

STRATEGIC PLANNING CITY COUNCIL AND DEPARTMENT HEAD

FLIPCHART TRANSCRIPTION

November 20, 2013

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The 3 Personas of Planning:

Dreamer

Critic / Analyst

Realist

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Trends:

Notoriety of Healdsburg (We're on the map) (positive)

Hispanic population and non-Latino population – somewhat silent yet significant

Some vocal dissent in direction of City

Uptick in crime – Result of prison re-alignment

Growing pains – Tourism and recipients Hi balance

Changes in economy and how it affects City and business diversification

Housing and availability, and variety of choices

Business diversification of economic base

Aging population and increasing disparities between outlook of GPS

Need to invest in the ORG!

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Trends:

How to keep family orientation without housing

Growing dissatisfied with Tourism

City expectations are rising

Can't purchase RE/ Housing in City limits

Identity crisis – what do we want to be

Increased population issues – Tourism numbers are up on the weekends

New developments demand package roads, etc. – Public safety

Perception vs. reality – Are decisions made by a small influential few. Same people speaking on topics

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Trends:

Information can be misconstrued easily

Growth management

Needs for parking

Perception of problems vs. reality

Condition, communication and control of utilities

Resources available to serve

Economic Diversity

Financial Stability

TOT

Pension issue

Tourism and infrastructure to support

Kids and families decline?

Need for affordable housing

Importance of schools

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Trends:

How best to communicate in the information age

How to have the facts and see what drives decision making

Values – Drive – Decisions

Perception = Reality. Many times now in the info age

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Expectations:

Broad open exchange of ideas

Get out of comfort zone

Create a road map

Good ideas

Come to concessions

Identify challenges, options, alternatives that City can actually commit to

Work together well

Road map to move forward

Stay focused – how to

Downtown vision – clarity for options in diversity

Clarity on vision moving forward

Want to understand various points of view on issues

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Move through the steps to achieve a quality resort

Get to making decisions

Understanding of where Healdsburg has been vs. where it's going

Have better tools throughout the planning process

Be able to work together better

Good set of dreams

Better understanding of City of Healdsburg

Communicate individual goals and objectives

Top priorities of General Plan and how utilities fit into that

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Notes:

We have failed to invest in the organization. We have invested in services at the expense of the organization – must reinvest in the “Plant” infrastructure, personnel, facilities

Method of services delivery has changed

Wine industry and tourism: New ways to drive the economy, clean technical center

Explain the benefits and issues to community on “Growing pains issue”

We have a lot of diversity here – we are not just tasting rooms

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Notes:

Tourism is tied to agriculture. We have agricultural “roots”. We didn't forget them

Diversity issue is blown out of proportion

Healdsburg has some things working: General Dynamics and Mel Amato also

Not sometimes about what we have but where we “seem” to be going

Diversity for new _____

Is the question – can we go beyond

Next steps

Eggs in one basket

Notes:

We have a very attractive city – we can capitalize on this

33% homes sold are 2nd homes – building homes also
Affordable housing was diminished by State of California
Trending is cyclical
Ask what is truly new. Look at history

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Strengths: SWOT Process
Great staff: leaning organization
Wine / food industry: sustainable agriculture
Great press: free marketing. Daily meal named Healdsburg as top 10 small town food destination in the Nation
Not Napa – attracting more visitors

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Strengths:
Geo / Location
Ambience
City staff: knowledge / integrity / dedication
Active community with resources
Full service city with strong customer service skills
Economic health
Historic character

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Strengths:
Dedicated / pride / talented staff
Economic base
Doing the right things right
Utilities
Tourism
Community engaged
Synergy
Staff flexibility vs. bureaucratic
Diversity of Tourism
Future planning (CHAP)
Community / Staff pride

Unique character

Delivery of services based upon resources

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Weaknesses:

Communication/Marketing – true information/success

Lack of focus/Direction (reactionary)

Fail to tap in silent majority (resource)

Shrinking traditional middle class

Housing

Capital

Deferred maintenance

Economic diversity

Housing

Community engaged

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Weaknesses:

Communication – not enough

Parking – nuf said

City lacks resources to do things in a timely manner.

Housing: GMO is preventing economy of scale from occurring

Infrastructure

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Weaknesses:

Misinformation / manipulated information

Lack of investment in City structure

Parking

Capital replacement

Planning is unclear

Inability to make a concrete plan

Lack of participation / dialog with Hispanic community

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Opportunities:

Business recruitment

Planning

Leveraging Resources

Railway

High Speed Internet

Build City Business

Identify real needs

Infrastructure improvements

Cautious growth

New way to provide housing (failure of RDA)

CHAD

Saggio Hills

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We have a “brand”

Airport (So. Co.) Expansion

Electric Utility – we own

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Opportunities:

Create and commit to well defined vision

Leverage Healdsburg- brand to achieve diversification

Proximity to SF Bay Area

Promote full service utilities

Opportunities:

We have a “brand”

Airport (So. Co.) Expansion

Electric Utility – we own

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Threats:

Fear of change

City communicates poorly – feeds perception that we don’t care or we operate in a vacuum

Housing – lack of affordable

Overlay SWOT item – Fits in all categories

Passionate community

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Threats:

Distractions / Vocal special interests

Deferred maintenance

Ability to keep pace with growth

Recruitment / retention of staff

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Misinformation

Tension between tourism and residential character

Widening gap between income levels

Lack of housing choices – affordability and insufficient stock

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Climate / pests

One sided issues

Inability to say no

Over development

Lack of / miscommunication

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Strength notes:

We work well together. Great city staff – Integrity and dedication

Flexibility vs. rigidity – bureaucratic mindset

Diversity in the tourist population – bicycling, dinner, antiques. Some come for an hour, a day or a week

Central Healdsburg Community Plan

We are a learning organization – proactive

We are unique

Council gets along well

Great benefit

Overlay principle = engaged community

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Weakness notes:

Proactive communication of all of the city government workers and council

Various forms of info now needed – social media, You Tube, ambassador? Intern? Who?

Good article – how does a pothole get fixed

Perceived weaknesses vs. real weakness

Things might take longer do to small staff – reset expectations

What are unintended consequences? List them out – housing, redevelopment, GMO and _____

Page 25 (graphics not transcribed)

Weaknesses continued:

We as council members and DHS get more “expert” information not necessarily the same as what gets out to the community

Stronger vision is easier to stay focused on right results

Latino outreach with separate charrette to address lack of involvement of Hispanic

Page 26 – (graphics not transcribed)

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Housing weakness is because we are at the center point of the “wine county” lifestyle

Supply and demand

Desirable quo – only be doing infill projects

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Opportunities:

Failure of redevelopment agency gives us an opportunity to innovate

Transportation

Electric utility – impact for education – healthcare, economic development (Hi-tec)

Infrastructure beckons to us

We can pick and choose what we do

Sonoma county clean power we can be a mentor to the JPA entities

Branding is useful for good communication and recruitment

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Opportunities notes:

Planning now not later for reactionary situation

Service / revenue deficiency – creative ways to utilize resources

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Threats notes:

Poor public perception of public employees

Needs of open space requirement of new Hi Tech generation

How do we offer “Google” like benefits in a public environment

Small influential minority – vocal for decisions – many not be accurate or best for all people

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Values:

Communication: respectful, timely, open honest, transparent, relevant

Fun and joy

Communication diversity

Family values, parenting – strong community inclusiveness

Team approach – strong relationships

We work to address issues across the City of Healdsburg proactive approach

Continuous improvement

Through innovation

Innovation and sustainability facing ethical – integrity – honesty

Ethical compass

Ownership – we are all responsible for success moving forward

Trust – internal and external

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Mission:

We will preserve and enhance the quality of life for all segments of our community by providing the highest level of service and responsiveness while being fiscally responsible! Creatively and compassionately

Facing challenges constructively

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Mission:

To support the lives of all residents, businesses and visitors by providing a exceptional foundation of public services in a fiscally responsible way because we are passionate about the community of Healdsburg.

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We will preserve and enhance the quality of life for our community providing the highest level of service ensuring sustainability and maintaining Healdsburg's unique character.

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Vision:

Keeping the sense of community while providing the necessary tools to ensure prosperity and comfort for our citizens.

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Keep the sense of community while providing the necessary tools to ensure the prosperity and comfort of the community.

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Vision:

Healdsburg is a friendly little sustainable community

By maintaining and enhancing our community as an attractive, healthy and prosperous place

Prosperous

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Top 3 Initiatives

Economic development strategy

Add economic diversity to insure financial stability

Infrastructure improvements – Now (immediate) and longtime plan moving forward

Plan for capital reconstruction – over next 3-5 years

Maintain character of town – acknowledge the strong sense of community which exists here

Communication for better customer service

Find better ways to communicate to all citizens

Improved communication in community

Internal/external – PIO?

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Develop a comprehensive process to communicate to our community. Multiple formats - PIO, social media, multilingual, television - beyond newspaper and website.

Identify future stable sustainable funding sources for initiatives

Establish a vision for the City for the future that the City can commit to; clarify and communicate direction (into next step)

Engaging and involve the silent majority

Prepare for growth in advance - personnel and equip as well as infrastructure, staff talent and efficiency

Better ways of doing work

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Top 3

Leverage our brand to add diversity to our economy

Economic road map for the future

Utilize our existing infrastructure as a tool to accomplish above idea economic base – Staff. Facilities. Economy

Get our infrastructure up to standard

Leverage our utilities to feed “clean” interests

Integrate all segments of our community so that all prosper together
Look at the “term/issues” of diversity – what is it? What does it mean?
Perception vs. reality in the community
Going beyond history and into the future

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Type and choice Top 3
Beyond single family determine variety of options
More housing – increase availability, affordability of options
Planning for development (infrastructure, streets, roads, housing dev. Community dev.)
Invest in the “plant” of Healdsburg have a strong operation
Capitalize on our own electric utility and get in hi speed wire to attract diverse businesses
Develop a plan that includes internal city buildings as well as streets, roads, sewer and IT in the broadest context!