

Port of Kennewick The Willows Wine Village

A Project Pattern Language

12/20/2011

Integrated Structures Inc.



Introduction

The *physical environment* of living, working, playing and shopping affects the performance and quality of life for individuals and groups and makes a profound difference in the results.

With this statement as a guide, we began to ask; what are the qualities that the Willows Winery Village located on 3 Port owned sites along Columbia Drive needs? We knew in advance that any project in that location would have to successfully integrate with the ongoing expansion at Clover Island, grow into a draw for tourists and locals, be financially viable, and weave together the unique local amenities and celebrate the essence of wine commerce.

To find out, on August 24, 2011 Gary Black and Cullen Burda from Integrated Structures, Inc. (ISI) met with a 25 member ‘User Group’ – representing a cross section of the community -- for a visioning session that lasted 6 hours.¹ During this time we discussed (i) special qualities of the proposed site, (ii) special qualities of the Tri-City area, and (iii) attributes that would be desired in a wine village development. In addition, ISI met with Tim Arntzen, the Executive Director, and Larry Peterson, Director of planning from the Kennewick Port Authority to go over some of the details of the property and visit the three port owned sites. The results of these meetings are presented in the Draft Pattern Language document.

The patterns contained in this document represent (i) items or issues dictated by the amenities of the site expounded upon and fleshed out through discussion, (ii) things we heard loud and clear from the User Group that added insight, (iii) items which the User Group didn’t explicitly state but that could be inferred from other comments that were made, and (iv) things that came up unexpectedly as the interview process unfolded. Many of these items could only be obtained through the long hours of face to face discussions where body language and intonations can be seen, heard and understood. The picture which has emerged is that of a development which combines a park like setting with unique retail, loft like urban

¹ For a list of attendees please see Appendix 1 – List of Attendees

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living and the hospitality and ambiance of the light industry of wine commerce. The built *environment* extends beyond the boundaries of the three sites, to engage the Columbia River, the Clover Island development and Kennewick's historic downtown. The patterns presented in this document describe the built environment of the new Willows Winery Village at a conceptual level. Taken as a language, it portrays a place which is holistic, respectful of the environment, inspiring, a reflection of the Tri-Cities climate, and a place where people of all ages will go again and again.



The language is to be understood as a whole, but it is composed of individual patterns. These patterns are written to articulate to the User Group, the owner and the design professionals “mini scenarios” -- tangible snippets that capture the essence of a problem along with a general description of how these problems may

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be addressed in the environment. They go beyond a description of spatial features and dimensions by articulating the use, the basis, and a general field of solutions.

An analogy might be to think about musical composition and performance. A selection of musical notes forms chords. Sequences of notes and chords, with some recurring themes and patterns, create the overall piece of music. The score is interpreted by the performers using different instruments. Over time composers, performers and listeners have evolved rules and principles about effective and satisfying relationships. While notes or chords may be identified separately -- in the long run we experience the music as an integrated whole – and it is this whole that matters. So it is with this pattern language and the environment it seeks to describe. The patterns are the notes and chords that the design professionals will use to compose the environment.

In the pages that follow we depict thirty two patterns that have emerged as *core concepts* for addressing the needs of residents, tourists, the Port of Kennewick administrators and the wine business community to the Willows winery village and its environs.

Acknowledgements:

We would like to acknowledge the authors of A Pattern Language, (APL), Christopher Alexander, Sara Ishikawa, Murray Silverstein, Max Jacobson, Ingrid Fiksdahl-King and Shlomo Angel, for creating a way of understanding recurring themes in architectural design. We have relied on APL in the preparation of this project pattern language and in some cases quoted directly from it (with references). We would also like to acknowledge the photographers whose work we have used to help us better communicate the essence of individual patterns.

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During our tour of the port owned properties and later during the visioning discussion, several patterns surfaced which relate to the unique nature of the site bounded by Clover Island Drive, East Columbia Drive, State Route 397 the Cable Bridge and Duffy's pond. This unique location includes the following amenities:

1. It is near the downtown.
2. It has a half mile of waterfront along a quiet pond that contains areas for nesting waterfowl and a safe harbor for other fresh water species.
3. It is adjacent to the Columbia River, the light house, the Clover Island Marina, which contains a public boat dock, private berths, two local restaurants of renowned quality and a local hotel.
4. It is adjacent to the Sacagawea bike and pedestrian trail which runs for 23 miles along the levee.
5. The land contains a multitude of large “specimen” trees, some of which harbor a returning family of nesting eagles.
6. A large parcel fronts a busy vehicular thorough fare, while part of it fronts a relatively quiet road that connects to downtown and the Marina. Another piece of property fronts SR 397 which is both visible from and connects to the cable bridge.

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1

Manner of Arrival



The experience of arrival connects you with the place, and each arrival mode offers its own unique experiences.

One of the defining characteristics of a profound experience of place unfolds during the process of arrival. The journey provides transition time and space to move mentally from the everyday to the extraordinary. It provides subtle cues to the character of the destination. In the best examples, the process of arrival encourages awareness and heightens expectations with smaller articulated nodes on the path of travel.

Upon “arriving” at the great Tofukuji temple in Japan a visitor first passes through a small gate and then traverses a bridge which passes over a body of water with views to distant gardens. This zone acts as a kind of forecourt to the main gate, a magnificent five story structure whose only purpose is to mark the main entry

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point. Upon passing through the main gate the arrival process continues with an extensive arcade that spans the Sengyokukan Ravine. The arcade is elevated so that for much of its length a pedestrian is walking in the tops of the trees. Visitors flock to the temple in the fall just to walk through the deep red foliage. By the time a visitor has crossed the ravine and entered the first garden they have been made aware they have entered a rare and precious environment – a place fashioned by human hands -- quite unlike anything else previously experienced.

Arriving at fisherman's Warf in San Francisco by cable car is a totally different experience than arriving by a motor car – and it colors ones view of the destination – to the point where it is difficult in later years to separate the experience of the place from the mode of arrival. Although a variety of arrival modes aren't possible in every location, the Willows' is uniquely placed so that a wide range of arrival modes *are* feasible. First, it is located adjacent to the Columbia River and the Clover Island Marina so that arrival by private boat or water taxi *is* possible. It is also located right next to the Sacagawea bicycle and pedestrian trail which makes arrival by bicycle or by foot safe and extremely easy. In addition, it is fronted by the heavily traveled Columbia Drive making access via cars or motor scooters also easy.



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In addition to the opportunity to make connections with Clover Island, the downtown area, the Sakagawea trail and the Columbia River, there are two concepts in the design of the arrival paths which should be considered.

The first is the placement of markers to alert a pedestrian, boater, motorist or bicyclist that a unique destination lies within easy reach. This can be a change of texture in the travel way, a boat dock or mooring, a monument or sculpture, an interesting looking building or café exposed to the travel way.

The second issue concerns the vehicular crossing points. No amount of crosswalks, painted lines, embedded flashing lights or signage can change the fact that a car weighs a ton or more and is capable of causing significant harm unless the driver brakes. Where a bike or pedestrian path crosses a busy road, consider it an opportunity to create a 'landmark' by possibly elevating the path from the road way to make bikes and pedestrians more visible, bumping the path out into the road way to slow traffic and providing a gate or trellis to mark both sides of the crossing.

Design strong recognizable connections that alert boaters, pedestrians and bicyclists. Make it convenient for people to arrive by taxi or bus with the appropriate loading and unloading areas. Consider offering a water taxi service along the river and connect with East Columbia Park via the J&S Express running along the Sacagawea Trail. It may in the future, be desirable to construct a pedestrian bridge from Clover Island directly to the willows. Whatever the mode of arrival, provide places that support the process; provide a place for boaters (and a water taxi) to tie up and unload passengers. Make connections to bring pedestrians and bicyclists on the Sacagawea trail onto a path leading from the trail to the Willows. Create visual nodes or 'landmarks' to guide one along the path, and create a sequence of spaces which uses views, landscaping, benches, trellises etc. to heighten the experience of arrival.

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2

Nature Trail



Nature trails are loved by people of all ages because they satisfy a desire to be outside exploring the natural environment.

Nature trails provide a need that can't be satisfied by promenades, shopping streets or parks. One of the most exciting aspects of nature trails is that you might see something in nature that you don't get to observe on a regular basis – a salmon coming close to the surface of the water, an eagle landing in its nest, a newt crossing the trail, a snake or lizard sunning itself, even a dragonfly landing on a leaf or a spider weaving its web. Nature trails are frequently peppered with grandparents explaining some work of nature to a two year old.

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As cities grow and expand these kinds of places become rarer and rarer and a person has to travel farther and farther away from the city to have the kind of experiences nature trails offer. This often relegates the experience to something that happens only occasionally -- on weekends or the family vacation. Where ever possible nature should be preserved and made available *throughout* the city so people can enjoy it on a regular basis as part of their everyday lives.

The Willows area is uniquely located near Duffy's pond with magnificent trees that provide home for several species of birds including a family of returning eagles. Connecting Clover Island with SR 397 along the edge of Duffy's pond provides the opportunity for a fairly extensive (half mile long) nature trail.

Therefore, create a nature trail along most of the frontage with Duffy's pond. Give access to the adjacent development, but buffer the trail and protect it so that existing wildlife will remain and new wildlife encouraged. In particular protect the habitat for the returning eagle which nests in a tree that lies along the path. Check restriction with a trained biologist as it may require limiting access to pedestrians during mating or when young eagles are present. Create an environment for as many animal and plant species as possible so that it is alive and vibrant with the wonders of nature.

3

Connecting to the Sacagawea Heritage Trail



Biking and walking along a car free trail attract families and people of all ages. When an area is provided along the trail – where people can stop and use the restroom, get a drink of water, fill up their water bottles, buy a snack or have lunch – the experience is intensified and more enjoyable, inviting people to make the outing more of a habit instead of a one-time event.

One of the unique aspects of the Willows development is its proximity to and potential connection with the Sacagawea Heritage Trail. The twenty three mile bike and pedestrian loop trail parallels the Willows development offering views from the trail to the development (and vice versa) across Duffy's Pond. Where the trail intersects with Clover Island Drive an easily accessible connection is possible with the Willows development. It would be possible to start and end a trail ride from this

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location, parking either at Clover Island or at the Willows. It would also be possible to stop at the Willows for refreshment or to taste wine even if a person entered the trail from a different location.



The key to success is three fold: (i) make the connection between the trail and the development easy to negotiate – even pleasant -- and recognizable, (ii) provide amenities at the Willows which include bathrooms, water, bike racks and parking, (iii) arrange the entry point and provide establishments that serve food and drink for people who may have just come from jogging, roller blading, biking, pushing a stroller...

Reinforce the connection between the Willows development and the Sacagawea Heritage Trail at its intersection with Clover Island Drive. Make the connections visual and physical. Clearly mark the intersection and make sure that a pedestrian or biker can easily go from the trail to an entry point with the development. Provide amenities that appeal to trail users including; bathrooms, picnic tables, water fountains, and a casual environment to buy snacks, and refreshments. Provide an establishment (with outside seating) where people can buy breakfast or lunch. To contrast with the windy and rugged shrub-steppe habitat along the trail, make sure most of the areas have ample shade and offer places that are out of the wind.

4

Connection to Downtown



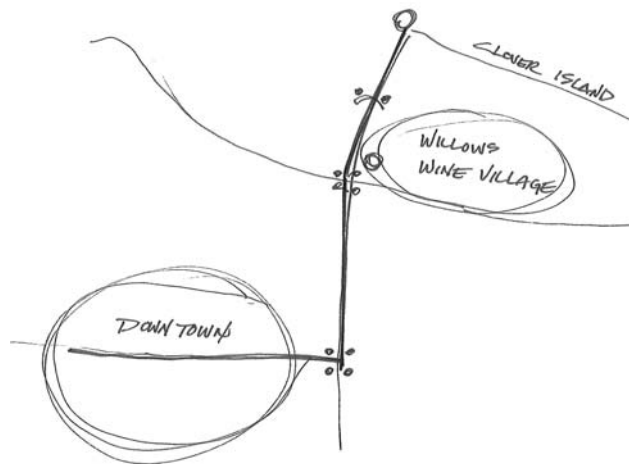
To help re-vitalize the downtown area of Kennewick it is important that future developments in the vicinity establish connections.

Kennewick downtown already has several amenities including wine tasting rooms, restaurants, and a brewery. One of the main access points is via Washington drive which becomes Clover Island Drive as it crosses East Columbia Drive. A potential connection with the portion of Willows adjacent to Clover Island Drive exists; however, it is difficult to imagine a pedestrian connection at this time. First, the traffic and noise along east Columbia Drive makes crossing it uncomfortable for a pedestrian. Secondly, there isn't much of interest along the section of Clover Island Drive/Washington Avenue between the light house and the downtown for a pedestrian. Without "something along the way," the distance seems too far to walk.

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However, because it is essentially straight from the lighthouse to the intersection with Washington Drive and Kennewick Avenue it is possible to set up a strong visual connection with the downtown. One possibility would be to provide a grouping of three obelisks which mark key points along the axis from the lighthouse to the downtown. The first would occur at the intersection with the Sacagawea trail, the second at the intersection with East Columbia Drive and the third at the intersection with Kennewick Avenue. Each marker must be large enough so that a traveller standing at the light house can see all the way to the third marker and recognize that all three form a family to mark a strong axis with the light house. Conversely, a traveller at the intersection with Kennewick Avenue needs to be able to look toward the light house and recognize the connection from their location, across East Columbia Drive, and the Sacagawea trail to the light house in the distance.

Create a strong visual access with the downtown by taking advantage of the position and height of the light house. Recognize that a bike connection is possible now and would be enhanced with a bike lane. Consider future development in the “dead Zone” – the area between East Columbia Drive and Kennewick Avenue. Provide wide sidewalks, landscaping and attractive lighting as part of the development to enliven the trip from the willows to downtown. Strategically placed public art could be used to reinforce the connection.



5

Light House Promenade



People naturally gravitate to promenades. They were traditionally long walking areas where people went to be seen in society and to enjoy the scenery.

Promenades generally require three things: (i) an axis defined by something of relative importance or interest at either end, (ii) a wide area for walking and sometimes riding a bike, (iii) something of interest to look at or enjoy along its length.

The light house, which has become a popular site for weddings, marks a 90 degree turn in Clover Island Drive and thus sets up two axes – one along Clover Island Drive heading south and one along Clover Island Drive heading east. A promenade along both of these axes has the right ingredients, -- a destination at each end and

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the Columbia River. Heading south from the light house the destination would be the portion of the Willows development which abuts Clover Island drive. A potential further destination could be downtown Kennewick. Heading East along the promenade three destinations – Cedar’s restaurant, Ice Harbor Brewing Company and Clover Island Inn already exist.



To help activate the future development at the Willows as well as embellish the current efforts along Clover Island, build a promenade that roughly parallels the banks of the Columbia River with the lighthouse at the apex and the Willows at one end and the eastern tip of Clover Island at the other. Create a pedestrian friendly path with some shade to allow walking access between the marina, the Inn and the overflow parking to the amenities of the Willows.

6

A Variety of Parking

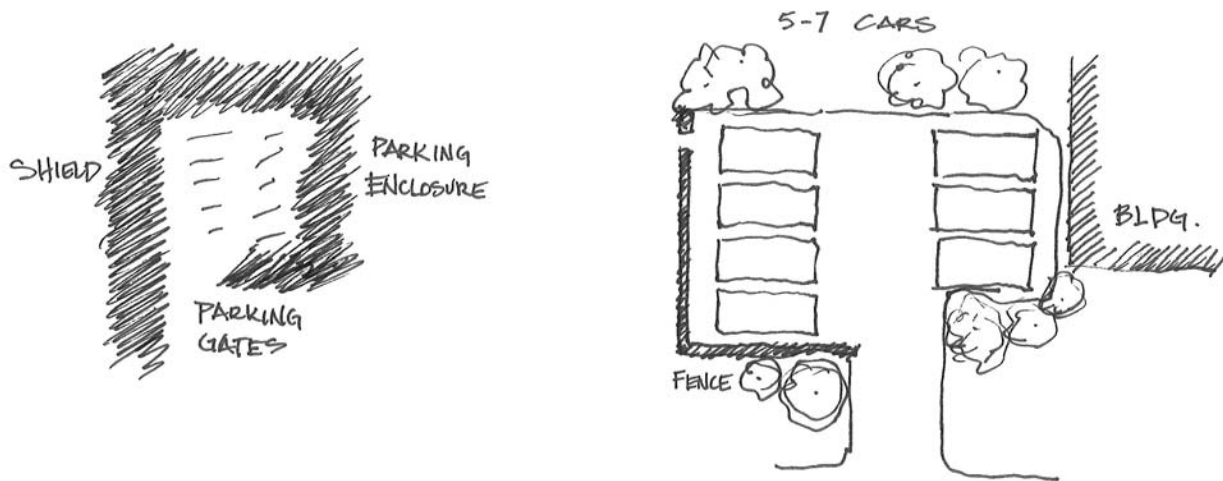


An uninterrupted sea of parking wrecks the land for people and doesn't address the parking needs of different visitors.

Different tasks are supported with different parking environments. If a visitor wants to stop at a store and pick up one or two items and be on their way they desire a parking space as close to the entrance as they can get. If they plan to spend a longer time at their destination -- say drink a glass of wine or take a child to the park -- they are more willing to walk a greater distance especially if the car can be parked in the shade and the walk from the parking to the destination is pleasant. In such cases a visitor will actually seek out the more distant parking site, especially if the more distant parking spaces are readily available where the closer spaces are sought after and likely to be full necessitating a wait. Overflow and event parking, which is used on rarer occasions, should be located even farther away from

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the destination so that the parking doesn't overwhelm and destroy the sites' environment. Large parking lots which most efficiently accommodate automobiles are out of human scale and create large tracts of space that are generally uncomfortable for adults and dangerous for children.



- 1. Provide some small parking lots serving no more than about ten cars within the environment of the destination itself. Space them apart and place them in relative close proximity to retail. Surround them with hedges, fences and trees... so that the cars are shielded.*
- 2. Provide larger parking areas that are more remote. Embellish these areas with shade and connect them with a path or paths that will afford a visitor a pleasant walk on the way to their destination.*
- 3. Provide event parking that is even further distant from the site so that it doesn't detract from everyday use of the site. This parking could be a designated location that can be used for other activities at other times. It can also occur on streets around the neighborhood.*
- 4. Manage the parking resource by putting rules in place – such as designating a place for employee parking – that is not right in front of retail, enforcing parking time limits, or adjusting meter prices to reflect demand.*

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Spirit of the Project Patterns

The patterns under this heading seek to capture the unique essence of the location and the spirit of the development, namely (i) the park like setting, (ii) celebration of wine commerce and (iii) retail and living along the waterfront.

7. Tapestry of the Community
8. Activities for Multi Generations
9. Weekend Farmers' Market
10. Seasonal Events
11. Start Up Wineries
12. Custom Crush
13. Retail Anchor
14. Industrial Anchor
15. Night Life
16. Cluster of Tasting Rooms
17. History and Education
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7

Tapestry of the Community



Ethnic groups naturally tend to congregate. However, in any healthy society there is a longing to be in touch with members of the community that are different from oneself, even if you don't live right next door.

One of the highlights of a trip to Boise, ID was sitting outdoors at the Bardenay restaurant facing a small dead end street in which a Basque wedding was taking place. Although only observers, we were able to share the joy and feel part of a larger community which had different customs, different music, brightly colored costumes and a language that was a joy to listen to.

Another example of a place which weaves together different members of the community is the Seabreeze café in Berkeley. It is located right off the freeway, sandwiched between a small inlet of the San Francisco bay and the frontage road

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(running parallel to the freeway) and the bay bike trail and at the entrance to the Berkeley Marina. The café itself is basically a shack with beat up but newly painted red picnic tables sitting on a gravel floor, fronting the bike path. You can get a cup of coffee, a piece of fruit, a sandwich, a bowl of soup, a smoothie, deli items, clam chowder, a taco, or a variety of drinks. You could spend as little as \$.50 (for an apple or peach), or more for sandwiches and soup. You can take whatever you purchased and leave, sit at one of the picnic tables go over to the water's edge, or sit in your car. It is a stopping point for a wide range of people. Fisherman on their way to the marina stop for coffee, wind surfers stop for a smoothie and some water, bicyclists and people on roller blades stop to rest and get something to drink, families with kids on bicycles stop to eat something, as do couples or joggers pushing strollers. The group also tends to be wide ranging in age and ethnic mix; Grandparents, and kids mingle with an African American family, an Indian couple, young adults with tattoos or pink hair, a couple of Caucasians, an Hispanic or Asian groups...

The place is totally relaxed, non-discriminatory, accessible and welcoming.

One of the unique aspects of the Willows location is that it also has water in the form of an inlet, a cross road which leads to a marina, the Sacagawea Heritage pedestrian and bike trail running right nearby, and a busy road with lots of vehicular traffic.

Create at least one place on the site that has the welcoming easy going properties of the Seabreeze café. Keep it simple and robust with outside seating. Place parking nearby so someone can get a cup of coffee and leave. Place bike racks close by and directly in view so someone with an expensive bike can stop and keep an eye on it. Create a simple enclosure (pots and bushes) so children can run around without parents having to worry. Expand on the cross section that is beginning to occur at the Ice House brewing company on Clover Island.

8

Activities for Multi Generations



People of different ages share many things in common, but they also have different interests.

A 70 year old and a 4 year old can both be content in a park eating watermelon, or buying ice cream. However, the 4 year old would be bored listening to a chamber orchestra as would the elder watching Sesame Street. Likewise, a middle aged person and a teenager may equally enjoy water skiing on the Columbia River, but have different experiences visiting an antique shop.

The point is that to appeal to multi generations, on a regular basis, it is necessary to provide an environment where they can enjoy the things they share in common, but also enjoy things that appeal more exclusively to their age group. This has to be tempered, however, so that one group doesn't take over to the detriment of other groups. Sixty screaming kids in a playground would not be conducive to other visitors or age groups.

Most developers build to appeal to the *buying* population. However, in accommodating multigenerational diversity at the Willows, we can imagine profits being made so that businesses flourish. It is easy to imagine a scenario where a grandparent takes their grandchild to a park and then walks over to the nearby

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coffee shop and boutique toy store buying something at each location. In that scenario a synergy has been set up between the park, the coffee shop and the toy store whereby a non-paying customer (the two-year old) brought the paying customer (the grandparent) to the store via the park (a non-leasable space).

To get a handle on addressing activities for multi generations we suggest making a matrix of the local population with activities across the horizontal axis and age groups along the vertical. The activities should include everyday ones as well as special events. As an example, age groups could be 2-5; 6-12; 13-15; 16-18; 20-25; 26-36; 37-47; 48-59; 60 and up, or any other set of ages that make sense for the local population. Fill in the matrix as accurately as possible². Then rank order the activities giving those that appeal to the most number of age groups a 1. Those appealing to the next greatest number of age groups would be given a 2 and so on. Then try to provide an environment that includes amenities that appeal to those with numbers 1-3 with future potential for those that occur less often.

Note that there may be some activities and/or events that will appeal to nearly every age group. A triathlon, which generally includes 14 through 70+ year olds, is a good example.

Assess the local population in terms of (i) age groups and (ii) activities and special events that might be most appealing in your local area. Create a matrix with age groups on one axis and activities on the other. Rank order activities from 1 to n with those appealing to the largest group given a 1. Provide an environment that definitely includes the possibility for activities given a number 1, 2 or 3 but also try to provide



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something for every age group. Once compiled, lay out the activity nodes strategically so that different groups can co-exist but need not be right next to each other as the different activities may not be compatible. Place some kind of interactive art as an anchor in the park to have events around Glass Mushroom in Chicago, or the Red Wagon in Spokane provide two examples. As quiet water, safe haven area, it may also be desirable to open Duffy's pond to paddle boats at certain times of the year.

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9

Public Market



A public market often becomes a ritual for people, bringing them into the area over and over for a specific purpose which cannot be satisfied any other way.

Public markets and farmer's markets provide an opportunity for people to buy art, jams, and orchids, fresh, organic or pesticide, free local dairy, meat, fish and produce and to become educated about the products by speaking directly with the crafts people and farmers. Further, by buying directly from the producers and paying with cash, the cost for goods of equal quality are typically lower than super market prices. These facts do two things: first, they bring locals out to the markets on a *regular* basis, and second they establish the location where the market is held in people's minds.

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Depending on the time of day and the location, a public market supports local businesses which are located nearby. When they are held early on a Saturday morning in a shopping center parking lot they do little to support local businesses. When they are held along a promenade or a main street at night with shops on at least one side and with a local band playing, restaurants and bars with patios opening to the street do a lively business. When a permanent structure is established it reinforces the markets' importance in the community and if the structure is attractive, visible from adjacent thoroughfares and useable by the community at other times during the week further establishes the location.

To support local businesses and establish a location in people's minds try to attract a public market that may be open year round selling produce and art...similar in concept to the Boise 8th street market. When possible build a permanent structure for the market that is (i) attractive (ii) visible to a large cross section of the community and (iii) useable at other times during the week by the general population. It is also possible to hold a public market (say on a Friday night) along a main street with shops, restaurants and bars opening into it.

10

Seasonal Events



Seasonal events provide opportunities to bring the community together, celebrate special occasions, highlight harvest, such as wine making and educate the public.

Seasonal events mark the passage of time and highlight the changing of seasons. When there is a location that has events and fairs to celebrate these special occasions it draws an influx of people to watch and participate in the festivities. A grove of deciduous trees help mark the passage of time with fall color, bare branches, spring growth and summer shade. The Willows has the opportunity to create seasonal events around the wine making process and to expand on already existing celebrations.

Wine making begins by harvesting grapes, and the seasons play a large role in the wine process. The most commonly celebrated stage is the harvest and crush with the crushing, fermentation (daily punch down) and pressing. These are all stages that invite participation by people who are interested in wine production but have no formal education in the art. One of the wineries that we designed and built years

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ago has formed a “crush club,” in which a group of friends or a family get together and make a barrel of wine. They participate in the crushing, pressing, and bottling. The wine maker takes care of the wine once it is in the barrel. This business model has worked well for the wine maker and for the families who are generally able to obtain several cases of \$30.00 per bottle wine for about \$12.00 a bottle.

The Tri-Cities also is an ideal candidate for a Harvest celebration because Washington is the number one producer for over 13 different crops sold nationwide. The Columbia Basin grows 10 of those crops, resulting in a harvest celebration that could incorporate more than just grapes. Apples, pears, and cherries are all late summer / early autumn fruit that could be highlighted in a harvest celebration.

In addition to harvest celebrations there are already existing events that could be incorporated into the Willows. The “Christmas Lighted Boat Parade” stretches from Clover Island to Howard Amon Park running right by the Willows. Roof top terraces, lawns and other high places could be locations from which to watch the parade. A tree lighting ceremony could be included at the heart of the Willows to mark the occasion.

A variety of other events take place in the tri cities throughout the year including the “Classy Chassis Car Show” and the “Tri-Cities Waterfolies. There may be other events as well. The point is that with its location near the river, between the two bridges, near downtown and Clover Island the Willows area is primed to become an active member if not a host of several seasonal events and the layout of the buildings, courtyards and lawns should be designed to support these events.

Identify seasonal events which occur already and others which could occur given the right conditions. Don't compete with the ones that are successful, like the Summer Concert Series on Clover Island, instead find opportunities to support and embellish those events. Music venues – a night of Jazz once a month, or country western during the fair are appealing to the local population. Provide some indoor and outdoor areas; lawns, high places, covered terraces, courtyards...which support these events. Plant deciduous trees which express fall color to help mark the seasons, as well as at least one evergreen that can be lit up during the Christmas season.

11

Start Up Wineries (incubators)



One can make a small fortune in the wine industry provided one starts with a large fortune.

This statement was made to us by one of our winery clients. We all shared a laugh; however, there is a serious grain of truth in the statement. The wine industry is an expensive business to break into, and it is a daunting task due to the high startup fees and stiff competition in the market place. These factors act as a deterrent to up and coming wineries and wine makers, who could possibly branch out into their own ventures and participate in the development and growth of wine commerce in the region.

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Wine making facilities are expensive to construct due to the amount of machinery, water management, and energy needs required. In addition, a wine maker must purchase a fair amount of supplies for their first production. Grapes, barrels, bottles, corks, and labels are just a few examples that are needed before the first bottle of wine can be sold.

One of the goals of the Willows Winery Village is to stimulate the areas' wine production by (i) reducing these startup costs for wine makers, (ii) creating an atmosphere where several wineries can work next to each other and share their experiences with other wine makers and (iii) creating an atmosphere where ancillary business such as cork making, label printing, barrel storage... would co-exist supporting the larger wine industry as well as those at the Willows.

Provide between 3 and 6 winery incubator buildings of approximately 2000 square feet each that can be leased at below market rates. Organize the buildings so that they could share a crush pad and possibly then share equipment to further reduce start-up costs.

12

Custom Crush



If scalable solutions to wine making can be provided with access to the world famous Red Mountain grapes, we believe that wine commerce in the tri-cities area will flourish...

The Oxford Companion to Wine defines custom crush facility as: a winery specializing in vinifying grapes on behalf of many different vine-growers, typically those without their own winemaking equipment. The various wines are kept separate and marketed by the growers under their own labels. Such operations have played an important part in establishing ambitious new wine producers...

Custom crush wineries come in all shapes and sizes. There are large, custom-only facilities in most of California's major winemaking regions. Napa Wine Company (Oakville), Sonoma Wine Company (Graton), Monterey Wine Company (King City) and Central Coast Wine Services (Paso Robles and Santa

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Maria) are all examples of wineries that almost exclusively process other people's fruit. Eastern Washington has Artifex Wine Company in Walla Walla catering to clients making ultra-premium wines for those starting a new winery or increasing current production.

Essentially there are two models of custom crush which would both be a welcome addition to the Willows winery village. First is a business model similar to Crushpad located in Napa, CA and Bordeaux France. They are a bonded winery which works with clients making wine in the 500 to 5,000 case range with client participation as much or as little as the client wishes. They also offer services to help turn a passion for custom wine making into a wine business. The winery establishes a separate brand for each client and handles the legal paperwork. Such a facility could offer a wide range of services or help support those services as independent businesses located in the Willows development. Wine making services could include, grape sourcing, wine making consulting, and wine production. Legal and compliances services include production licensing, shipping compliance, and DTC and DTT reporting. Other services such as e-commerce, design and packaging and logistics such as case good storage and pick, pack and ship could also arise.

The other model is called "alternating proprietorship," or shared premise arrangement. While sharing space and equipment with an established winery, a grower, a group of friends or a small brand can literally rent the privilege of making their own wine in someone else's facility. The arrangement is legally different; alternating wineries have to keep scrupulous records of which winery bond uses the equipment and when. This business could offer a stepping stone for the home winemaker to launch a winery business or an established winery wanting to expand their brand or try an experimental varietal.

A very successful business in Napa, "Crush Pad" produces wine for approximately 5000 clients in varying quantities between one and 5000 cases of wine. The area of this facility is approximately 10,000 square feet which includes offices, a shared tasting room, and barrel storage and crush/blending facilities.

Identify a location on the property where a facility of this size could be constructed.

13

Retail Anchor



To insure economic stability a commercial development needs an “anchor tenant.”

Every developer understands the need for an economic anchor. They provide economic stability to the overall development in at least two ways. First, they provide the “draw.” People visit the development, in part, because they want the goods and services the anchor tenant offers. Second, they tend to be larger than other tenants, leasing more space, and they are more economically stable because they are either part of local or national chain, or a local icon. Although smaller boutique shops and service centers may come and go from the development, leaving empty space for lease, the anchor tenant stays on providing economic stability.

In modern developments, however, the anchor tenant extracts a high social price. In many cases they displace local business and eliminate the mom and pop stores. Because of their size they can use their buying power to purchase manufactured goods at the lowest possible price and then offer those reduced prices to their customers. Also they tend to offer a wide variety of consumer products, so that one

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stop shopping becomes the norm, further reducing the need for small specialty shops.

To overcome these difficulties we propose the following solutions. First, try to find an anchor tenant that is part of a *local* chain. An example of this from the San Francisco Bay area would be Andronico's supermarket or Rainbow Grocery. Secondly, find a tenant that is a local icon with a reputation for quality and service that extends *beyond* the local area. Oakland's Fenton's ice cream, where one can watch the ice cream churning through a glass window behind the serving station, is an example, as was the original Peet's coffee, Amoeba records (which carries vintage and new vinyl records), and Cody's bookstore located in Berkeley. Finally, try to identify a national chain store that provides goods and services that local stores cannot provide so that they don't take the place of the mom and pops. An Apple computer store is an example.



To help insure economic stability without displacing local retailers identify anchor tenants that are either (i) part of a local chain, (ii) a local celebrity who's reputation extends beyond the local area, or (iii) a chain store that provides goods and services which local retailers cannot provide. A branch of the Country Mercantile is a good candidate. Second tier business that would be attracted to pedestrian traffic and local business that have outgrown their space could be enticed to open a second space provided at the Willows, built by the port and city of Kennewick. Huckleberry's and Trader Joes were mentioned a number of times as one is local and the other attracts large numbers of people of all ages.

14

Industrial Anchor



Similar to the retail anchor store, an industrial park devoted to the light industry of wine making needs an anchor tenant.

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In order for the Willows Winery Village to take on a depth of experience, character and authenticity, it cannot be simply a center for hospitality and tourism. There are a number of such places out there and they tend to take on a one dimensional, amusement park feel. And although it can be entertaining to visit Disneyland, it does not offer the kind of environment which can be visited with any regularity. It is more of a destination for tourists and a place to go when visitors come into town.

One of the joys of wine tourism is the experience and education of touring the vineyards, cellars and tank rooms of the wineries. The uniqueness of this site and the vision of this development are the combination of residential living, specialty retail and the light industry of real wine making.

We have imagined the following industrial anchors which could be encouraged to locate in the village:

A local winery with a reputation that extends beyond the local region.

Barrel storage See www.barrelcare.com

Provides wine barrel storage and services; racking, blending etc. for existing winery expansion or virtual winery storage needs.

Wine transportation and logistic Case good storage

www.vintnerslogisticsllc.com

Winery supplies, such as, starter yeasts, additives, chemicals, test equipment accessories, etc.

Cooperage...new, repaired, or trade...

Therefore, encourage the development of wine related anchor businesses and allocate the necessary space for future development. Wineries could start a new lable at the Willows and then be entitled to open two tasting rooms associated with that lable.

15

Night Life



Most of the city's activities close down at night; those which stay open won't do much for the night life of the city unless they are together.

This pattern is drawn from the following seven points:

1. People enjoy going out at night; a night on the town is something special.
2. If evening activities such as movies, cafes, ice cream parlors, businesses offering live music, and pubs are scattered throughout the community, each one by itself cannot generate enough attraction.
3. Many people do *not* go out at night because they feel they have no place to go. They do not feel like going out to a specific establishment, *but they do feel like going out*. An evening center, particularly when it is full of light, functions as a focus for such people.
4. Fear of the dark, especially in those places far away from one's own back yard, is a common experience, and quite simple to understand. Throughout our evolution night has been a time to stay quiet and protected, not a time to move about freely.
5. Nowadays this instinct is anchored in the fact that at night street crimes are most prevalent in places where there are too few pedestrians to provide

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natural surveillance, but enough pedestrians to make it worth a thief's while, in other words, dark, isolated night spots invite crime. A paper by Shlomo Angel, "The Ecology of Night Life" (Center for Environmental Structure, Berkeley, 1968), shows the highest number of street crimes occurring in those areas where night spots are scattered. Areas of very low or very high night pedestrian density are subject to much less crime.

6. It is difficult to estimate the exact number of night spots that need to be grouped to create a sense of night life. From observation, we guess that it takes about six, minimum.
7. On the other hand, massive evening centers, combining evening services which a person could not possibly use on the same night, are alienating. For example, in New York the Lincoln Center for the Performing Arts make a big splash at night, but it makes no sense. No one is going to the ballet and the theater and a concert during one night on the town. And centralizing these places robs the city as a whole of several centers of night life.

All these arguments together suggest small, scattered centers of mutually enlivening night spots, the services grouped to form cheery squares, with lights and places to loiter, where people can spend several hours in an interesting way.

Knit together shops, amusements, and services which are open at night, along with restaurants and frozen yogurt stands to form centers of night life: well-lit, safe, and lively places that increase the intensity of pedestrian activity.

16

Cluster of Tasting Rooms



To go wine tasting is at its heart to have a small taste of what is available from a winery and then change locations and environment.

At any one winery, the consumer samples the different wine varietals and talks with the wine maker or an educated server about the wine. After about a half hour they are ready to move locations and try another wine at another winery. It is through this process that a consumer educates themselves and begins to develop their ability to taste the subtleties of wine. Because wineries tend to be scattered throughout the wine country it takes significant time to drive from location to location and wine tasting can become a whole day event, which happens infrequently, usually when relatives come to visit or some other special occasion. An alternative to this model suggests a *cluster* of wine tasting rooms located within walking distance from each other. The ambiance would be unique at each tasting room, the servers/winemakers would be different and of course the wine would be

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different. However, it would be possible to taste more varieties within a shorter time period. It would also create a kind of synergy between the various wineries, the street, and the wine tasters in which a group moves from winery to winery. We have had a similar experience in Barcelona Spain where a traditional evening out consists of moving from place to place sampling each establishments specialty drink, wine or tapas. Inevitably you end up seeing the same groups in different places and this stimulates conversation to compare the experiences and makes one feel part of a community.

In our experience and research, we have identified three types of tasting rooms which would be appropriate for the Willows winery village.

- (i) City “satellite” versions for wineries located outside the city limits, giving them an opportunity to offer their wine in town. A tasting room from an established, recognized winery, with its own customer base.
- (ii) The tasting rooms associated with an on-site wine production facility. The incubators or the custom crush facility should have tasting rooms which have the traditional smells and sights of a working winery, resulting in a very different wine tasting experience.
- (iii) A third model is a separate business which takes on the marketing, sales and logistics of a number of small local producers. An example is Vintner’s Collective in Napa. “Vintner's Collective is... a multi-winery tasting room that is home to twenty of the most experienced and talented winemakers in the Valley. The man behind Vintner's Collective is Garret Murphy, who dreamed of creating a place where wine lovers could taste the wines of some of the best winemakers in Napa Valley, and where smaller wineries without their own tasting room could showcase their wines and introduce them to consumers”

Therefore, the Willows should provide a series of individual tasting rooms that are separated by some distance so you have to walk to each space and the environment will change in each location. The tasting rooms should represent the wine being produced on site at the Willows in addition to highlighting small producers and congregating rural wineries. The spectrum will create variety and depth to the experience.

17

History and Education



By highlighting the history of an area we show respect for those who came before us, recognize the current group of users by educating them about the past and underscore the specialness of the place.

The Chrysler airflow built in the 1930's does not appear unusual or significant. However, it was destined to become the progeny of all subsequent cars manufactured in America and elsewhere.

Prior to the airflow, cars were noisy and bumpy at freeway speeds, and dangerously unstable, even though the roadways were relatively smooth. The lead design engineer of the airflow, Carl Breer set out to change all that. He began by taking thousands of feet of film footage showing different people walking. From the film, he plotted the forward and up and down movement of their heads and drew a normalized curve that has been termed "the human gait." He went on to design the cars' suspension to match this gait at free-way speeds. One of the reasons children sleep so easily in a car ride is because of this suspension. Through a series of wind

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tunnel tests the car's body was shaped to reduce drag and noise making the car's interior quiet even though the wind was moving past the vehicle at 80 mph.

With this history, one begins to understand the car differently and appreciates it in new ways. It no longer appears as just another car from the 30's. Such is the influence of history and education. It has the power to transform our understanding and appreciation of a place, an event, or an object.

To increase awareness and appreciation of the Willows identify important historical information that should be highlighted. then use various methods (placards, art work ...) to describe or be a metaphor for aspects of the history of the place. Incorporate names, such as “The Willows” in reference to a trailer park that was dismantled and in recognition to the people that gave up their homes in order to provide the land. Use signs to designate plant life and tell a story about the animal life that one may see if they are quiet and observant.

18

Public Visual Arts



Public art enhances a community's identity and helps unify it both socially and physically.

Public art has the ability to elevate an urban environment and generate a space that causes a reaction in people that is unusual to metropolitan areas. It encourages a more interactive lifestyle because viewing art in unexpected places creates a unity and starts dialog between strangers. It helps express the character of a neighborhood and create a stronger sense of community.

It also has the ability to establish boundaries and create cohesion for communities. By placing a family of art throughout a scattered region it establishes a connection that is identifiable. An application in Kennewick would be to place art at key points throughout the Willows and downtown. A few suggested locations are the 2 axis of the light house promenade, at the Sacagawea Trail Head, and at the cross section of x and x.

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Public art is also used to stimulate an economy through tourism, job creation, and real estate. Commissioning art employs not only the artist or firm, but also the art suppliers, manufacturers, and project managers for the installation. Once the art is placed it beautifies the area. Therefore it serves as a tourist attraction and a more desirable place to live, increasing the property value.

According to a Forbes Magazine article dated 5.5.09, the Olafur Eliasson's (4) Waterfalls installations in New York created millions of dollars of revenue for the city. The piece cost private donors an estimated \$15.5 million, but it was reported that the city received revenues of \$69 million that were associated with the art. *"Why We Love – and Need – Public Art" Journalist: Raquel Laneri, Forbes Magazine.*



(1) of the (4) temporary waterfalls installed in New York created by Olafur Eliasson
Location: Under the Brooklyn Bridge

Identifying the opportunity to create revenue through art has led many state and local governments to adopt legislature to spend portions of their budgets on public art. As an example, Oregon requires that 1% of direct construction funds for state buildings over \$100,000 be allocated for public art.

Therefore, make it a requirement of the Willows to incorporate Public Visual Art at the development. Provide a mechanism for funding and encourage partnering with the city Arts Commission.

19

Pedestrian Realms



The simple social intercourse created when people rub shoulders in public is one of the most essential kinds of social glue in society.

In today's society this situation and therefore this glue is largely missing. It is missing because so much of the actual movement is taking place in vast parking lots at the big box stores, or in indoor corridors and lobbies. This happens partly because cars have taken over the streets and made them uninhabitable, partly because the layout of retail spaces involves few rather than many entrances, and partly because indoor space is more exclusive than public outdoor space and therefore carries a narrower ethnic grouping and an overall lower density of pedestrian traffic. To recreate the social glue of public movement, as far as possible, the movement between rooms and building must take place outdoors on sheltered walks, arcades, paths and streets which are truly public and separate from cars.

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To function properly pedestrian realms require two properties. First of all, no cars or at the very least slow moving ones, and second buildings must be relatively small and planned to reduce interior staircases, corridors and lobbies to leave most of the circulation outdoors. This creates an outdoor realm lined with stairs which lead from upstairs offices, restaurants, or living quarters directly to the outdoors and many ground floor entrances all of which help to increase the life of the pedestrian realms.

Arrange buildings so that they form pedestrian realms, separate from cars with many entrances and open stairs directly from the upper stories.

Arrange as much as possible for movement between buildings and even rooms within building to be outdoors on open paths, covered paths, trellised arcades...

20

Shopping Street



Shopping centers depend on access: they need locations near major traffic arteries. However, the shoppers themselves don't benefit from traffic: they need quiet, comfort, and convenience, and access from the pedestrian paths in the surrounding area.

This simple and obvious conflict has almost never been effectively resolved.

On the one hand, we have shopping strip malls. Here the shops are arranged along the major traffic arteries. This is convenient for cars, but it is not convenient for pedestrians. A strip does not have the characteristics which a pedestrian shopper needs. On the other hand, we have those “pre-automobile” shopping streets in the center of old towns. Here the pedestrians' needs are taken into account, at least partially. But, as the town spreads out and the streets become congested, they are inconvenient to reach; and again the cars dominate the narrow streets.

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The modern solution is the shopping center. They are usually located along, or near to, major traffic arteries, so they are convenient for cars; and they often have pedestrian precinct in them – so that, in theory at least, they are comfortable and convenient for pedestrians. But they are usually isolated, in the middle of a vast parking lot, and thereby disconnected from the pedestrian fabric of the surrounding areas. In short, one cannot walk to them.

The solution of connecting shopping to cars and pedestrians may be informed by the European urban planning concept of a “living street” or “shared space”. Unlike most 20th century streets, the needs of car drivers are secondary to the needs of users of the street as a whole. It is a space designed to be shared by pedestrians, playing children, bicyclists, and low-speed motor vehicles. Some national schemes with similar principles are “home zones” in the United Kingdom and “woonerf” in the Netherlands.

One of the principals behind the idea, Monderman is quoted as saying, "When you don't exactly know who has right of way, you tend to seek eye contact with other road users... You automatically reduce your speed, you have contact with other people and you take greater care." Shared space zones are characterized by an absence of traditional road markings, signs, signals and the distinction between “road” and “walkway”. Shared Space is successful because the perception of risk may be a means or even a prerequisite for increasing objective safety. Because when a situation feels unsafe, people are more alert and there are fewer accidents.

To be convenient for traffic access for quick stops (Variety of Parking), convenient for people walking (Pedestrian Realms) and connected to the fabric of the surrounding built environment, arrange the shopping street with curves, parallel parking or other traffic calming techniques to slow down vehicles and make both drivers and pedestrians aware that they are sharing the same turf. Provide wide sidewalks at the same grade as the street and let ‘Street Café’ terraces spill out onto them. Indicate the entrance into a ‘slow network’ area. Successful examples include; Pikes street in Seattle and Jack London Square in Oakland.

21

Accessible Green



People need green open places to go to; when they are close, they use them. But if the greens are more than three minutes away, the distance overwhelms the need.

Parks are meant to satisfy this need. But parks, as they are usually understood, are rather large and widely spread through the city. Very few people live within three minutes of a park.

Research suggests that even though the need for parks is very important, and even though it is vital for people to be able to nourish themselves by going to walk, and run, and play on open greens, this need is very delicate. The only people who make full, daily use of parks are those who live, work, or shop less than three minutes from them.

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The need for parks within a city is well recognized. A typical example of this awareness is given by the results of a citizen survey on open space conducted by the Berkeley City Planning Department. The survey showed that the great majority of people living in apartments want two kinds of outdoor spaces above all others: (a) a pleasant, useable private balcony and (b) a quiet public park within walking distance.

The obstacle of excessive distance however, is sensitive. People who are close to a green go to it fairly often. People who live more than three minutes' walk from the green rarely visit it.

One question remains. How large must a green be in order to satisfy this need? In functional terms this is easy to answer. It must be large enough so that, at least in the middle of it, you feel that you are in touch with nature, and away from the hustle and bustle. Our current estimates suggest that a green should be as much as 60,000 square feet in area.

Build one open public green within three minutes' walk – about 750 feet – of residences, workplaces, and shops. Connect the network of accessible greens by a 'nature trail' with access to 'quiet backs'. The greens could also be used for seating for outdoor concerts and 'seasonal events'.

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Building & Courtyards Patterns

The patterns in this section address the essential qualities of the buildings and courtyards of the project as well as, the nature of the retail and residential components.

- 22. Positive Outdoor Space
- 23. Sequence of Outdoor Sitting Places
- 24. Courtyards Which Live
- 25. Hierarchy of Open Space
- 26. High Places
- 27. Quiet Backs
- 28. Street Café
- 29. Market of Many Shops
- 30. Individually Owned Retail
- 31. Living Above Retail
- 32. Roof Top Terraces

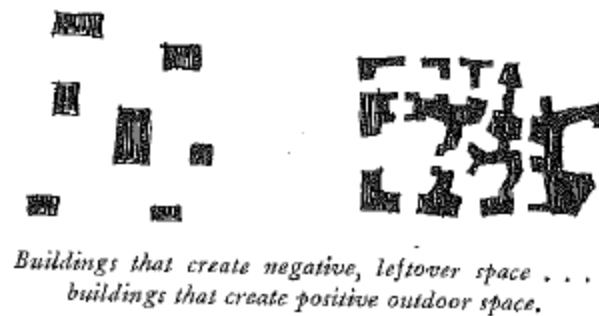
22

Positive Outdoor Space



Outdoor spaces which are merely “left over” between buildings will, in general, not be used.

There are two fundamentally different kinds of outdoor space: negative space and positive space. Outdoor space is negative when it is shapeless, the residue left behind when buildings – which are generally viewed as positive – are placed on the land. An outdoor space is positive when it has a distinct and definite shape, as definite as the shape of a room, and when its shape is as important as the shapes of the buildings which surround it. These two kinds of space have entirely different plan geometries, which may be most easily distinguished by their figure-ground reversal.



If you look at the plan of an environment where outdoor spaces are negative, you see the buildings as figure, and the outdoor space as ground. There is no reversal. It is impossible to see the outdoor space as figure, and the buildings as ground. If you look at the plan of an environment where outdoor spaces are positive, you may see the buildings as figure, and outdoor spaces as ground – *and*, you may *also* see the outdoor spaces as figure against the ground of the buildings. The plans have figure-ground reversal.

Another way of defining the difference between “positive” and “negative” outdoor spaces is by their degree of enclosure and their degree of convexity.

In mathematics, a space is convex when a line joining any two points inside the space itself lies totally inside the space. It is nonconvex, when some lines joining two points lie at least partly outside the space. According to this definition, the following irregular squarish space is convex and therefore positive; but the L-shaped space is not convex or positive, because the line joining its two end points cuts across the corner and therefore goes outside the space.



Convex and nonconvex.

Positive spaces are partly enclosed, at least to the extent that their areas seem bounded (even though they are not, in fact, because there are always paths leading out, even whole sides open), and the “virtual” area which seems to exist is *convex*. Negative spaces are so poorly defined that you cannot really tell where their boundaries are, and to the extent that you can tell, the shapes are *nonconvex*.



This space can be felt: it is distinct:—a place . . . and it is convex. This space is vague, amorphous, “nothing.”

Now, what is the functional relevance of the distinction between “positive” and “negative” outdoor spaces. We put forward the following hypothesis. *People feel*

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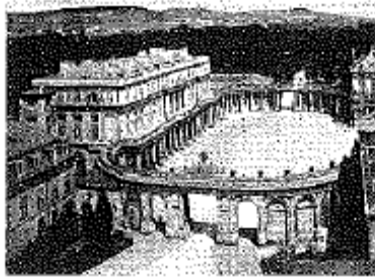
comfortable in spaces which are “positive” and use these spaces; people feel relatively uncomfortable in spaces which are “negative” and such spaces tend to remain unused.

The case for this hypothesis has been most fully argued by Camillo Sitte, in *City Planning According to Artistic Principles* (republished by Random House in 1965). Sitte has analyzed a very large number of European city squares, distinguishing those which seem used and lively from those which don't, trying to account for the success of the lively squares. He shows, with example after example, that the successful ones – those which are greatly used and enjoyed – have two properties. On the one hand, they are partly enclosed; on the other hand, they are also open to one another, so that each one leads into the next.

The fact that people feel more comfortable in a space which is at least partly enclosed is hard to explain. To begin with, it is obviously not *always* true. For example, people feel very comfortable indeed on an open beach, or on a rolling plain, where there may be no enclosure at all. But in the smaller outdoor spaces – gardens, parks, walks, plazas – enclosure does, for some reason, seem to create a feeling of security.

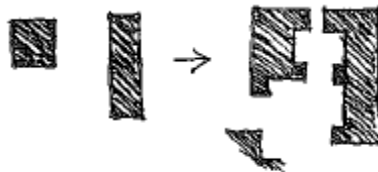
It seems likely that the need for enclosure goes back to our most primitive instincts. For example, when a person looks for a place to sit down outdoors, he rarely chooses to sit exposed in the middle of an open space – he usually looks for a tree to put his back against; a hollow in the ground, a natural cleft which will partly enclose and shelter him.

Most often, positive outdoor space is created at the same time that other patterns are created. The following photograph shows one of the few places in the world where a considerable amount of building had no other purpose whatsoever except to create a positive outdoor space. It somehow underlines the pattern's urgency.



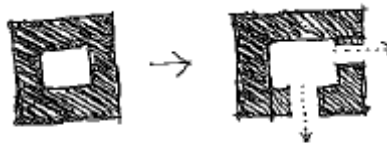
The square at Nancy.

When open space is negative, for example, L-shaped – it is always possible to place small buildings, or building projections, or walls in such a way as to break the space into positive pieces.



Transform this. . . . to this.

And when an existing open space is too enclosed, it may be possible to break a hole through the building to open the space up.



Transform this. . . . to this.

Therefore:

Make all the outdoor spaces which surround and lie between your buildings positive. Give each one some degree of enclosure; surround each space with wings of buildings, trees, hedges, fences, arcades, and trellised walks, until it becomes an entity with a positive quality and does not spill out indefinitely around corners.

23

Sequence of Outdoor Sitting Places



Every outdoor location is a potential sitting space. But each sitting space has different needs for comfort and for enclosure according to its position in an “intimacy gradient.”

In a public environment, people need a gradient of settings, which have different degrees of publicness and intimacy. Sitting on a bench having a semi private conversation, eating one’s lunch in relative solitude leaning against a tree, sitting by the water watching the ducks, eating dinner with a group of friends or drinking a glass of wine at an open air café all require different degrees of intimacy. When the gradient exists it is possible for people to give each social encounter different shades of meaning by choosing their position in the intimacy gradient carefully. A landscape which is homogenous rubs out the possibility for a subtlety of social interaction.

It is important to recognize that the outdoors should contain a sequence of sitting spaces of varying degrees of intimacy and that each space in this sequence needs the degree of enclosure and comfort appropriate to its position. It is also important in a climate with varying temperature swings both from winter to summer and from midday to evening that a variety of sunny, shady, in the breeze and out of the wind sitting spaces be provided.

Consciously think about and organize the exterior spaces as a sequence of graded sitting spaces throughout the site. Make spaces where people can be on public view watching life, where they can be semi private and reflective, where they can roll around on the ground with their kids... And make places that are in the sun, in the shade, protected and out of the wind

24

Courtyards Which Live



The outdoor spaces encompassed by and around the edges of buildings carry on a conversation with the interior spaces and have the potential to be the largest room in the complex complementing and enhancing the sequence of environments.

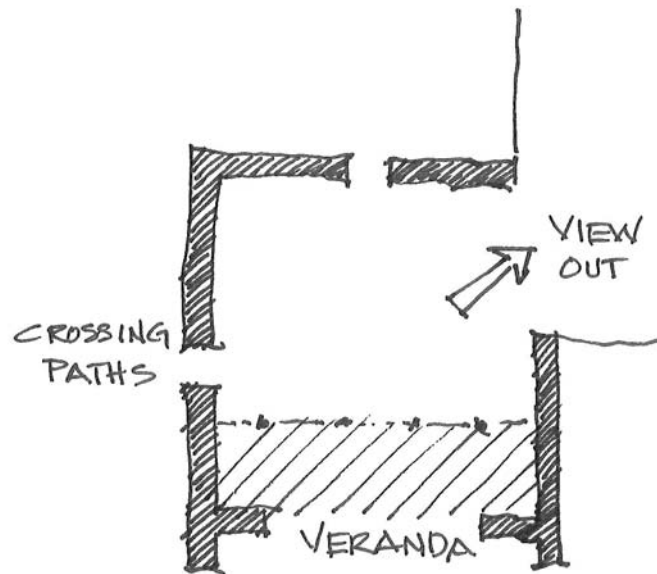
There are three distinct ways in which a building's courtyards often fall short and should be addressed to be successful and alive:

1. *There is too little ambiguity between indoors and outdoors.* If the walls, sliding doors, doors which lead from the indoors to the outdoors, are too abrupt, then there is no opportunity for a person to find himself half way between the two – and then, on the impulse of a second, to drift toward the outside. People need an ambiguous in-between realm – a porch, or a veranda, which they naturally pass onto often, as part of their ordinary life within the building so that they can drift naturally to the outside.
2. *There are not enough doors into the courtyard.* If there is just one door, then the courtyard never lies between two activities within the building complex;

and so people are never passing through it, and enlivening it, while they go about their daily business. To overcome this, the courtyard should have doors on at least two opposite sides, so that it becomes a meeting point for different activities, provide access to them, provides overflow from them, and provides the cross-circulation between them.

3. *They are too enclosed.* Courtyards which are pleasant to be in always seem, to have “loopholes” which allow you to see beyond them into some larger, further space. The courtyard should never be perfectly enclosed by the rooms which surround it, but should give at least a glimpse of some other space beyond. (see Hierarchy of Open Space)

Place every courtyard in such a way that there is a view out of it to some larger open space; place it so that at least two or three doors open from the building complex into it and so that the natural paths which connect these doors pass across the courtyard. And, at one edge, beside a door, make a roofed veranda or a porch, which is continuous with both the inside and the courtyard.



25

Hierarchy of Open Space



Outdoors, people always try to find a spot where they can have their backs protected, looking out towards some larger opening, beyond the space immediately in front of them.

In short, people do not sit facing brick walls – they place themselves toward the view or toward whatever there is in the distance that comes nearest to a view.

Simple as this observation is, there is almost no more basic statement to make about the way people place themselves in space. And this observation has enormous implications for the spaces in which people can feel comfortable. Essentially, it means that any place where people can feel comfortable has

1. A back.

2. A view into a larger space.

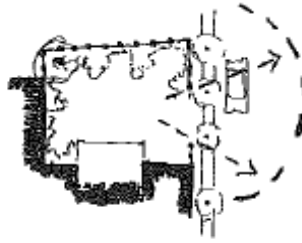
In order to understand the implications of this pattern, let us look at the three major cases where it applies.

In the very smallest of outdoor spaces, in private gardens, this pattern tells you to make a corner of the space as a “back” with a seat, looking out on the garden. If it is rightly made, this corner will be snug, but not at all claustrophobic.



Seat and garden.

Slightly larger in scale, there is the connection between a terrace or an outdoor room of some kind and a larger open space, the street or a square. The most common form of the pattern at this scale is the front stoop, which forms a definite enclosure and a back, off the public street.



Terrace and street or square.

At the largest scale, this pattern tells you to open up public squares and greens, at one end, to great vistas. At this scale, the square itself acts as a kind of back which a person can occupy, and from which he can look out upon an even larger expanse.

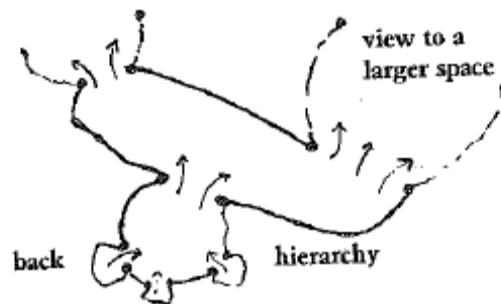


Square and vista.

Therefore:

Whatever space you are shaping – whether it is a garden, terrace, street, park, public outdoor room, or courtyard, make sure of two things. First, make at least one smaller space, which looks into it and forms a natural back for it. Second, place it, and its openings, so that it looks into at least one larger space.

When you have done this, every outdoor space will have a natural “back”; and every person who takes up the natural position, with his back to this “back,” will be looking out toward some larger distant view.



26

High Places



The instinct to climb up to some high place, from which you can look down and survey your world, seems to be a fundamental human instinct.

In traditional villages, the tiniest hamlets have a dominating landmark – usually the church tower. Great cities have hundreds of them. The instinct to build these towers is certainly not merely Christian; the same thing happens in different cultures and religions, all over the world. Persian villages have pigeon towers; Turkey, its minarets; San Gimignano, its houses in the form of towers; castles, their lookouts; Athens, its Acropolis; Rio, its rock.

These high places have two separate and complementary functions. They give people a place to climb up to, from which they can look down upon their world. And they give people a place which they can see from far away and orient themselves toward, when they are on the ground.

Listen to Proust:

Combray at a distance, from a twenty-mile radius, as we used to see it from the railway when we arrived there every year in Holy Week, was no more than a church epitomizing the town, representing it, speaking of it and for it to the horizon and as one drew near, gathering close about its long, dark, cloak, sheltering from the wind, on the open plain, as a shepherd gathers his sheep, the woolly grey backs of its blocking houses

From a long way off one could distinguish and identify the steeple of Sainte-Hilaire inscribing its unforgettable form upon a horizon beneath which Combray had not yet appeared; when from the train which brought us down from Paris at Eastertime my father caught sight of it, as it slipped into every fold of the sky in turn, its little iron cock veering continually in all directions, he could say: "Come, get your wraps together, we are there." (Marcel Proust, Swann's Way.)

High places are equally important, too, as places from which to look down: places that give a spectacular, comprehensive view of the town. Visitors can go to them to get a sense of the entire area they have come to; and the people who live there can do so too – to reassess the shape and scope of their surroundings. But these visits to the high places will have no freshness or exhilaration if there is a ride to the top in a car or elevator. To get a full sense of the magnificence of the view, it seems necessary to work for it, to leave the car or elevator, and to climb. The act of climbing, even if only for a few steps, clears the mind and prepares the body. Of course the view cannot be restricted from those unable to make the climb but the climb should be encouraged.

Build occasional high places as landmarks in the wine village. They can be towers like the existing light house on Clover Island, or part of the roofs of the tallest buildings, in any case they should encourage a physical climb.

27

Quiet Backs



Any one who has to work in noise, in offices with people all around, needs to be able to pause and refresh himself with quiet in a more natural situation.

The walk along the Seine, through the middle of Paris, is a classic “quiet back” in the middle of a fast city. People drop down from the streets and the traffic and the commerce to stroll along the river, where the mood is slow and reflective.

The need for such places has often been recognized in universities, where there are quiet walks where people go to think, or pause, or have a private talk. A beautiful case is the University of Cambridge: each college has its “backs” – quiet courts stretching down to the River Cam. But the need for quiet backs goes far beyond the

university. It exists everywhere where people work in densely populated, noisy areas.

To meet this need, we may conceive all building as having a front and a back. If the front is given over to the street life – cars, shopping paths, delivery – then the back can be reserved for quiet.

If the back is to be quiet, a place where you can hear only natural sounds – winds, birds, water – it is critical that it be protected. At the same time, it must be some way from the buildings which it serves. This suggests a walk, some distance behind the buildings, perhaps separated from them by their private small gardens, completely protected by substantial walls and dense planting along its length.

An example we know is the walk through the cathedral close in Chichester. There is a high brick wall on each side of this walk and flowers planted all along it. It leads away from the cathedral, parallel but set back from the town's major road. On this path, less than a block from the major crossroads of the town, you can hear the bees buzzing.

If a number of these walks are connected, one to another, then slowly, there emerges a ribbon-like system of tiny backs, pleasant alleyways behind the commotion of the street. Since the sound of water plays such a powerful role in establishing the kind of quiet that is required, these paths should always connect up with fountains pools and streams. And the longer it can be, the better.

Give the buildings in the busy parts of town a quiet “Back” behind them and away from the noise. Build a walk along this quiet back, far enough from the building so that it gets full sunlight, but protected from noise by walls and distance and buildings. Make certain that the path is not a natural shortcut for busy foot traffic, and connect it up with other walks, to form a long ribbon of quiet paths which converge on the ‘Accessible Greens’ and ‘Nature Walk’.

28

Street Café



The street café provides a unique setting, special to cities: a place where people can sit lazily, legitimately, be on view, and watch the world go by.

We know that people enjoy mixing in public, in parks, squares, along promenades and avenues, in street cafes. The preconditions seem to be: the setting gives you the right to be there, by custom; there are a few things to do that are part of the scene, almost ritual: reading the newspaper, strolling, nursing a beer, playing catch; and people feel safe enough to relax, nod at each other, perhaps even meet. A good café terrace meets these conditions. But it has in addition, special qualities of its own: a person may sit there for hours – in public! Strolling, a person must keep up a pace; loitering is only for a few minutes. You can sit still in a private, peaceful experience. And sitting at home on one's porch is again different: it is far more

protected; and there is not the mix of people passing by. But on the café terrace, you can sit still, relax, and be very public

It is this experience that the street café supports. And it is one of the attractions of cities, for only in cities do we have the concentration of people required to bring it off. But this experience need not be confined to the special, extraordinary parts of town. In European cities and towns, there is a street café in every neighborhood – they are as ordinary as gas stations are in the United States. And the existence of such places provides social glue for the community. They become like clubs – people tend to return to their favorite, the faces become familiar. When there is a successful café within walking distance of your home, in the neighborhood, so much the better. It helps enormously to increase the identity of a neighborhood. It is one of the few settings where a newcomer to the neighborhood can start learning the ropes and meeting the people who have been there many years.

The ingredients of a successful street café seem to be:

1. There is an established local clientele. That is, by name, location, and staff, the café is very much anchored in the neighborhood in which it is situated.
2. In addition to the terrace which is open to the street, the café contains several other spaces: with games, fire, soft chairs, newspapers... This allows a variety of people to start using it, according to slightly different social styles.
3. The café serves simple food and drinks – some alcoholic drinks, but it is not a bar. It is a place where you are as likely to go in the morning, to start the day, as in the evening, for a nightcap.

When these conditions are present and the café take hold, it offers something unique to the lives of the people who use it: it offers a setting for discussions of great spirit – talks, two-bit lectures, half-public, half-private, learning, exchange of thought.

Encourage a cafe to spring up in the development. Make them intimate places, open to a busy path, where people can sit with coffee or a drink and watch the world go by. Build the front of the cafe so that a set of tables stretch out of the cafe, right into the street.

29

Market of Many Shops



A market with a variety of individual shops creates an environment for the perusal and enjoyment of food that provides a lively and interesting alternative to the mega food markets and big box wholesale stores.

It is true that the large supermarkets do have a great variety of foods. But this “variety” is still centrally purchased, centrally warehoused, and still has the staleness of mass merchandise. In addition, there is no human contact left, only rows of shelves and then a harried encounter with the check-out man who takes your money.

The only way to get the human contact back, and the variety of food, and all the love and care and wisdom about individual foods which shopkeepers who know what they are selling can bring to it, is to create those markets once again in which individual owners sell different goods, from tiny stalls, under a common roof.

As it stands, supermarkets are likely to get bigger and bigger, to conglomerate with other industries, and to go to all lengths to dehumanize the experience of the marketplace. Horn and Hardart, for example, have been contemplating this scheme:

. . . the customer either drives her car or walks onto a moving ramp, is conveyed decorously through the whole store, selects her groceries by viewing samples displayed in lighted wall panels (or unlocking the cases with a special key or her credit card), and chooses her meat and produce via closed circuit TV. She then drives around to a separate warehouse area to collect her order, paid for by a universal credit card system. . . Most of the people would be invisible. . . (Jennifer Cross, *The Supermarket Trap*, New York: Berkeley Medallion, 1971).

Now contrast this with the following description of an old-fashioned market place in San Francisco:

If you visit the Market regularly you come to have favorite stalls, like the one with the pippin and Hauer apples from Watsonville. The farmer looks at each apple as he chooses it and places it in the bag, reminding you to keep them in a cool place so they will remain crisp and sweet. If you display interest, he tells you with pride about the orchard they come from and how they were grown and cared for, his blue eyes meeting yours. His English is spoken with a slight Italian accent so you wonder about the clear blue eyes, light brown hair, and long-boned body until he tells you about the part of northern Italy where he was born.

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There is a handsome black man offering small mountains of melons where the stalls end. Tell him you are not enough of an expert to choose one you would like to have perfect for the day after tomorrow, and he will not only pick one out that he assures you will be just right (as it turns out to be), but gives you a lesson in choosing your next melon, whether cranshaw, honeydew or watermelon, wherever you may happen to buy it. He cares that you will always get a good one and enjoy it. (“The Farmers Go to Market,” California Living, San Francisco Chronicle Sunday Magazine, February 6, 1972.)

There is no doubt that this is far more human an enlivening than the supermarket conveyor belt. The critical question lies with the economics of the operation. Is there a reasonable economic basis for a marketplace of many shops? Or are markets ruled out by the efficiencies of the supermarket

There do not seem to be any economic obstacles more serious than those which accompany the start of any business. The major problem is one of coordination – coordination of individual shops to form one coherent market and coordination of many similar shops, from several markets, to make bulk purchase arrangements.

The small stores are often undercut by supermarkets because they are located by themselves, and therefore cannot offer shoppers the same variety at one stop, as the supermarket. However, if many of these small shops are clustered and centrally located, and together they offer a variety comparable to the supermarket, then they can compete effectively with the chain supermarkets.

The one efficiency that chain stores do maintain is the efficiency of bulk purchase. But even this can be offset if groups of similar shops, all over the own, coordinate their needs and set up bulk purchase arrangements. For example in the Bay Area there are a number of flower vendors running their business from small carts on the street. Although each vendor manages his own affairs independently, all the vendors go in together to buy their flowers. They gain enormously by purchasing their flowers in bulk and undersell the established florists three to one.

Of course, it is difficult for a market of many shops to get started – it is hard to find a place and hard to finance it.

We propose a very rough and simple structure in the beginning that can be filled in and improved over time. The market in the photo, in Lima, Peru, began with nothing more than



freestanding columns and aisles. The shops – most of them no more than six feet by nine – were built up gradually between the columns.

A spectacular example of a simple wood structure that has been modified and enlarged over the years is the Pike Place Market in Seattle. Another example is the Ferry Building in San Francisco. The Ferry Building is interesting as there is a large farmers market on the weekends and instead of providing competition with the permanent market, many of the prepared food vendors set up stands outside at the market and there is a synergy created. Other examples, less venerable but no less vibrant include; the Oxbow market in Napa or the Emeryville public market, which celebrates a diversity of specialty ethnic cuisine.

Therefore:

As a draw and an alternative to modern supermarkets, establish a marketplace, made up of many smaller shops which are autonomous and specialized (cheese, meat, grain, fruit, and so on), mixed with some prepared food. Build the structure of the market as a minimum, which provides no more than a roof, columns which define aisles, and basic services. Within this structure allow the different shops to create their own environment, according to their individual taste and needs, and highlight the ethnic communities in the area.

30

Individually Owned Retail



When shops are too large, or controlled by absentee owners, they become plastic, bland and abstract.

The profit motive creates a tendency for shops to become larger. But the larger they become, the less personal their service is, and the harder it is for the other small shops to survive. Soon, the shops in the economy are almost entirely controlled by chain stores and franchises.

The franchises are doubly vicious. They create the image of individual ownership they give a man who doesn't have enough capital to start his own store the chance to run a store that seems like his; and they spread like wildfire. But they create even more plastic, bland, and abstract services. The individual managers have almost no control over the goods they sell, the food they serve; policies are tightly

controlled; the personal quality of individually owned shops is altogether broken down.

Communities can only get this personal quality back if they severely limit all forms of franchise and chain stores, place limits on the actual size of stores in a community, and prohibit absentee owners from owning shops. In short, they must do what they can to keep the wealth generated by the local community in the hands of that community.



Even then, it will not be possible to maintain this pattern unless the size of the shop spaces available for rent is small. One of the biggest reasons for the rise of large, nationally owned franchises is that the financial risks of starting a business are so enormous for the average individual. The failure of a single owner's business can be catastrophic for him personally; and it happens, in large part because he can't afford the rent. Many hundreds of tiny shops, with low rents, will keep the initial risk of a shop keeper who is starting to a minimum.

Shops in Morocco, India, Peru, and the oldest parts of older towns, are often no more than 50 square feet in area. Just room for a person and some merchandise – but plenty big enough.

Therefore:

Do what you can to encourage the development of individually owned shops. Create the commercial building structure to include a variety of shop sizes, many very, very small.

31

Living Above Retail



Separating residential and commercial zones is not a necessary zoning requirement. Residential zones are inactive during the day with only small children and care takers inhabiting the area while the commercial zones are vacant at night when everyone returns to their homes.

Generally, commercial areas have been grouped together and kept separate from residential zones because of the economies of scale that are created when businesses are geographically close to one another and to keep noise and heavy machinery out of residential zones.

However, separating work and home leaves the commercial areas empty during the evenings thus increasing the potential for crime. By integrating family and work areas together provides more “eyes on the street,” to help reduce crime. It also

bolsters retail and restaurants in the area as people are in the vicinity to frequent these spots during more hours of the day.

Additionally, when homes and work are separated and there is no cross over between work and enjoyment, there becomes a rift in people's lives. It becomes difficult to return home for lunch and spend time with your family in the middle of the day or pop into the office to finish a project during off hours. Therefore work becomes related to a task or tedious routine. The pleasure is lost and a balanced life of work and family is difficult to attain.

In order to achieve this mixed use area and receive the benefits for both zones, it must be viable for the businesses and desirable for the residents. Although it is advantageous for some industries and factories to be located together, the issue of economies of scale is mute if the right type of commerce is assimilated into residential areas such as small, independently owned businesses. Therefore a bakery, a boutique toy shop, a sporting goods store, a professional office, or a restaurant are all candidates for a mixed use area.

In order for the area to be desirable for residents it is also important to create a sense of community. To do this all sections of the population should be represented from young families to the elderly. In most cases living above retail will include stairs. In order to make these living spaces available to all, some buildings should incorporate an elevator, a lift, or have residences on the first floor.

Another way to foster a sense of community is to have a portion of the population be permanent residents. Therefore it is recommended that the residents be encouraged or provided the opportunity to purchase and not just lease.

Integrating commercial and residential zones into multi use areas creates a deeper sense of community and more balanced life that increases safety in the neighborhood as there is a higher density of population at all times.

Therefore, provide residential living above commercial areas. Place them over the areas that close down earlier at night and have less heavy machinery operating nearby.

32

Roof Top Terraces



The majority of a town's area is covered in buildings, and they block the sun and views for most of a pedestrian's day.

By nature, people like to have exposure to the sun and see their surroundings. However when living in a town, the buildings act as a barrier between the residents and nature.

Although one side of the Willows is located next to Duffy's pond and the river, the levy blocks the view of the river from street level and gives an impression that one is below water level.

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Roof top terraces should be incorporated into the development so that people have the opportunity to rise above the levy and get above street level so that they are exposed to the sunlight and the views of the mountains and river.

The rooftop terraces should be on the same floor as indoor spaces so that they are easily accessible and are frequently used. There should be terraces on multiple floors of the building and should be a large portion of the roof so that there can be various outdoor dining and sitting areas on the second and third floor of the buildings.

These terraces will also act as a draw to businesses. When people see terraces that have umbrellas or other items that come into view, it is in their nature to want to explore and find out what is there. Thus, people are drawn to see what is up there.

Therefore, almost every roof system that is a viable roof top terrace should be dedicated as outdoor space. The terraces should be flat or terraced to incorporate plants, and there should be public and private places to sit and dining spaces. It should be designed so that it is possible to walk out onto the terrace from a usable interior space. To reduce the number of elevators connect terraces and elevated walkways between buildings.

33

Access to Water



We came from the water; our bodies are largely water; and water plays a fundamental role in our psychology. We need constant access to water, all around us; and we cannot have it without reverence for water in all its forms. But in most cities water is out of reach.

Even in the temperate climates that are water rich, the natural sources of water are dried up, hidden, covered, or inaccessible for some reason. Rainwater runs underground in sewers; water reservoirs are covered and fenced off; swimming pools are saturated with chlorine and fenced off; ponds are often polluted. In the tri-cities area the Columbia River is ever present, but it is contained along much of its length (especially at the location of the Willows) and too powerful to be messed with.

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We hypothesize that our lives are diminished if we cannot establish rich and abiding contact with water, and in most cities we cannot. Swimming pools, lakes, rivers and beaches are few in number and far away. We take water for granted – turn on the tap and it comes out. But as marvelous as the high technology of water treatment and distribution has become, it does not satisfy the emotional need to make some kind of physical contact with water in its natural form, and to understand the cycle of water; its limits and its mystery.

We imagine a development or a town where there are many hundreds of places near every home and workplace where you can dangle your feet. Today all but the largest rivers and lakes are paved over and forced underground. Instead of building alongside creeks, planners simply get them out of the way, as if to say: “The vagaries of nature have no place in a rational street grid.” But we can build in ways which maintain contact with water, in ponds and pools, in reservoirs, and in brooks and streams. We can even build details that connect people with the collection and run-off of rain water.

Think of the shallow ponds and pools that children need. It is possible for these pools and ponds to be available throughout the development and throughout the city, close enough for children to walk to. Some can be part of the larger pools. Others can be bulges of streams that run through a development or city, where a balanced ecology is allowed to develop along the edges – ponds with ducks and fish, and with gentle edges safe enough for children to come close.

And think of running water, in all its possible forms cascades, waterfalls, fountains, brooks, streams, rivers.... People who have been deprived of it in their daily surroundings go to great lengths to get out of town into the countryside, where they can watch a cascade or sit by a stream and gaze at the water. Children are fascinated by running water. They use it endlessly, to play in, to throw sticks and see them disappear, to run little paper boats along, to stir up mud and watch it clear gradually.



In summary, we propose that every building project, at every scale, take stock of the distribution of water and the access to water in its neighborhood. Where there is a gap, where nourishing contact with water is missing, then each

project should make some attempt, on its own and in combination with other projects, to bring water into the environment. There is no other way to build up an adequate texture of water in cities: we need pools for swimming, ornamental and natural pools, streams of rain water, fountains, falls, natural brooks and creeks running through towns, tiny garden pools, and reservoirs we can get to and appreciate.

Therefore: Preserve natural pools and streams and allow them to run through the development; make paths for people to walk along them and footbridges to cross them. Build fountains in public squares. Make safe places for children to play in water. Even along the Columbia River quiet pools, such as Duffy's Pond, streams and fountains need to become an integral part of the development.

References

- 1. Willows meeting contacts 8/24/11*
- 2. Notes from Tour with Port 1/7/11*
- 3. Kennewick Wine Village Research*
- 4. Interview notes 8/24/11*

Willows Planning Language Meeting
Wednesday, August 24, 2011
9:00 - Noon and 1:30 - 4:00 p.m.

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	Brad	Wright	Commercial Loan Officer	GESA Credit Union	735-6816	kris@Visittri-cities.com	6951 Grandridge Blvd, Suite 105	Kennewick, WA 99336
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				Tribal Representative	308-0568	maryz13@clearwire.net		

Notes from Meeting with Kennewick Port Authority Members,

Tim Arntzen and Skip Novakovich

Date: 1/7/11

Possible Items to Include in Wine Village:

- Custom Crush and Alternating Proprietorship facility
- Wine Incubator facilities
- Art Incubators/Lofts
 - o Communal studios for artists.
 - o East end of Kennewick is art district; possibly relocate/incorporate into wine village.
- Art Sculpture for Native Tribe
 - o Assemble an art commission to outline pattern and specify what it should be. Involve the existing art community, may help with donations for sculpture.
- Walking Path
 - o Interconnected with bridges along park and water
 - o Will need to be minimal so as not to disturb wild life (bald eagles) in area.
- Farmers Market
 - o City of Kennewick was planning to start one by railroad, but did not proceed with the project. Research if the existing population can sustain an additional market. (Current Farmers Market runs across the river in Pasco.)
- "Taco Trucks", Markets, and Restaurants
 - o Small mobile international food court.
 - o Possible businesses to relocate: Saigon Vietnamese Restaurant and Market, Middle Eastern Market (just closed but could possibly reopen), Mexican Restaurant.
- Bike Rental Shop
- Transit Stop
 - o Glenwood in Eugene is an example.

Existing Items to be Incorporated/Improved Upon:

- Parking
 - o Existing parking lot on port land by bridge will be insufficient.
- Bike Path
 - o Trail head of existing 20 mile bike path in area.

Items to Incorporate from Bridge to Bridge Plan:

- Outdoor Amphitheater
- Change Road Material
 - o To designate area

Locations Visited:

Napa Wine Company



7830-40 St. Helena Hwy
Oakville, CA 94562

- Produces wine for roughly 24 independent wineries + overflow for larger wineries.
- 750,000 cases/year in production, used to produce 1.2 million cases/year.
- In business for 17 years with current owners.
- Largest organic farmer on valley floor.
- Owns over 1,000 acres, 650 planted and organically farmed.
- Has own water treatment facility and compost system.
- Service ranges from crush to bottling.
- Wineries bring their own grapes, barrels, and winemaker (a limited amount of grapes are also available to purchase from NWC).
- Material, equipment, lab work, man power (including 4 wine makers) provided.
- There is 1 large lab. Can run up to 6 crush pads simultaneously.
- A tasting room is on the premises. Rotates wineries that are poured on a weekly basis.
- Interested in consulting for Kennewick Wine Village.

Crushpad



3105 Silverado Trail
Napa, CA 94558

- Produces 1% of registered labels, and has over 5,000 clients.
- Cameras on the facility to remotely monitor progress.
- Customer decides on participation level.
- 70% is commerce wine and 30% is private labels.
- Can provide grapes or client can bring own grapes.

- Material, equipment, lab work, man power (including 3 wine makers) provided.
- Education and classes are part of business model.
 - Blending classes, tasting labs, and crush camps are most popular.
- Majority of clients are not local to Napa region.
- Passport Program for visiting clients.
 - Provides discounts at some hotels and restaurants.
 - Waives corkage fees at some restaurants.
- Turned away business from locals because of capacity in 2010. Expanding to accommodate local grape growers and novices next year.
- Wine tasting room on premises. Invite clients to pour own wine.
- Expanding to "microbrew" models for wine in New York.

Vintners Collective



VINTNER'S COLLECTIVESM
Multi-Winery Tasting Room

1245 Main St
Napa, CA 94559

- Business model is to market low production, high quality, and boutique wines.
- Collective handles sales, shipping, and orders for wineries.
- Wineries are owned and operated by experienced wine makers that have worked at larger and well-known wineries that have branched out on own. Many still consult for other wineries.
- 18 Wineries rent space in store.
- Pourers pick wine flights based on client preferences, take turns pouring from wineries so that all are represented.

Vino Piazza Vine Village



12470 Locke Rd

Lockeford, CA 95237

- Located in a converted mid-1940's distillery.
- 12 lease locations for wineries. Currently 8 boutique wineries are under lease and in production.
- Each winery is owned and operated independently.
- Includes separate food vendors and a fossil and minerals exhibit in center.
- All wineries open Friday to Sunday for tasting, some are open during the week. Most tastings are complimentary.

Amador Cellars



11093 Shenandoah Road

Plymouth, CA 95669

- Designed by Integrated Structures and constructed in 2003.
- Owner and Wine Maker: Larry Long.
- Built with Straw Bale and Concrete. Resulted in insulation value of R-50, high fire safety rating, and earthquake resistant.
- Produces 2,000 cases a year.
- 2,000 square foot winery with a 550 square foot crush pad.

Amador Winery Equipment List

Item	Quantity	Unit Cost	Extended Cost	Notes
5000 lb. fork lift with solid rubber wheels	1	15000.00	15000.00	
palette jack	1	300.00	300.00	purchased used
palette scale	1	1500.00	1500.00	
stem crusher and mud pump/ de-stemmer crusher	1	7000.00	7000.00	purchased used, estimated cost for new is \$30,000
bins for grapes	32	150.00	4800.00	
Italian press/bladder press	1	20000.00	20000.00	
tank with cooling jacket, size 350 gallons	1	4000.00	4000.00	
tank with cooling jacket, size 550 gallons	1	5000.00	5000.00	
tank with cooling jacket, size 4500 gallons	2	12000.00	24000.00	
chiller	1	15000.00	15000.00	5 ton unit compressor to cool tanks
pump with variable speed	1	5000.00	5000.00	
tools for pump	1	5000.00	5000.00	
Barrels	160	400.00	64000.00	purchased American Oak, French Oak is estimated at \$1,000 per barrel
Barrel Racks	75	40.00	3000.00	purchased used, estimated cost for new is \$100 each
3 Spicket	1	1500.00	1500.00	
Hand Corker	1	2000.00	2000.00	purchased manual model, estimated \$7,000 for corker that has sparging and vacuum suction
Spinner	1	1500.00	1500.00	
Label by hand with hand-made wood spacer	1	20.00	20.00	Amador built wood spacer
Bottle, Foil, Labels, Corks per case	2000	18.00	36000.00	
Total Equipment Cost:			\$214,620.00	

** Purchased most cost effective bottling equipment available. New and automated bottling lines for this size winery have an estimated cost of \$20,000.

** All costs are rough estimates provided during an informal walk through with Larry Long, Owner and Winemaker.

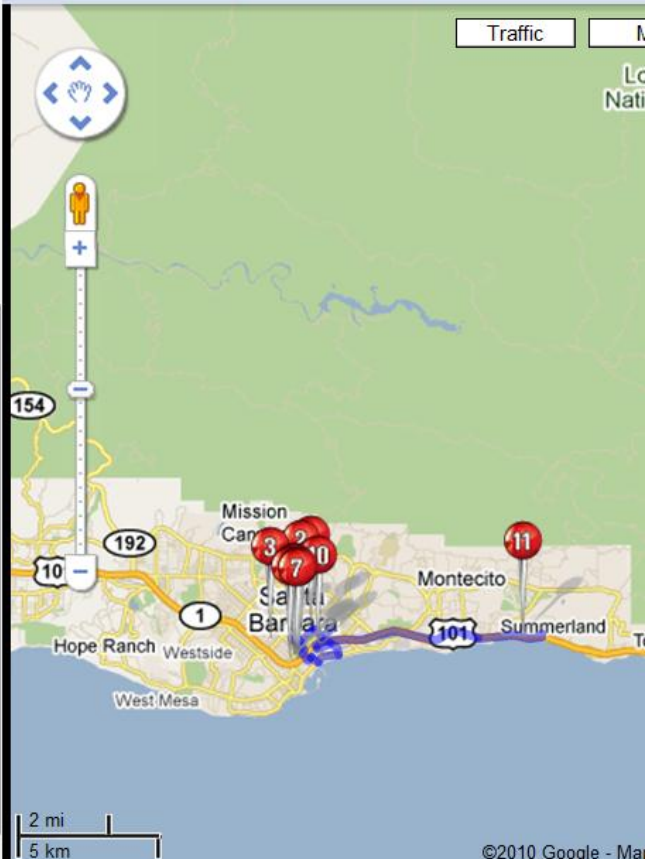
Reference: Santa Barbara Urban Wineries

[Home and Map](#) [Print & Comments](#)

- 1 [JAFFURS WINE CELLARS](#)
Jaffurs has been producing small lots of highly acclaimed
- 2 [CARR VINEYARDS AND WINERY](#)
Carr specializes in limited production wines from Santa B
- 3 [WINE CASK ALLIANCE](#)
The WINE CASK Alliance's downtown tasting room offer
- 4 [KALYRA WINERY](#)
Kalyra has opened its second tasting room downtown Sa
- 5 [OREANA WINERY](#)
What was once an old tire shop is now an eclectic mix of
- 6 [SANTA BARBARA WINERY](#)
Founded in 1962, the Santa Barbara Winery is the oldest
- 7 [KUNIN WINES](#)
Known for producing small lots of Rhône-style wines mac
- 8 [MUNICIPAL WINEMAKERS](#)
(opening early 2010) After spending our formative years
- 9 [WHITCRAFT WINERY](#)
Established in 1985, we have always been dedicated to
- 10 [SUMMERLAND WINERY](#)
Nebil "Bilo" Zarif founded Summerland Winery in 2002 w

[Santa Barbara Urban Wine Trail](#)
8.7 mi - about 25 mins

[Report a problem](#)



The map shows the Santa Barbara Urban Wine Trail, an 8.7-mile route through the city. The trail is marked with a blue line and numbered red pins corresponding to the list of wineries. The route starts in the north and winds through the city, ending near the coast. Key landmarks and roads shown include Highway 101, Highway 192, Highway 1, and Highway 154. The map also shows the Santa Barbara River and the city of Santa Barbara. A scale bar indicates 2 miles or 5 kilometers. The map is credited to ©2010 Google - Maps.

1. <http://www.jaffurswine.com/>
2. <http://www.carrwinery.com/>
3. <http://www.winecask.com/index.php>
4. www.kalyrawinery.com
5. www.oreanawinery.com
6. www.sbwinery.com
7. www.kuninwines.com
8. www.municipalwinemakers.com
9. www.whitcraftwinery.com
10. www.summerlandwine.com

Links for Artickles on Wine Incubators

http://www.portwallawalla.com/info/news/091208_incubators.pdf

<http://www.wild4washingtonwine.com/2010/05/walla-walla-wine-incubators.html>

http://www.oregonlive.com/mix/index.ssf/wine_features/walla-walla-new-wine-wave.html

<http://www.portwallawalla.com/info/news/050707.pdf>

http://www.portwallawalla.com/info/news/033007_wineinc.pdf

<http://www.wallawallawinenews.com/whatsup/2009/11/04/fly-away-to-walla-wallas-incubator-wineries/>

Quick Facts

- The Port of Walla Walla built 5 incubator buildings from Washington state grant money.
- 1st 3 built with \$1 mil grant + \$100,000 contributed by the airport budget
- 2 additional buildings constructed with \$500,000 state allocation + \$165,000 from airport (minus administrative costs)
- Designed for bonded wineries that produce about 1,000 cases of wine/ year
- First incubator to open was in 2006, latest openend last April
- Rents start as low as \$1,200/month (below market value) and climb to \$2,242 by end of 6 year lease
- Maximum lease is 6 years (non-renewable). Idea is to go into community and build another building to provide more work
- 1,600 square foot buildings, includes climate-controlled work and storage areas with high ceilings and floor drains. An outdoor crush pad that is shared is part of facility.
- Each winery must supply all of their own barrels and other equipment, start up cost roughly \$150,000
- Each incubator roughly produces 500-1000 cases withg price points around \$22 - \$36/bottle
- Incubators do not have wide distribution, but some vintages sell out making it possible to turn a profit.
- Developed program to help motivate graduates of Walla Walla Community College's enology and viticulture program

Wineries Leasing Incubator Space

Cavu Cellars

<http://www.cavucellars.com/>

Adamant Cellars

<http://www.adamantcellars.com/>

Lodmell Cellars

<http://www.lodmellcellars.com/>

Trio Vintners

<http://www.triovintners.com/>

Kontos Cellars

<http://www.kontoscellars.com/>

Custom Crush Information in Walla Walla

Port of Walla Walla - Custom Crush introduced 2007: (Artifex Wine Company, it is a trademark of MPM Vintners)

http://www.portwallawalla.com/info/news/020907_artifex.pdf

<http://www.artifexwineco.com/>

Port of Walla Walla - Target private label wine market (custom crush) 2006: (MPM Vintners)

<http://www.portwallawalla.com/info/news/082406.pdf>

<http://www.artifexwineco.com/>

Walla Walla Wine Industry Articles

NY Times 2008:

<http://www.nytimes.com/2008/05/30/greathomesanddestinations/30havens.html?ex=1369886400&en=84a1e48a107aa75c&ei=5124&partner=permalink&exprod=permalink>

Seattle Times 2007:

<http://www.portwallawalla.com/info/news/082307.pdf>

Other Sites of Interest

Walla Walla Marketing Brochure:

http://www.portwallawalla.com/info/market_brochure.pdf

Walla Walla General Information on Wine Country:

<http://wallawallawine.com/>

- 1) Sarajama Trail
- 2) Dutty's pond

Pattern house meetings - Kennewick 8/24

- 1] Family oriented - SKIP
Picnic even playground area
doesn't cost anything
Toy store
Fair type atmosphere year round
Appealing for all ages

- 2] Tim -
People here - Variety of people
Blue collar etc.

- 3] Marie -
connectivity - between clow Island
& downtown
off and on the Sarajama trail
connectivity to the trail
Coffee / wine OUTSIDE

- 4] Larry - Melting pot
Diversity - ethnic group diversity

Asian
Mexican
European

- 5] Greg McCornic
Riverfront park in Spokane - →

Enroll to Peer Review and Triage

Dear Ray -

The city had opposed the poor Roman
Prison & each of you as members.

Thank you again for everything he
did for me. I hope you were as
happy as I was. I hope you
are all well. I hope you are
all happy. I hope you are all
well. I hope you are all happy.

[Faint handwritten notes, possibly bleed-through from the reverse side.]

[illegible]

[Handwritten signature]

on the basis of a photograph, I do not know
where the ~~document~~ ^{document} is located.

[illegible]

[Faint handwritten notes at the bottom of the page]

which I had originally arrived at by

[illegible]

2000-2001

Child
of
Charles

Drinking Early

1. Wiederholung
 2. Stärke
 3. Wiederholung
 4. Wiederholung

[11] Flora

market place -
food court with music

[12] crs within sports tournaments / entertain-
ment / conventions / wine village
→ downtown center area (Mexican village)

market place
listen to music
→ Tourist attraction

[13] enclaves 300
10,000 or less - [most wine]
wine village in ~~former~~ Proser

Proser wine village
wine meadow

[14] mark (for Hotel 300)
wine village
day spa on 2nd floor
condos
gondola
wednesday after dia
suburban

Pattern language - Kramnick

1. brief description of what we are doing
2. go around Room and
A. Introduce ourselves
B. State our important goals but no
new village should have
3. Welcoming discussion

[15] Tim Dalton

livability - where would I like to live
condos mixed use
Falls point Battimore
left opportunities downtown

[16] Amanda Boase

Draw from the traditions of beyond not just ^{concrete}

~~★~~ Something unique - home made pie

Pedestrian only area

or a little bus

calm area

bring my grandchildren

~~★~~ Safe, clean, pretty, inviting area to visit

[17] Ed Frost

People consistency & dynamism

Saturday market in Boise

Bring people back over to our area

unique retail

[18] Rich

what -

how

why - Consistency, Typicity, Pallet

A taste of the unique place it

live in

Get to see everybody in the community

Pikes market

Melting Pot

Day use vs night use

Consistent design around the 4 seasons

Variety of businesses that can

pull color

Canadian beise in winter

winery w/ small neighborhood

State fair festivals

lots of ethnic food

Mike Link's Biergarten restaurant

urban taxi from pierce

Riker shack with roller blades

outdoor coffee with bike racks

small movie theater

outdoor restaurants

board art theme along a river in the

village theme rather than a collection of

Buildings

Back to restaurants w/ views of the river

[19] FIE owner.

Adaptable restaurants w/ bike racks

Parking (integrated)

Fit re-children

- Young adults - Trader Joes

- adults with children

Resort-like shops in very small places

- Lower Price

very small even - you're buildings

more tourist like - empty restrooms

good parking,

None of going through hole

Trader Joes

[20] new (Foreign exchange)

Attract private investors

city, part of downtown must be in the center

Set a precedent for business taken forward.

development

mixed use w/ condos

24 hour type development

Bridge from airport to island to hotel

outside looking at what it's not all

with the history.

[20 - continued]

article # to develop it & maintain it

[21] Slave markets - Market place

Cultural center for city of Knoxville
with trees & downtown

[22] Data collection - Census survey

has to work financially

government does the 1st 3rd

private development does 2/3 of it,

prohibits year-round.

Important to be a local person about

24 hour use.

Not sure about condos?

where access?

production walkway from other Island

to some villages.

Beach deck access

(1) Live hawk hawks

(2) mixed income residential

(3) expensive model small flats above
retail & parking

1. white birds

2.

3. Some residential

Wing village = magnet

The magnet catches the pull of residential

maybe experiment with a small residential
component,

Police chief

Service

gathering place

Fountain Plaza

Living above redens crime

* 1. Parking

18, focal point of the village
Pavilion

* 2. History of education with shuttle service
in the middle of the pond

* 3. Outside building & dining sun & study
wind from SW

* 4. Pedestrian paths realms [variety of places]
Village
Tubers
Mosque

Best top Bayreuth
in house

2. Coloured mix - ~~not a~~ ~~not a~~ ~~not a~~

7. eye mix kids ~~not a~~ ~~not a~~ ~~not a~~
young adults, empty areas...

~~not a~~ ~~not a~~ ~~not a~~

7. multiple arrival points

cars

Bomb

Bikes, pedestrian

Event -

10. Farmers market / house market

* 11. winery element

* 12. Art
(not in the Pavilion)

13. Another Town (6)

14. Another for the younger than

15. Pedestrian atmosphere

16. light industry

17. village not a collage of top buildings

Different views, ideas,

Routes w/ different views

See map of it nearby

19. Gallery of micro shops

20. Living above retail

21. connection to the island

22. connection to the urban fabric

23. urban & restaurants (Bikini & Pookinina)

24. amphitheater

25. cultural center

26. variety of amenities

27. Endless road down. Roll up island on ramp

28. Fountain Plaza

29. outdoor beachfront market place
(Virginia)

30. Wine Tasting / crush pad

Parkings

office

over flow

nearly w/ parking

w/ shuttle

Drink parents closing road

HISTORY

Name - The willows

- Recognition of what the area was

Recent History - willows

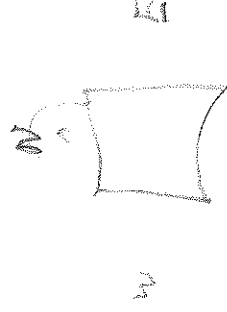
Willows wine village

Suzuki place

History through network river

Two Plagues

Built at Kennedy's man



→ wine in the willows (Name)

Parkings, Shaded Parkings

- small parking lots & areas near parks
- outdoor parking
- closer to trees
- outdoor parking

1. Parking

Shaded parking

event parking

small parking lots

2. History & Education

monument, history, nature

3. Sitting and down (low & shade)

4. Pedestrian Routes

5. Tapestry of the community

[1157]

6. Community which live

[1147]

7. Hierarchy of open space

[607]

8. Accessible areas

[617]

9. Small public squares

[337]

10. Night life

[1167]

11. Parking out door open

[1167]

12. Shopping street [132]

13. Family of features [102]

14. Quiet areas [59]

15. Street cafe [22]

16. Variety of natural areas

like, car, boat, pedestrian

17. Light house Pennineville (connection to electricity)

18. Access trail

19. Economic anchor

20. weekend market

21. Seagarden
Public restroom, lobby, mixed rooming
bldg mktg, bike mktg, outside cafe

22. Redistrict for municipalities

23. Gallery of clips

24. Connection to the down town

25. Living alone retail

26. Seasonal events
(design for the 4 seasons)

Full color

27. Public Art

28. Roof ^{TOP} Terrace

29. wine incubator