

## STRATEGIC PLANNING STAKEHOLDER MEETING

Thursday, September 26, 2013

### Flipchart transcription

#### Page 1

##### Trends:

Finding a balance between tourism and local residents  
Young families  
Growth in other areas – new businesses coming into town  
Financial health

#### Page 2

##### Trends:

Multi-generational, family oriented  
Great place to live  
Financial health of community  
Pensions for employees (increasing)  
Middle class disappearing  
Wealthy and poor demand services  
Infrastructure  
Difference between \_\_\_\_\_/community  
Quality of air-water

#### Page 3

##### Trends:

Environmental  
Climate change – premium grapes heading north or west  
Health issues – particulate matter; asthma, gravel dredging

Gentrification – people who work here (teachers, fire people, waiters/waitresses, public safety) often can't afford to live here

Expectations – a wide spectrum of opinions

#### Page 4

##### Trends:

More young families

More tourism

Worsening traffic

City budget problems

Lack of young families

Uncertainty regarding budget

Worsening parking

Loss of redevelopment and financial problems

Healdsburg rising popularity

Growing pro/anti growth conflicts

Skyrocketing tasting rooms, restaurants

2<sup>nd</sup> wave of popularity

Over gentrification – tsunami of dollars leading to sterile ghost town

Maintain balance between visitors and residents

Energy supporting diversity

#### Page 5

##### Trends:

Deterioration of infrastructure

Branding vs community

Sustainable living and working environment

Socio economic mix – housing

Water availability

Better integration of and relationships with Hispanic community

Access to health care

#### Page 6

Trends:

Migration of non-profit to City of Healdsburg

Growth of tourism vs storefronts

Shrinking of our student bodies

#### Page 7

Trends:

Creating a boutique/tourism community

Widening gap between rich and poor

Losing the middle class

Rich and Poor demand more services than the working class

High cost of doing business

Fewer opportunities for teens/youth

Structural deficit

#### Page 8

Trends:

Disparity between revenue and services

Transitioning population

Impacts of tourism and increased population

Housing costs

Failing infrastructure

#### Page 9

Trends:

Budgetary/financial health

Economic growth vs small town character

Economic diversity (tourism, hospitality, tech, industry, services)

Affordable housing – multi-generational, job creation

Focus both – community and tourists

#### Page 10

Trends:

How can we balance tourism and the “locals”?

How do we complement our growth in tourism with growth in other areas so it’s not one dimensional?

Can we expand our tourism so not as specialized?

How do we retain our young people (keeping things affordable) so that the community the tourists “love” remains/thrives?

#### Page 11

Expectations:

Work to develop community

Work toward identification of problem areas

#### Page 12

Expectations:

Identify actionable items

Ideas about how to solve identified issues

Consensus on vision for Healdsburg

Feel more confident about future

Consensus on should we stay on same path as last 20 years – hotels, wine tasting, tourism... or switch gears

Consensus to limit size of city government

#### Page 13

Expectations:

Areas of consensus

Clarity of purpose/community direction

Identify priorities

Understanding infrastructure needs

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Expectations:

Better understanding and communication from City Council – what do they perceive as biggest issues and what are the solutions?

Hear others' concerns

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S Effective City leaders, proactive community, gorgeous environment

W

O

T

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S Partnerships and communication (leaders and private and public sectors)

Natural assets

Wine industry/tourism

Youth programs

Community builders – City and community leadership

Strong business sense

W Parking

Lack of economic diversity (cost of infrastructure, limited existing infrastructure)

Limited economic opportunities (geography, scale)

Costs of doing and maintaining business in town

O Education programs

Build on cultural assets

Supporting entrepreneurial spirit (small business, new and existing)

Destination assets to attract potential employers

T Overcrowding – tourists

Over dependence on mono economy

Affordability

Lack of workforce

Broad uncontrollable economic changes

### Page 17

Strengths:

Private, nonprofit, public sector partnerships

We are community builders

Community network/involvement; community events

Outdoor environment

Amazing plaza

A lot of smart people

Parks

National and international attention

Good volunteers

Size of population

Safety/cleanliness

It's a real place; unique character

### Page 18

Strengths:

Activities for locals

Small town character

Spirit of community

Safety

Great public relations; popularity

People who live here love it!

Caring

Civic events

Collaboration

Geographic

Weaknesses:

Unequal opportunity on housing

Parking/traffic

Deterioration of roads/infrastructure

No growth to sustain middle class jobs

Schools

Cost of living

Lack of teenager activities

Too focused on food and wine

Lack of diversity

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Strengths:

Promotion of brand and tourism

Responsiveness of city government

Great parks

National and international attention

Thriving and expanding wine industry

God's country; natural beauty

Community involvement

Great volunteers/caring  
Sense of community/caring  
New business recruitment  
Size of population  
Small town with lots of winery employment  
Resilient tourist industry/proximity to SF, etc.

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### Strengths:

Use of Memorial Park  
Family/youth bonds  
Farmer's market and farms-food supply  
Community spirit  
Amazing plaza  
A lot of smart, well-connected people  
Community resources, volunteer spirit (angels)  
Perception of Healdsburg is very good  
Good balance economic vitality and environmental awareness  
Community based leadership  
Access to government officials and One Stop

### Weaknesses:

Housing costs  
General retail is struggling (beyond wineries and restaurants)  
Public schools  
Not enough for youth to do

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### Strengths:



Tourism-Plaza events/Ag tourism and farmer's market

Sense of community/involvement

Wine tasting/restaurants/art galleries

Sense of family feel – lifestyle

Clean

High level of volunteerism/community involvement

Favorable public perception

Real place

Town and country interface

Weaknesses:

Parking/traffic

City budget

Roads and sidewalks

Affordable, diverse housing (middle class)

Not enough family-oriented activities

Limited diverse job opportunities for grads

Transportation – Arterial-limited access

Threatened small town character

Visitor/resident balance

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Strengths:

Attracting development

Full service at high level

Appeal – beautiful town

Electric utilities (green)

Finances are good

Parks and recreation  
General appeal  
Services to resource level  
Tourism  
Involved generous citizens  
Excellent sense of community  
Geographic desire  
Safe community

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Strengths:

Community network  
Community involvement  
Well planned community  
Schools  
Wine/food  
Outdoor attractions  
Strong economic base (tourism)  
High self esteem  
Full service community  
Private/public sector good partners  
Generous citizens  
Environmental sensitivity

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Weaknesses:

Parking/traffic flow  
Lack of diversity in housing/commerce

Limited scope of economy

Housing costs

Old Healdsburg/new Healdsburg/Latino divide; generational divide

Declining enrollment in schools

Schools need improvement

Cost of living is expensive

#### Page 25

##### Weaknesses:

Inconsistent Volunteer board and leadership

School system/declining enrollment

Inability to provide housing due to growth control/affordability

Downtown parking lacking

Lack of health care specialists

Not attracting young adults

City government trying too hard, especially for tourist satisfaction

Aging population

Access through town in vehicles

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##### Weaknesses:

Poor integration (old Healdsburg/new Healdsburg/Latino)

Loss of middle class

More density flexibility in housing

Budget/fiscal

Infrastructure

Mono-culture agriculture

Blighted entry on south side

Lack of parking

Opportunities:

Support live music downtown venues

Careful handling of the fact that people want to come here

Attract more high value businesses taking advantage of Healdsburg's popularity and quality of life

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Weaknesses:

Diversification

Geographical constraints

Revenue/services issue

Traffic flows/parking

High expectations vs services

Infrastructure

Limited scope of housing

Cost of living

Fee structures

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Weaknesses: Lacking...

Infrastructure maintenance

Long range planning

Traffic

Finances

Recruitment

Oriented to past; resistance to change

Housing

Lack of involvement of Hispanic community

Economic diversity

Social diversity

Activities for youth and teens

Expensive real estate and rental market

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### Opportunities:

Finding the next "big idea"                      College?    Knowledge Center!

High speed infrastructure; high speed access

Attract new businesses

Become \_\_\_\_\_ community

Train, SMART

Improve roads, infrastructure; utilities across Russian River

Sense of arrival into town

Jobs – diversity

Attract energy credits; alternate energy sources

Russian River

Villa

Health care network

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### Opportunities:

Emphasis on recreation opportunities

Take advantage of popularity to attract new business and diversify base

Bring research labs (SRJC, Davis) to do studies/work in agriculture

Support growth of existing businesses

Improve and expand higher education

Health care center for north bay

Attract knowledge workers

Walking community

### Page 31

#### Opportunities:

Use our success to attract diversity in: visitors, citizens, businesses

Make sure we have financial security – use tourism revenue to benefit citizen needs

Strategic plan for downtown businesses

Expansion of current businesses; opportunities/support existing businesses

#### Threats:

Unfunded liabilities

Lack of public focus/attention on real community issues

Litigation in land use

Fiscal instability in City and HUSD

Spending outside of our means

All our eggs in one basket – over concentration

Expansion south of Healdsburg town – traffic

Trouble-making derailing obstructionists (divert attention from solving issues)

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#### Opportunities:

Opportunity to balance residents and tourism

Improve roads and sidewalks

Improve staff and services

Bring families together

Improve public/private education

Diverse job creation

More diversity within local authorities

Attracting more hi-tech jobs/companies  
Saggio Hills restructuring \$  
Integrate rail transport  
Alternate energy credits in new construction  
Relocate docs/improve health care  
Improved air transport

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Opportunities:

Improvement in local schools will attract more high quality business  
High speed infrastructure  
Central Healdsburg study area – lots of possibilities  
Use Plaza for locals in various ways  
Pedestrian activity  
Find ways for “angels” to contribute

Threats:

Culture disconnect  
Pension costs  
Train noise (nighttime) – SMART

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Opportunities:

Economic strength  
Popularity  
Location  
Environmental awareness  
Fitch Mountain  
Citizen participation

Centralize lodging to commercial areas

Capitalize on opportunity

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Opportunities:

City owned properties

Improve/add attractions for younger demographic

Talent pool

Streamline services

Extend tourism year-round

Focus on core services

High speed internet

Soft/tech industries

TOT for parks and recreation

Knowledge based community

Selective development

Attraction of environment

Public/private partners

To plan or create a vision

TOT for new/existing services

River community of choice

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Threats:

Unfunded liabilities

Trouble making obstructionists

Climate Change

2<sup>nd</sup>/weekend homes taking over



Economy

Ignoring problems

Affordable housing

Jobs

Outsourcing of students to private schools

Diff kind of tourism

### Page 37

Threats:

Climate change; loss of vineyards

2<sup>nd</sup>/3<sup>rd</sup> homes; non-resident homes

Slow to no housing growth

Acquisition of businesses by large corporations

Parking/traffic/congestion on Healdsburg Ave

Not integrating our Hispanic community

Loosing families

### Page 38

Threats:

Budget/services

Economy

Ignoring problems

Possible loss of sales tax revenue/co

Pension costs/structural deficit

Demographics – lack of diversity

Income disparity

High cost of housing

Climate change on an agriculture based economy

GMO – prevents housing diversity; confusion between small and “real”

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Threats:

Cost of development and doing business

Lack of diversity

Shrinking labor pool

Aging population

Over confidence/over expansion

State/Federal negative intervention

Lack of permanent recovery for working class

Climate change

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Threats:

Financial issues

Housing \$\$

Competition

The State

Lack of parking

City facilities/staffing

Growth restrictions

Resistance to change

Water issues

Climate change

