
qualified mapping specialists. The sole intent of this map is to
provide a general statement for use as a reference only.

Por. S.1/2 Sec. 30, T.33N., R.4W.



Bk. 7
5

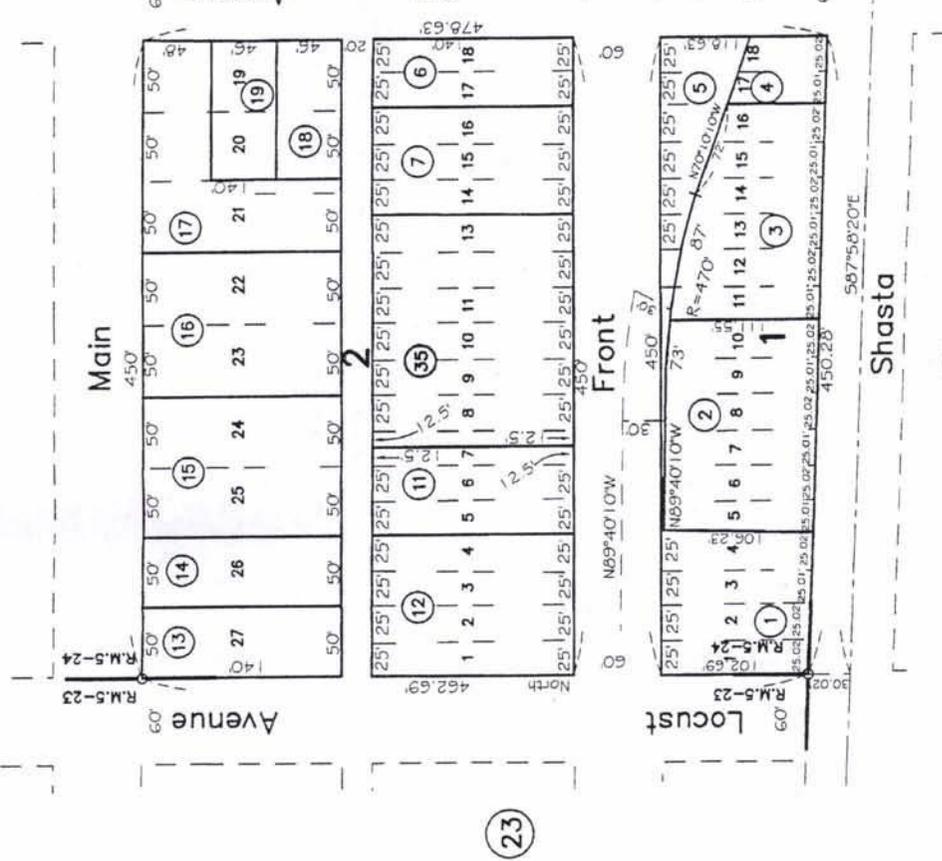
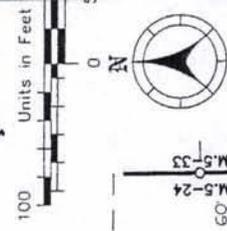
Por. Boomtown Unit No. 8, per R.M.5-33, R.M.18-97
 L.S. 34-118, 41-91,

FOR REFERENCE ONLY
 This map reflects information transcribed from documents of record and is not a legal document. For a complete and accurate description of the property, the plat sheet of this map is the authoritative document. This map is for informational purposes only and does not constitute a legal document. See the plat sheet of this map for a complete and accurate description of the property.

Por. SW.1/4 Sec. 30, T.33N., R.4W.

5-24

(28)



(23)

(05)

(07)

(25)

Por. Boomtown Unit No. 3 per R.M. 5-24,

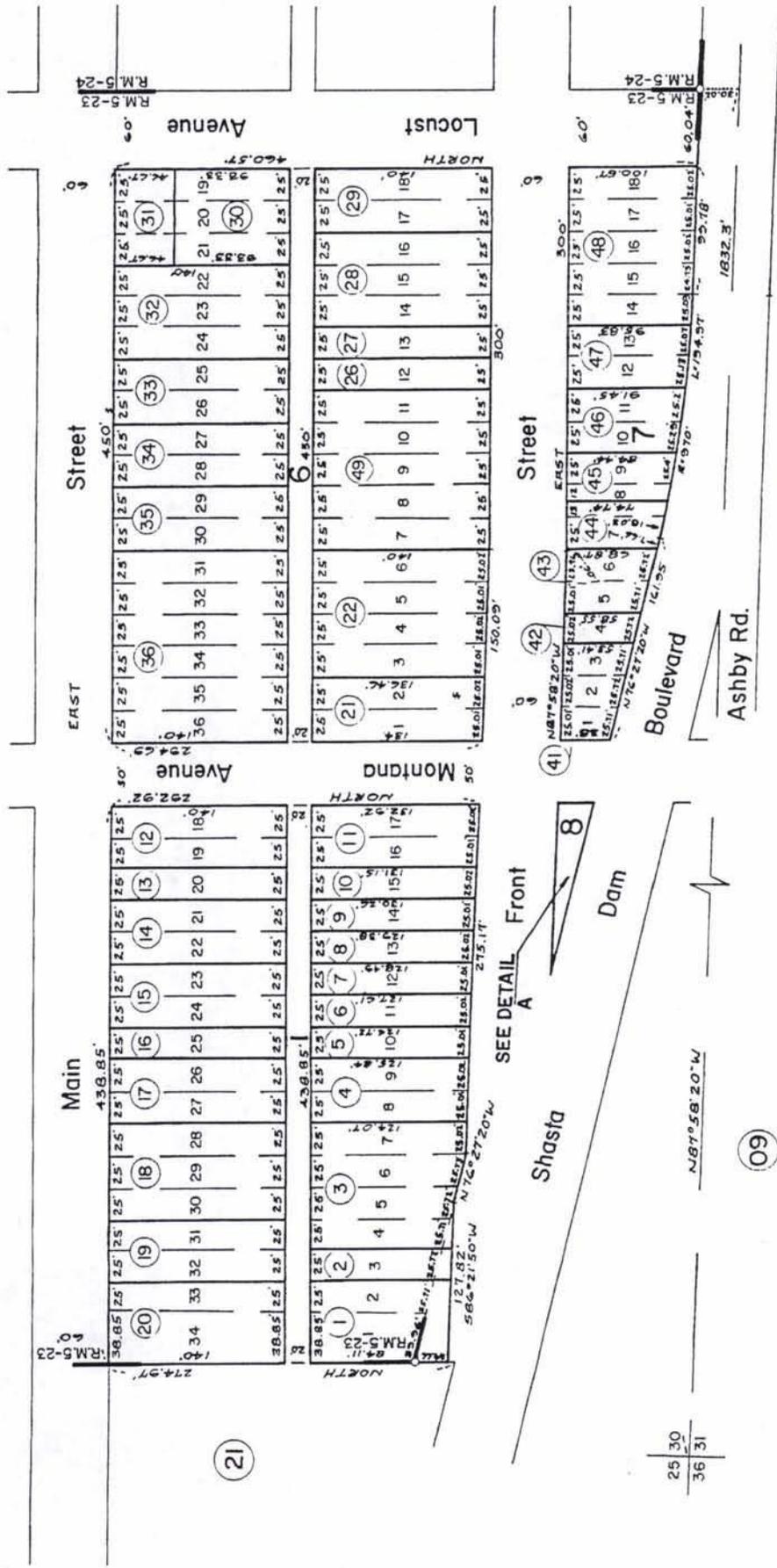
L.S. 11-138,

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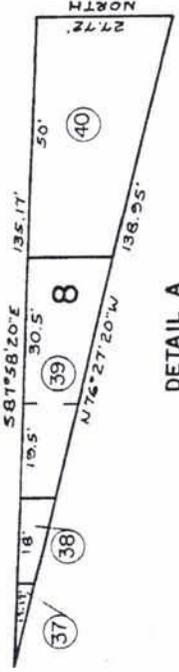
FOR REFERENCE ONLY
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 original mapping documents. The user should verify the accuracy of the information
 and a legal document may use any features contained herein in addition to the
 Shasta County Assessor.

POR. S.W. 1/4 SEC. 30, T.33 N., R.4 W.

(22)



(06)



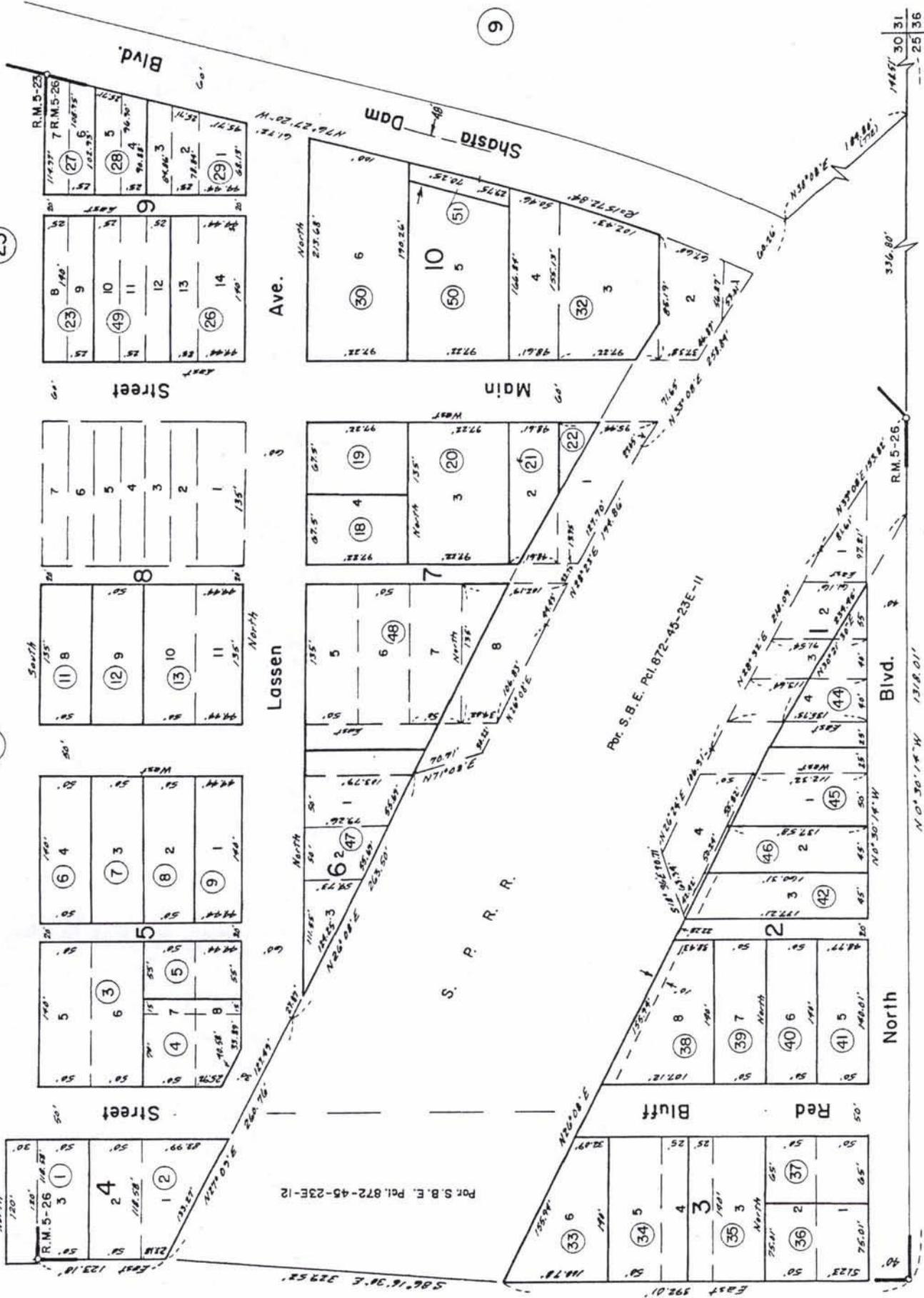
DETAIL A
1" = 30'

(09)

r. Boomtown Unit No. 2 per R.M. 5-23
S. 5-109, 31-7, 43-20,

Por. SW 1/4 Sec. 30, T.33 N., R. 4 W.

5



Bk. 6

Boomtown Unit 4, per R.M. 5-26
P.M. 10-140
L.S. 36-50, 52-1, 52-89,

Assessor's Map Bk
County of Shasta
1978

23

22

67

9

31
25
36

1318.01
10°30'14"W

Bluff

North

Red

Bluff

North

Bluff

North

Main

Street

Lassen

Ave.

Shasta

Dam

S. P. R. R.

Bluff

Red

Bluff

North

Bluff

North

Main

Street

Lassen

Ave.

Shasta

Dam

S. P. R. R.

Bluff

Red

Bluff

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S. P. R. R.

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S. P. R. R.

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S. P. R. R.

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Shasta

Dam

S. P. R. R.

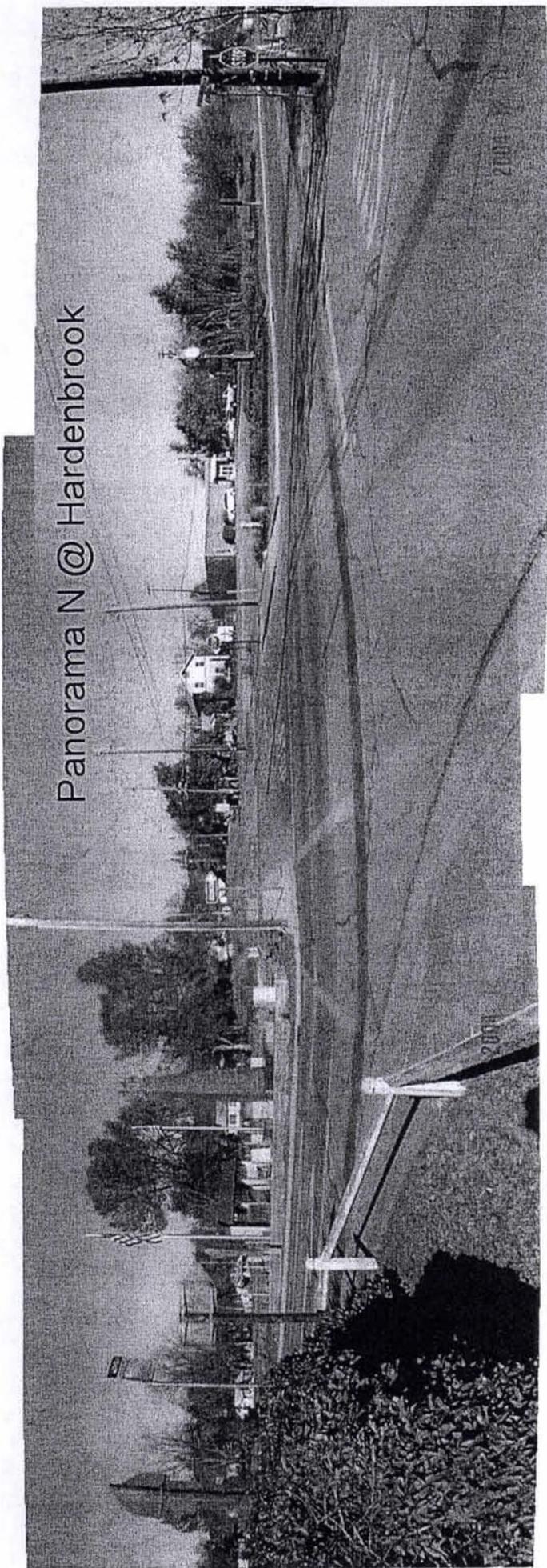
Bluff

Red

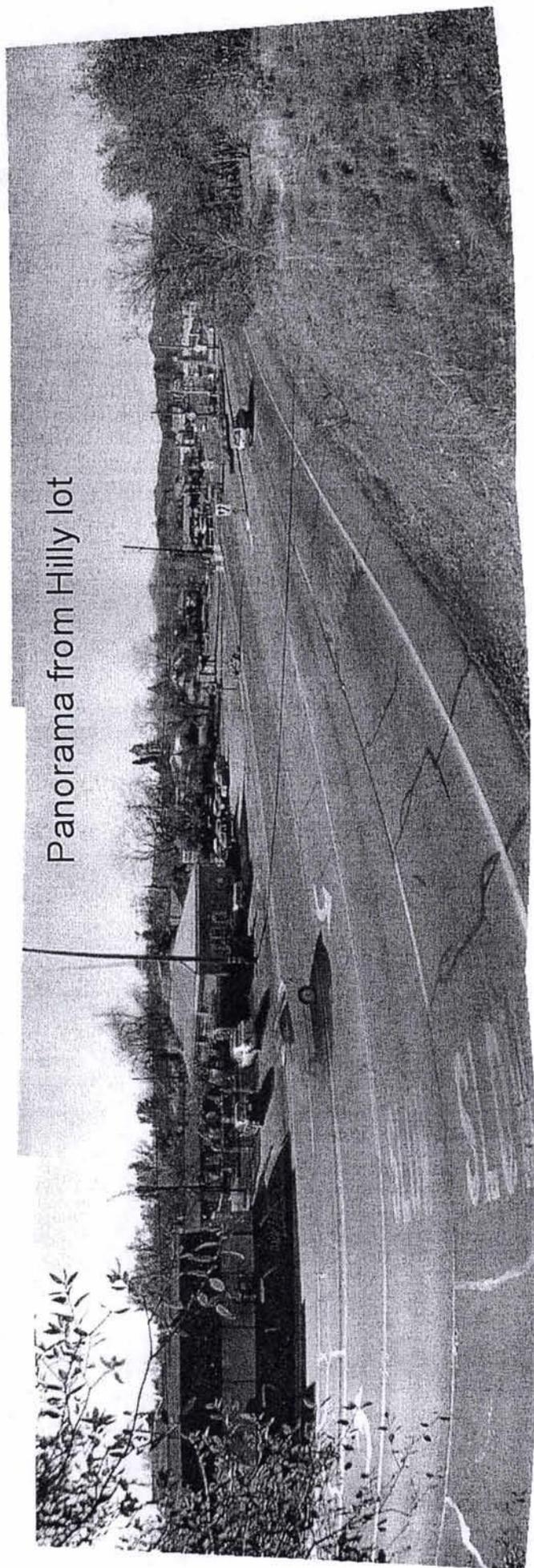
APPENDIX C

SELECTED DOWNTOWN PHOTOS

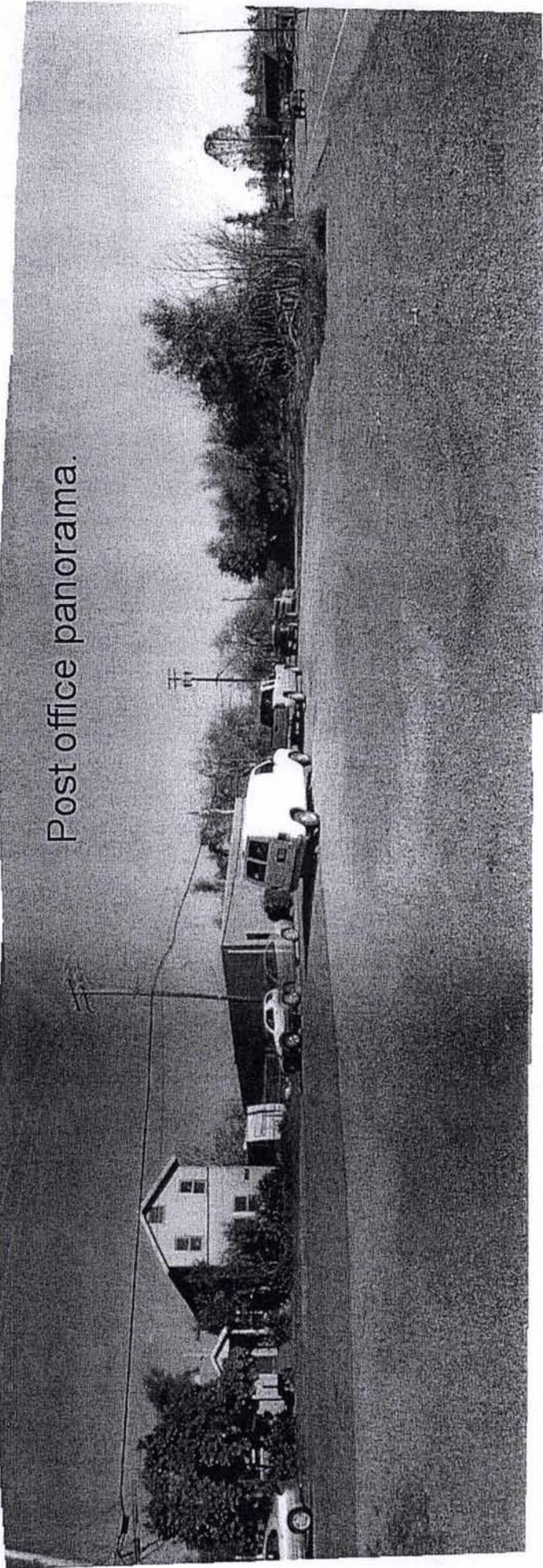
Panorama N @ Hardenbrook



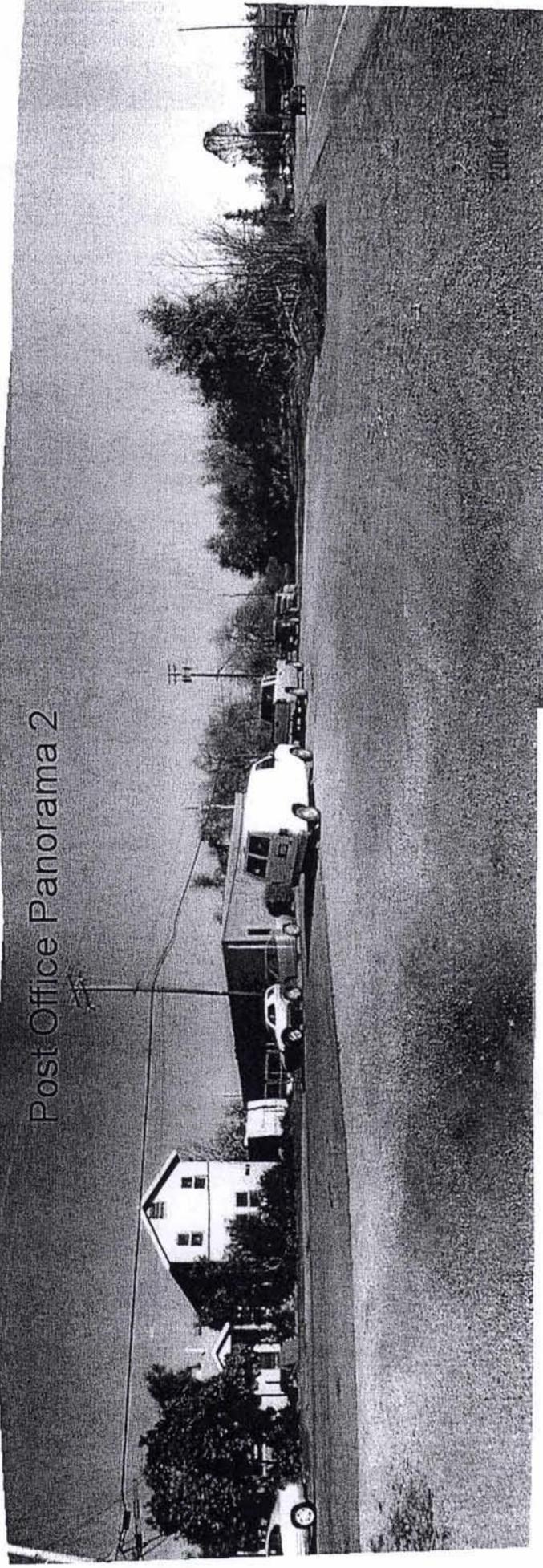
Panorama from Hilly lot



Post office panorama.



Post Office Panorama 2



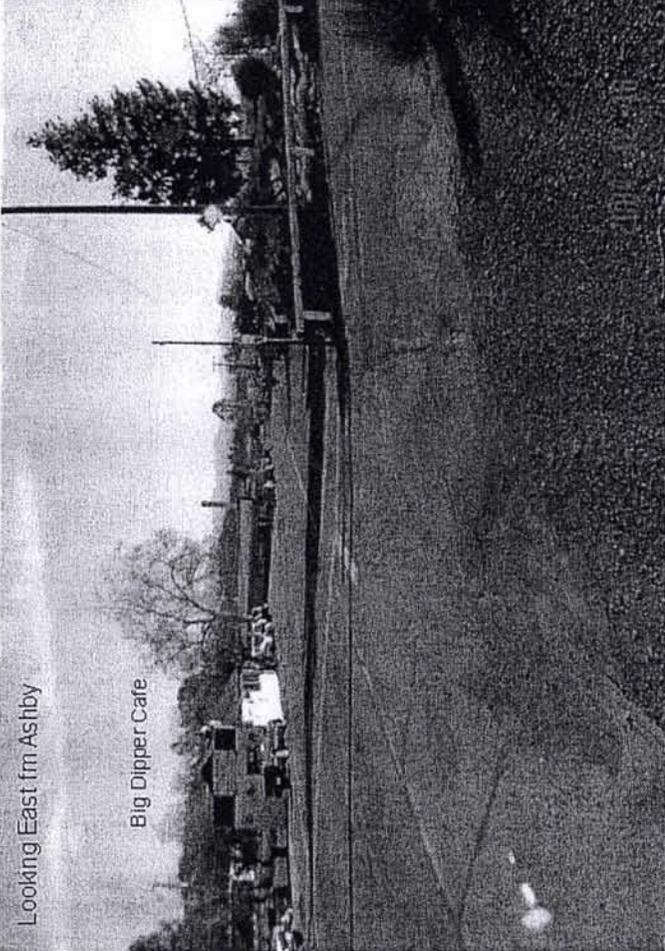


Panorama @ Stanton



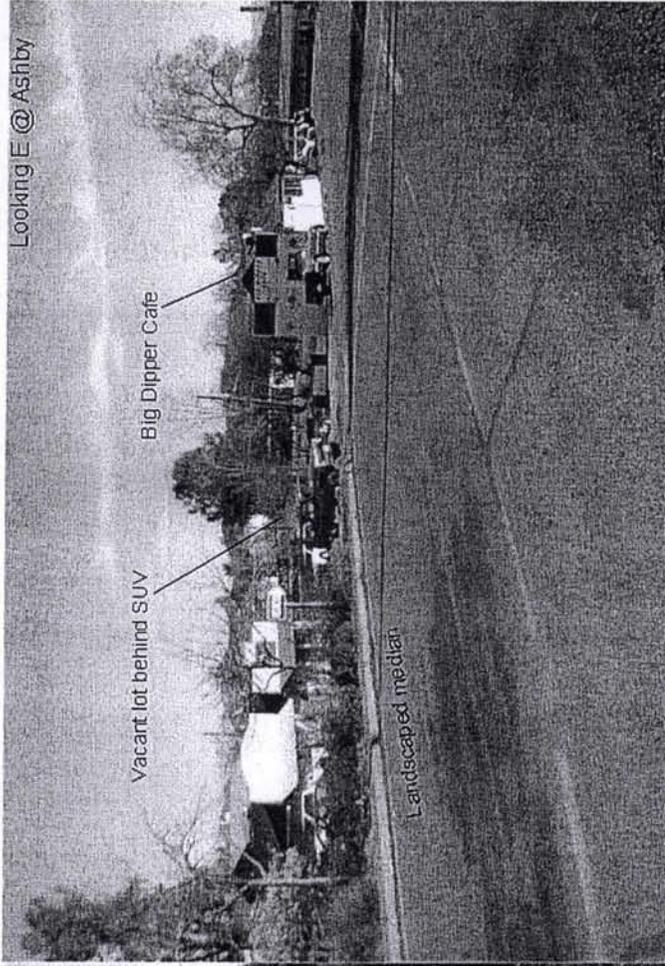
Panorama @ Montana

April 12 18



Looking East fm Ashby

Big Dipper Cafe

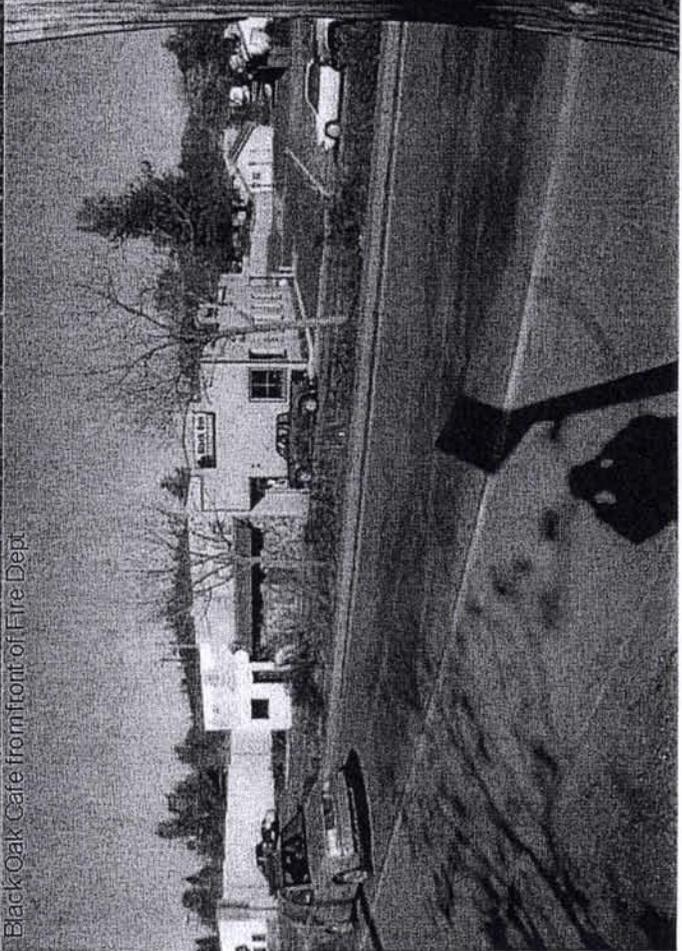


Looking E @ Ashby

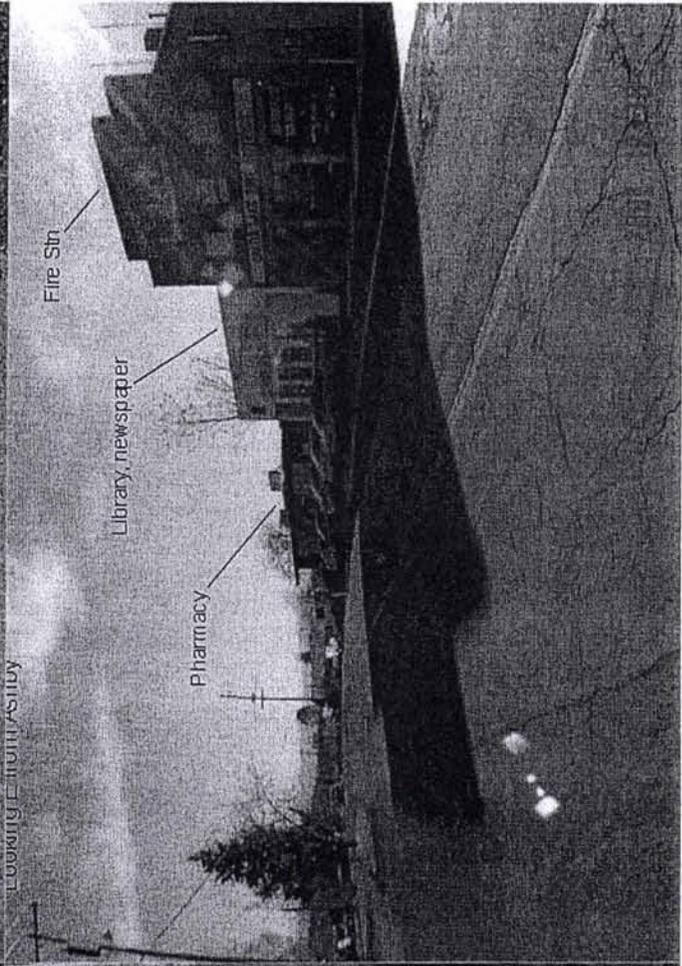
Vacant lot behind SUV

Big Dipper Cafe

Landscaped median



Black Oak Cafe from front of Fire Dept.

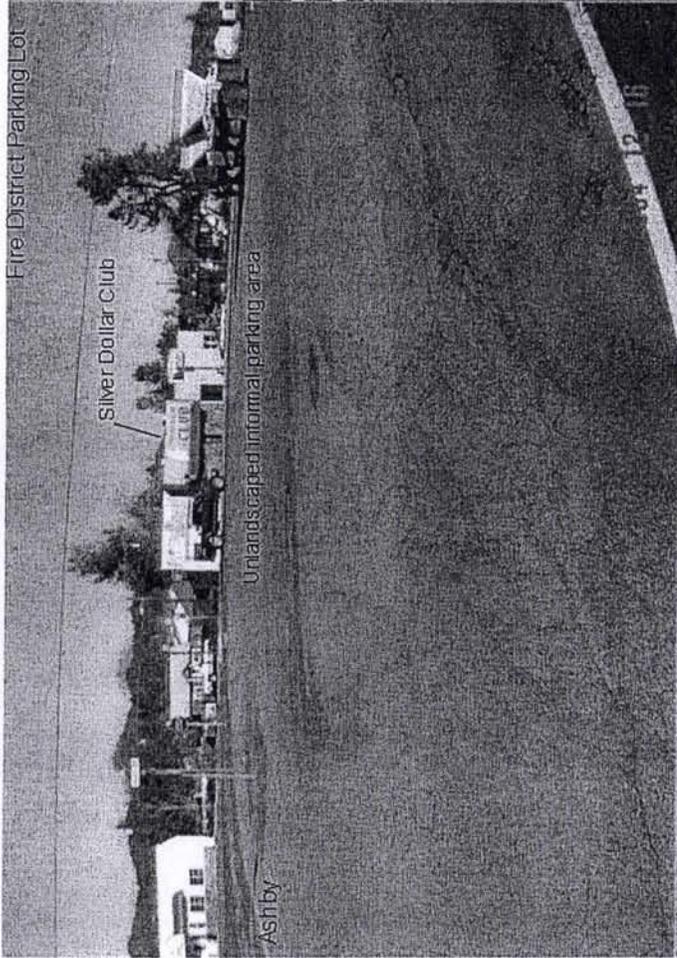


Looking E from Ashby

Pharmacy

Library, newspaper

Fire Sign



Looking E from Montana

Fire District Parking Lot

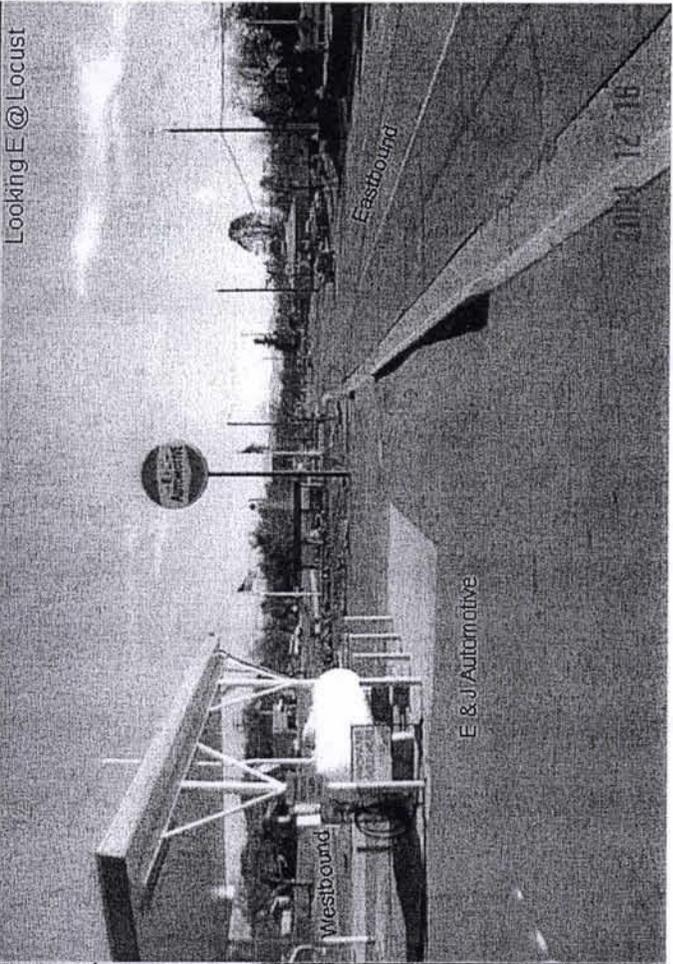
Silver Dollar Club

Unlandscaped informal parking area

Ashby

04 12 16

Looking E from Montana



Looking E @ Locust

Small offices

Sunshine Market

Westbound

E & J Automotive

Eastbound

04 12 16

SBC @ McConnell

Good candidate for wall mural here

← To Pine Grove

Hardenbrook

DO NOT ENTER

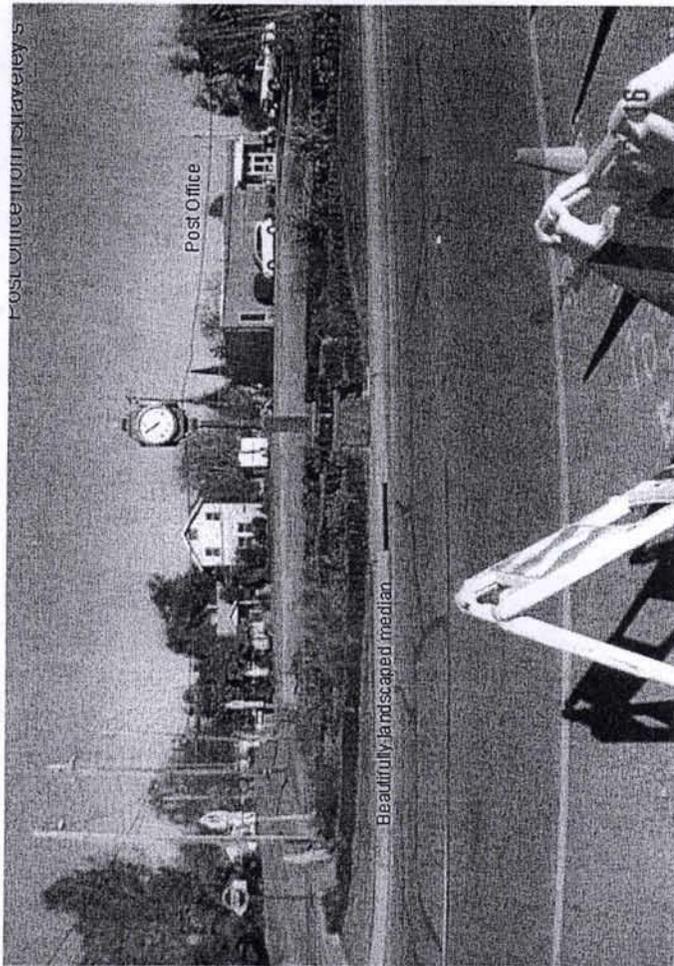
WRONG WAY

Vacant lot - good candidate for Commercial

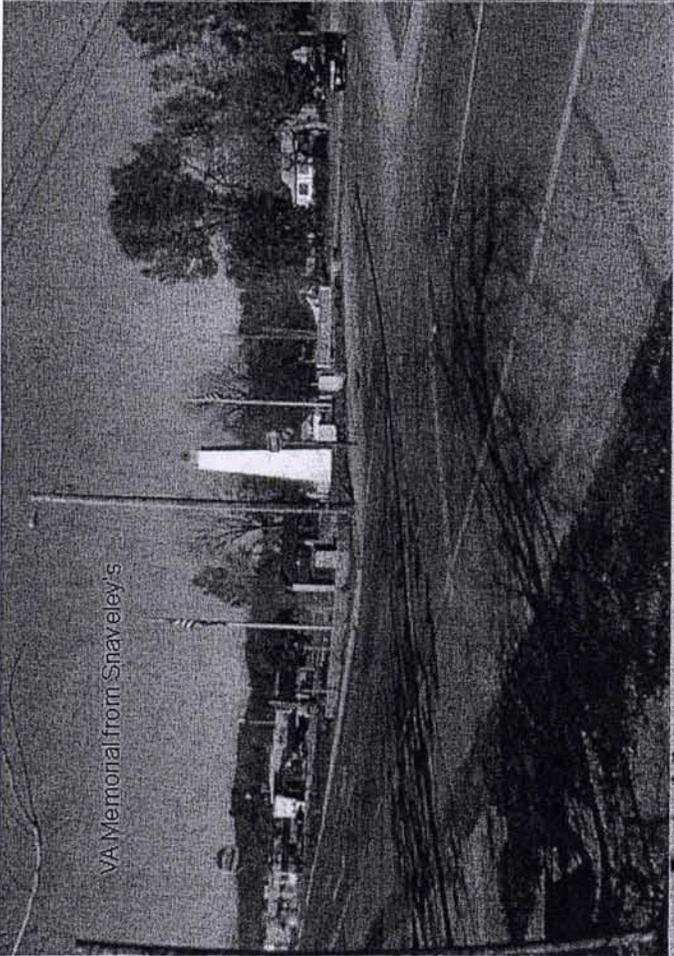
2009 12 16

Reporting via email to SBC @ McConnell

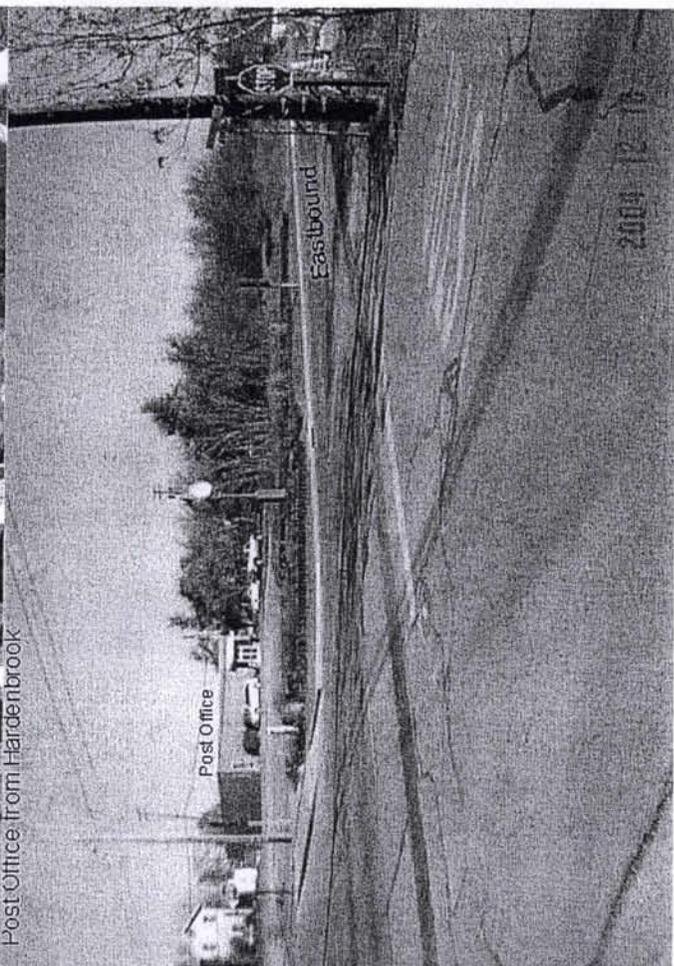
VA Memorial from Shaveley's



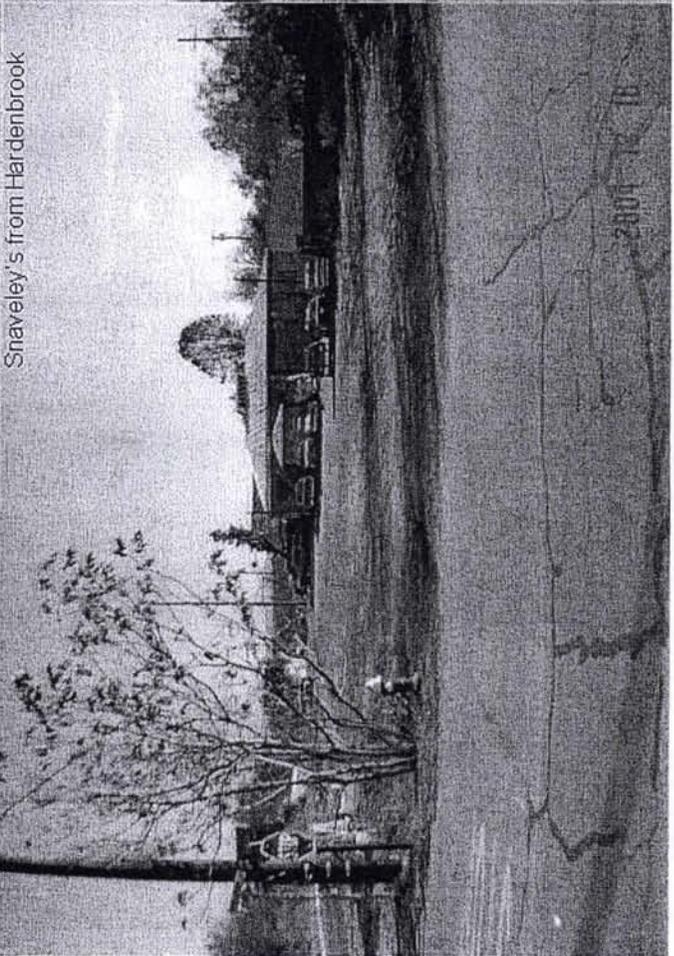
Beautifully landscaped median



VA Memorial from Snaveley's



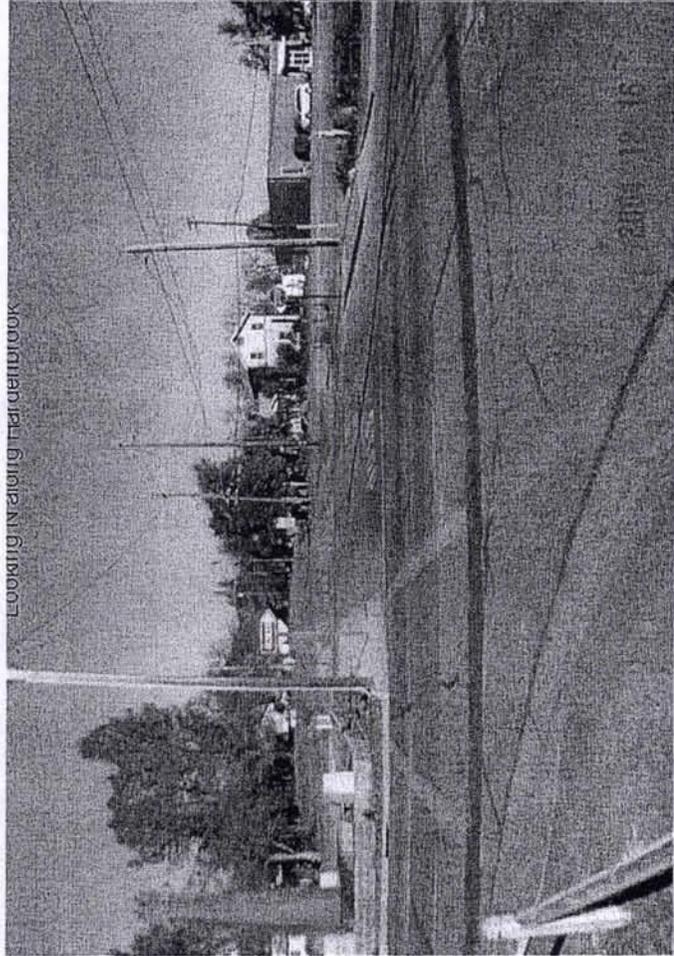
Post Office from Hardenbrook



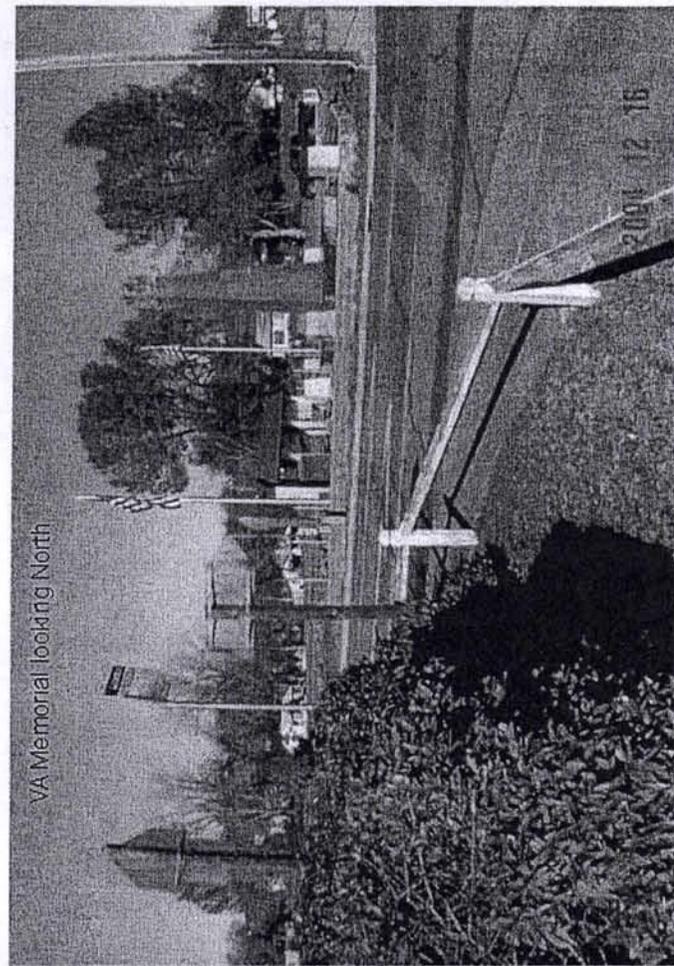
Snaveley's from Hardenbrook

2004 12 10

2004 12 10



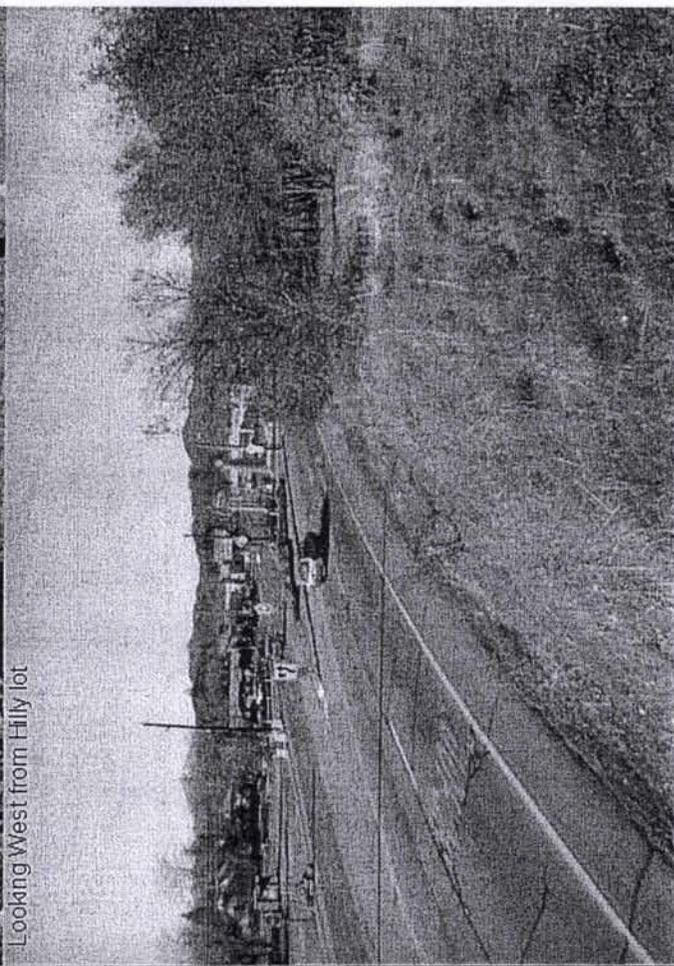
Looking along Hilly lot



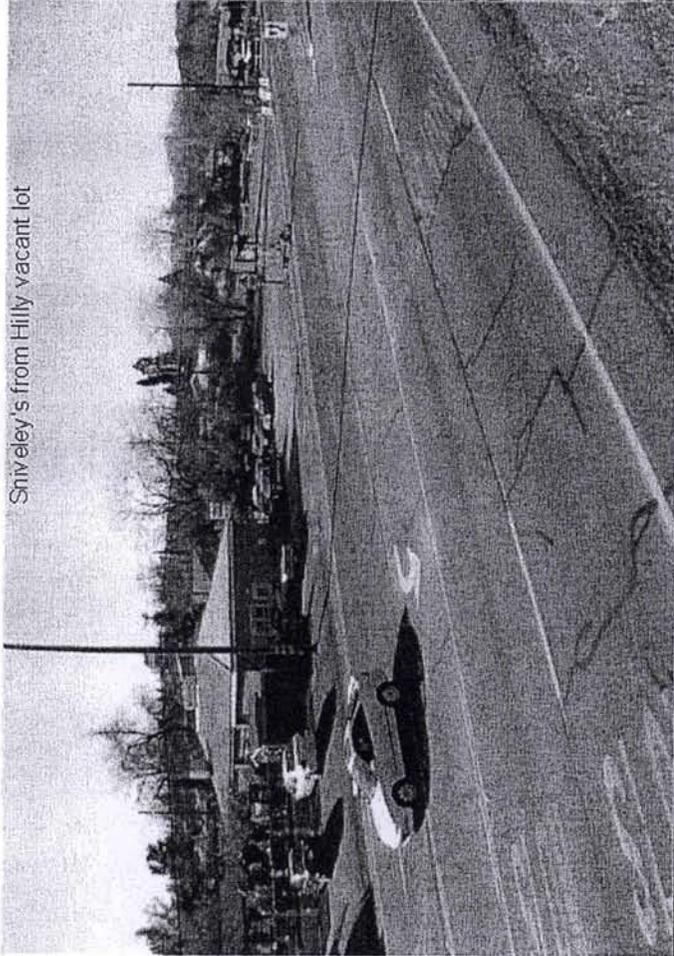
VA Memorial looking North



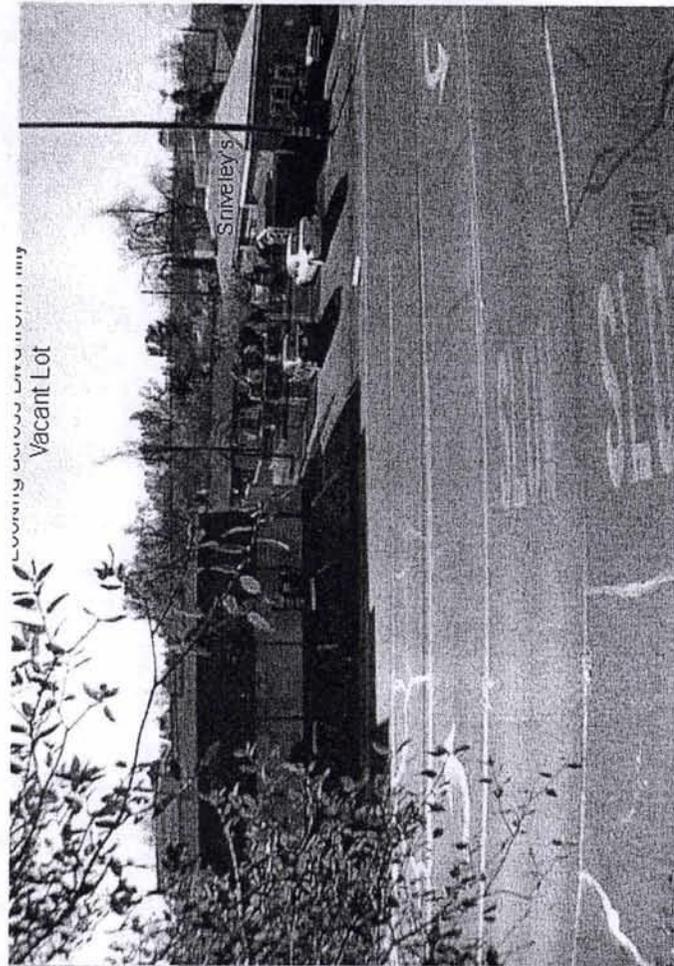
FOR SALE
 OWNER FINANCING
 FRONT STREET
 29 30
 Hilly Lot old sign
ZONE C-2-DR
 Contact:
CHERRIL KIRKLAND
530 221-7777



Looking West from Hilly lot

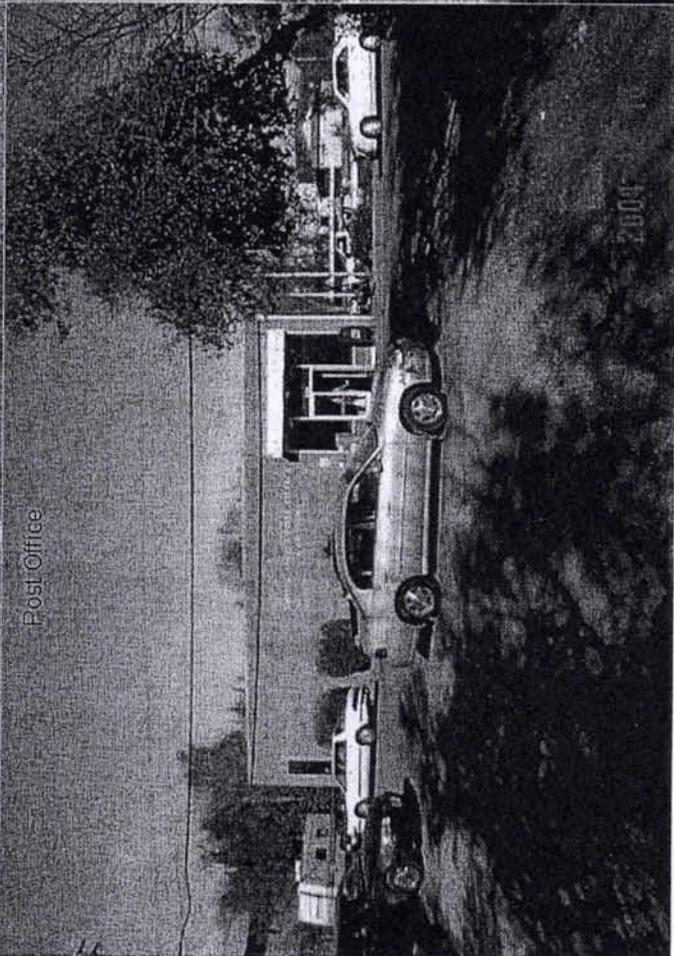


Shiveley's from Hilly vacant lot

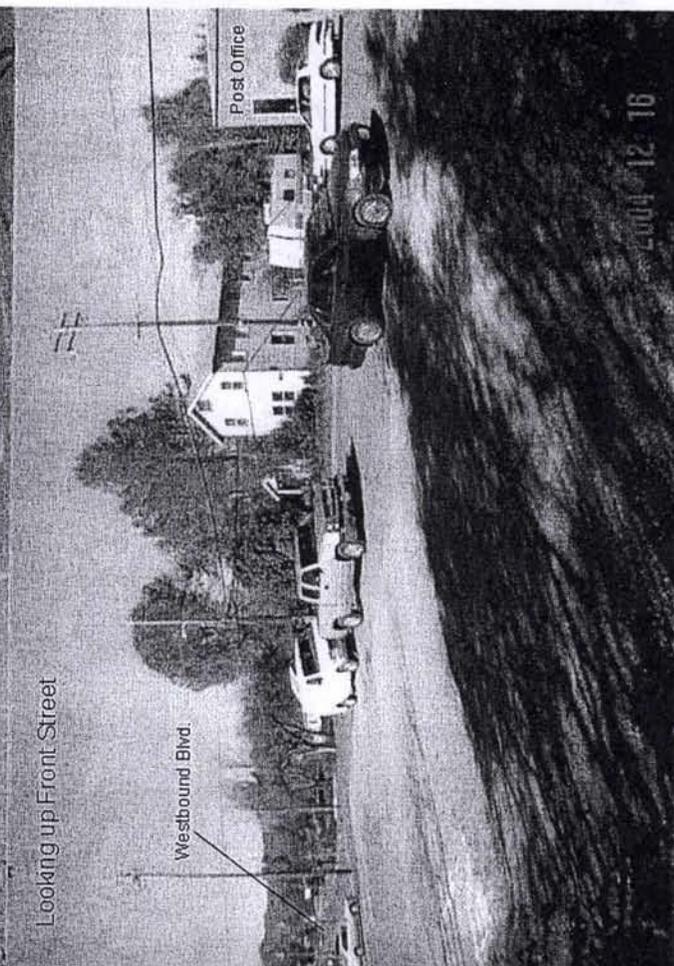


Vacant Lot

Shiveley's



Post Office



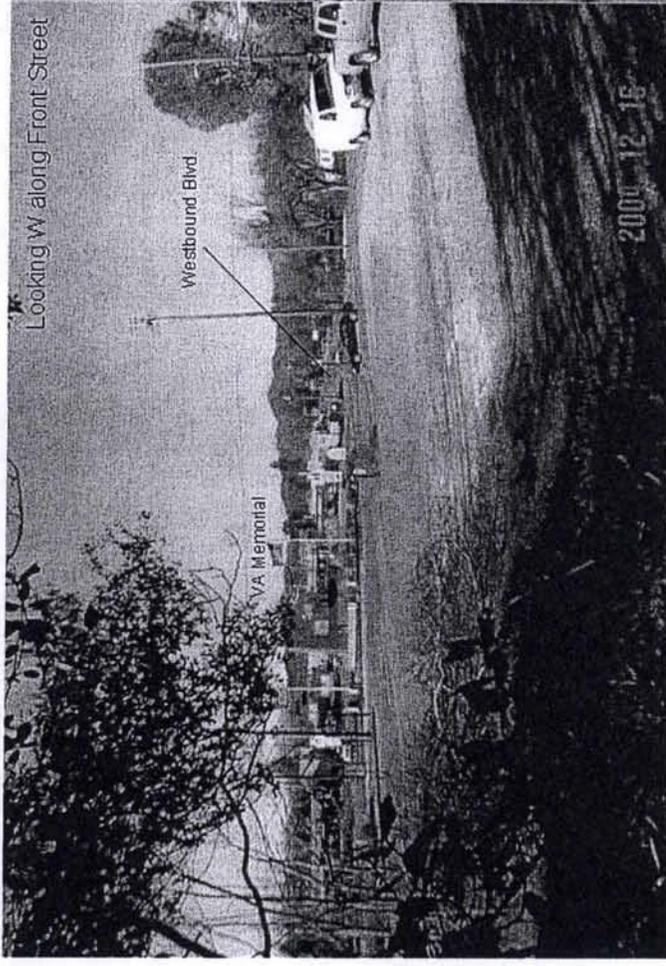
Looking up Front Street

Westbound Blvd.

Post Office

2004

July 12 '16

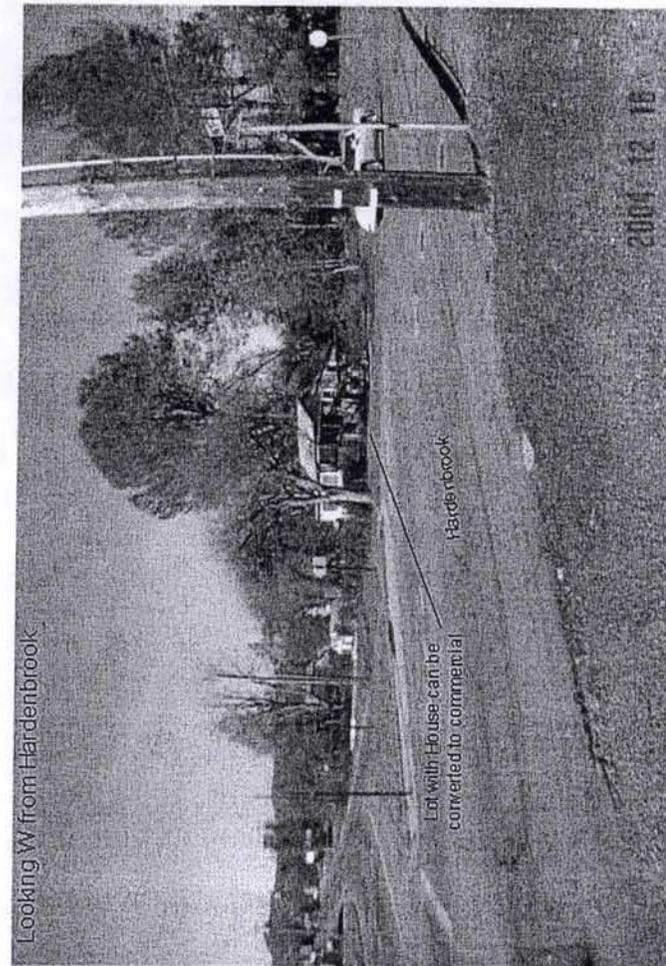


Looking W along Front Street

Westbound Blvd

VA Memorial

2004 12 16

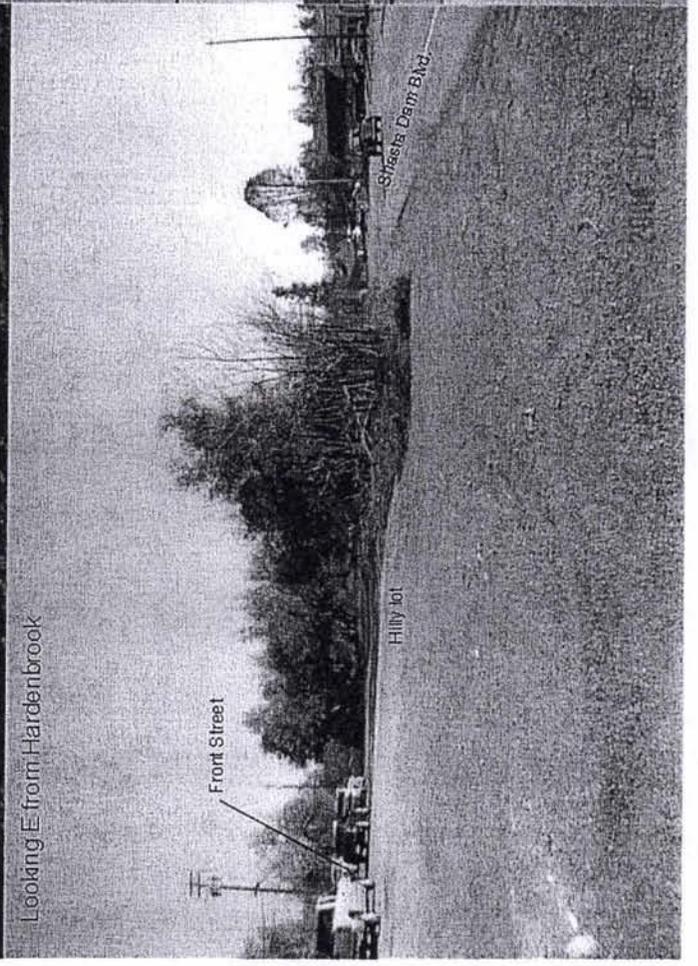


Looking W from Hardenbrook

Lot with House can be converted to commercial

Hardenbrook

2004 12 16



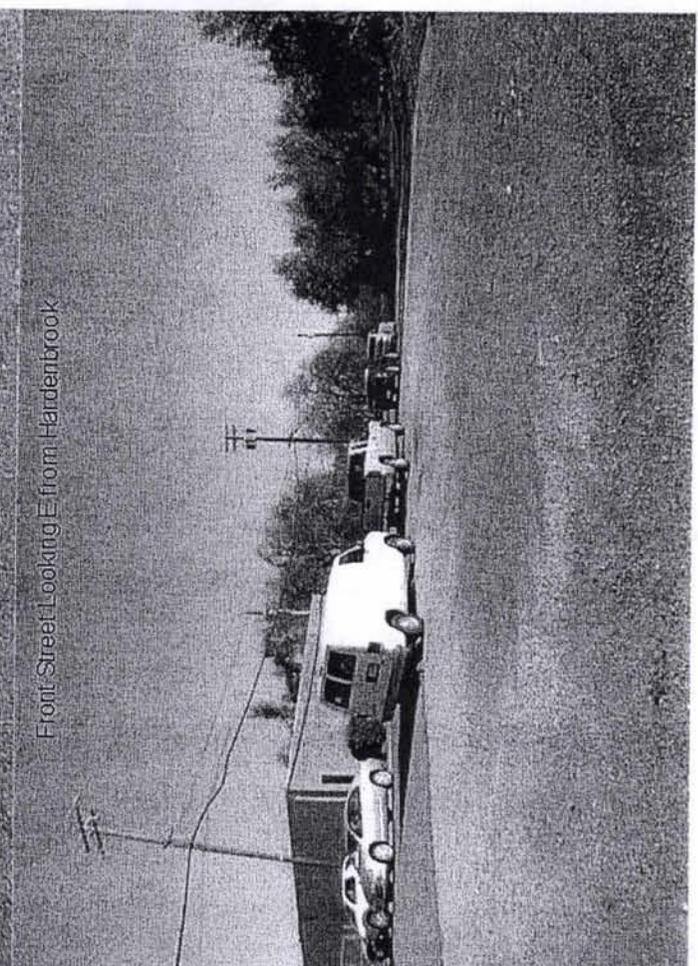
Looking E from Hardenbrook

Front Street

Hilly lot

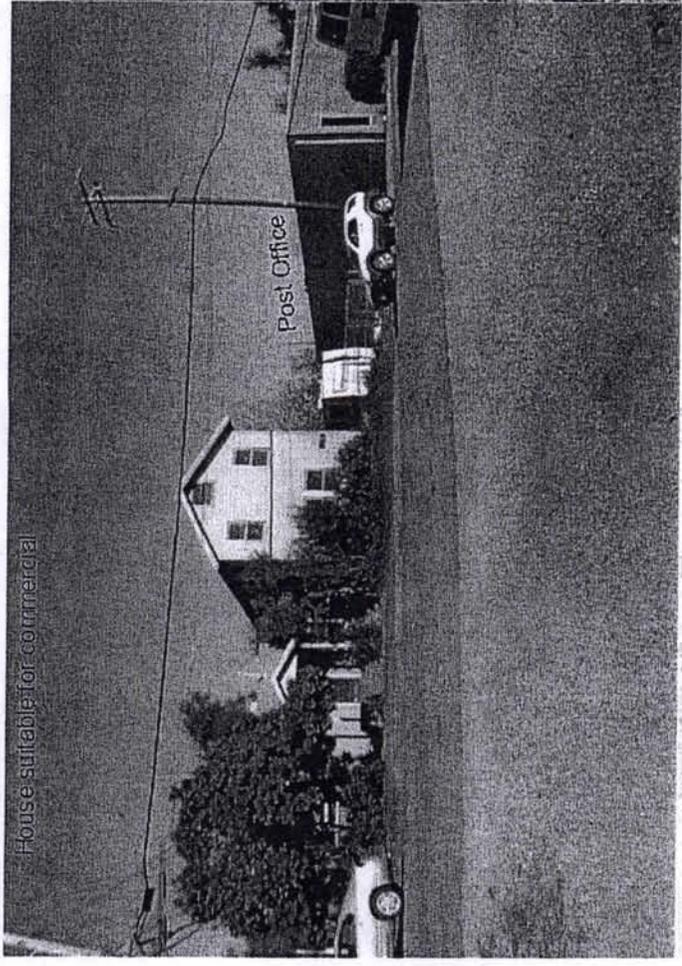
Shasta Dam Bldg

2004 12 16



Front Street Looking E from Hardenbrook

2004 12 16



House suitable for commercial

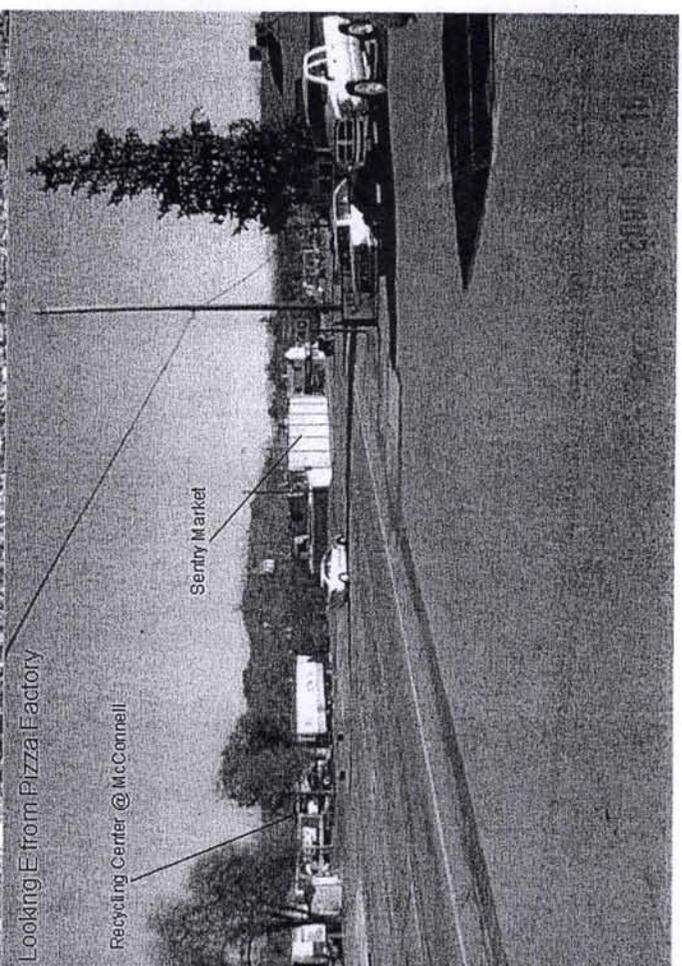
Post Office



Sniveley's from Hardenbrook



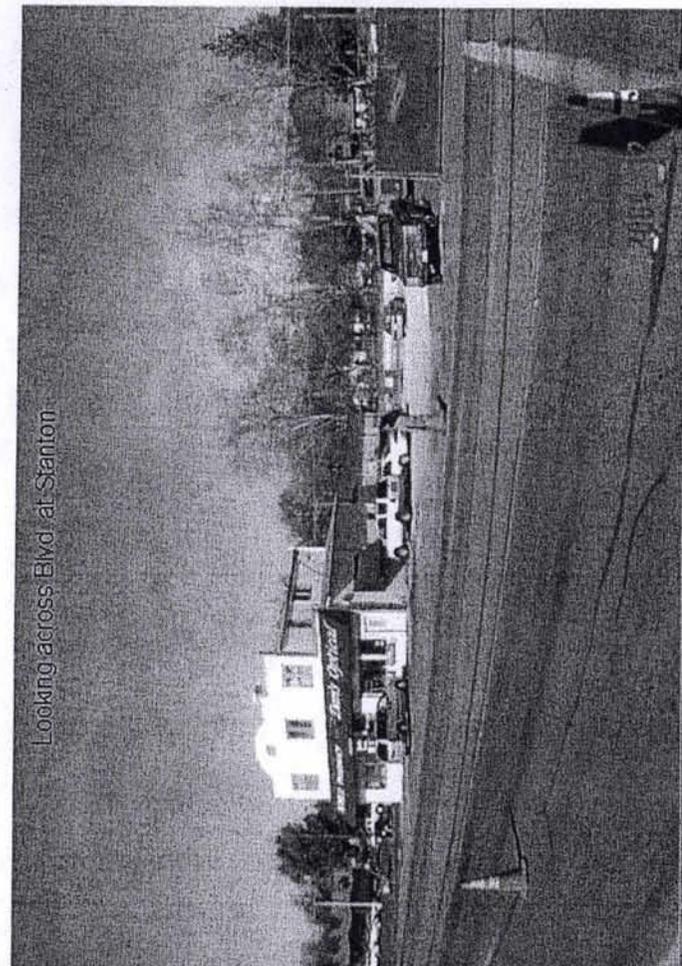
Drainage @ Hardenbrook



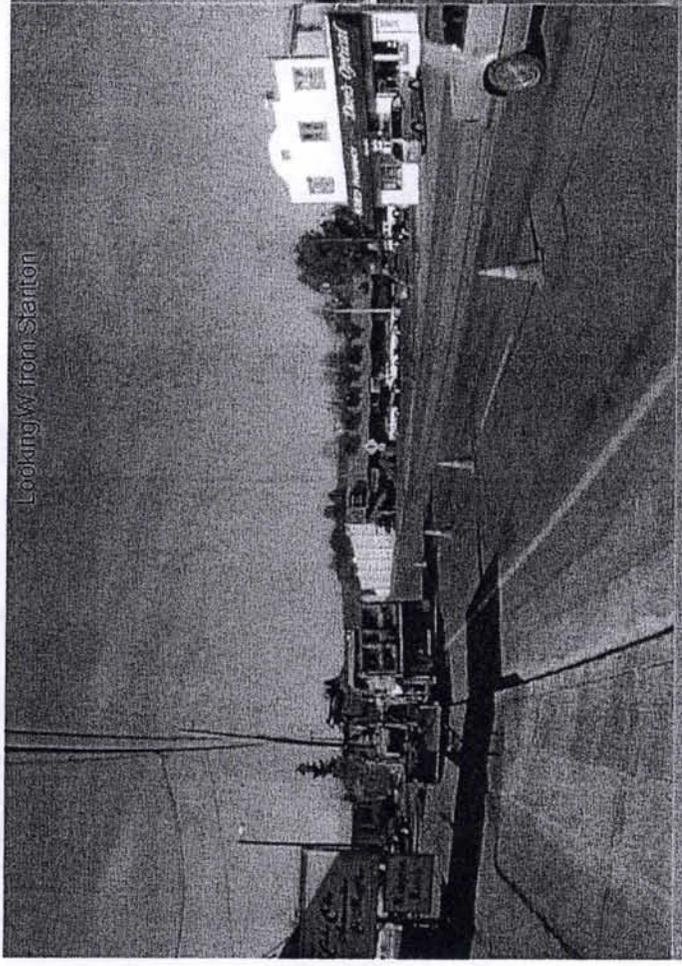
Looking E from Pizza Factory

Recycling Center @ McComell

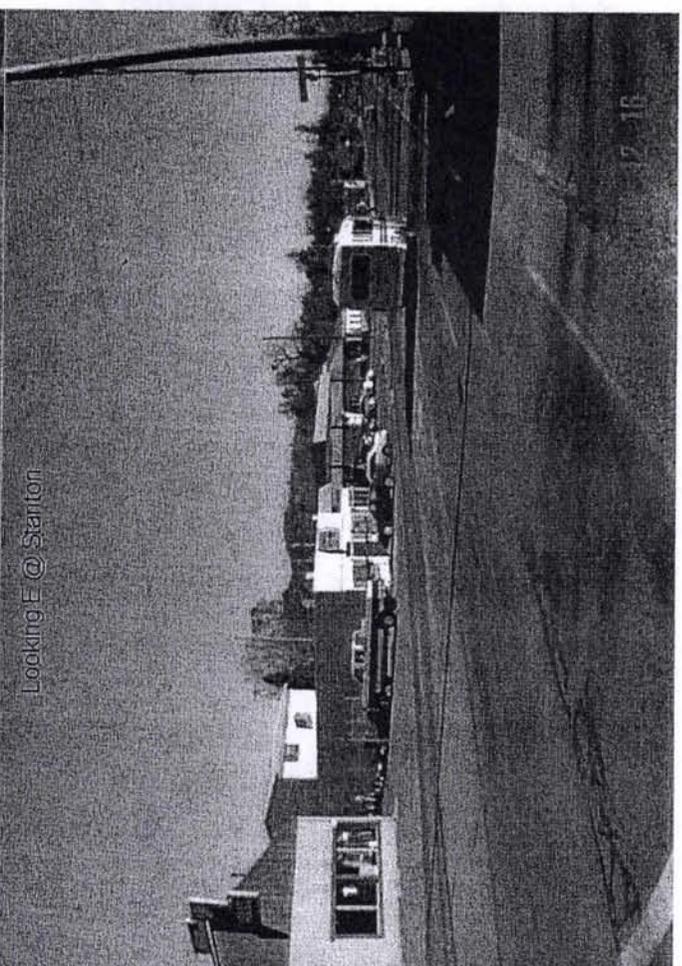
Sentry Market



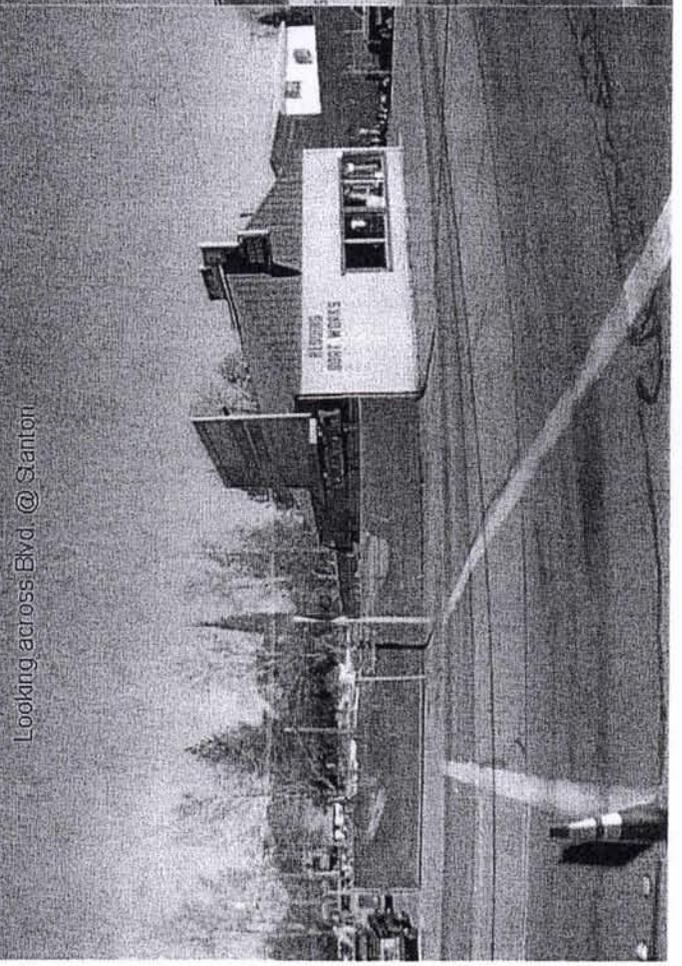
Looking across Blvd. at Stanton



Looking W. from Stanton

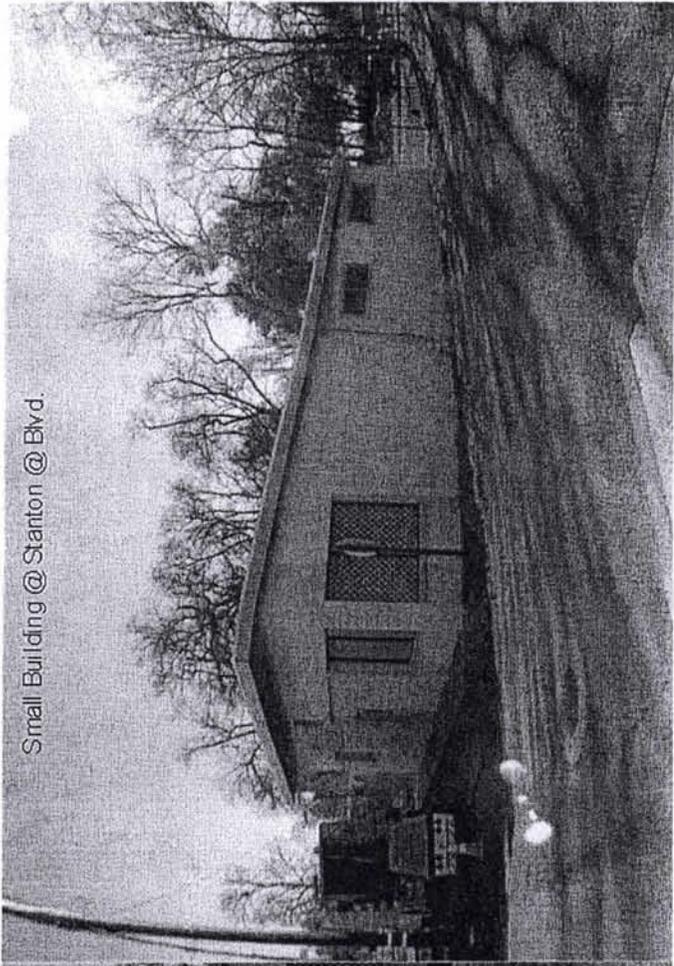


Looking E @ Stanton

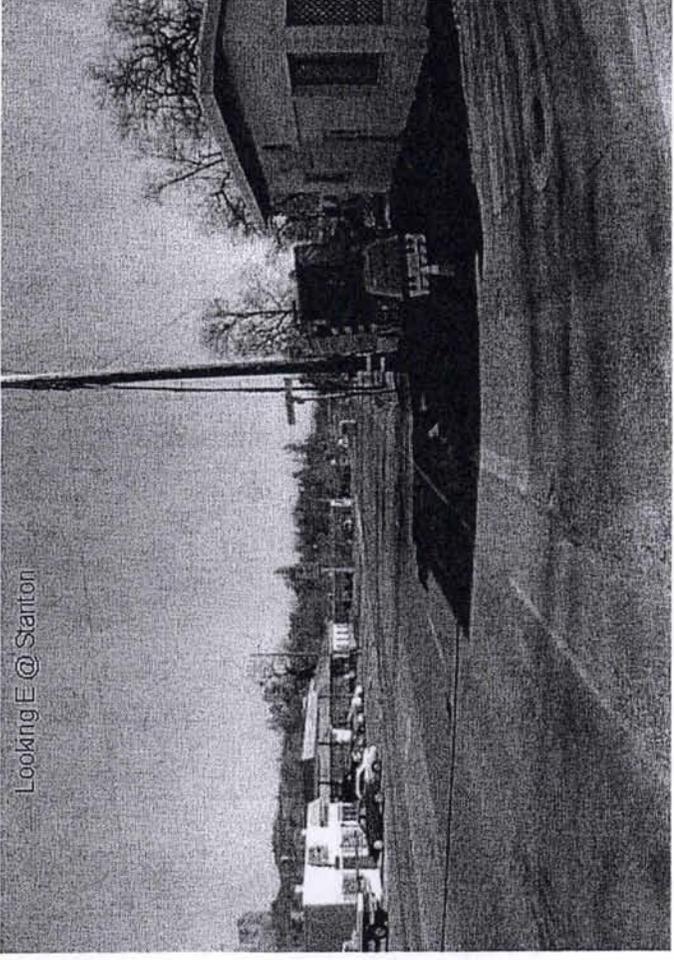


Looking across Blvd. @ Stanton

Small Building @ Stanton @ Blvd.



Looking E @ Stanton



DOWNTOWN SHASTA LAKE PHOTO LEGEND

PHOTO #	DESCR	FROM	LOOKING
001	Looking at Big Dipper Café	corner of Ashby & Shasta Dam Blvd.	East
002	Looking at Big Dipper Café. One-way sign points to Vacant lot of 20,000 sf (0.5 acre)	corner of Ashby & Shasta Dam Blvd.	East
003	Black Oak Café 05-23-5&6	Front of Fire Dept	north
004	Fire District, library, pharmacy	corner of Ashby & Shasta Dam Blvd.	east
005	Vacant lot in front of fire district @ ashby & Shasta Dam Blvd.	Firs district parking lot	north
006	South side Shasta dam blvd.	Montana & Shasta Dam Blvd.	east
007	Nail salon, Sunshine Market on right	Montana & Shasta Dam Blvd.	northeast
006+007	Panorama East @ Montana		
008	E&J automotive and Vets Memorial, looking along north side of Shasta dam blvd.	Locust & Shasta dam blvd	east
009	Fuzzy. Vacant land @ Calvary Chapel and Debtal Lab building	Mani's Donuts	Southeast
010	SBC building at Shasta Dam blvd & McConnell from Indian LIFE center parking lot	Shasta Dam blvd & Mcconnell	north
011	Vacant lot @ Hardenbrook & Shasta dam blvd. Dentist office rear left	In front of Snavely's garage	west
012	Vacant lot @ Hardenbrook & Shasta dam blvd. VA memorial and clock across street	In front of Snavely's garage	northwest
013	VA memorial. E&J at rear left	from vacant lot @ Hardenbrook & Shasta dam blvd.	northwest
014	Clock median from vacant lot @ Hardenbrook and Shasta Dam blvd. Post office rear right. Hardenbrook along left	from vacant lot @ Hardenbrook & Shasta dam blvd.	north
015	Snively's garage at 4420 Shasta Dam Blvd. looking across vacant lot. Snively's + lot = 28,700 sf. (0.66 acre) Vacant Lot alone is 12,100 sf.	Corner of Hardenbrook & Shasta dam blvd.	East along Shasta dam blvd.
016	Post office from dentist office @ hardenbrook & Shasta dam blvd.	Corner of Hardenbrook & Shasta dam blvd.	northeast
017	Hardenbrook from dentist office @ Hardenbrook & Shasta dam blvd. VA memorial at left edge	Looking up Hardenbrook	north
018	From dentist office @ Hardenbrook & Shasta dam blvd. VA memorial at center	Looking up Hardenbrook	north
016+017+018	PanoramaN @ Hardenbrook		

PHOTO #	DESCR	FROM	LOOKING
019	For sale sign on hilly site @ hardenbrook & Shasta Dam blvd. apn#05-24-29 & 30	Dot on sign in parcel #30.	down
020	North along Shasta dam blvd. from hilly site.	Hilly Vacant lot	west
021	Sniveley's auto repair from hilly vacant lot across Shasta dam blvd. Hardenbrook @ left phone pole	Hilly Vacant lot	southwest
022	Sniveley's auto repair, child care, and pizza factory (right) from hilly vacant lot across Shasta dam blvd.	Hilly Vacant lot	south
020+021+022	Panorama from hilly lot		
023	Post office from hilly vacant lot across Front Street	Hilly vacant lot	north
024	House @ hardenbrook & Front Street. Post office on right	Hilly vacant lot	northwest
025	Looking west from hilly vacant lot. VA memorial under tree branch.	Hilly vacant lot	west
026	Small house and vacant lot totaling 17,500 sf @ hardenbrook Front and Shasta Dam blvd.	West Edge of hilly vacant lot	west
027	Hilly vacant lot totaling about 18,000 s.f. Boulevard on right	West Edge of hilly vacant lot	east
028	Post office, a block building	West Edge of hilly vacant lot	northeast
029	Old house @ hardenbrook & Front street. Lot is 10,500 sf	West Edge of hilly vacant lot	north
027+028+029	Post Office Panorama		
030	Drainage on vacant lot @ snively's	Hardenbrook	east
031	Drainage on vacant lot @ snively's. Snively's in background.	Hardenbrook	east
032	Recycling center @ Shasta dam blvd & McConnell. Sentry market on right across Blvd.	Pizza Factory	east
033	Construction work on Shasta Dam blvd. Sentry Market in distance. Pharmacy and optical on right.	Stanton & Shasta Dam Blvd	west
034	Looking at Pharmacy and optical across Shasta Dam Blvd.	Stanton & Shasta Dam Blvd	north
035	Redding Boat Works	Stanton & Shasta Dam Blvd	north
036	Looking across Shasta dam blvd. part of a panorama series	Stanton & Shasta Dam Blvd	northeast
037	Looking along Shasta dam blvd. part of a panorama series	Stanton & Shasta Dam Blvd	Due east
033+034+035 +036+037	Panorama from Stanton & Blvd.		
038	Small building on corner	Stanton & Shasta Dam Blvd	southeast



Copy of panorama @ stanton.jpg



Copy of Panorama E @ Montana.jpg



Copy of panorama N @ Hardenbrook.jpg



Copy of Panorama w fm hilly lot.jpg



Copy of post office panorama.jpg



dt photos 001.jpg



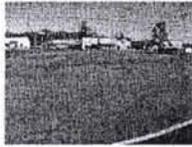
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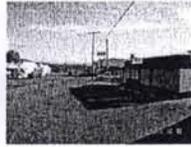
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dt photos 004.jpg



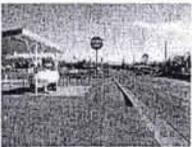
dt photos 005.jpg



dt photos 006.jpg



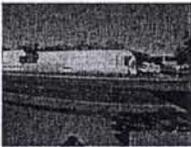
dt photos 007.jpg



dt photos 008.jpg



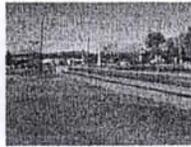
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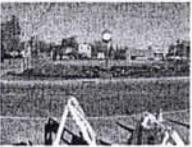
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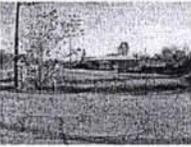
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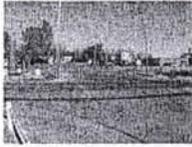
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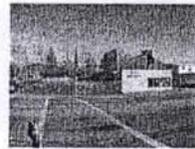
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dt photos 036.jpg



dt photos 037.jpg



dt photos 038.jpg



post office
panorama2.jpg

APPENDIX D
HOUSEHOLD SURVEY INSTRUMENT



The City of Shasta Lake is seeking input from residents about downtown. To help accomplish this we are conducting a household survey to identify shopping desires in Shasta Lake.

Please take a few minutes to answer the following questions. When finished, use the enclosed envelope and drop it in the mail. The survey is anonymous. Please return it by June 30, 2004.

1. How often do members of your household go to downtown Shasta Lake?
 - a. Less than once a month
 - b. Once a month
 - c. At least once a week
 - d. Five days a week or more

2. What reasons do household members go to downtown Shasta Lake? (Circle all that apply)
 - a. Shopping
 - b. Work
 - c. Entertainment
 - d. Dining

3. What type of retail or services would you like to see most in downtown Shasta Lake? (Circle up to 5)
 - a. Clothing
 - b. Home Improvement
 - c. Furniture
 - d. Books/Music
 - e. Electronics
 - f. Sporting Goods
 - g. Auto Parts
 - h. Banking
 - i. Drug Store
 - j. Grocery/Specialty Food
 - k. Toys/Hobbies/Crafts
 - l. Personal Services (Hair/Nail Salon, Laundromat, Cosmetics, etc.)

4. What type of restaurants would you like to see in downtown Shasta Lake? (Circle up to 3)
 - a. Fast Food
 - b. Fine Dining
 - c. Coffee Shop/Café
 - d. Specialty Foods (Bakery, Deli, Organic, etc.)

5. Please check where your household most often purchases or obtains the following goods and services. (Only check one location in each category)

	Shasta Lake	Redding	Other Location in Shasta County	Outside Shasta County	Mail Order/Internet
Apparel/Clothing/Shoes					
Groceries					
Drug Store Items					
Music/Video					
Books					
Hardware					
Dining					
Auto Parts					
Home Furnishings					
Electronics/Appliances					
Sporting Goods					
Bank					
Crafts/Hobbies					
Personal Services					

This survey is being funded by a Community Development Block Grant 02-EDBG-868 from the U.S. Department of Housing and Urban Development. Applied Development Economics has been contracted by the City of Shasta Lake to perform the survey.