



# 2020-2025 STRATEGIC PLAN

## PHASE ONE SUMMARY REPORT

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# Executive Summary

The first phase of our Strategic Planning process took place between May and July of 2019. It began with a series of 11 facilitated focus groups comprised of community members representing various interests in the City. It was followed by three topic-specific Speakers Series events focusing on Economic Diversity, Land Use and the past efforts of the Sustainable Design Assessment Team (SDAT); a community-driven effort to explore the future development of the City.

While a number of topics and issues were raised throughout this effort, the following table represents the most consistent opinions across the diverse participants groups. This report includes detailed summaries of each focus group and event in the next section.



## City of Healdsburg 2019 SWOT Analysis

<h3>STRENGTHS</h3> <ul style="list-style-type: none"> <li>• Location and natural environment.</li> <li>• Active, engaged citizenry.</li> <li>• Safe community.</li> <li>• World renown visitor destination.</li> <li>• Diverse economic base.</li> <li>• Efficient government.</li> <li>• Parks and recreation facilities and programs.</li> </ul>	<h3>WEAKNESSES</h3> <ul style="list-style-type: none"> <li>• Lack of affordable/attainable housing.</li> <li>• Lack of clarity in planning documents.</li> <li>• Lack of "living wage" jobs.</li> <li>• Poor connectivity for alternative modes of transportation.</li> <li>• Low participation of hispanic community.</li> </ul>
<h3>THREATS</h3> <ul style="list-style-type: none"> <li>• Perceived reliance on tourism for economic stability.</li> <li>• Climate change.</li> <li>• Tension between residents and visitors.</li> <li>• Restrictions on development resulting in lack of affordable housing.</li> <li>• Competition for jobs and retails from surrounding Cities.</li> </ul>	<h3>OPPORTUNITIES</h3> <ul style="list-style-type: none"> <li>• Bolster communication and engagement opportunities for all residents.</li> <li>• South Healdsburg Entry Specific Plan development.</li> <li>• Creative land use strategies in the Downtown area to increase and diversify housing stock.</li> </ul>



# Focus Group & Speaker Series

## Focus Groups

The purpose of the Stakeholder Sessions was to get a sense of the community at large and identify key issues and concerns so that they can be addressed in the Speakers Series and the upcoming Workshops.

Tuesday, May 21	8:00 AM	Business Community
	10:00 AM	Education Group
	1:00 PM	Non-Profits
	3:30 PM	Community/Social Network
	5:00 PM	SDAT
Wednesday, May 22	9:00 AM	Building / Development
	11:00 AM	Commissioners
	1:30 PM	Latino Groups
	2:30 PM	Students/Youth
	3:30 PM	Sports Leagues
Monday, June 25	4:00 PM	Residents

The City provided a list of potential participants who were notified via email about the opportunity to participate.

Additional Focus Groups have been scheduled as follows:

TBA    Transportation

August 22    Staff (Three Groups)



# Business Community

## Attendees:

- Holly Fox (General Manager 235 Luxury Suites)
- Will Seppi (Costeaux French Bakery)
- Steve Kent (Retired, Habitat for Humanity volunteer)
- Carla Howell (Retired)
- Tim Meinken (Gordy Winery)
- Eric Ziedrich (Healdsburg Lumber)
- Cerci Sher (Hotel H2)
- Alan Baker (Cartigraph Winery)
- Dustin Vallette (Restaurateur)

## Positive Aspects Acknowledged (Strengths):

Healdsburg is unique and the community wants to protect its unique character.

Diversity in businesses.

The City has resisted allowing chains and “Big Box” stores, and supported more locally owned businesses.

Parking is not as constrained as some residents seem to think, as most businesses are accessible by a short walk.

The Raven Theatre creates attraction to Downtown.

## Negative Aspects Identified (Weaknesses):

Lack of community-wide Vision/Goals.

Lack of direction from management to staff.

No direction from staff to applicants.

Lack of certainty in process adds time and expense to every project.

Small businesses that are successful are reluctant to expand.

Difficult to fill vacant store fronts quickly because of process and selectivity.

City does not support economic development, defers to the Chamber of Commerce.

No communication between City and School District.

No regional attractions Lack of community events and entertainment for youth.

Facilities for infants/toddlers years 0-5 are critically short.

## Opportunities:

Revive the Downtown Business Association.

Create flexibility in City regulations.

Changing modes of transportation will affect how business will be conducted.

Relocating Hospital may attract new medical service providers.

“B” corp (Benefit Corporation) status could further help attract service providers.

## Trends (Threats):

Population is aging, fewer young families.

Declining enrollment in local schools reduces.

Limited housing stock reduces housing affordability.

Potential new businesses are lost because of competition from surrounding communities.



# Education

## Attendees:

- James Brandt, Grade School Principal – St. John Catholic Parish School
- Sandy Passalacqua, The Healdsburg School
- Bill Halliday, Healdsburg High School Principal
- Donna del Rey, HSD Board Trustee

## Positive Aspects Acknowledged (Strengths):

City Parks & Recreation programs interface well with private and public schools.

The school district owns the pool & the City runs the program.

Providing verbal and written translation helps engage the Latino community.

Culinary facilities are available at the high school.

Schools and County library system coordinate programs.

## Negative Aspects Identified (Weaknesses):

Latino community rarely responds to e-mail, more receptive to phone calls in Spanish.

The City caters to the over 21 crowd. Nothing for kids to do, especially teens

## Opportunities:

Need programs that allow teens to direct their energy in positive way, to provide a place to go, let kids organize & run programs, and develop leadership role related to City

Promoting integrated programs among all schools

Collaboration among schools

Latino outreach can be improved, including live verbal translation as well as written translation.

School board has student trustees, but should include grade school, junior high and senior high levels.

Effects of economic development on schools – the City can't subsidize different businesses so that they stay in town (e.g. hardware, clothing stores).

An Ombudsman could help businesses through city permitting for start-ups.

City should support more events on the Plaza, support/promote farmers' market (Sat & Tues am), more historical/cultural promotions, promote pre-school opportunities.

## Trends (Threats):

Finding affordable housing in town is challenging for teachers.

Enrollments are declining, no inter-district transfers.

The marginalized members of the community are increasingly segmented from the entitled.

Traffic control at the intersection of Tucker & Fitch

Parking enforcement during pick-up/drop-off

Emergency preparedness.



# Community / Social Network

## **Positive Aspects Acknowledged (Strengths):**

The Library serves as a community gathering place.

TOT provides a benefit, but Healdsburg needs to balance tourism and residential development.

The City has been buying housing units to maintain affordability.

Johnson and Matheson Streets are historic and should be designated for active (non-vehicular) transportation .

## **Negative Aspects Identified (Weaknesses):**

The cost of Housing prevents young families from buying into the community.

Population is divided between large Latino community and older white property owners.

## **Opportunities:**

Zoning should be changed to limit hotels and allow residences.

City should acknowledge Museum and other historic buildings as valued assets.

The Urban Growth Boundary should be maintained.

## **Attendees:**

- Whitney Hopkins



# Non-Profit Organizations

## Attendees:

- Dean Kladder, Healdsburg Community Church
- Mary Fitzgerald, Alliance Medical Center, Senior Advisory Commission
- Jeff Civian, Planning Commission Chair
- Tom Brand, Raven Theatre, Exec Director
- Laurie Wachter, HCA Board
- Andrew Akufo, Healdsburg Center for the Arts, Director
- Jerry Wunderlich
- Jennifer Wiess, Director of Boys & Girls Club

## Positive Aspects Acknowledged (Strengths):

City centered growth.

Strong agricultural industry.

Agriculture and tourism can work well together within limits.

The city should “harvest” the benefits of tourism, but exert control to ensure it doesn’t overwhelm the community.

Tourists provide the vast majority of support for the arts, especially around the Plaza.

Philanthropy and volunteerism are a major part of the City.

City communications are good, website gets info out adequately.

Contract service agreements a good approach for Parks & Rec facilities.

## Negative Aspects Identified (Weaknesses):

Heavy traffic in and around town indicates that tourism is getting out of control.

The community is segregated, not necessarily racially, but economically. There is no middle class.

Art Center is so tiny

The cost of living and lack of attainable housing

No activities or nightlife for younger crowds.

Younger residents are most likely to move out unless they are involved in a family business.

Santa Rosa Community College was prevented from locating in Healdsburg – missed opportunity.

Boys & Girls Club needs major renovation to serve the entire community.

The Community Center is perceived as too far out of town.

Zoning restricts flexibility in development, GMO restricts residential

Community center located too far out from the Downtown area.

The City is already good, but the perception is it’s still not good enough.



# Non-Profit Organizations

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- Jennifer Wiess, Director of Boys & Girls Club

## Opportunities:

Develop standards to regulate infrastructure for tourism – a maximum of one hotel room per 10 residents would be about 1,200 total.

Comstock property in North Entry plan area is suitable for additional development.

The city should “harvest” its tourism, but exert controls so it doesn’t overwhelm the community.

Marketing the arts and cultural events, like the Jazz Festival, would benefit the community through increased revenue.

Develop the arts as an attraction on the level of wine and food.

Traffic improvements at Hwy 101 & Dry Creek will relieve the “bottleneck.”

Incentivize Block Parties so people get to know their neighbors.

Churches are growing because people want to belong to a community.

## Threats:

Market forces that are affecting housing availability are beyond the City’s control

The City is not attracting young professionals because the demographics lack diversity, skew older, richer and white.

The majority of homes are owned by older rich people.

Major donors and volunteers that have contributed to the City for years, but newer residents and absentee property owners are not as generous.

The City risks losing its soul by allowing too much development, tourism, etc.



# Building / Development

## Attendees:

- Jim Winston, Growth Management Ordinance Author
- Jerry Eddinger, Planning Commissioner
- Alan Cohen, Architect

## Positive Aspects Acknowledged (Strengths):

Average Monthly Income (AMI) used to determine housing affordability was increased to 160% for the above-moderate category.

Hotels contribute to the development of the community and fund city programs.

GMO provides slow and orderly development, and encourages more affordable housing.

City invested in the Central Healdsburg Area Plan (CHAP) by providing infrastructure, which supports development. Healdsburg itself is what attracts tourism, not hotels.

## Negative Aspects Identified (Weaknesses):

It takes way too long for permits to be approved, for decisions to be made, either for or against, which drives the cost of projects up unnecessarily.

GMO, General Plan and zoning regulations are major impediments to development, and staff has difficulties applying the regulations.

Zoning code is not flexible and needs to be revised.

Limiting market rate housing also limits affordable housing.

Additional development will put pressure on the Urban Growth Boundary.

Healdsburg is becoming overrun with hotels.

All market-rate housing allocations have already been taken for the next several years by development agreements.

If hotels aren't built here, then they'll be built in the County or in surrounding towns, which will increase traffic here.

## Opportunities:

An Area Plan should be done to cover the part of town south of the Bridge.

Density bonuses generally apply to larger projects, should be adapted to small projects.

Consider modifying existing Area Plans or creating new Area Plans as an alternative to a complete General Plan Amendment.

## Threats:

Urban Growth boundary.

Builders are burdened.

Affordability.



# Commissioners

## **Positive Aspects Acknowledged (Strengths):**

The City is run efficiently, meetings are generally civil.  
City Parks & Recreation programs interface well with private and public schools.

The school district owns the pool & the City runs the program.

City has a good, comprehensive land use plan and the Urban Growth Boundary are adequate to control growth

City is purchasing and managing affordable housing

## **Negative Aspects Identified (Weaknesses):**

The GMO creates hardships.

Those elected become political, not entrepreneurial

Council spends way too much time spent placating the few complainers, like with the expansion of the Matheson.

Staff studies everything to death and the process has run amok.

North Entry Area Plan process was done completely backwards, basically excluded the property owner's plan.

SDAT began because the City ignored community input and community members.

The Library offers Spanish story time only once a month, but English is offered twice per week.

## **Opportunities:**

Transient Occupancy Tax (TOT) pays Parks & Recreation operations, but the City should determine how much is needed for those operations and the remainder should be used to help subsidize affordable housing.

Parking should be metered (according to the Walker study) by license plate, and no referendum would be required to establish the fees that could generate a few \$million

The City needs to leverage its funds rather than spending everything at one time.

Joint committee meetings would help communication.

The City runs childcare programs two half days per week, which should be contracted out to licensed care givers.

Parks & Recreation should be expanding programs using grants the grants that are available.

## **Trends (Threats):**

The effect of the Parkland Farms development had was the creation of the GMO.

City lacks proactive communication, staff should be more proactive in general.

The population is aging.

## **Attendees:**

- Phil Luks, Planning Commission Chair
- Debbie Mason, Healdsburg Healthcare Foundation, Housing Committee



# SDAT Representatives

## Attendees:

- Tim Unger
- Charlie Duffy
- Deb Kravitz
- Cindi Kerhli
- Joe Harrington
- Richard Burg
- Nancy Jane Andrews
- Walles Niederberger
- Anne Arquit  
Niederberger
- Kenneth Munson

The leadership of the SDAT (Sustainable Design Assessment Team) have been building on a previous planning effort through a parallel citizen-driven program for the past 18 months. We are including their recommendations which were explained during this session and presented at a Speakers Series Event in on June 24, 2019 as an attachment.



# Latino Community

**Attendees:**

- Anna Rangel
- Ariel Kelley

This group is being refocused as a special workshop for the Latino Community on Tuesday, August 20, 2019 at the Community Center to increase participation



# High School Students

## **Positive Aspects Acknowledged (Strengths):**

This City is chill – no drama.

The small-town character is desirable.

The community is actively involved in events like the farm parade happening this week.

There is a movie theatre in town, but not a new show each week.

The high school is a great facility, but not enough students to use it.

## **Negative Aspects Identified (Weaknesses):**

Housing is too expensive.

Too many tourists are driving out businesses that cater to residents.

No young population, 20-30-year-olds.

Teachers can't afford to live here.

No stores or restaurants in town – you have to go to Windsor or Santa Rosa for clothes or fast food.

School enrollments are dwindling.

Not enough students to field sports teams.

Businesses in town are oriented toward adults.

## **Opportunities:**

Industries other than wineries should be located here to bring in more jobs.

The School District should allow transfers from outside district boundaries.

The City should set aside land for new development that would create jobs.

Bring in Walmart would create local jobs.

The quarry by the river could be a development site.

Healdsburg schools should combine with Healdsburg.

## **Trends (Threats):**

Businesses that support vineyards don't earn enough to pay employees for housing in town.

Replacing wineries with housing would eliminate many different jobs and would force people to move.

## **Attendees:**

- Jesus Anyuiano
- Annie Peterson
- Jesus Reyna Jr.
- Chris Dow
- Jonny Botello
- Nadia Lopez



# Sports / Youth Programs

## **Positive Aspects Acknowledged (Strengths):**

This is a wonderful City with great community spirit

Healdsburg Avenue plan will improve circulation

Very active intergenerational participation at senior living with 12 schools and 300-400 kids per month.

Senior residents are finding people to move in to their large homes.

## **Attendees:**

- Mark McMullen, SDAT
- Aaron Locks, National Academy of Athletics
- Amy Mandrier
- Terry Kemp, Age Friendly, Assisted Living
- Tom McGinty, Soccer program

## **Negative Aspects Identified (Weaknesses):**

Relations between the School District and the City must improve

Public schools are challenged

Not enough parks

Lack of connectivity throughout town, more sidewalks, trails

Affordable housing is needed in town because people who work here can't afford to live here.

GMO limits population to

Jazz Festival in west Plaza Park is not promoted on the City's website, even though the City co-sponsors the event.

There is no plan for parking during summer, like a shuttle.

## **Opportunities:**

Kids need more recreational opportunities.

The City needs better communication with the schools a share facilities like ball fields, gyms, etc.

Need Smart train stop near Community Center.

2008 Bike Master Plan should be redone.

The City could help promote tourism based on recreation (like bike races) food, arts, jazz

The City should support Infill development.

SMART Train station should be located near Community Center.

Library & Community Center buildings should be developed as gathering places with a variety of facilities.

The 40-acre Sire property on south end of town by river across from state park would be a great site for a community facility.

## **Trends (Threats):**

Converting Industrial zoning to residential south by the river not recommended

Windsor is taking City's revenues because Healdsburg is so restrictive.



# Residents

## Positive Aspects Acknowledged (Strengths):

Sense of community

The River

The Wine

The Environment

Transient Occupancy Tax (TOT) revenue supports Parks & Recreation programs, facilities and maintenance

The Ridge Trail very well done.

Auto dealerships generate a large amount of tax revenue.

The City is buying apartments that are designated for affordable housing.

## Negative Aspects Identified (Weaknesses):

The City lacks efficient connectivity (bikeways, sidewalks, trails) throughout.

There is little or no meeting space available in town.

The City is suffering from “construction fatigue.”

The City is too reliant on tourism.

Housing affordability is a major problem.

Limiting the number of hotel rooms also limits TOT generation.

The current Growth Management Ordinance (GMO) is too restrictive.

The City considers business first and residents second.

The City is running out of residentially zoned property.

## Opportunities:

The Community Center should be upgraded to include features like a gym, climbing walls, etc.

A Community Resource Center would make the Community Center more vibrant.

Diversify economic development.

The City should consider adding a special tax for second homes.

Retention ponds are needed downtown.

Green building requirements should be enforced.

The City should create incentives to retain auto dealerships.

The City should focus on economic development and shouldn't rely on Chamber or part-time City employees to perform that function.

Neighborhoods should be evaluated to determine where ADU's should be located.

New Programs like DASH (Drivers Assisting Seniors in Healdsburg), floating solar and LESS (Local Electric Shuttle Service) should be supported

Strategic Plan goals should address more environmental concerns.

## Attendees:

- Matthew Thompson
- Patty Merandi
- Marilyn Joyce
- Mel Amado



# Residents

## Attendees:

- Matthew Thompson
- Patty Merandi
- Marilyn Joyce
- Mel Amado

## Opportunities (Continued):

Prepare an analysis to determine why SoFi & The Shed were unsuccessful.

Plaza should be closed off to cars, provided that it wouldn't hurt businesses.

Property designated for residential land use should be rezoned for higher density.

Allow higher density development within the urban core and improve transportation around town.

Allow increased building heights (as SDAT has recommended).

## Trends (Threats):

Second home ownership is degrading the character of the community, neighborhoods are becoming "Gentrified."

Fitch Mountain (County) is a huge fire hazard.

Pollution is flowing into the Russian River because the wastewater pond was breached and the basalt pond overflowed.

Flooding and fires in Sonoma has kept tourists away, hurting the economy.

The lack of affordable housing means those working in the hospitality industry must commute into the City, which increases Greenhouse Gases (GHG).



# Speakers Series

The Speakers Series consisted of three 60-90-minute sessions featuring a panel discussion on a particular topic and a group discussion. Spanish language translation services were made available at all events. Each session was recorded and made available via Facebook Live and on the City's website.

**Speaker Series**  
JUNE 5, 19 AND 24, 2019

**Wednesday, June 5: Economic Diversity in Healdsburg**  
Speakers: Robert Eyley, Economic Forensics & Analytics  
David Mickaelian, City of Healdsburg  
Jessica Taylor, Sonoma County Workforce Investment Board

**Wednesday, June 19: Land Use and Housing**  
Speakers: Lawrence Florin, Burbank Housing  
Larry Mintier, Mintier Harnish  
Maya DeRosa, City of Healdsburg  
Keith Woods, North Coast Builders Exchange

**Monday, June 24: SDAT/Healdsburg 2040**  
Speakers: SDAT working group representatives

6:30-8 p.m.  
Community Center, 1557 Healdsburg Ave.  
Free. All are welcome.  
Spanish translation and child-care will be available.



## Speaker Series Event #1: Economic Diversity in...

800 views · June 5





# June 4, 2019

## Economic Diversity

### Speakers:

Robert Eyler, President and Head of Research at Economic Forensics and Analytics

Claudio Vecchio, Executive Director Visit Sonoma County

Jessica Taylor, Sonoma County Workforce Investment Board

David Mickaelian, City Manager, City of Healdsburg

24 Attendees at Meeting

800 Views via Facebook Live

17 Views via City of Healdsburg Website

Complete Presentation and Sign-In Sheets Attached as Appendix A

Discussion of economic forecast for Healdsburg, diversity, challenges and opportunities for local business development.

### Questions & Concerns:

The Recession in the 80's negatively affected the local economy, with several wineries closing down. What is the City doing to prevent that from happening in the next Recession?

*Since that time, the businesses that drive the economy have become more diverse, with more restaurants, hospitality and tourism.*

City doesn't allow Cannabis sales or production. Have the economic effects been considered?

*Not enough data has been generated since Prop 64 went into effect. It may be that Branded tourism, like Napa and Sonoma Wines, may promote Sonoma and Mendocino Cannabis similarly. The City may consider cannabis effects on economic development, although some communities have found that it is not generating the level of revenues initially predicted.*

Jobs in Manufacturing, mainly wine production and distribution, and Hospitality provide jobs for about 4,100 of the 11,000 residents in town. These are mostly low-paying jobs. What can the City do to bring in higher-paying jobs?

*Because the City's location in a rural area is good for recreational tourism, it makes it hard to draw higher paying industries. Globally, the need for health care workers is increasing along with aging population, but generating a market for Niche Medical businesses is still difficult due to the high cost of living here.*

What economic impacts are affecting us locally?

*Global demand for wine flattening out currently. Tariffs don't help.*

The City lacks office/manufacturing space for IT and it is difficult to bring in employees because they can't afford to live here.

There is a lack of educational opportunities. Kids today are learning trades, not tech.



# June 19, 2019

## Housing and Land Use

### Speakers:

Larry Mintier, Principal, Mintier Harnish

Lawrance Florin, Chief Executive Officer, Burbank Housing

Keith Woods, CEO, North Coast Builders Exchange

Maya DeRosa, Planning Director, City of Healdsburg

27 Attendees at Meeting

580 Views via Facebook Live

7 Views via City of Healdsburg Website

Complete Presentation and Sign-In Sheets Attached as Appendix B

Discussion of land use and housing challenges for Healdsburg, including jobs/housing balance, zoning and plans for a General Plan Update.

### Questions and Concerns

Is housing that exceeds 120 AMI considered to be market rate?

*The federal Department of Housing and Urban Development (HUD) sets the rate for affordable housing based on Average Median Income (AMI) of families. In California, Workforce Housing is considered to be 80-120 AMI. The market is not keeping up with the demand for this type of housing. In most cases, affordable housing must be subsidized or it won't be built.*

The (City's) 2015 Housing Needs Assessment seems to indicate that there is no need for market rate housing. It also states as a goal that jobs should be provided locally for up to 50% of the population. If climate change is a concern, shouldn't the goal be higher and in what type housing?

*Jobs/Housing balance is the concern. The City is looking toward non-residential projects to contribute to affordable housing. All forms of housing should be considered to meet the needs of the market.*

Are there incentives to build housing for the extremely low-income (AMI 30% or less) households?

*Typically fixed income or homeless. Requires highest subsidy and can't be built without it. State is funding a program (No Place Like Home) for that purpose.*

The Growth Management Ordinance (GMO) was recently revised to increase affordable housing from 15% to 20% and limits market rate housing to no more than 30 units per year. What size of a project is needed to meet the need?

*An economic study is needed to determine that.*

Can housing and tourism be tied together?

*In Napa, Transient Occupancy Tax (TOT) was increased by 1% in the county and in all but one city to be directed to affordable housing.*

*Form-based (Zoning) Codes help accelerate the approval process and provide greater assurances to developers.*

*Such regulations can be effective if applied to specific areas.*



# June 24, 2019 SDAT Presentation



HEALDSBURG 2040

## HEALDSBURG 2040 REPRESENTATIVES

### PRESENTERS

**Richard Burg**  
Management Consultant

**Deborah Kravitz**  
Attorney/Partner

### Healdsburg 2040 on SDAT (on the risers)

**Anne Arquit**  
V.P. Business Development  
Climate Change Research  
Ph.D

**Deborah Kravitz**  
Attorney/Partner

**George Lawson**  
COO/Management  
Consultant

**Mark McMullen**  
Business Owner,  
Management  
Consultant

**Jim Winston**  
Developer

### HEALDSBURG 2040 on SDAT (seated)

**Charles Duffy**  
Professor Political  
Science, Ph.D.

**Cyndi Kehrl**  
Registered Nurse  
Attorney

**Steven Kent**  
Engineer  
VP Operations

**Walter Niederberger**  
Political Correspondent  
Journalist

**Tim Unger**  
Serial CEO  
Technology

### EDUCATION

Cornell, Dartmouth, Johns Hopkins, JFK U., Penn State, Stanford, S.U.N.Y. Empire, U. of Bern, U. of Hawaii, U. of Maryland, U. of Life & Hard Knocks, U. of Missouri, Vanderbilt U.

74 Attendees at Meeting

Discussion of land use and housing challenges for Healdsburg, including jobs/housing balance, zoning and plans for a General Plan Update.

338 Views via Facebook  
Live

12 Views via City of  
Healdsburg Website

Complete Presentation and  
Sign-In Sheets Attached as  
Appendix C



# Appendix

- A June 5, 2019 Speakers Series Presentation
- B June 19 , 2019 Speakers Series Presentation and Click Polling Results
- C June 24, 2019Speakers Series Presentation and Click Polling Results
- D SDAT Strategic Plan Recommendations



# STRATEGIC PLAN SPEAKERS SERIES

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June 5, 2019

Economic Diversity

# Our Panelists

- **Robert Eyer, Ph.D.**
  - President,  
Economic Forensics and Analytics Inc.
  - Professor,  
Economics, Sonoma State University
- **David Mickaelian**
  - City Manager  
City of Healdsburg
- **Claudia Vecchio**
  - Executive Director  
Visit Sonoma County
- **Jessica Taylor**
  - Sonoma County Workforce Investment Board



# What do the professionals say?

## Median Forecasts for Selected Variables in the Current and Previous Surveys

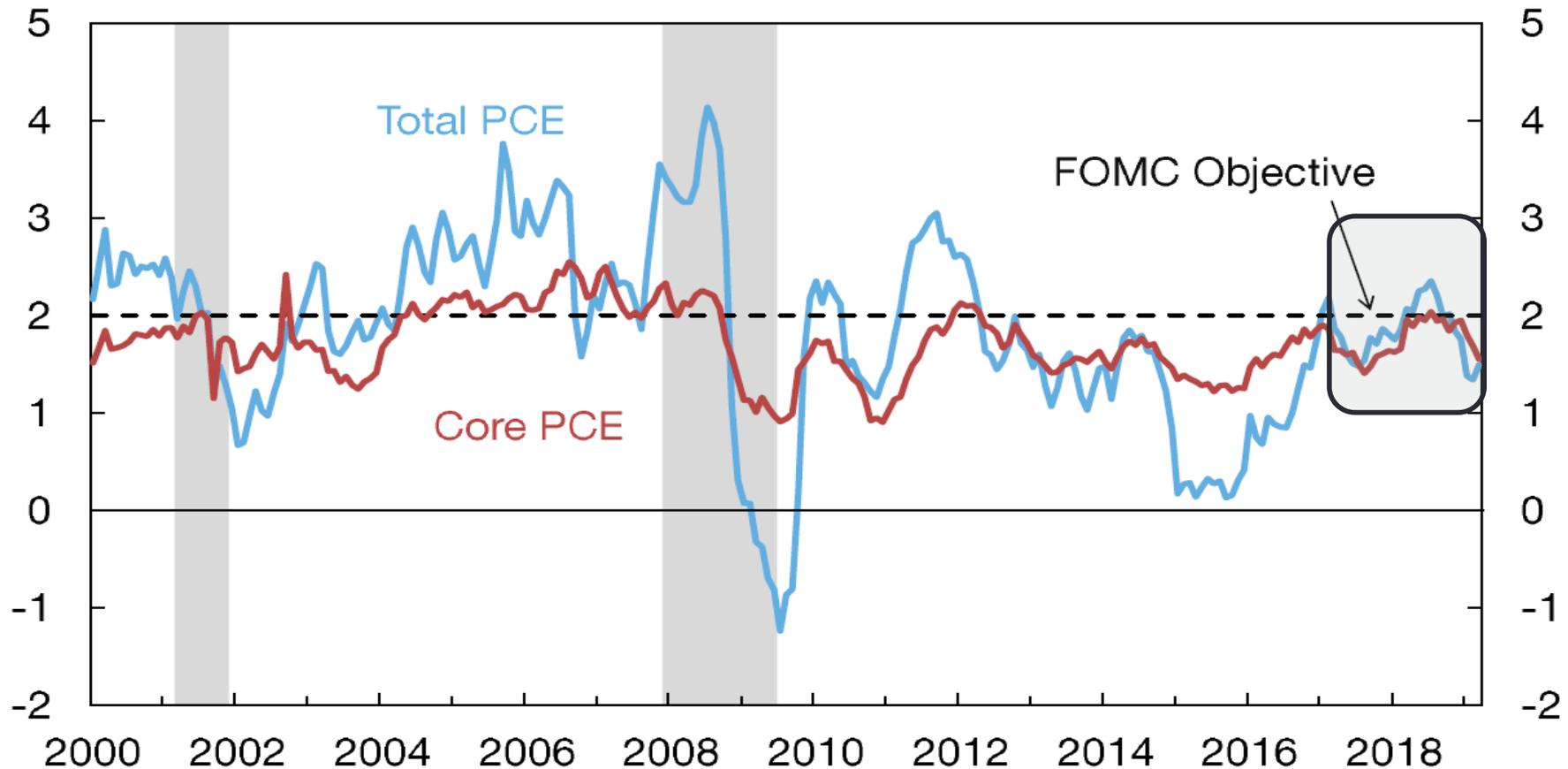
	Real GDP (%)		Unemployment Rate (%)		Payrolls (000s/month)	
	Previous	New	Previous	New	Previous	New
<i>Quarterly data:</i>						
2019:Q2	2.4	1.9	3.7	3.7	156.8	190.5
2019:Q3	2.2	2.1	3.7	3.6	168.5	164.7
2019:Q4	2.2	2.2	3.7	3.6	142.1	154.9
2020:Q1	2.1	2.0	3.7	3.6	143.6	133.3
2020:Q2	N.A.	1.7	N.A.	3.6	N.A.	154.2
<i>Annual data (projections are based on annual-average levels):</i>						
2019	2.4	2.6	3.7	3.7	191.8	200.1
2020	2.0	2.0	3.7	3.6	123.2	142.3
2021	1.8	1.9	4.0	3.7	N.A.	N.A.
2022	2.1	2.3	4.2	3.9	N.A.	N.A.

# Prices: FED Watching

## PCE Deflator

12 Month % Change

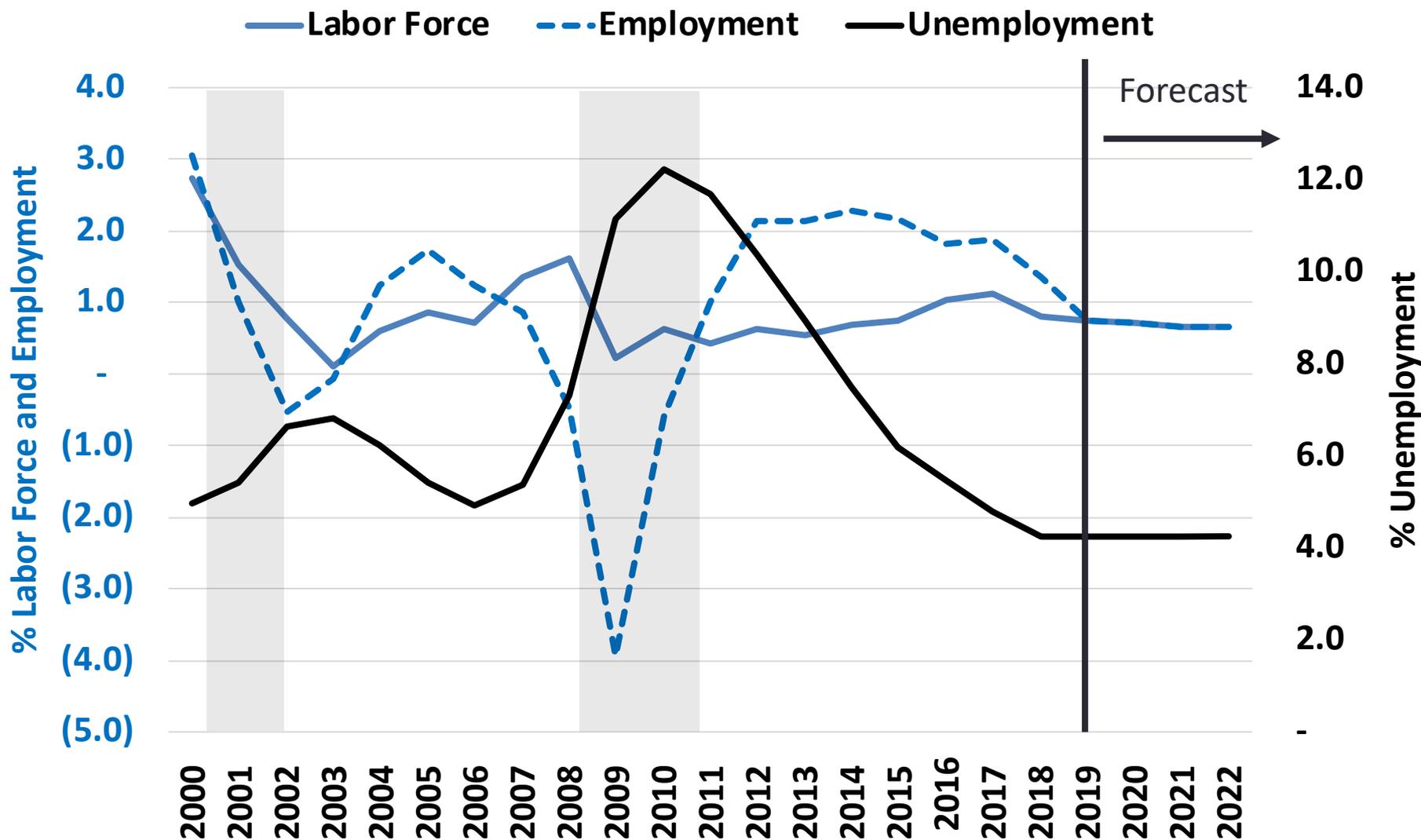
12 Month % Change



Source: Bureau of Economic Analysis  
via Haver Analytics

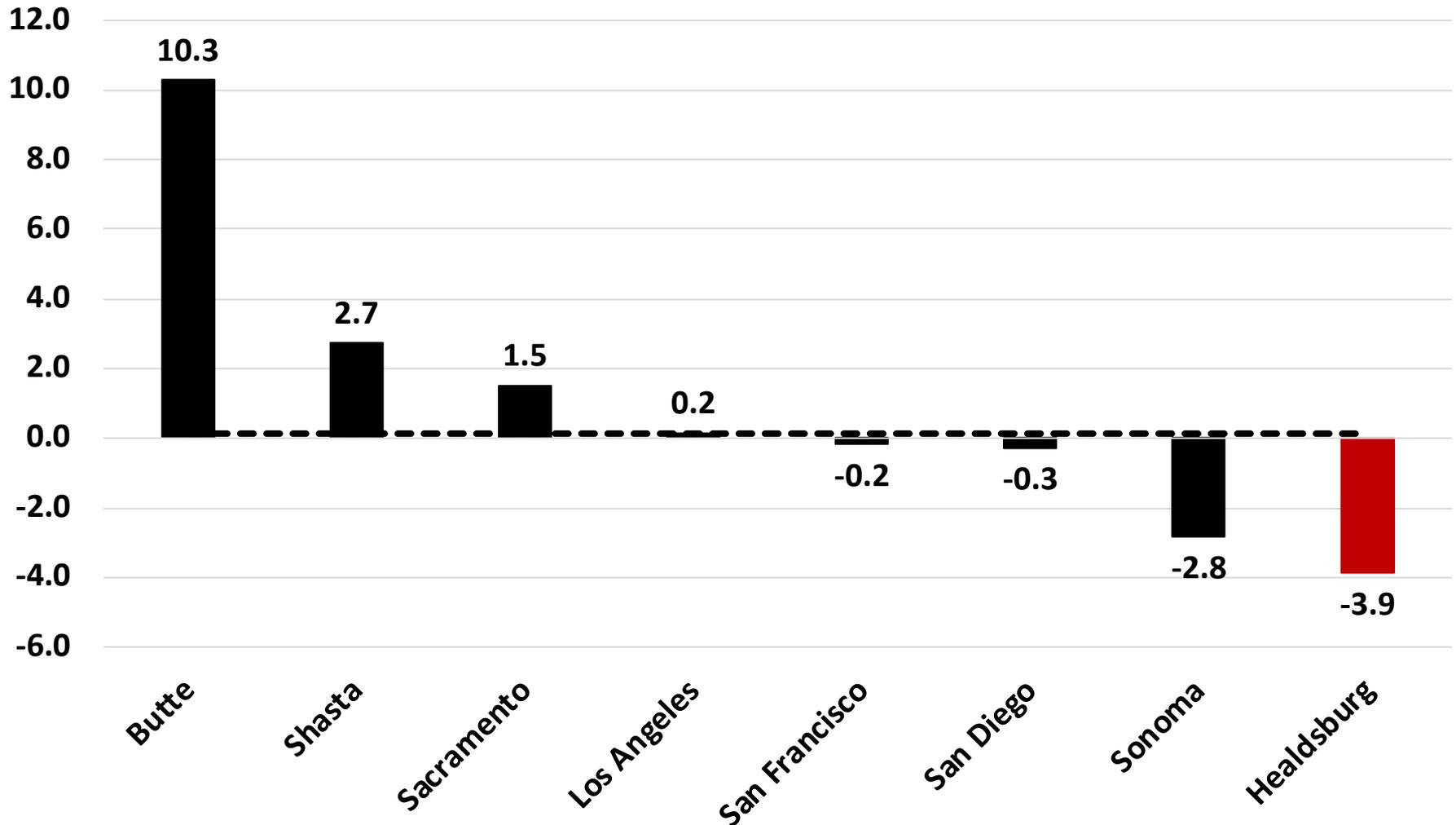
Note: Shading shows NBER recessions.

# Labor Market Info, CA, 2000-2022 Forecasts

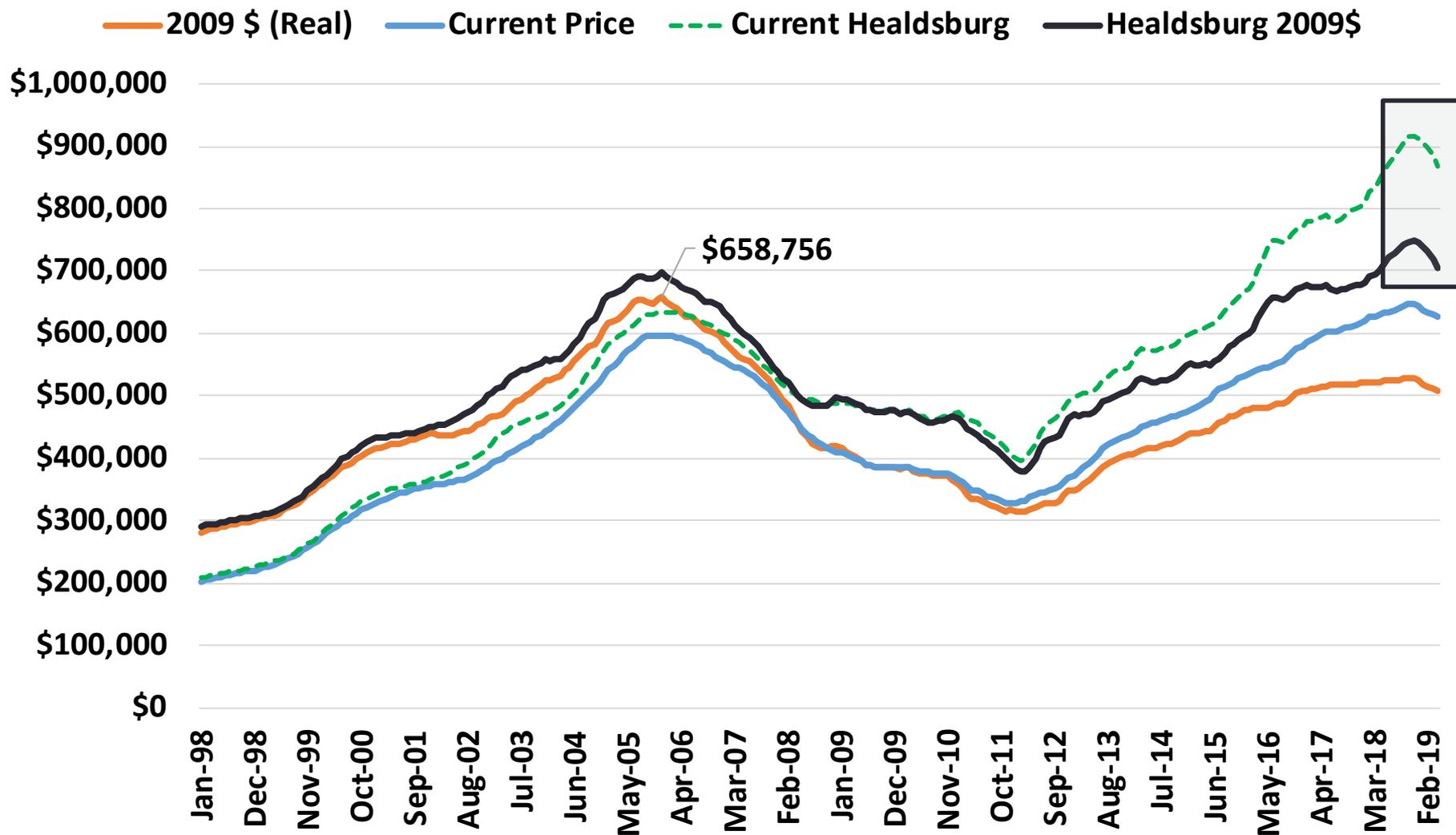


Source: CA Dept of Finance Forecast Unit (shaded area = national recession dates)

# Zillow Forecast, 1 Year Ahead % Change, April 2019 (Dotted +0.13% April 2019 for CA)

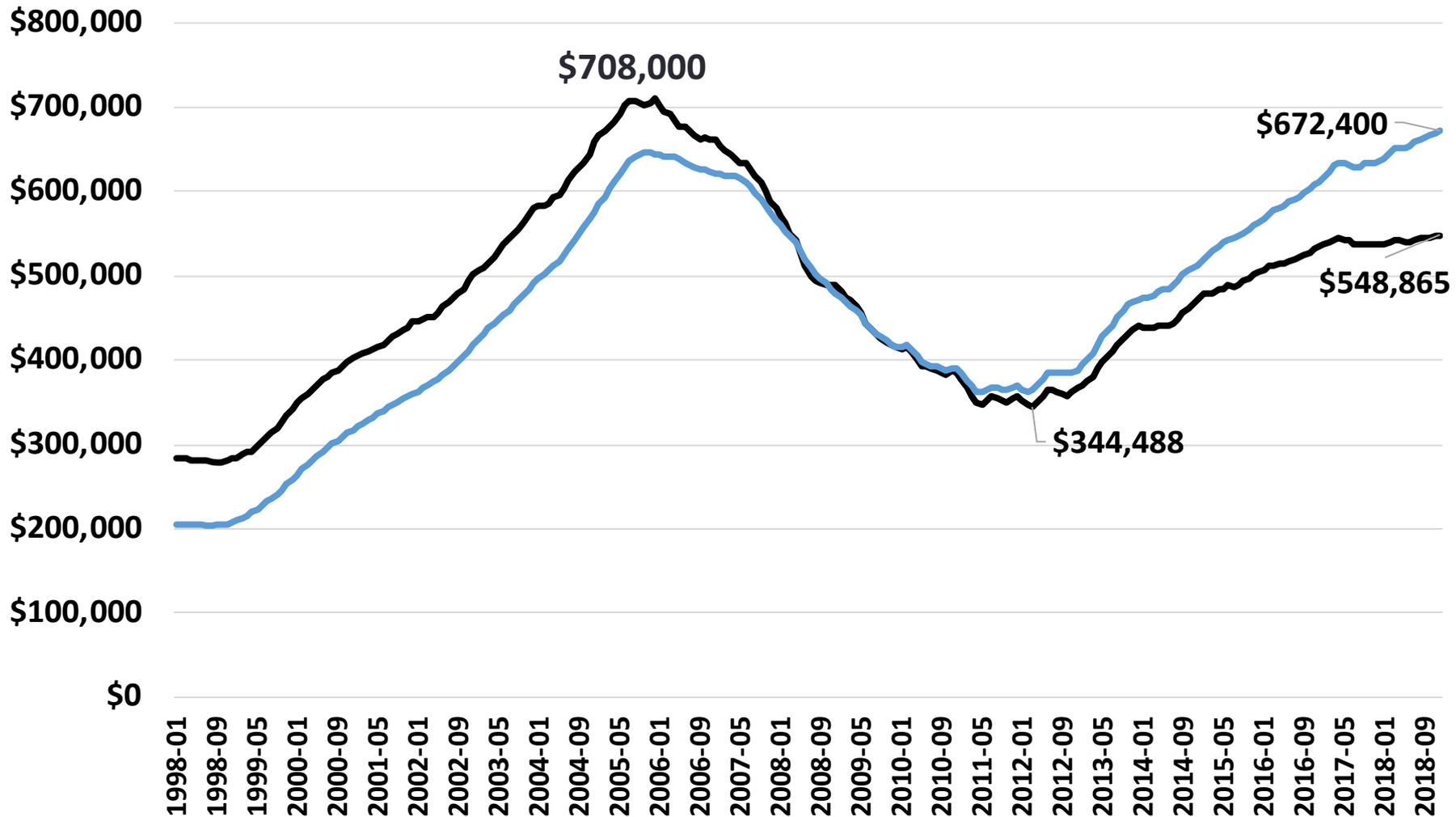


# Housing Prices, Sonoma County and Healdsburg, Current and 2009 Dollars, April 1996 – April 2019,



Source: Zillow Research + CA Dept of Finance, CA CPI Adjusted

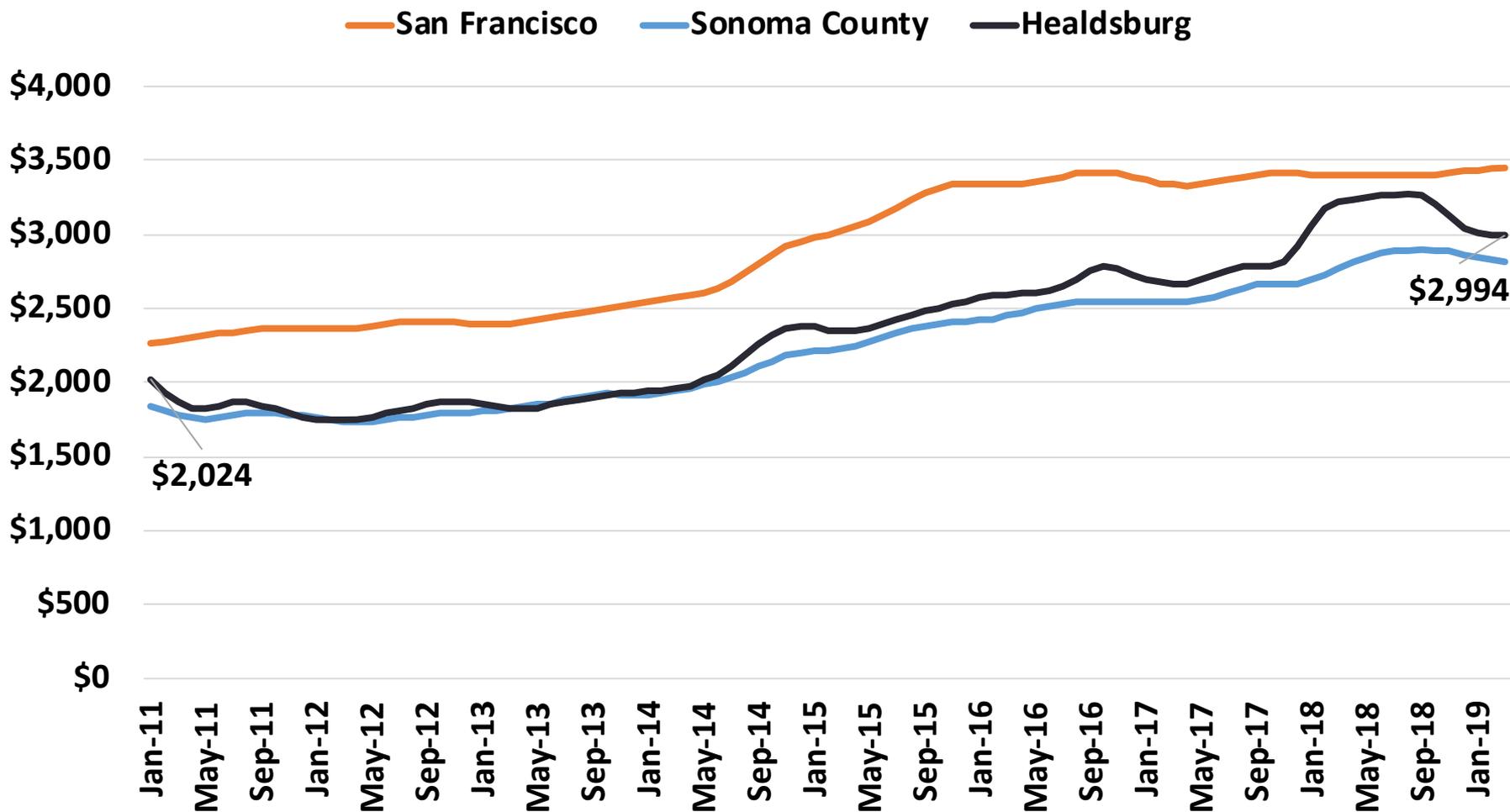
# Housing Prices, Napa County, Current and 2009 Dollars April 1996 – Dec 2018, CA CPI Adjusted



Source: Zillow Research + CA Dept of Finance

# Rental Price Comparisons

## Jan 2011-April 2019, Current \$



# Summary Data: Healdsburg, Sonoma and Napa Counties, 2018

	<b>Population (2018)</b>	<b>Jobs (2018)</b>	<b>Gross Regional Product</b>
<b>Healdsburg</b>	<b>12,232</b>	<b>11,600</b>	<b>\$1,542,000,000</b>
Sonoma County	507,200	239,044	\$30,011,000,000
Napa County	141,810	87,186	\$11,001,000,000

**Healdsburg about 5 percent of Sonoma County economy**

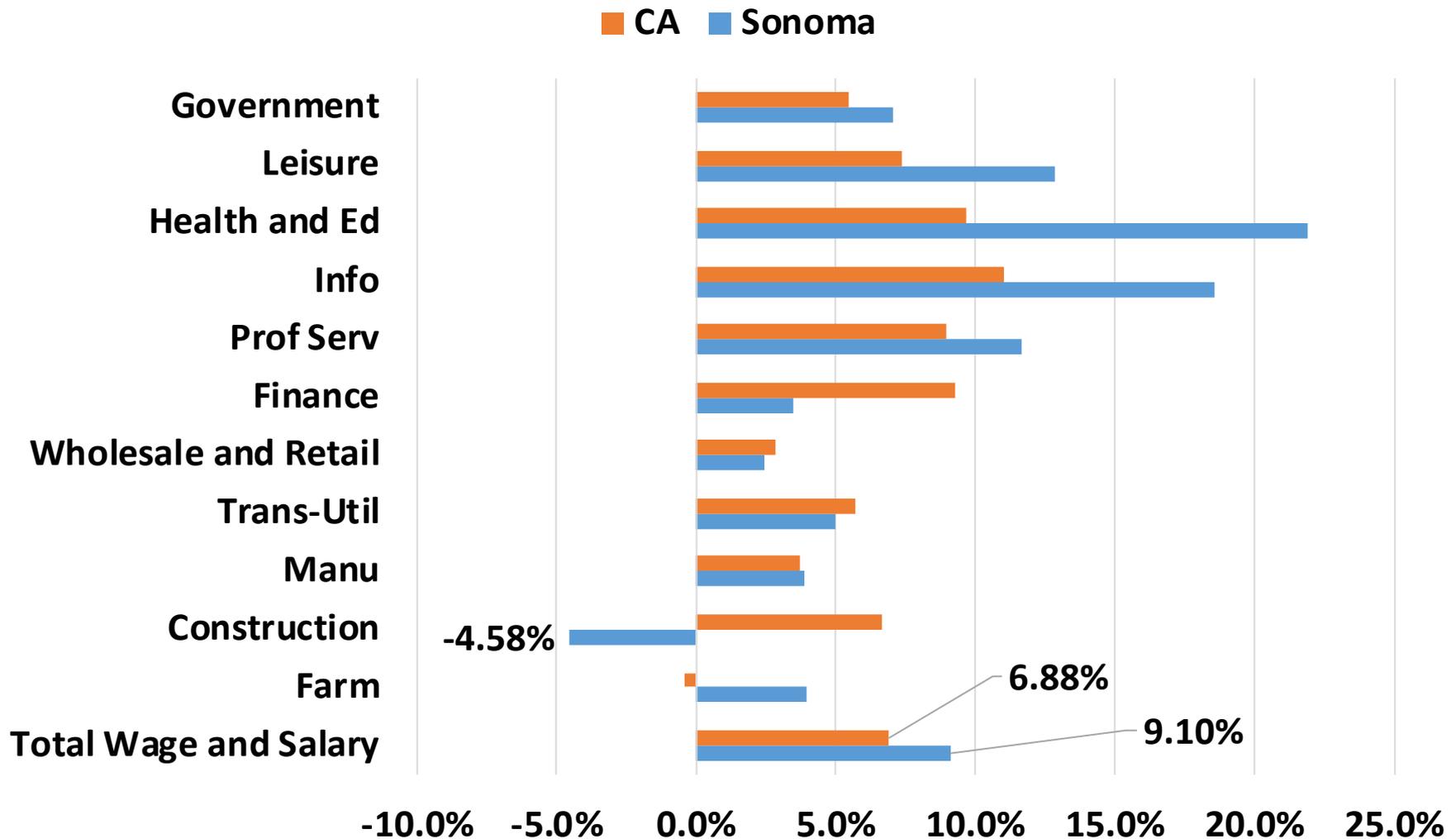
**Healdsburg about 14 percent the size of Napa County economy**

**Jobs include self-employed**

# Jobs Dynamics, Healdsburg, 2013-2018

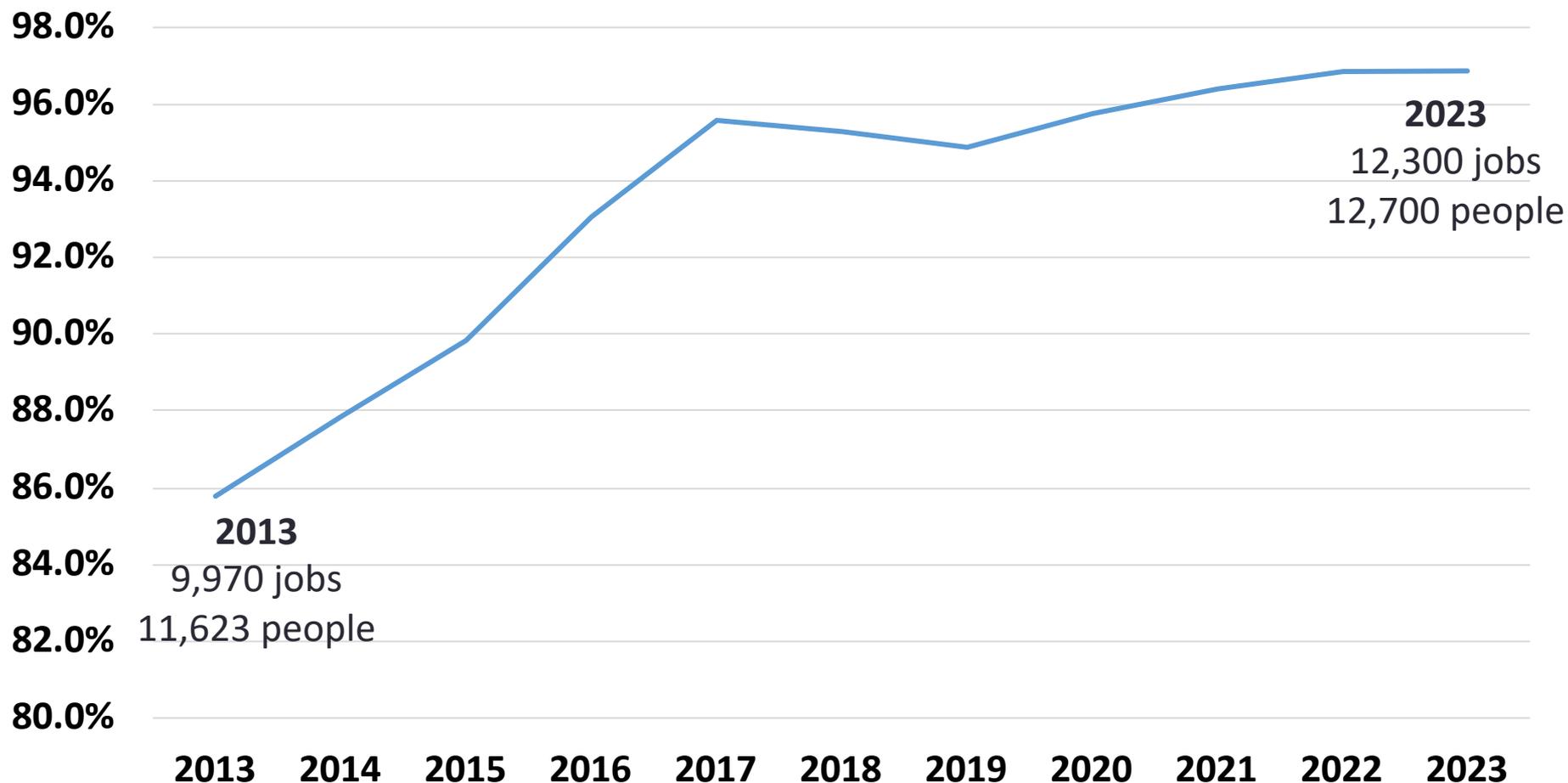
Industry	2013 Jobs	2018 Jobs	Change in Jobs	Annual Wages
<b>Manufacturing</b>	2,386	2,748	<b>362</b>	<b>\$76,216</b>
<b>Real Estate and Rental and Leasing</b>	260	579	<b>319</b>	<b>\$59,510</b>
<b>Finance and Insurance</b>	142	368	<b>226</b>	<b>\$126,402</b>
<b>Construction</b>	579	777	<b>198</b>	<b>\$68,611</b>
<b>Health Care and Social Assistance</b>	1,085	1,246	<b>161</b>	<b>\$88,130</b>
<b>Accommodation and Food Services</b>	1,260	1,360	<b>100</b>	<b>\$28,362</b>
Wholesale Trade	431	506	75	\$82,362
Professional, Scientific, and Technical Services	489	548	59	\$63,820
Retail Trade	1,151	1,206	55	\$45,650
Other Services (except Public Administration)	430	485	55	\$31,338
Government	791	845	54	\$87,191
Information	23	34	11	\$75,181
Administrative, Waste Management, Remediation	473	477	4	\$62,397
Arts, Entertainment, and Recreation	188	190	2	\$25,621
Agriculture, Forestry, Fishing and Hunting	101	101	0	\$50,000
<b>Transportation and Warehousing</b>	<b>31</b>	<b>30</b>	<b>-1</b>	<b>\$59,946</b>
Educational Services	110	100	-10	\$42,359
<b>Totals</b>	<b>9,930</b>	<b>11,600</b>	<b>1,670</b>	

# Jobs Forecast, 2018-2027, CalTrans and CA Economy Project, Sonoma County

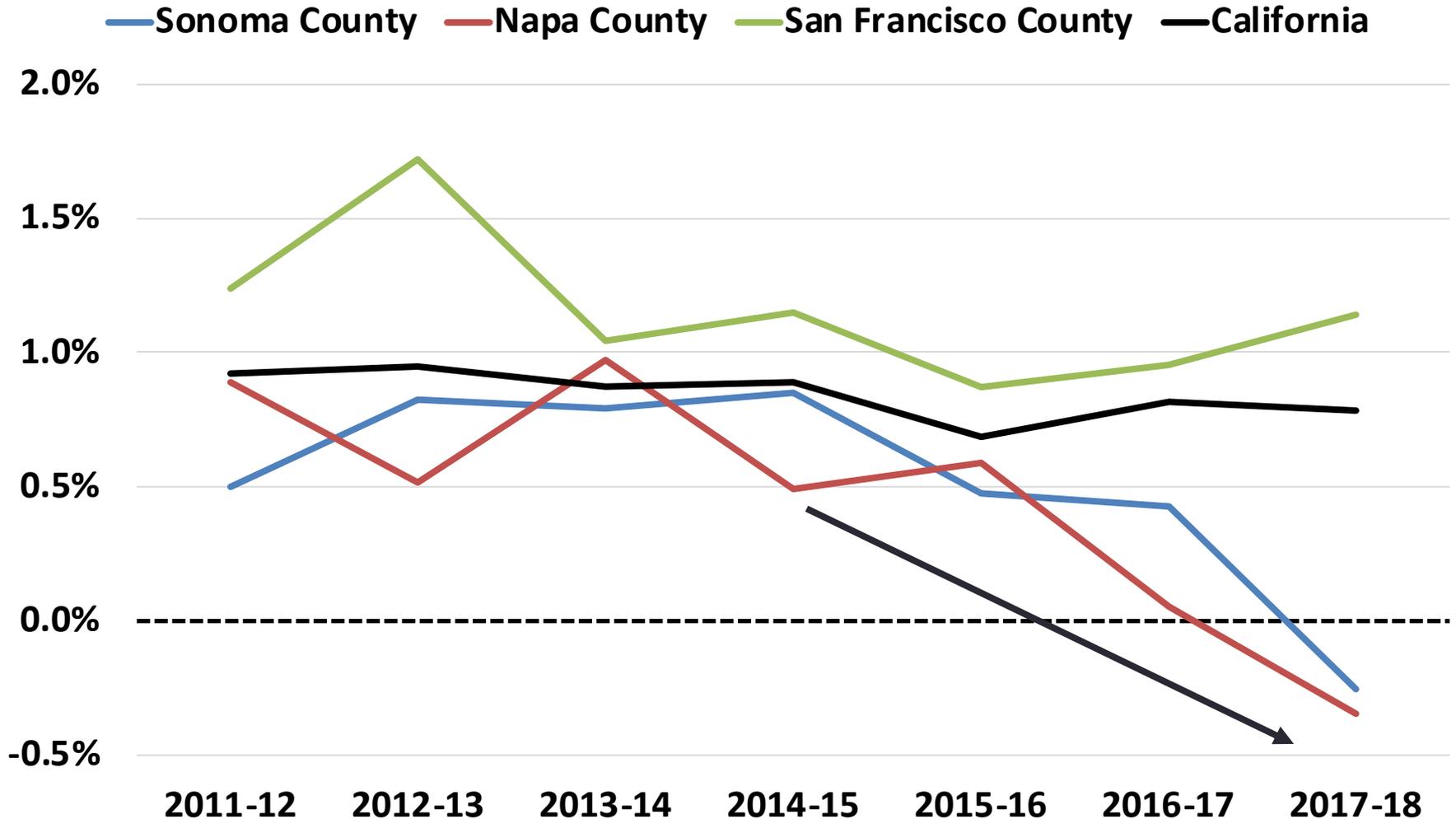


Source: CalTrans and CA Economy Project

# Non-Farm Jobs to Population 2013-2023, Healdsburg Forecast

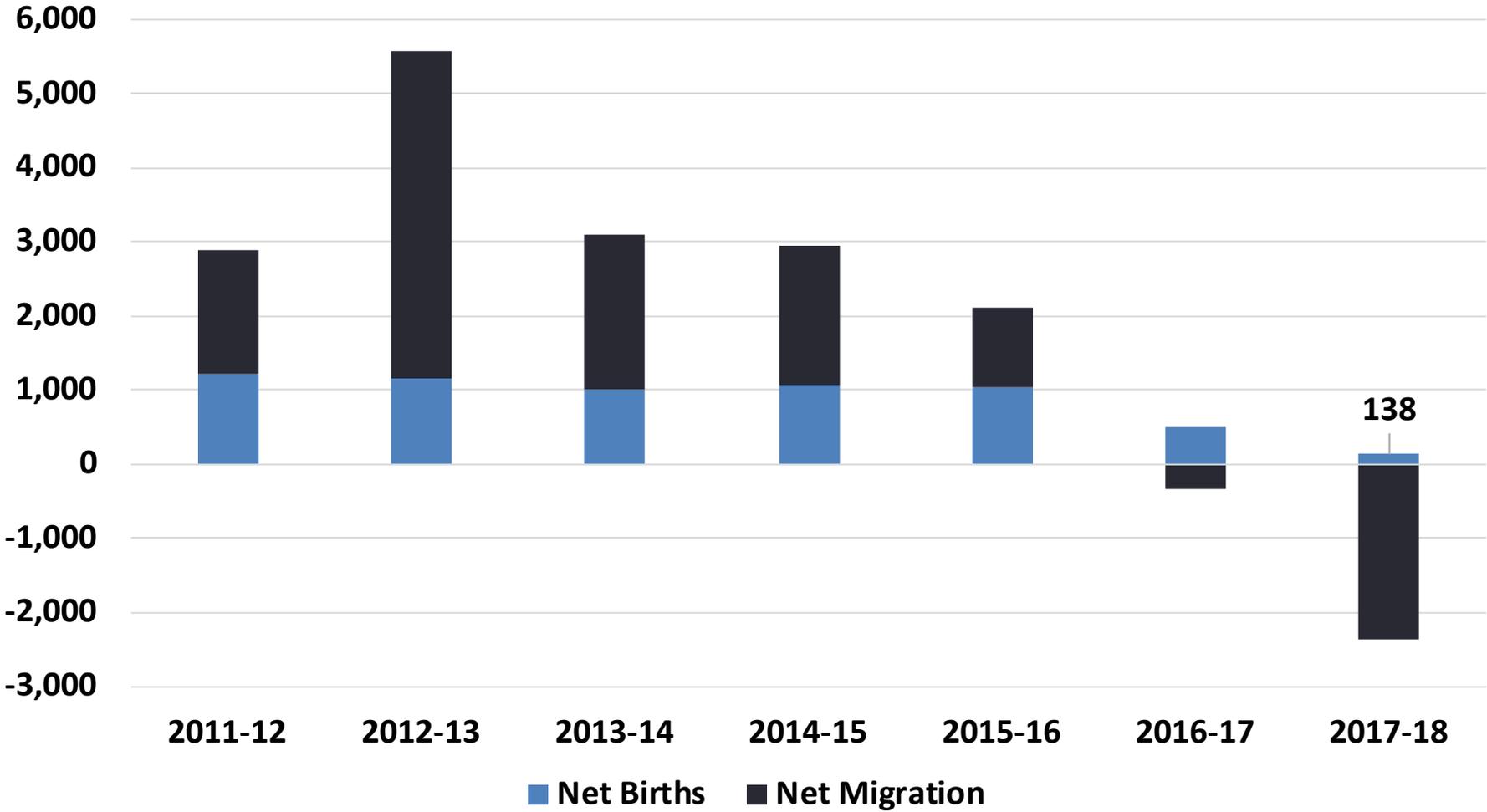


# Change in population estimates as of July 1 2011-2018, Annual Change, % Change



# Sonoma County: July to July (2011-18)

## Composition of Pop Change, Number of Residents



Source: California Dept. of Finance

# Healdsburg and Economic Development

- Using Healdsburg's assets
  - Visitors and experiences
  - Local agriculture and wine
- Seeking balance
  - Aerospace and other tech: utilizing a more senior workforce/resident demography as projected
  - Niche medical: same as tech, but tied to tourism
- Realities: Healdsburg is a rural suburb of Santa Rosa

# Healdsburg and the Next Five Years

- Watch housing legislation: **shape local housing locally**
- Expect an **aging population** and **economic development opportunities** therein
- Costs of doing business continue to increase: **labor markets not showing relief soon** for employers
- Assume **more inbound commuting** comes exacerbates higher costs of doing business
- Need to play to strengths and watch regional changes

# Sonoma County Tourism

## State of the Industry



- In 2018, total direct travel spending contributed \$2.175 billion to the Sonoma County economy, up 4% year-over-year.
- Destination Spending = \$2 billion
- Other travel = \$175 million  
*(Other Travel includes ground transportation and air travel impact and other travel arrangement services.*



## Visitor Spending by Type of Travel Accommodation

- Hotel, Motel \$1,098.2 (+3% YOY)
- Private Home \$176.3 (+6 % YOY)
- Campground \$61.3 (+4% YOY)
- Vacation Home \$108.8 (+4% YOY)

TOTAL: \$1.999 Billion  
+ 3% year-over-year

## Visitor Spending by Commodity Purchased (\$Millions)

- Accommodations \$504.3 (+6% YOY)
- Food Service \$558.4 (+3% YOY)
- Local Transportation \$32.1 (+25% YOY);  
(including gas)
- Arts, Entertain, Rec. \$351.4 (+.08%  
YOY); (including wineries, parks)
- Visitor Air Transport \$12.5 (+12%  
YOY)



# Sonoma Workforce Investment Board

# Higher Cost of Living

## Cost of Living Index

The Cost of Living Index estimates the relative price levels for consumer goods and services. When applied to wages and salaries, the result is a measure of relative purchasing power. The cost of living is 79.4% higher in Sonoma County than the U.S. average.

Cost of Living Information			
	Annual Average Salary	Cost of Living Index (Base US)	US Purchasing Power
Sonoma County, California	\$53,647	179.4	\$29,900
California	\$66,949	144.3	\$46,393
USA	\$55,713	100.0	\$55,713

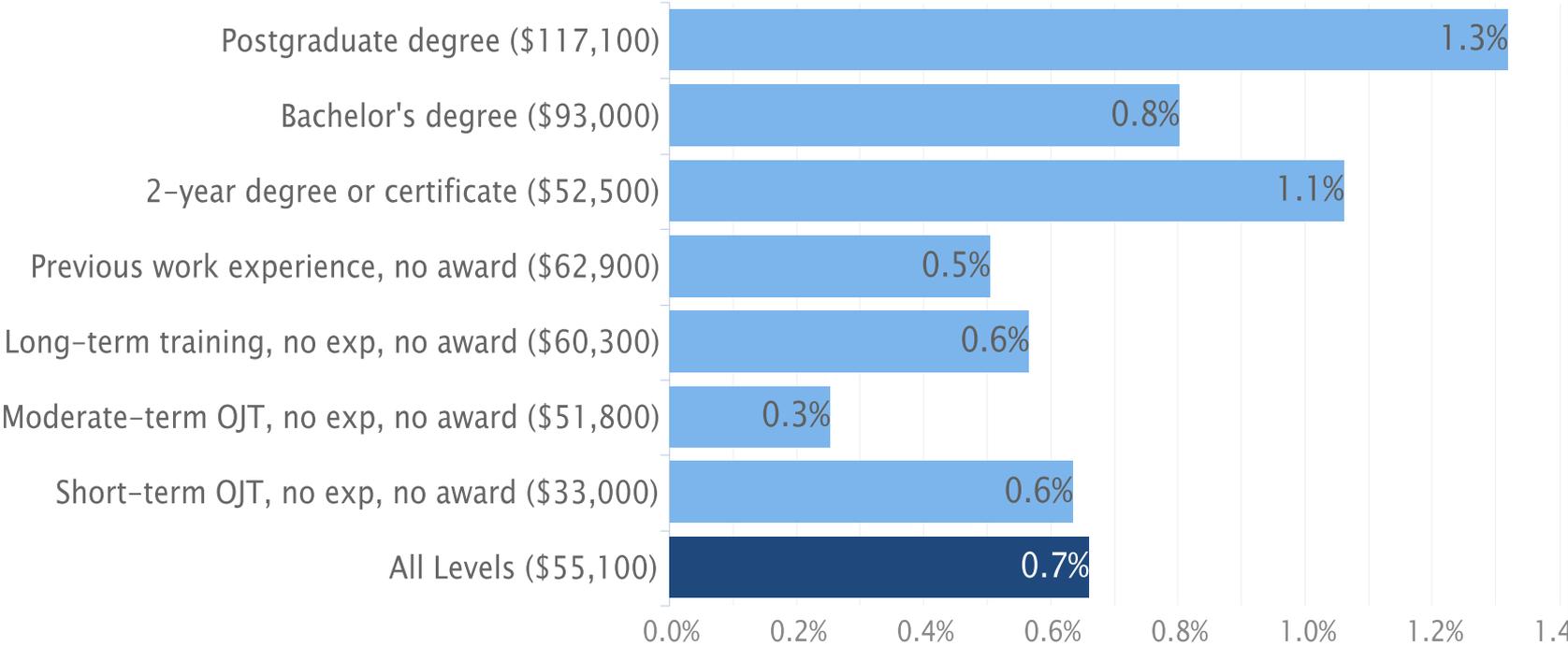
# Industries & Jobs

## Industries and Jobs in Sonoma County

KEY INDUSTRIES	Workforce Size	Job Growth 2014-2018	Projected Job Growth 2019-2023
Health Care & Social Assistance	37,053	+5,882	+3,875
Retail	25,794		
Manufacturing	24,035	+3,112	
Hospitality			+589
Construction		+4,822	+740

# Job Growth by Education Level

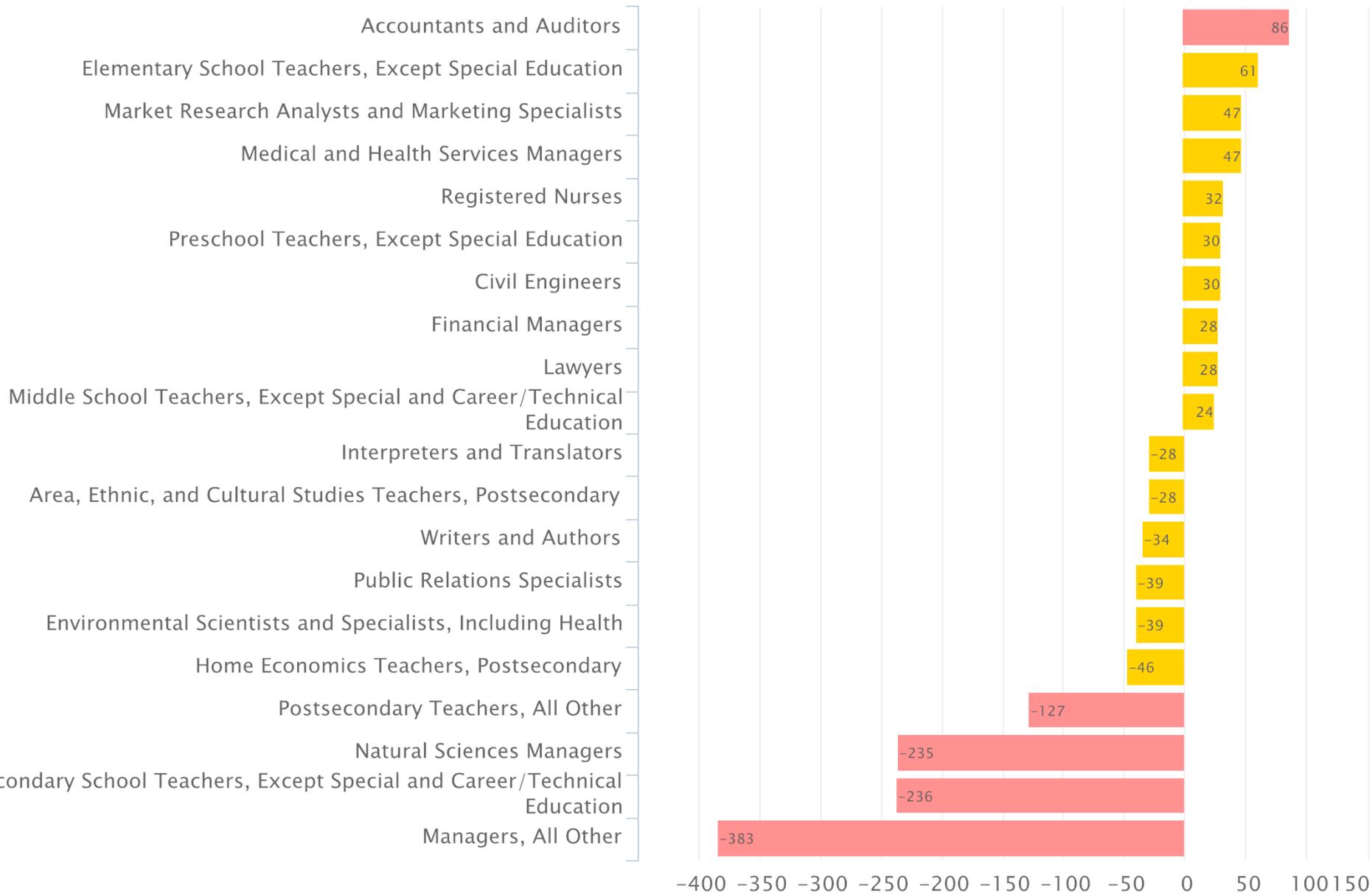
Annual Average Projected Job Growth by Training Required for Sonoma County, California



Source: JobsEQ®, Data as of 2018Q4

# Award Gaps

Sonoma County, California, Two-Year Degree or Higher Only



Source: JobsEQ®, Data as of 2018Q4

# Our Panelists

- **Robert Eyer, Ph.D.**
  - President,  
Economic Forensics and Analytics Inc.
  - Professor,  
Economics, Sonoma State University
- **David Mickaelian**
  - City Manager  
City of Healdsburg
- **Claudia Vecchio**
  - Executive Director  
Visit Sonoma County
- **Jessica Taylor**
  - Sonoma County Workforce Investment Board



# Upcoming Events

- **Wednesday, June 19, 6:30 PM**  
**Speakers Series:**  
**Land Use and Housing**
  
- **Monday, June 24, 6:30 PM**  
**Speakers Series:**  
**Perspectives from the SDAT Effort**
  
- **August 17, 2019**  
**1:00 – 5:00 Community Workshop**
  
- **September 5, 2019**  
**City Council Strategic Planning Workshop**





# Speakers Series

---

LAND USE AND HOUSING

JUNE 19, 2019











The Harry and Maggie Wetzel  
Native Plant Garden

Informational signpost

SUMMER'S  
• MARKET & DELI •

557

OPEN

NOW  
HIRING

55







CLUTCH

WH

WH

LIME STONE



Healdsburg's first  
General Plan was  
adopted in 1963.

It projected a  
population of  
15,000 by 2010.

Its last General  
Plan was  
adopted in  
2009 and  
updated in  
2011 and 2015





# WHAT IS A GENERAL PLAN?

COMMUNITY VISION



INTEGRATES EXISTING PLANS

LAND USE ROAD MAP



GOALS AND POLICIES

# PUTTING THE PLAN IN MOTION

## GENERAL PLAN



### Elements

Land Use	Mobility	Housing	Noise
Open Space and Conservation	Safety	Green Space, Recreation and Parks	

### Guiding Principles

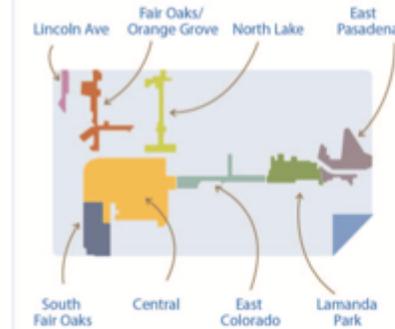
Target growth to enhance quality of life	Preserve historic resources	Promote economic vitality	Balance all areas of sustainability
Make car-free circulation possible	Be a leader in the region	Welcome community participation	Commit to diverse education

The General Plan guides future growth and development and sets priorities for investment in Pasadena. It includes seven elements and a set of guiding principles that cumulatively represent the community's vision for the future.

IMPLEMENTATION

## SPECIFIC PLANS

### Geographic Area



### Intensity

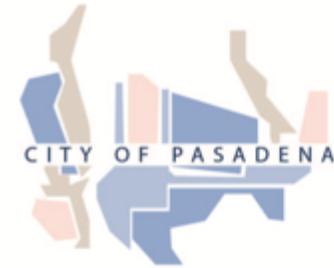


### Design Guidelines



A Specific Plan is a customized plan that describes policies and regulations for specific geographic areas of the city.

## ZONING CODE



### Building Type



### Building Form



### Use Type



### Parking Requirements

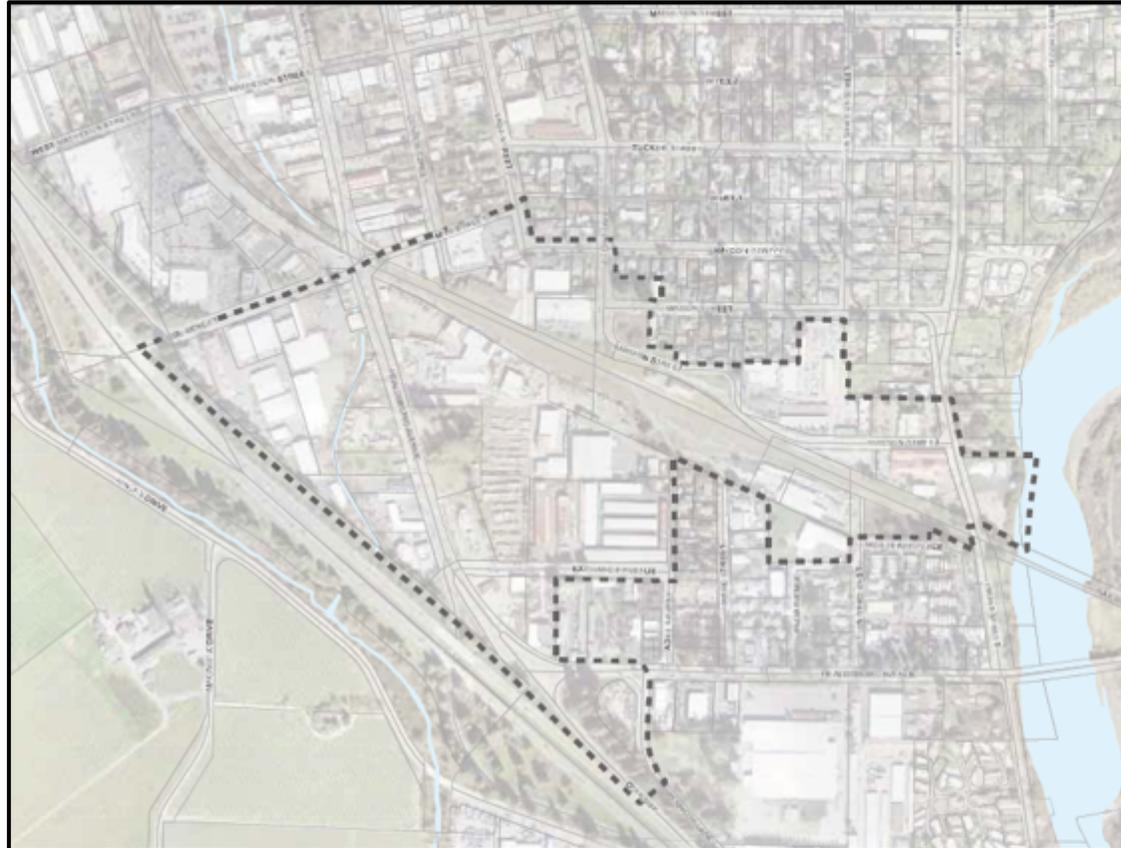


The Zoning Code is the primary tool for implementing the General Plan and the Specific Plans. It regulates development citywide and establishes specific rules.

To learn more about these topics visit the project website to view our FAQ and fact sheets. [www.ourpasadena.org](http://www.ourpasadena.org)



# Central Healdsburg Avenue Plan (CHAP)



Prepared for  
CITY OF HEALDSBURG  
November 2013

## CENTRAL HEALDSBURG AVENUE PLAN



**FINAL DRAFT**

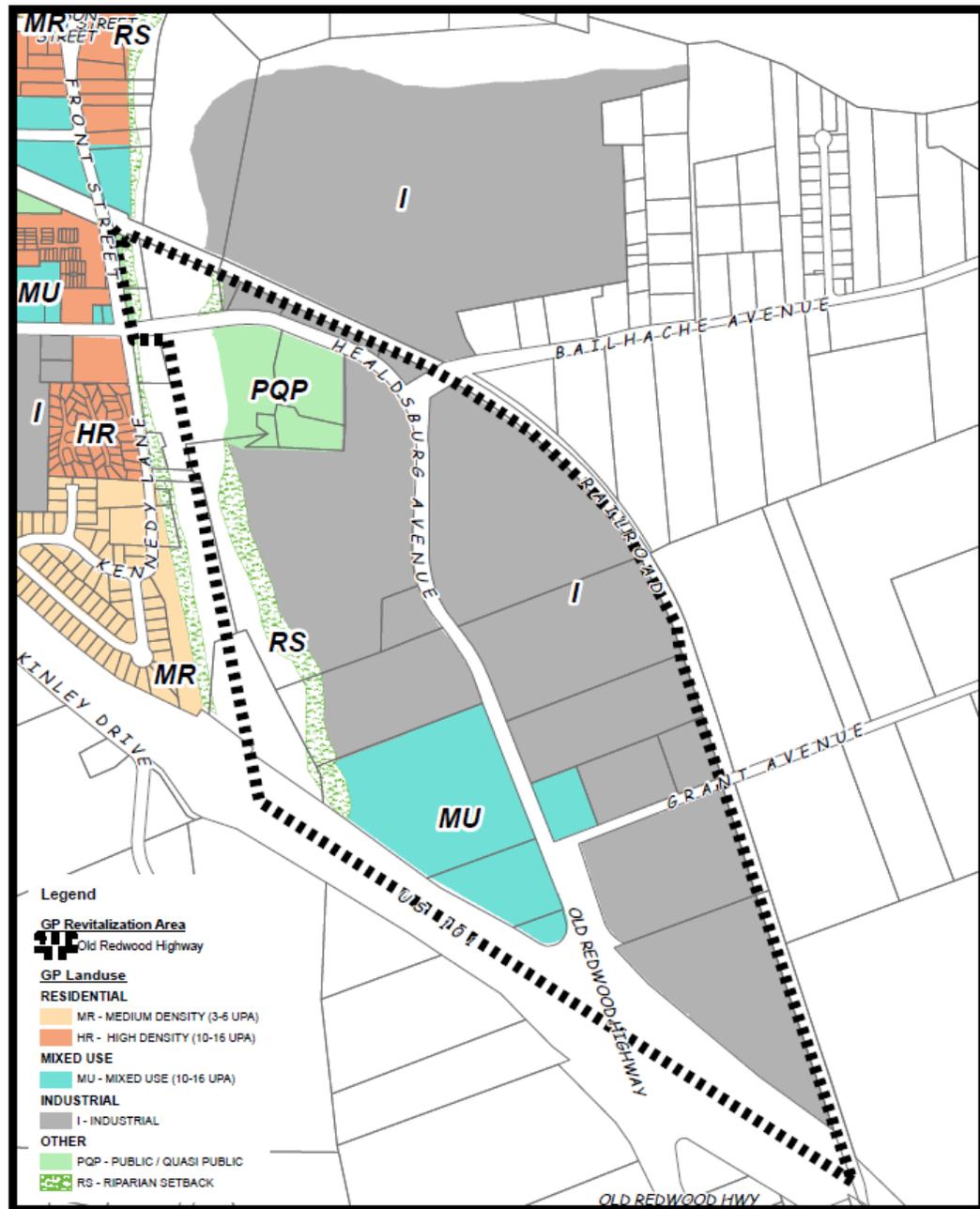
# Mill District



North Entry  
Area Plan  
(NEAP)



# South Entry Plan



SOUTH ENTRY PLAN - General Plan Land Use

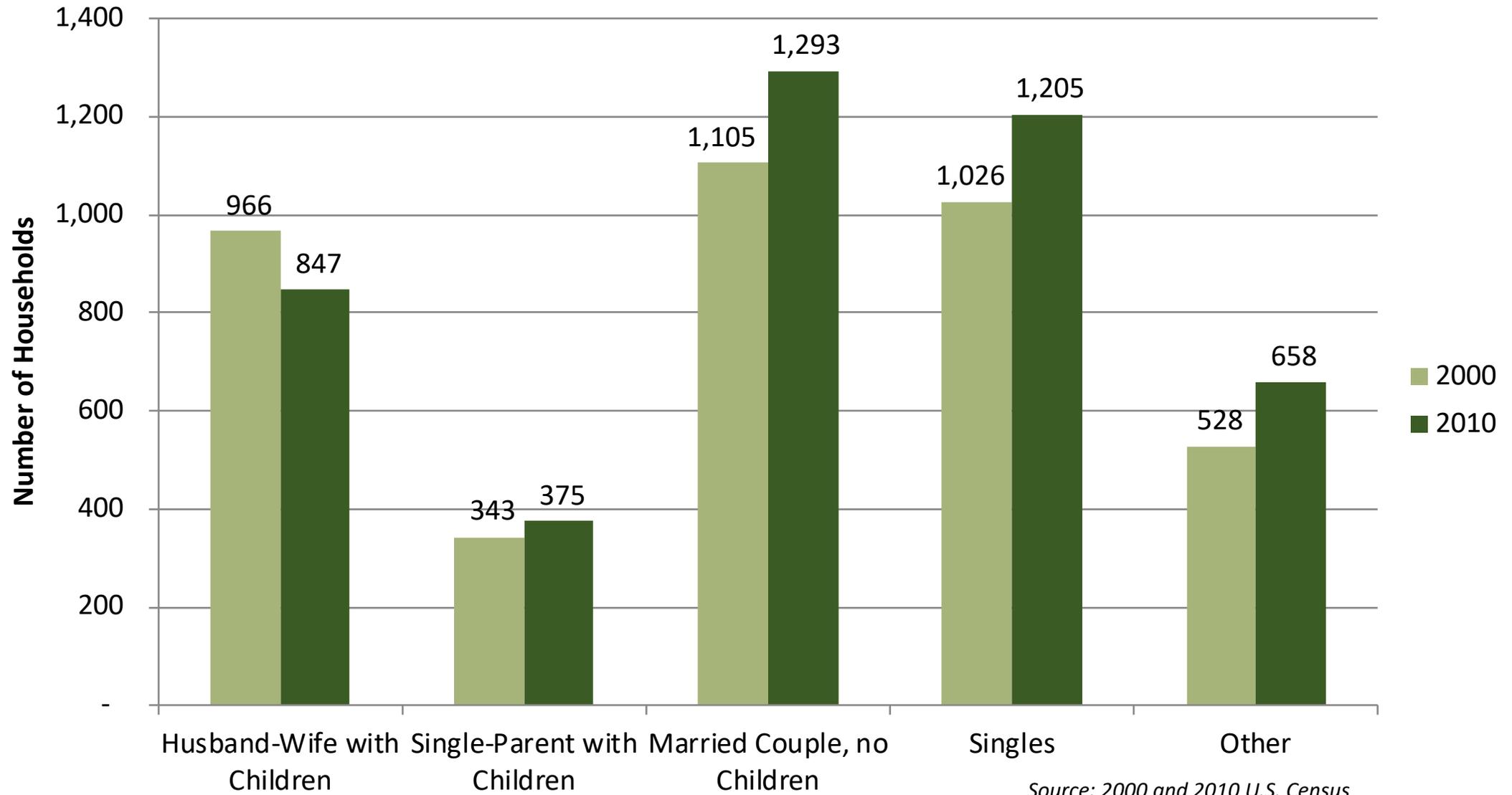
Map Date: 3/13/2016



# South Entry Plan



## Household Types in Healdsburg, 2000 to 2010



Source: 2000 and 2010 U.S. Census

## Lack of Housing Diversity

<b>Housing Unit Types</b>			
<b>City of Healdsburg and Sonoma County, 2014</b>			
<b>Unit Type</b>	<b>Healdsburg</b>		<b>Sonoma County</b>
	<b>Number</b>	<b>Percent</b>	<b>Percent</b>
Single family Detached	3,653	75%	69%
Single family Attached	205	4%	7%
2-4 Units	490	10%	7%
5+ Units	486	10%	13%
Mobile Homes	70	1%	6%
<b>Total</b>	<b>4,904</b>	<b>100%</b>	<b>100%</b>

Source: State Department of Finance, Table E-5, January 1, 2014



**Larry Mintier, FAICP**  
Project Advisor  
Mintier Harnish



**Maya De Rosa**  
Planning & Building Director  
City of Healdsburg



**Lawrance Florin**  
Chief Executive Officer  
Burbank Housing



**Keith Woods**  
Chief Executive Officer  
North Coast Builders Exchange

# Land Use and Housing Speakers Panel

Why do Cities  
have General  
Plans and how  
do they affect a  
community's  
growth?





What advantages does “form based” code offer a community like Healdsburg?

What are other tools cities can use to guide development.



How does the  
cost of building  
affect availability  
of homes?  
New businesses?



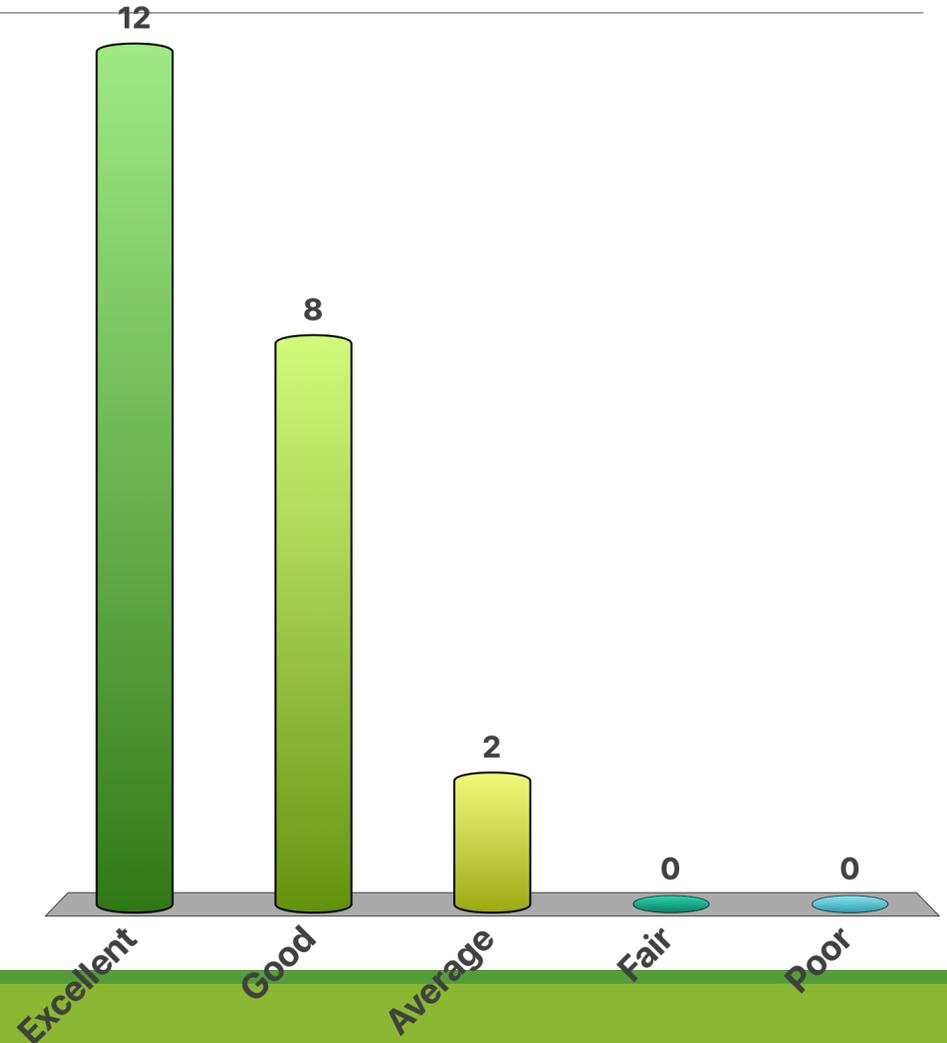
Questions for the panel?



Quick Click Poll!

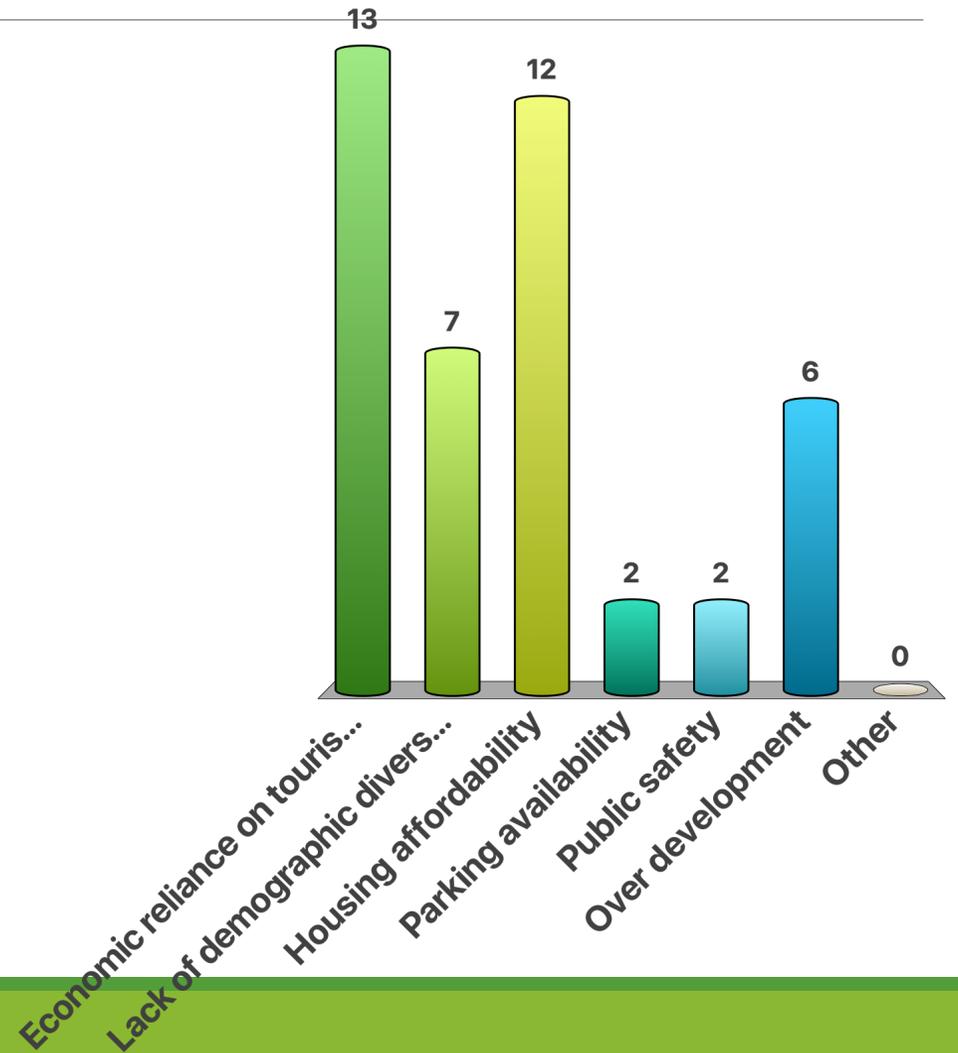
# How would you rank the overall quality of life here in Healdsburg?

1. Excellent
2. Good
3. Average
4. Fair
5. Poor



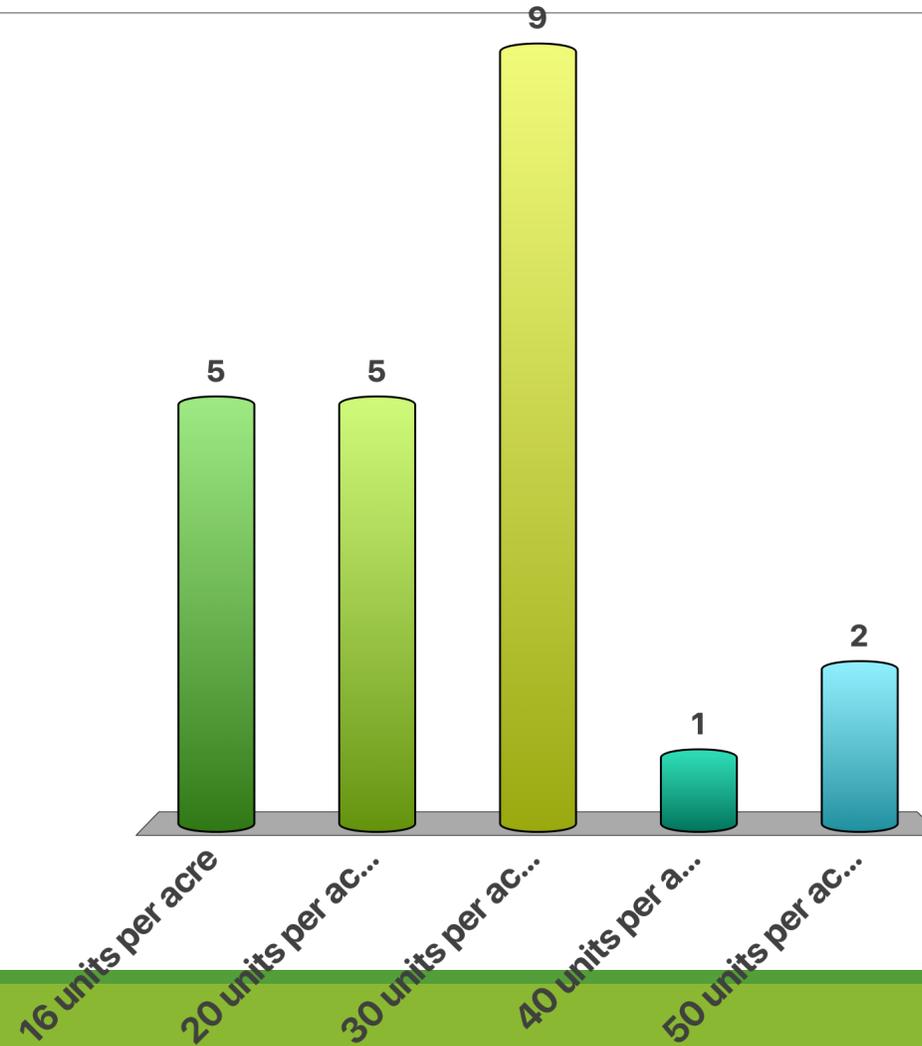
# What are you two biggest concerns for Healdsburg's future?

1. Economic reliance on tourism
2. Lack of demographic diversity
3. Housing affordability
4. Parking availability
5. Public safety
6. Over development
7. Other



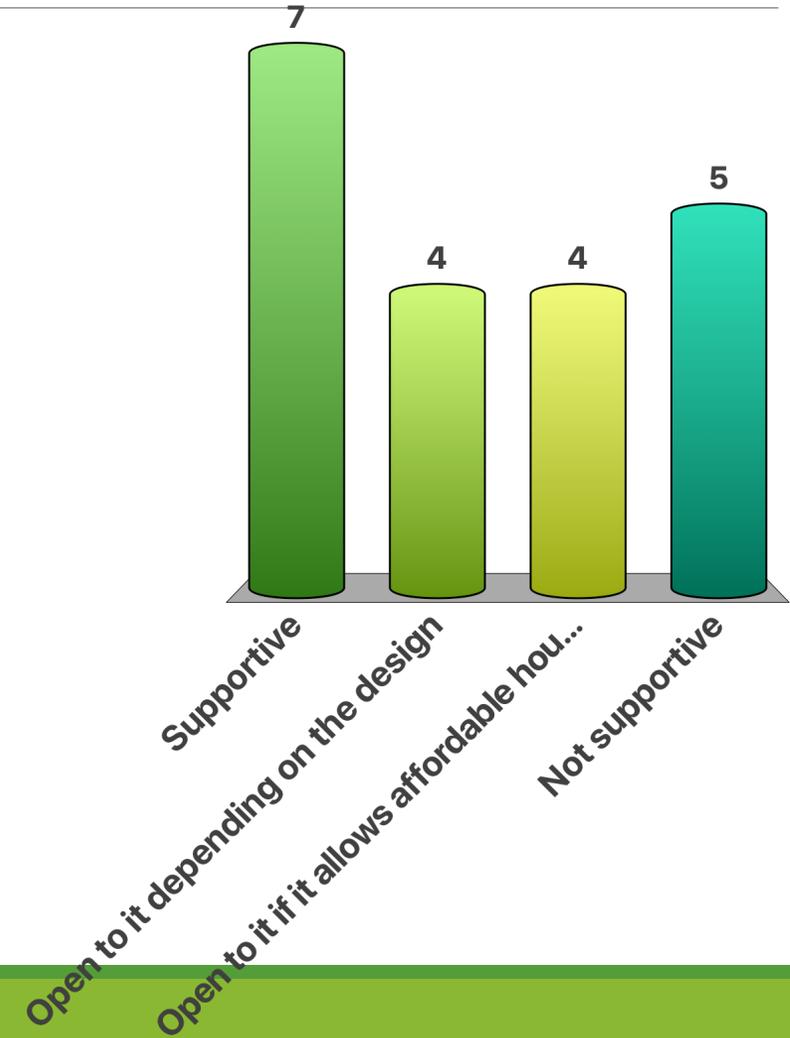
# What is the maximum density that should be allowed?

1. 16 units per acre
2. 20 units per acre
3. 30 units per acre
4. 40 units per acre
5. 50 units per acre



# How do you feel about increasing building heights in the downtown area?

1. Supportive
2. Open to it depending on the design
3. Open to it if it allows affordable housing
4. Not supportive

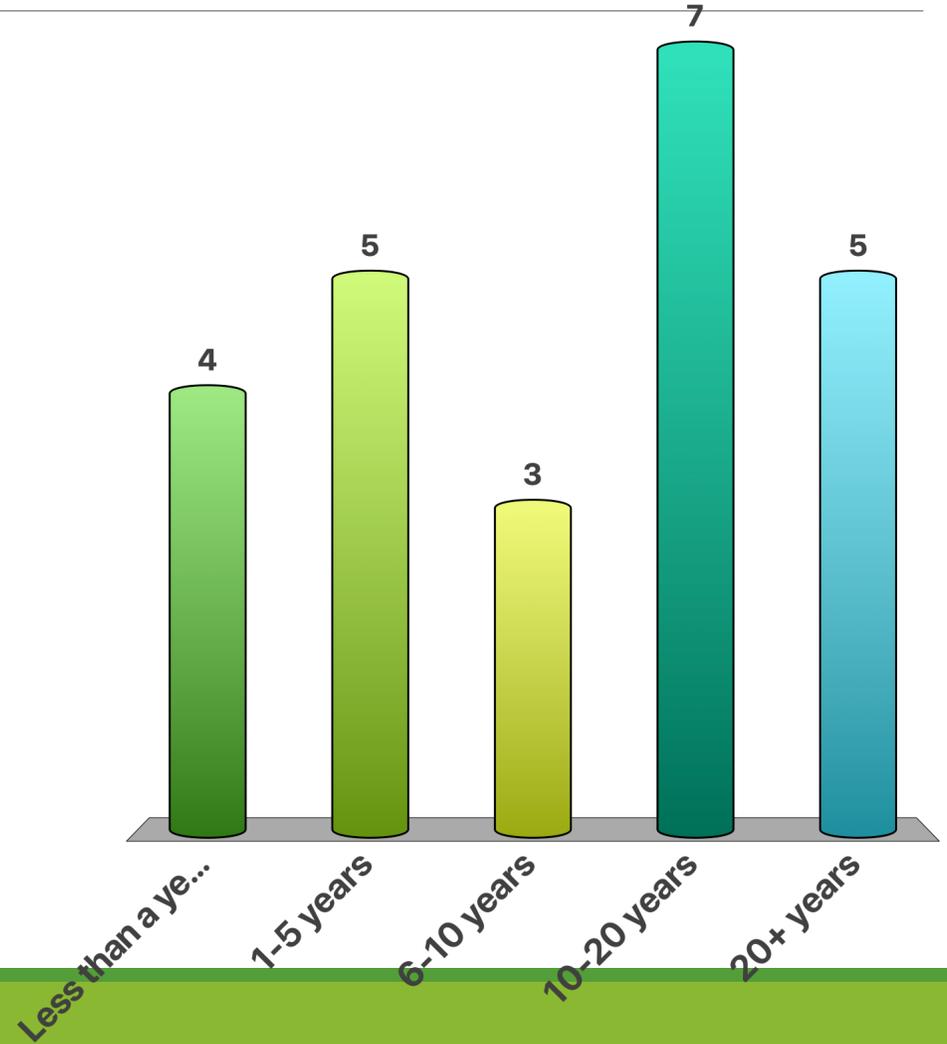




About you!

# How long have you lived in Healdsburg?

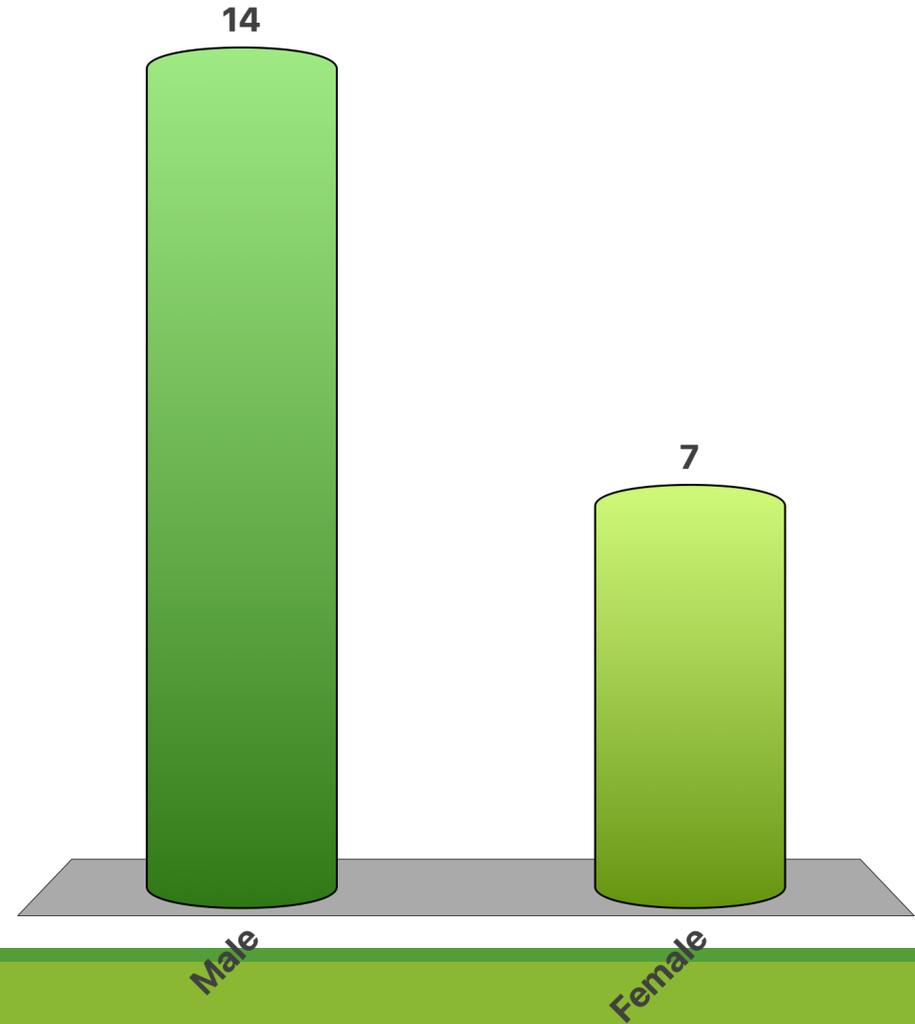
1. Less than a year
2. 1-5 years
3. 6-10 years
4. 10-20 years
5. 20+ years



# Are you male or female?

---

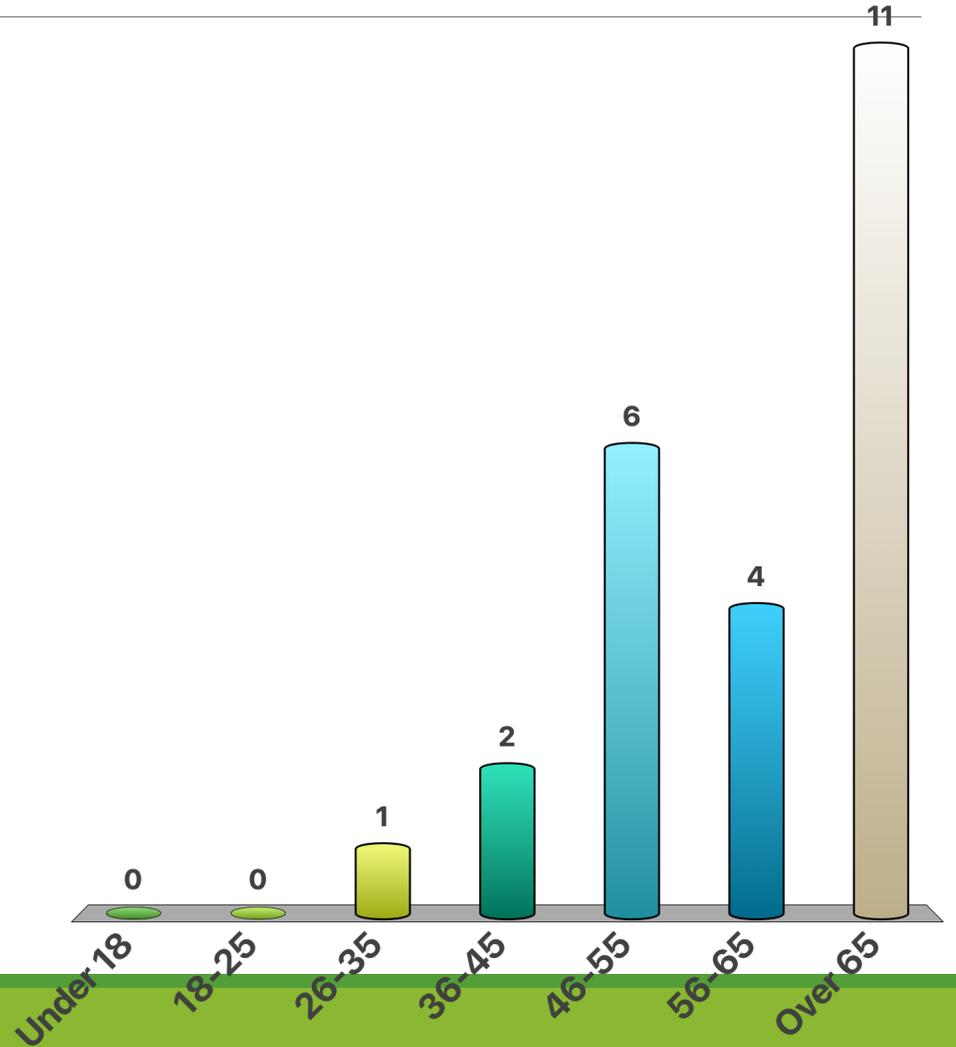
1. Male
2. Female



# What is your age?

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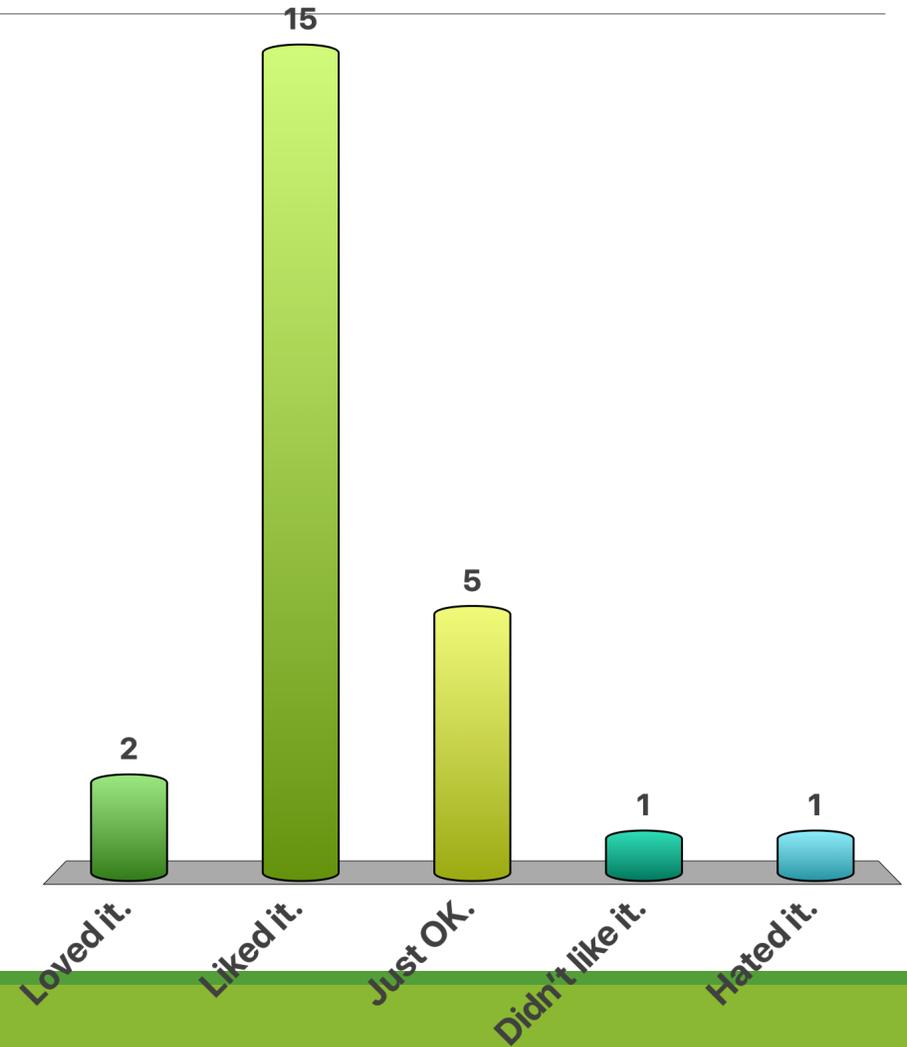
1. Under 18
2. 18-25
3. 26-35
4. 36-45
5. 46-55
6. 56-65
7. Over 65



# How did you like the meeting?

---

1. Loved it.
2. Liked it.
3. Just OK.
4. Didn't like it.
5. Hated it.





# What's next?

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# Upcoming Meetings and Events

SDAT Speakers Event  
Monday, June 24, 2019  
6:30 PM  
Healdsburg Community Center

Public Workshop #1  
Wednesday, August 21, 2019  
6:30 PM  
The Villa Annex

Public Workshop #2  
Thursday, August 22, 2019  
6:30 PM  
The Villa Annex

City Council Study Session  
Thursday, September 5, 2019  
Healdsburg Community Center

# Speakers Series

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SDAT Presentation, June 24, 2019







# HEALDSBURG 2040 REPRESENTATIVES

## PRESENTERS

**Richard Burg**  
Management Consultant

**Deborah Kravitz**  
Attorney/Partner

HEALDSBURG **2040**

## Healdsburg 2040 on SDAT (on the risers)

**Anne Arquit**  
V.P. Business Development  
Climate Change Research  
Ph.D

**Deborah Kravitz**  
Attorney/Partner

**George Lawson**  
COO/Management  
Consultant

**Mark McMullen**  
Business Owner,  
Management  
Consultant

**Jim Winston**  
Developer

## HEALDSBURG 2040 on SDAT (seated)

**Charles Duffy**  
Professor Political  
Science, Ph.D.

**Cyndi Kehrli**  
Registered Nurse  
Attorney

**Steven Kent**  
Engineer  
VP Operations

**Walter Niederberger**  
Political Correspondent  
Journalist

**Tim Unger**  
Serial CEO  
Technology

## EDUCATION

Cornell, Dartmouth, Johns Hopkins, JFK U., Penn State, Stanford, S.U.N.Y. Empire, U. of Bern, U. of Hawaii, U. of Maryland, U. of Life & Hard Knocks, U. of Missouri, Vanderbilt U.



# HEALDSBURG 2040



# A PLACE FOR EVERYONE



More than 800 residents have participated in the  
**SUSTAINABLE DESIGN ASSESSMENT TEAM (SDAT)**

# HEALDSBURG 2040 HAS PRIORITIZED THE SDAT RECOMMENDATIONS



HEALDSBURG **2040**

*Integrating SDAT with the City's Strategic Planning Process*



HEALDSBURG **2040**

# HEALDSBURG 2040

- Four Work Groups (WG)
  - Arts and Culture
  - Housing
  - Master Plan/General Plan
  - Parks and Connectivity
- From the SDAT Final Report
  - Near term
  - Medium term (Strategic Plan)
  - Long term (General Plan)
- 5 broad strategic initiatives



HEALDSBURG 2040

# CURRENT CITY ACTIVITY NEAR TERM AND UNDERWAY

## HOUSING

- Master Plan for City owned property that could be used for affordable housing.
- City exploring purchase of multi-family properties with affordable rents

## ARTS AND CULTURE

- City's Arts and Culture Master Plan has been launched

## PARKS & CONNECTIVITY:

- Master Plan underway for Badger Park, River Access, and the park at Montage
- Re-design North Healdsburg Avenue (Powell to City limit)
- Fitch Mountain infrastructure plan being developed



HEALDSBURG 2040

Overarching Goal

**LIVABILITY**

Operating Principles

Climate Change  
Diverse Economy  
Citizen Engagement

Strategic  
Initiatives



**Enhance Healdsburg's Vitality and Quality of life**



# FIVE STRATEGIC INITIATIVES

**Overarching Objective: Enhance Healdsburg's Vitality and Quality of life**

**#1**

**Adopt  
sustainability**

**#2**

**Plan for a  
diverse,  
inclusive and  
resilient  
economy**

**#3**

**Implement a  
clear  
community  
driven vision**

**#4**

**Improve  
connectivity**

**#5**

**Achieve  
metric-driven  
excellence in  
governance**



HEALDSBURG 2040

STRATEGIC INITIATIVE #1:  
ADOPT SUSTAINABILITY

## GOALS

- Create standards to define sustainable development
- Plan for a climate resilient future
- Broaden the community's understanding through education to support collective action



HEALDSBURG 2040

STRATEGIC INITIATIVE #1:  
ADOPT SUSTAINABILITY

**Goal:** Plan for a climate resilient future.

**Action Item Example:**

Adopt a Zero Net Energy Ordinance for all construction and renovation in the City

**Metric:** Adopt ordinance by Dec-2021



HEALDSBURG 2040

## ACTION ITEM

# RESPONDING TO CLIMATE CHANGE

Anne Arquit prepared this video message for us from Dublin, Ireland where she is a speaker at the Annual Global Conference on Energy Efficiency

### Reduce Green House Gas Emissions

- Decarbonize our electricity supply
- Require Zero Net Energy construction
- Tackle transportation emissions

### Develop a more diverse and resilient economy

- Create a robust and actionable economic development plan





HEALDSBURG 2040

STRATEGIC INITIATIVE #2:  
PLAN FOR A DIVERSE, INCLUSIVE AND  
RESILIENT ECONOMY

## GOALS

- Develop an 'arts and culture' economy
- Preserve Healdsburg's identity and roots, while building on our assets to insure a vibrant economy
- Implement an economic development plan that diversifies our economy and raises average wages



HEALDSBURG 2040

STRATEGIC INITIATIVE #2:

PLAN FOR A DIVERSE, INCLUSIVE AND  
RESILIENT ECONOMY

**Goal:** Implement an economic development plan that diversifies our economy and raises pay.

**Action Item Example:**

Recruit a diversity of sustainable businesses which offer high-paying jobs, while protecting assets such as industrial and commercial land

**Metric:** Report annually on business diversification



## STRATEGIC INITIATIVE #3:

# IMPLEMENT A CLEAR COMMUNITY DRIVEN VISION TO GUIDE THE CITY'S DIRECTION

## GOALS

- Clarify and codify the type of development Healdsburg wants and needs
- Expand and diversify the housing stock within Healdsburg
- **Improve inclusive participation for all groups**



STRATEGIC INITIATIVE #3:

IMPLEMENT A CLEAR COMMUNITY DRIVEN VISION  
TO GUIDE THE CITY'S DIRECTION

**Goal:** Improve inclusive participation for all groups

**Action Item Example:**

Implement strategies and programs to ensure seniors have housing options

**Metric:** Provide a retrofit program for seniors to support aging in place by Dec-2022



HEALDSBURG 2040

## STRATEGIC INITIATIVE #4: IMPROVE CONNECTIVITY

### GOALS

- Make Healdsburg a community oriented toward people, emphasizing walk-ability and alternative forms of transportation
- Connect City neighborhoods, the river, schools & parks, and retail with bike and pedestrian friendly routes
- Participate in a shift to regional transportation that is clean and efficient



HEALDSBURG 2040

STRATEGIC INITIATIVE #4 :  
IMPROVE CONNECTIVITY

**Goal:** Make Healdsburg a community oriented toward people, emphasizing walk-ability and alternative forms of transportation

**Action Item Example:**

Move Healdsburg from bronze to a gold-level Bicycle Friendly Community (League of American Bicyclists)

**Metric:** By Dec-2022



HEALDSBURG 2040

## STRATEGIC INITIATIVE #5:

# ACHIEVE METRIC DRIVEN EXCELLENCE IN GOVERNMENT

## GOALS

- Improve transparency, accountability and performance
- Explore alternative revenue sources beyond tax revenues to achieve our goals
- Significantly strengthen resident participation in the processes of government



HEALDSBURG 2040

STRATEGIC INITIATIVE #5:

ACHIEVE METRIC DRIVEN EXCELLENCE IN GOVERNMENT

**Goal:** Significantly strengthen resident participation

**Action** Item example:

Expand resident participation in General Plan

- Involve Community Based Organizations to increase involvement (e.g., Corazón, Kiwanis, Healdsburg Shared Ministries, etc.)
- Implement a digital engagement platform

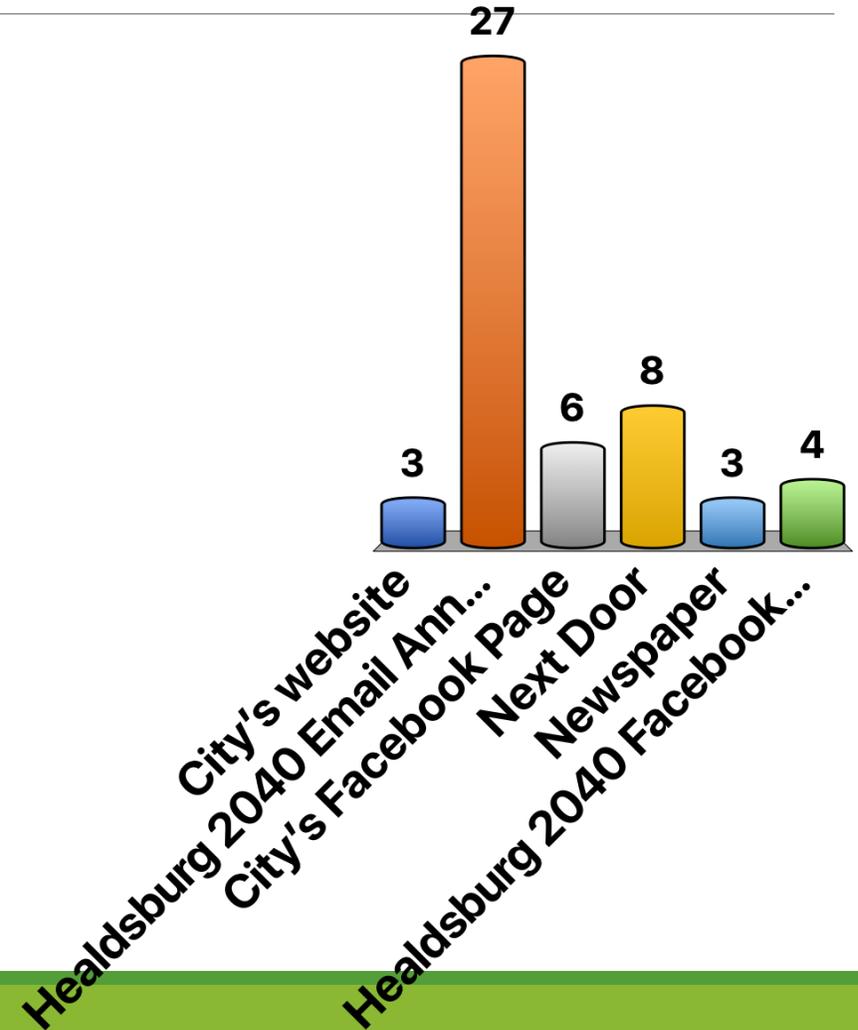
**Metric:** Report annually on numbers, outcomes and quality of action



Questions!

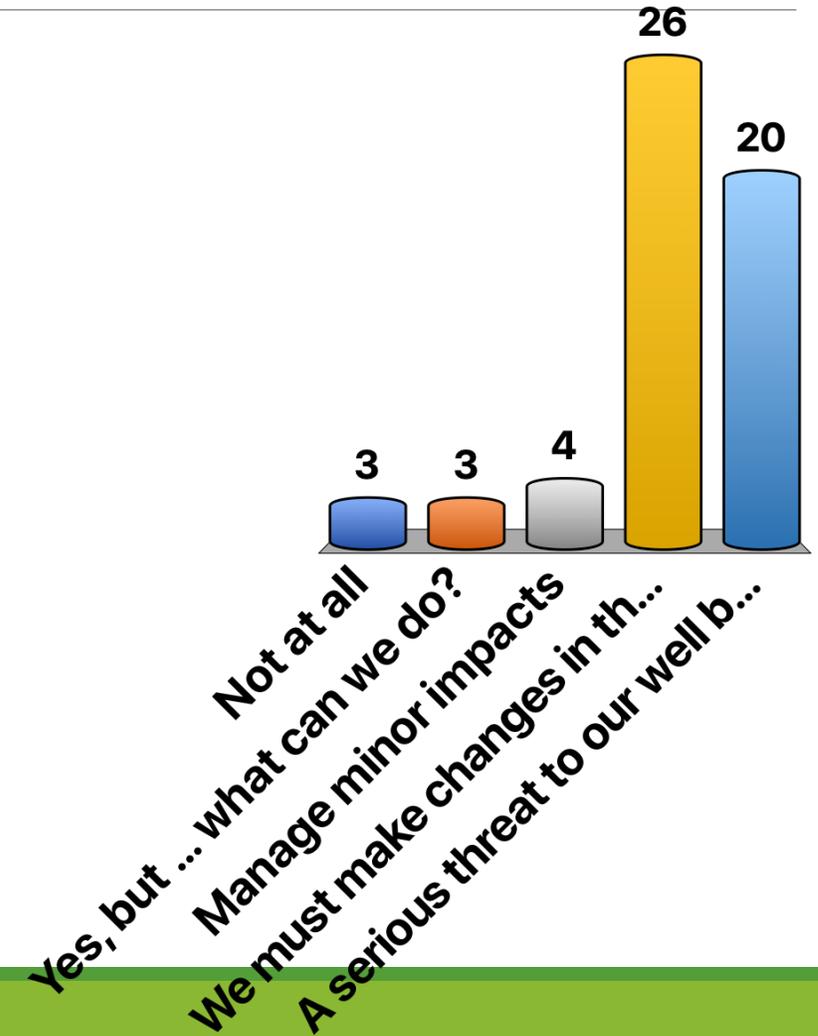
# How did you hear about tonight's meeting.

1. City's website
2. Healdsburg 2040 Email Announcement
3. City's Facebook Page
4. Next Door
5. Newspaper
6. Healdsburg 2040 Facebook page



# Are you concerned about climate change affecting Healdsburg?

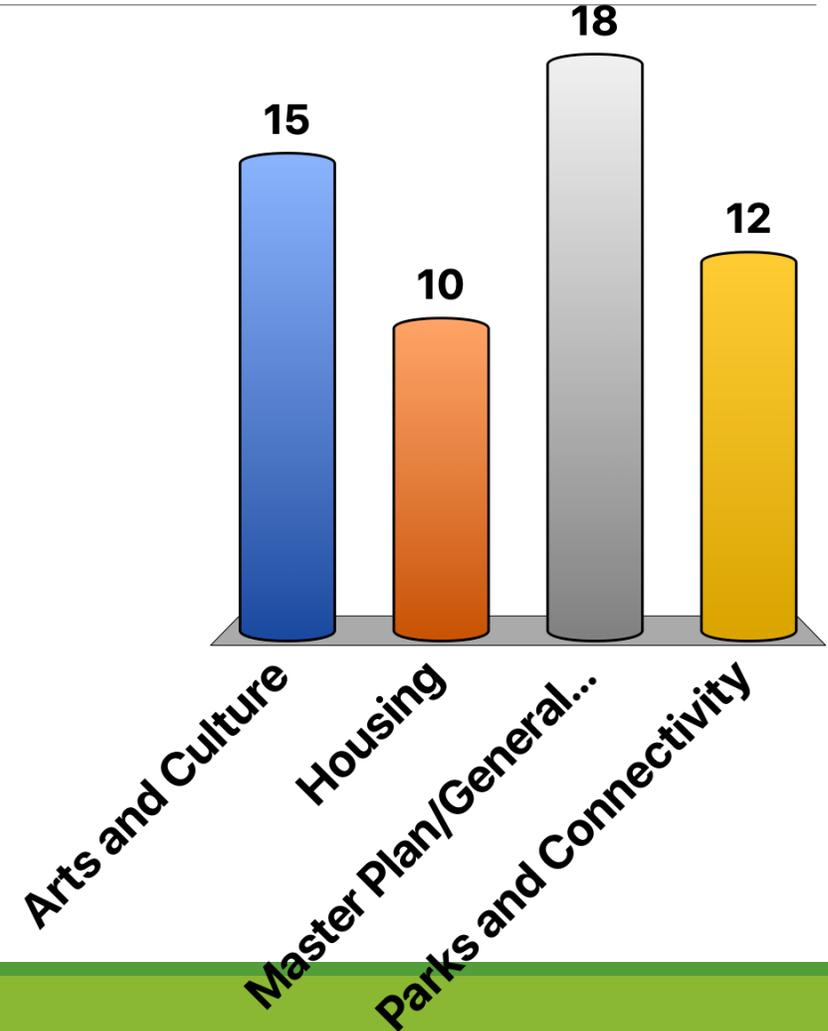
1. Not at all
2. Yes, but ... what can we do?
3. Manage minor impacts
4. We must make changes in the way we live
5. A serious threat to our well being



# Which of these interests you most?

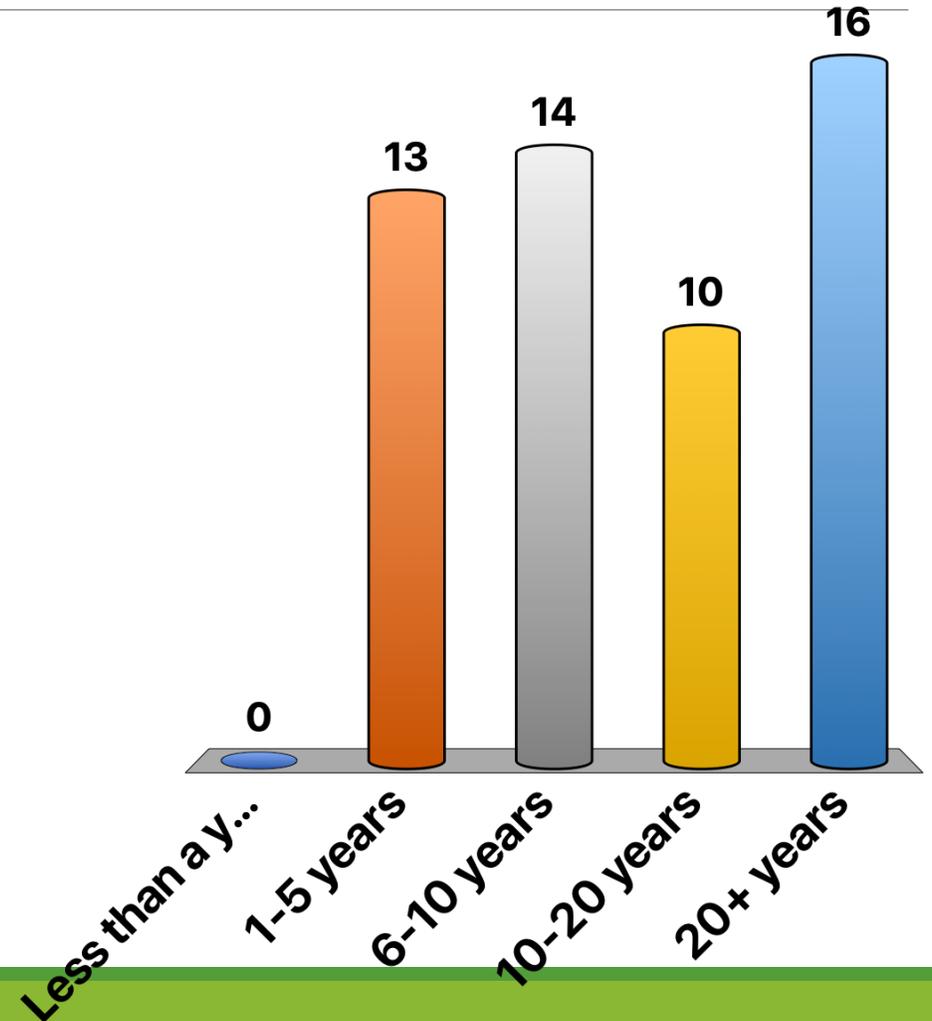
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1. Arts and Culture
2. Housing
3. Master Plan/General  
Plan
4. Parks and Connectivity



# How long have you lived in Healdsburg?

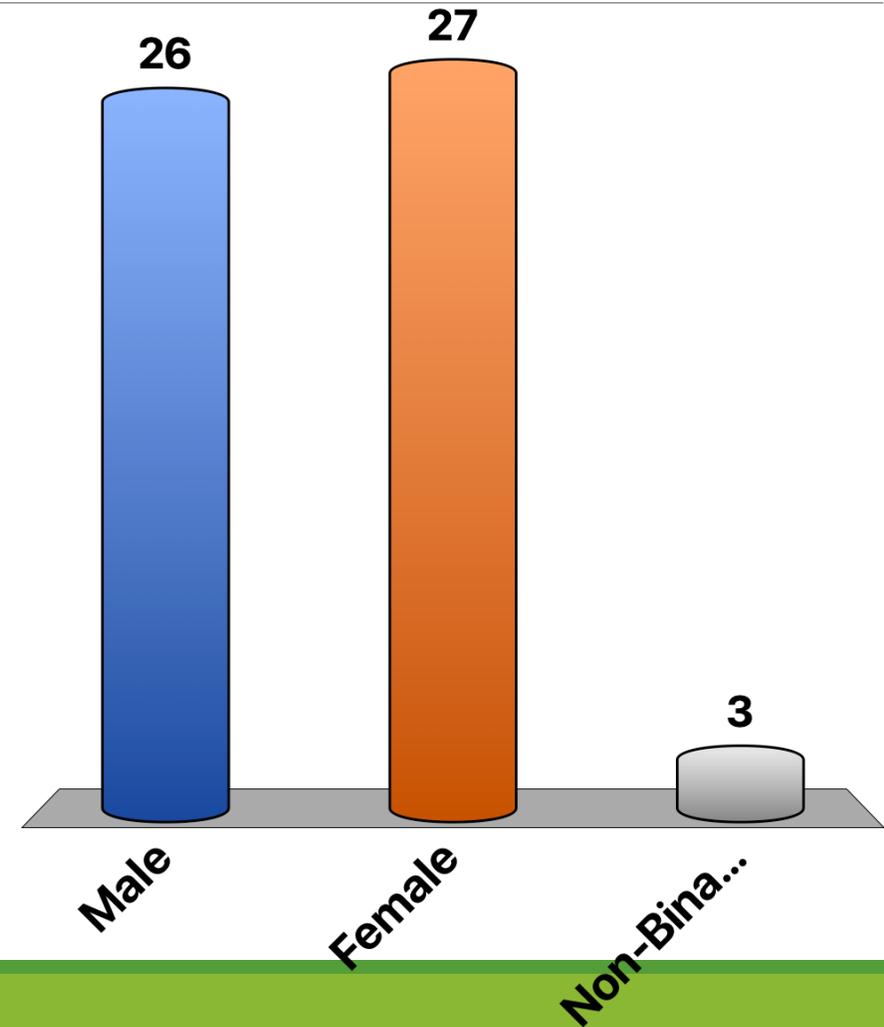
1. Less than a year
2. 1-5 years
3. 6-10 years
4. 10-20 years
5. 20+ years



# Are you male or female?

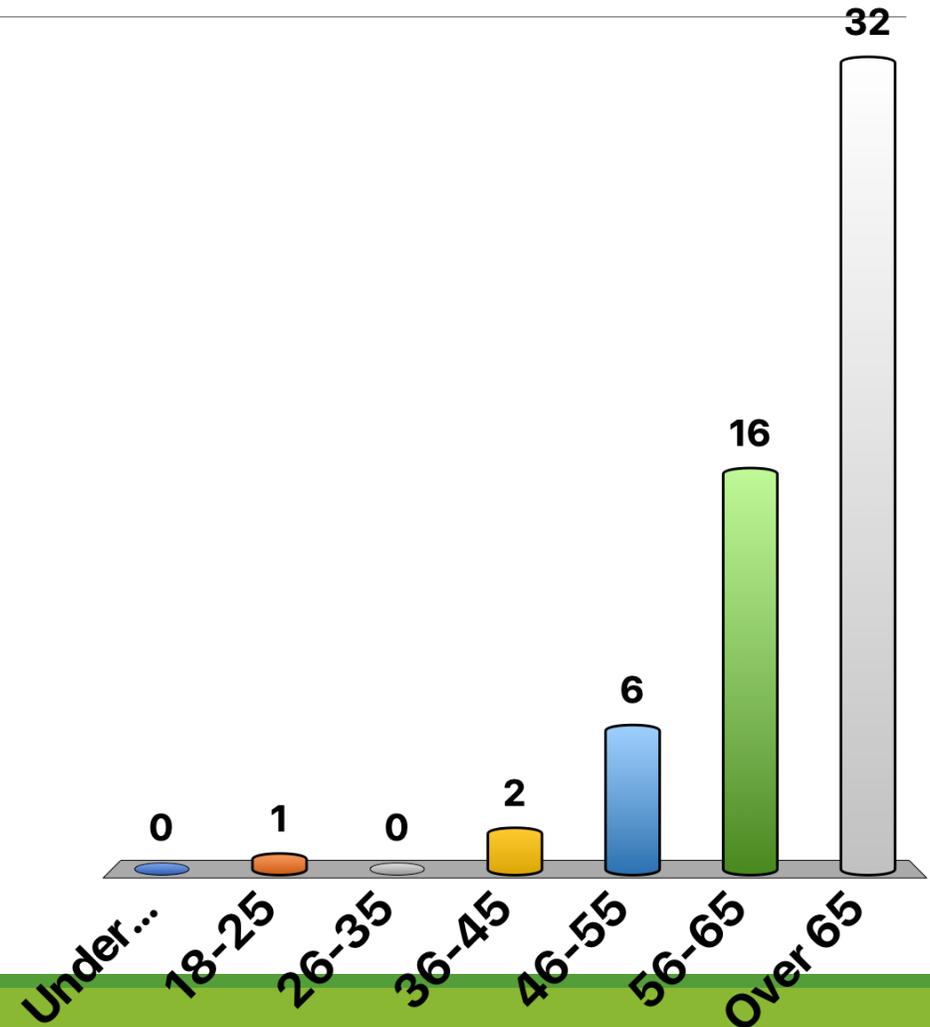
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1. Male
2. Female
3. Non-Binary



# What is your age?

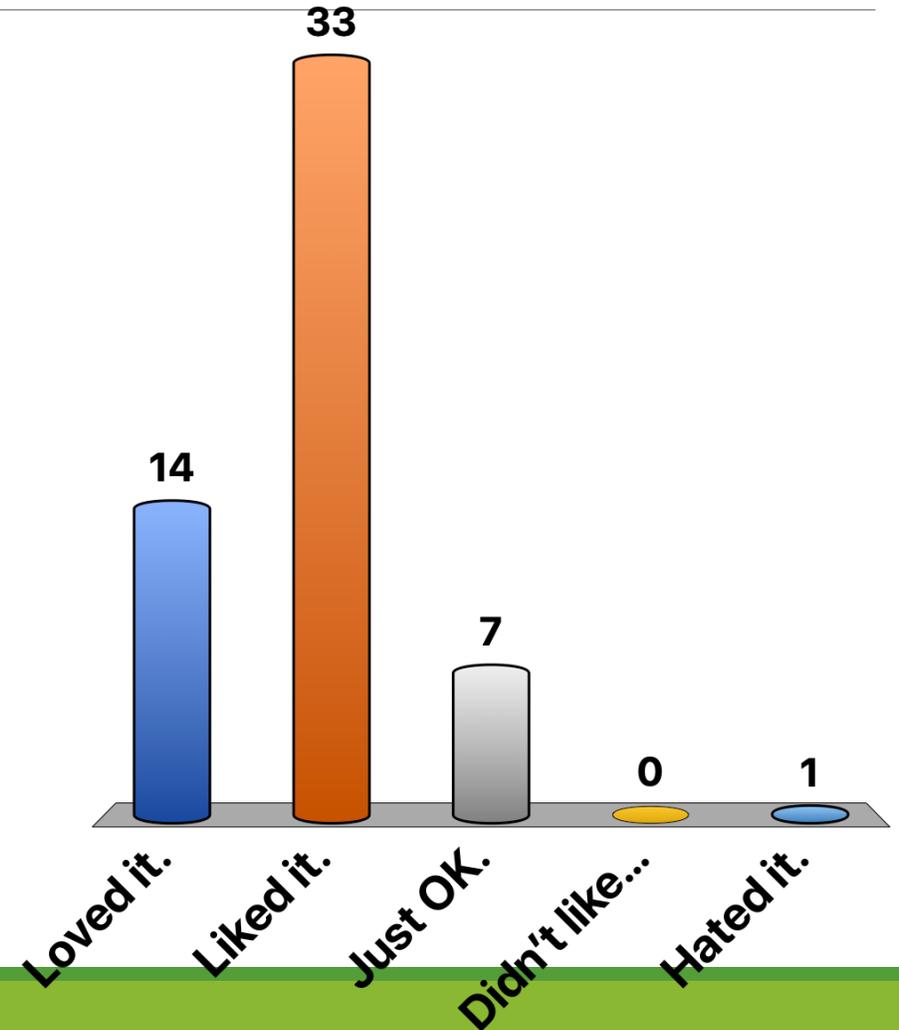
1. Under 18
2. 18-25
3. 26-35
4. 36-45
5. 46-55
6. 56-65
7. Over 65



# How did you like the meeting?

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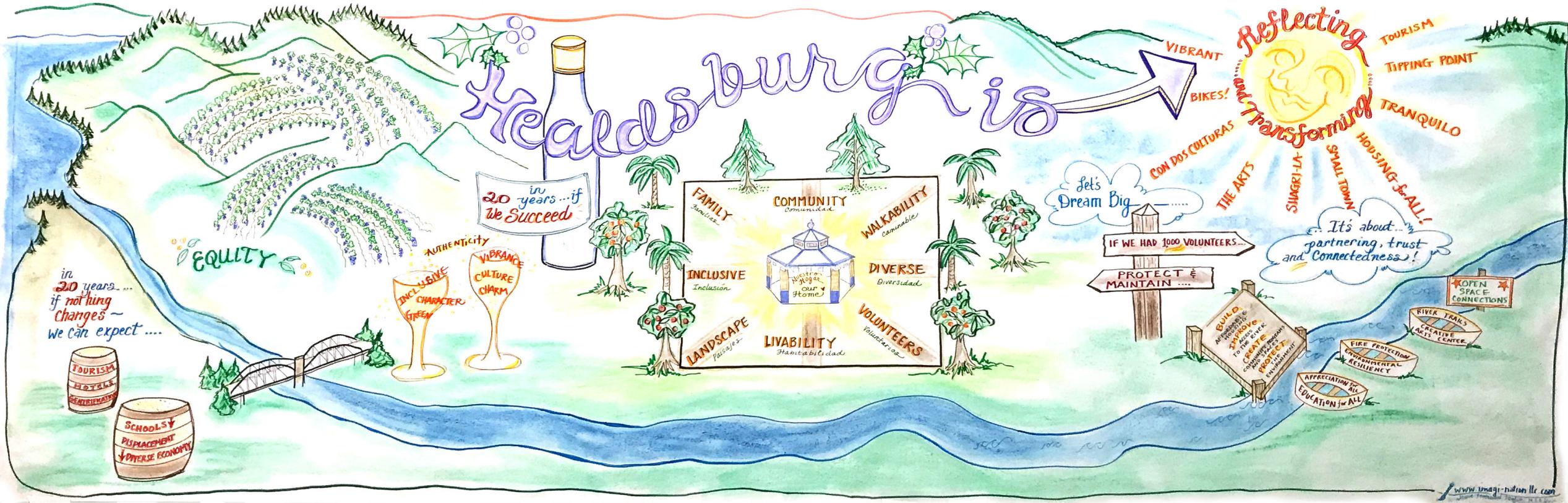
1. Loved it.
2. Liked it.
3. Just OK.
4. Didn't like it.
5. Hated it.





HEALDSBURG 2040

# OUR CITY, OUR FUTURE



## A PLACE FOR EVERYONE



HEALDSBURG 2040

# STAY INFORMED ABOUT HEALDSBURG 2040

EMAIL US:

[healdsburg2040@sonic.net](mailto:healdsburg2040@sonic.net)

What are you interested in?

Arts and Culture

Parks and Connectivity

5 Year Strategic Plan

Homelessness

Economic Diversity

MasterPlan/General Plan

Housing

Bicycling

Climate Change

---



# What's next?

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## Upcoming Meetings and Events

Public Workshop #1  
Wednesday, August 21, 2019  
6:30 PM  
The Villa Annex

Public Workshop #2  
Thursday, August 22, 2019  
6:30 PM  
The Villa Annex

City Council Study Session  
Thursday, September 5, 2019  
Healdsburg Community Center

# Healdsburg 2040 - Strategic Initiatives & Goals

H2040 GOALS 20190517

**Overarching Objective: Nurture Healdsburg's vitality and quality of life**

	#1	#2	#3	#4	#5
Strategic Initiatives	Adopt sustainable development as an operating principle	Plan for a diverse, inclusive and resilient economy	Implement a clear community driven vision to guide development	Improve connectivity & livability	Strive for metric-driven excellence in governance
Goal 1	Plan for a climate resilient future	Preserve Healdsburg's identity and roots, while building on our assets to ensure a vibrant economy	Clarify & codify for developers what type of development Healdsburg wants and needs	Reimagine Healdsburg as a place for people, not cars	Improve transparency, accountability and performance
Goal 2	Create standards defining sustainable development including: energy, economic diversity, care for the environment & social well-being	Implement an economic development plan that diversifies our economy	Expand availability of (middle-income and affordable) housing	Connect City neighborhoods, services, schools & parks with bike and pedestrian friendly routes that are safe and accessible	Strengthen citizen engagement
Goal 3	Broaden people's perspectives through education	Develop an arts & culture-based element to the economy – Healdsburg as an arts destination	Improve social & cultural connectivity	Shift regional transportation to clean, efficient modes	Make full use of resources beyond tax revenues to achieve strategic plan goals

## Healdsburg 2040 - Strategic Initiatives & Goals

H2040 GOALS 20190517

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Action Item 1.1	Conduct climate change impact assessment (impacts, implications); Update City GHG inventory and set GHG reduction goals By December 2021	Revise the general plan to create an updated vision and policy statement for the City Initiate in Fiscal Year 2019	Adopt a form-based code for the City of Healdsburg in parallel with the General Plan update	Move Healdsburg from bronze-to gold*-level Bicycle America Community (League of American Bicyclists). *Platinum level may not be achievable By 2023	Establish system of quantitative metrics, goals, tracking & reporting for each element of the Strategic Plan – and make available to the public online By completion of Strategic Plan
Action Item 1.2	Adopt a climate change strategy & action plan (mitigation, adaptation) to minimize carbon emissions from all sources. By December 2022 that would reduce emissions by 50% by 2030	Secure a permanent for the farmer's market and nurture and support local farmers By March 2021	Create a robust campaign to educate & encourage the public, including an ADU design & financing manual, with a view to achieving the HAP ADU goal Launch campaign in 2019	Test parklet* system and create dedicated bicycle parking and new bike lanes in the downtown area Test 6 parklets in 2019	Tie merit-based pay to achievement of stretch goals (exemplary performance) By completion of Strategic Plan
Action Item 1.3		Grow cycling and other forms of active tourism			Adopt user-friendly, fully transparent financial reporting to foster lay person understanding and trust By completion of Strategic Plan
<b>Goal 2</b>	<b>Create standards defining sustainable development including: energy, economic diversity, care for the environment &amp; social well-being</b>	<b>Implement an economic development plan that diversifies our economy</b>	<b>Expand availability of (middle-income and affordable) housing</b>	<b>Connect City neighborhoods, services, schools &amp; parks with bike and pedestrian friendly routes that are safe and accessible</b>	<b>Strengthen citizen engagement</b>
Action Item 2.1	Create standards defining sustainable development	Recruit a diversity of sustainable businesses that leverage local assets and offer high-paying jobs	Utilize the General Plan update process to update the zoning and land use codes to allow for increased housing density and uses in appropriate areas, including removing barriers to taller buildings where appropriate.	Develop a plan for non-motorized routes to connect Fitch Mountain to Healdsburg Ridge and the Russian River By June 2021	Work with Community Based Organizations (incl. HB2040) to engage citizens in Strategic Plan/General Plan development

Action Item 2.2		Preserve agricultural, commercial & industrial land	Foster the creation of a public/private partnership and/or private housing trust to raise funds for Healdsburg's Affordable Housing needs.		Shift the public comment period in all public meetings to fall between the deliberations of the bodies (incl. staff presentations) and their decisions Immediately
Action Item 2.3		Build partnerships to leverage city resources to achieve economic development and other strategic goals			Solicit and leverage local citizen expertise to ensure that a diversity of perspectives contribute to major projects, plans and decisions (e.g., include professional architects, landscape architects and artists in the planning process) Immediately
<b>Goal 3</b>	<b>Broaden people's perspectives through education</b>	<b>Develop an arts &amp; culture-based element to the economy – Healdsburg as an arts destination</b>	<b>Improve social &amp; cultural connectivity</b>	<b>Shift regional transportation to clean, efficient modes</b>	<b>Make full use of resources beyond tax revenues to achieve strategic plan goals</b>
Action Item 3.1	Provide for post-secondary science & technology education to support quality jobs (SRJC North, Sonoma State, UC Davis...)	Foster creation of arts & cultural spaces and center	Implement "Age-Friendly Community" design principles Adopt principles in 2019	Complete the bike/pedestrian path to the Windsor SMART station and expand connectivity to other regional transportation modalities (transit/foot/bike path connectivity) By December 2022 (consistent with train station opening)	Implement paid parking or other measures to make car drivers pay for the use of city land for parking – and earmark funds to further livability/connectivity goals Implement by end 2020
Action Item 3.2		Develop appreciation of the arts and our diverse cultural history	Ensure that seniors have suitable housing, care or aging-in-place strategies that allow them to stay in Healdsburg	Leverage connectivity to drive economic development	Set goals to obtain external funding to achieve Healdsburg's goals Integrate into Strategic Plan
Action Item 3.3			Facilitate adequate child care & early childhood education		

**ABBREVIATIONS**

- ADU accessory dwelling unit
- HB2040 Healdsburg 2040
- GHG greenhouse gas

**DEFINITIONS**

Parklet a small seating area or green space created as a public amenity on or alongside a sidewalk, especially in a former roadside parking space