



HEALDSBURG R/UDAT

REGIONAL/URBAN DESIGN ASSISTANCE TEAM

AMERICAN INSTITUTE OF ARCHITECTS

CHANGE IS COMING

AFFORDABLE HOUSING

GROWING PAINS

NEW DIRECTIONS

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LUCKY 13? WHAT DO YOU DO WITH THE R/UDAT REPORT?

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NEW DIRECTIONS

HEALDSBURG IS. . . .



CHANGE IS COMING

Healdsburg is in the path of intense growth pressures. Population and economic growth in the Bay Area, having filled the south and east, is moving north increasingly fast. Santa Rosa, with its explosive growth is obvious evidence of this activity.

Spillover from Santa Rosa is already affecting Healdsburg. Commuting to the south is on the increase. Shopping trips to Santa Rosa and the concomitant local loss of sales tax and business are increasingly critical issues for Healdsburg and the local business community.

What does this mean for the future of Healdsburg? Growth, change, pressures, decisions...and more decisions. The future of Healdsburg ultimately must be decided by the citizens and businesses of Healdsburg. You must decide where you want Healdsburg to go, and what you want the city to be like when you get there.

Healdsburg is going to grow, but it faces some severe limits to the amount of growth. Change is coming and so is accompanying growth.

Growth can occur in three alternative ways:

1. Emphasize Healdsburg as a bedroom community.

The community's role as an agricultural service center continues, and retired people and commuters to employment centers use Healdsburg as a bedroom community. Tourism is allowed to occur in a laissez-faire manner. Private developers are dealt with on a project by project basis.

2. Emphasize high, tech clean-industry, Silicon-Valley-type spinoffs.

The City seeks out industry, and makes zoning and utilities available. The Chamber of Commerce creates an industrial park to keep land prices under control.

3. Emphasize the "destination tourist" industry.

In addition to continuing as a service center for the vineyards the City should begin, with the wineries, to promote the concept of Healdsburg as a tourist town for visitors attracted by the vineyards, the Russian River scenic/recreation corridor, and Lake Sonoma.

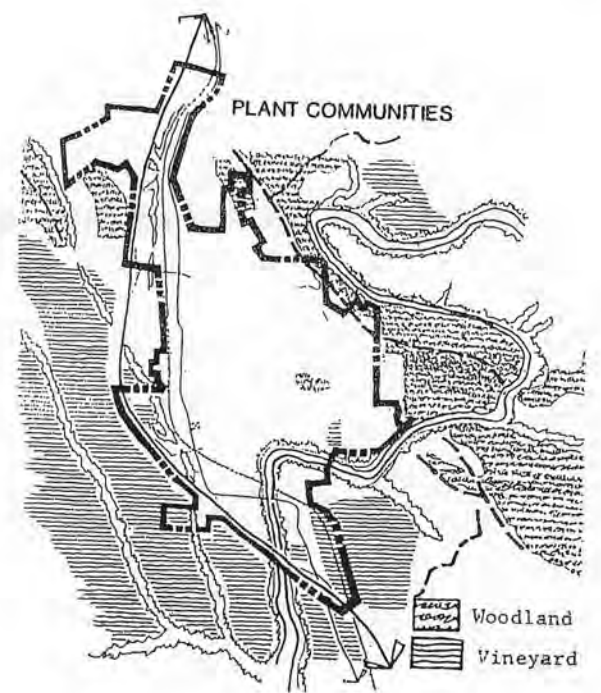
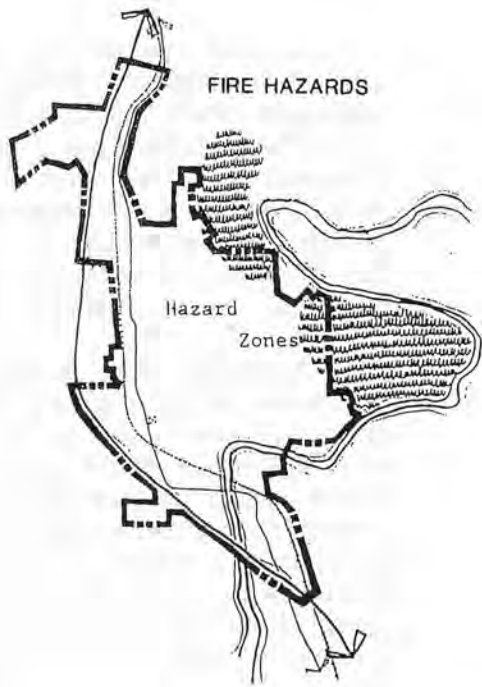
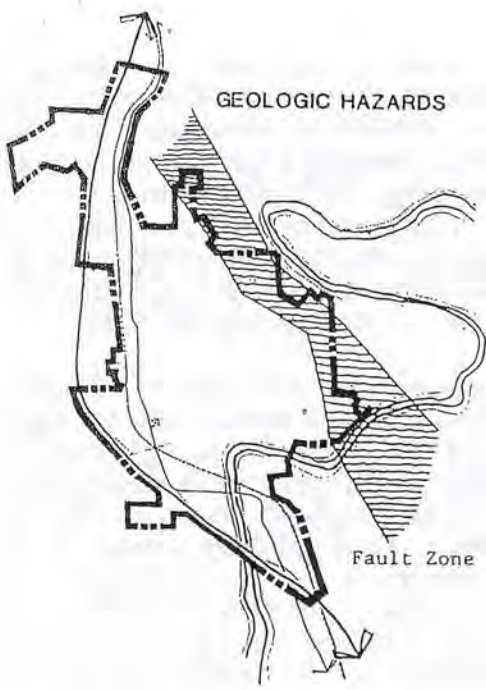
None of these areas of emphasis are mutually exclusive. Some of each are likely to occur. But where the community places the emphasis will determine Healdsburg's future. Limited land is available for housing, industry or commercial development.

There are other factors which will influence the direction chosen. These include the cost of growth and the sources of the City's revenues.

The basis for the City's ability to fund new services or even maintain its existing ones is extremely limited under state laws. The sales tax is a driving need for Healdsburg. Property tax no longer provide meaningful support for the schools or the City. Increasing the assessed valuation portion of the tax base does nothing for public services and facilities. Therefore, of the three growth options, we suggest emphasis be placed on tourism/service.

Tourists make no demands on the school system, few demands on recreation, water and sewer systems and, best of all, they go home someplace else. Jobs servicing tourists usually are low paying, but tourists provide many opportunities for small businesses. They bring the sales tax to pay for public services and facilities. (A commuter emphasis brings public costs, demands for housing and schools and sales tax.)

Large scale R & D manufacturing creates direct conflicts with the vineyards and the character of the area. Again, increased assessed valuation is not a significant help to public resources. Since the availability of large industrial tracts is virtually nonexistent in Healdsburg, the City would appear to gain little by emphasizing this option.



LIMITATIONS TO GROWTH

The City's growth has been constrained into a compact urban form by a combination of transportation, environmental and physical restrictions.

PHYSICAL

The Russian River has presented a barrier as the difficulty of getting utilities across the bridge has economically limited development to the east. Fitch Mountain and the ridge line running east and west have limited expansion to the northeast.

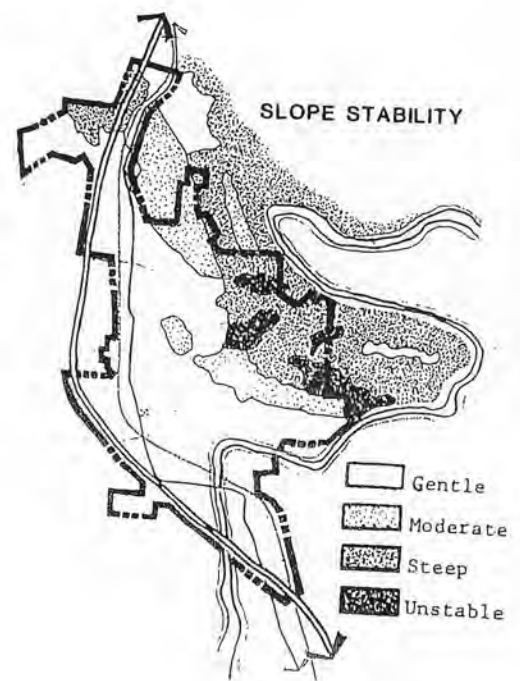
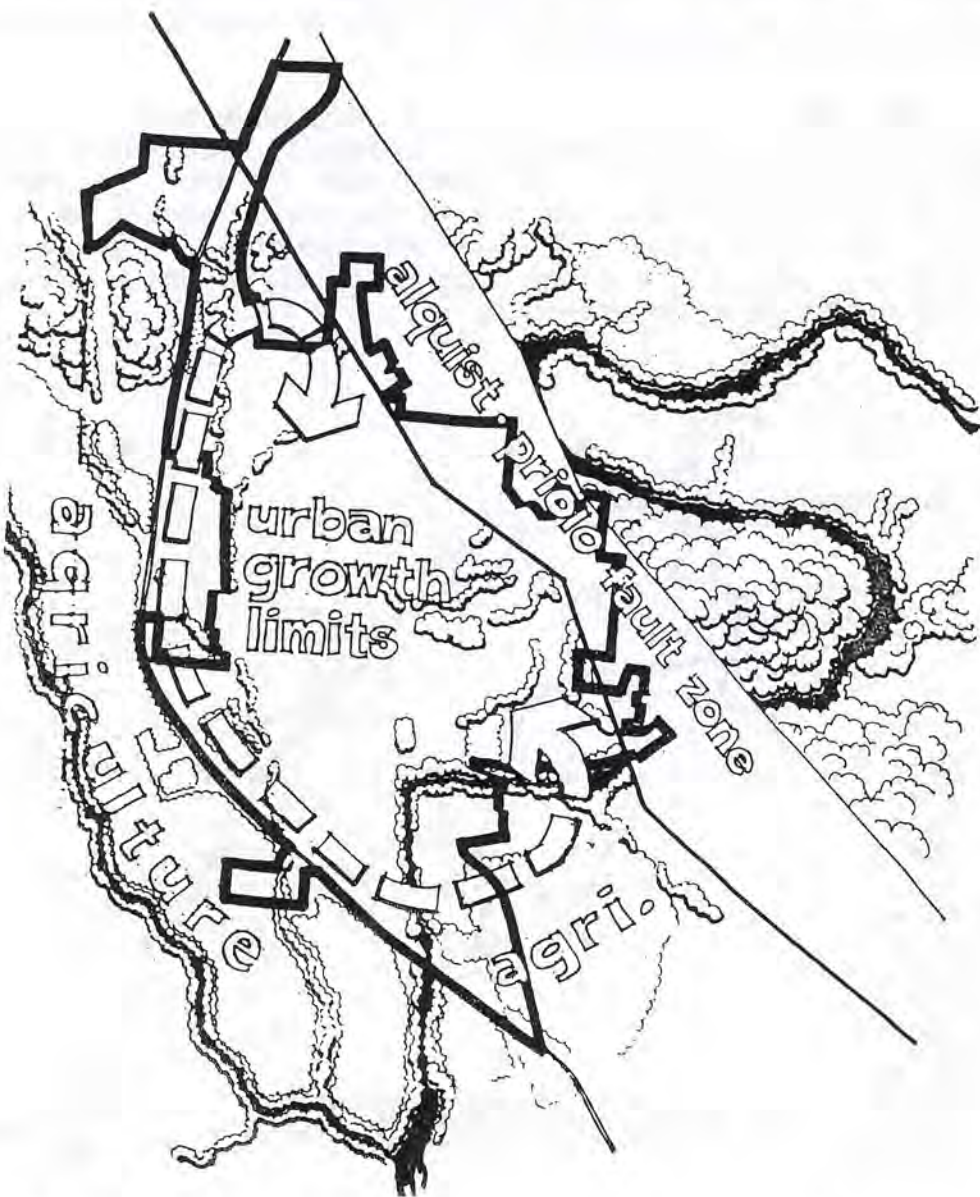
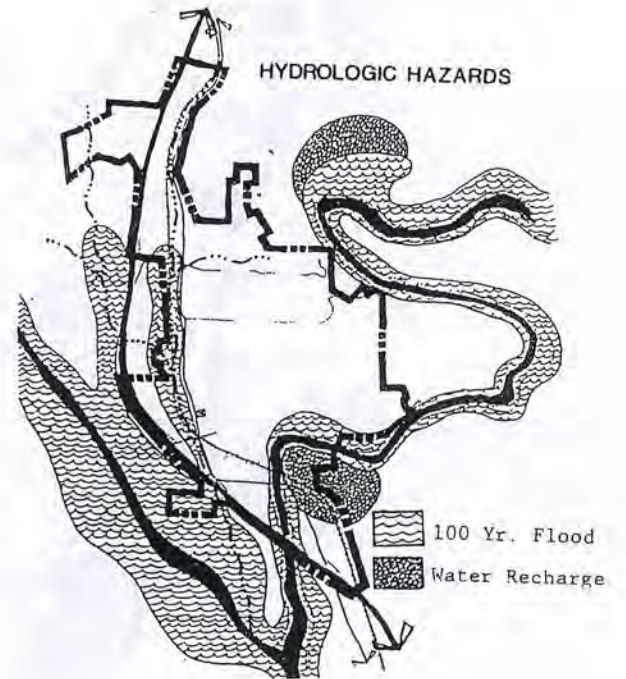
ENVIRONMENTAL

The flood plain of the Russian River, Foss Creek and Dry Creek have limited growth to the south and to the west of Healdsburg. The Hayward faults to the east pose a major threat of property damage and loss of life. Aquifer recharge areas, along the Russian River, increase this potential. This has been demonstrated elsewhere along the San Andreas fault, where recharge, when prevented, increased or precipitated quakes. The fertile soils associated with the valleys are an unrenueable resource which should be protected, for loss of even a single acre is a direct loss to the economy of Healdsburg.

TRANSPORTATION

Highway 101 has formed a continuous containment to the spread of urban growth to the west except at interchanges. If considered separately, this usually poses no obstacle to development. But in this case, its proximity to so many natural and physical constraints have resulted in consensus to limit growth through annexation.

LIMITATIONS TO GROWTH



ENVIRONMENTAL ANALYSIS

THE TOURIST RESOURCE

SIZE

In any region there are hierarchies of cities. Not every city has a regional shopping center. Neighborhood shopping, community shopping and regional shopping are three distinct levels of service. Regional centers with their full-line department store, comparison shops, theaters, etc frequently are identified as requiring 100,000+ population in the trade area. Santa Rosa fits this mold. A community center (junior department store, variety stores, small clothing stores, supermarket, the typical small town, downtown; and neighborhood shopping; convenience stores personal service shops, etc.) services a population of 5,000+.

Applying this guideline and considering the ease of travel and short distance among the communities in northern Sonoma County, Santa Rosa is and will continue to be the regional shopping area. Healdsburg is and will continue to be a community center. Windsor is a neighborhood center which could become more of a community shopping area if the stores that comprise such shopping levels cannot find adequate space in Healdsburg. Driving six miles for community shopping is not a deterrent. At present Healdsburg has the competitive edge in providing this service. It is imperative that the City maintain its position in the region, but also to recognize that, in providing many services, it cannot compete with Santa Rosa.

Growth will continue. Change will continue. Healdsburg does not have to lower its standards to attract population.

RECOMMENDATIONS

Emphasizing Healdsburg as a destination/jumping-off point for tours to the 57 surrounding wineries is the focus of the recommendation.

There are a variety of complementary tourist attractions already centered here:

- Russian River recreational activities,
- Lake Sonoma (Warm Springs Dam),
- Alexander and Dry Creek vineyards,
- Historical homes,
- Plaza (as a town focal point).

Tourists already come to town with little or no coordinated promotion. They arrive with their bicycles strapped on their cars, park at the Plaza or in shopping center lots, and cycle through the back roads. Prolonged visits need to be encouraged.

While there is tourism potential from the vineyards in the area, there does not seem to be a developed approach for using this potential. The vineyards have spent great sums to establish visitor sales and the wine tasting facilities which daily attract thousands of tourists. Most tourists currently "day trip" out of San Francisco because of the lack of local accommodations. Healdsburg currently is featured only as a part of the Sonoma County Region Tours and, being the farthest out, probably has received less than the full tourist impact. Healdsburg is also situated in regard to the Napa County Region and is featured in the maps of the Alexander Valley/Calistoga tour.

Healdsburg should promote a two day (minimum) loop tour of both Valley's wineries through the San Francisco Tourist Office and the County Wine Grower's Association. This would make the town the logical location for an overnight stay, and create the hotel market as a spinoff of commercial retail sales. The tour would feature the scenic roads of the region and bypass the major interstate roads which offer little of commercial value to the community.



MARKETING TOURISM



ECONOMIC RECOMMENDATIONS

An orientation toward destination-point tourism has important implications for the structure and the dynamics of Healdsburg's economy. Basically, it means an economy built around small, not large, firms, and around commercial-service firms, not manufacturing plants.

Can such an economy be strong? Yes. Throughout the U.S., and especially in the West and in small towns, the creation of most new jobs during the next two decades will come from small firms with fewer than 20 employees. As Americans generally become more affluent and the economy orients itself away from manufacturing, the service and retail sectors will continue to grow more rapidly than other sectors of the economy.

Finally, the expansion of the flow of tourists through the Sonoma Valley, as a result of the growth in the wine industry and the development of Lake Sonoma, definitely appears to be a long-term rather than a short-term phenomenon.

In addition, a tourist-based approach will augment the City's ability to maintain its public services. High-quality public services--both physical infrastructure and social services--provide the foundation for sound private sector development. These are essential. Cities that allow their public sector to deteriorate inevitably find their private sector following the same path a short time later.

Healdsburg's public services currently are adequate to support a sound economy, but their status in the future is uncertain. The City's utilities -- electricity, water, and sewer -- support their operating costs through the collection of fees. Other services, though, depend on the general fund and, given California's current financial structure, the City has little ability to control its revenues directly to meet service requirements. It essentially has no ability to raise property tax revenues, the conventional source of funding for local public services in the U.S. Other major sources of funding, such as intergovernmental transfers also are beyond the City's control. General obligation bonds, to borrow money for major capital expenditures, are also essentially a thing of the past.

But through its economic-development strategy, Healdsburg can indirectly hold and even broaden its resource-base for its public services. The key is the sales tax. Currently, the tax on retail sales contribute more than one-half (60%) of the General Fund. About one-third of the sales-tax receipts come from a single source: Boise Cascade's sales to contractors. Such dependency on a single source of revenue undermines the security of the City and its vital public services -- particularly those services that can't fund themselves, such as parks and recreation, public safety, human services, cultural programs, streets and bike paths.

By adopting a strategy emphasizing the commercial, rather than the industrial sector, the City can mitigate this vulnerability. Thus, our recommendation to pursue tourism-oriented commercial development not only takes advantage of national and regional economic forces, it also enhances the City's ability to provide the necessary local support for services.

There are some remaining economic concerns though. One is that the City should not turn its back on industry. Specifically, it should not unreasonably interfere with the industrial firms already here, but should retain adequate industrially-zoned land to support future expansion. Local firms that need to expand or relocate, such as E&M Electric, need to be able to find space.

Also, the City should avoid unnecessary subsidization for growth. Healdsburg's economy is basically strong and is likely to become even stronger. Rather than follow the course of distressed communities which use subsidies to encourage growth, Healdsburg should de-emphasize such actions and, instead, use its resources to promote other, non-economic, aspects of the area's quality of life.

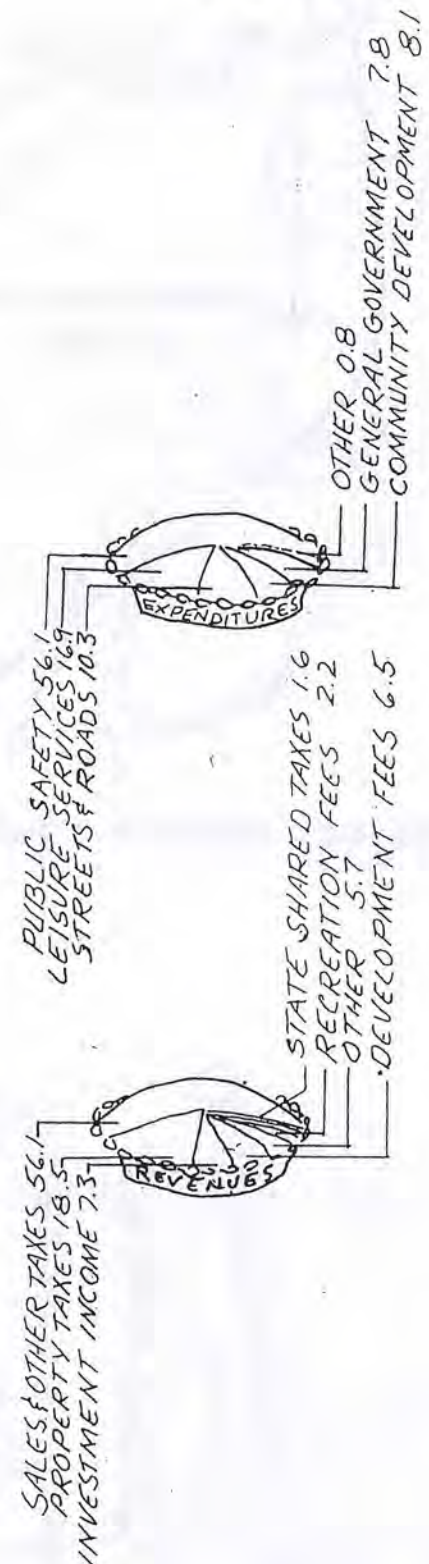
FOCUSING THE COMMERCIAL SECTOR

In developing its commercial sector, the city must recognize that the sector has two major components. One provides retail and professional services to residents of the City. The other services tourists. Our recommendations attempt to bolster both components by strengthening each individually, and by encouraging them to reinforce one another.

Local Retail and Services

The size, needs and the nature of the local-service commercial sector stem primarily from the size of the community. A city the size of Healdsburg embodies too small a market to support either a large number of similar shops or a wide offering of goods and services. Hence, in this and similar communities, the commercial sector feasibly can provide only the retail and professional services that represent a fairly high percentage of households expenditures. These include, for example, both the retailing of groceries, drugs, and general merchandise, as well as the

THE BOTTOM LINE



FOCUSING THE COMMERCIAL SECTOR

provision of health-care, insurance, banking and other services. Comparison shopping such as clothing or furniture are much more limited due to the market size. Variety, sizes and fashions are apt to be limited with a small market to serve. Inventory, by necessity, is also restricted.

Expansion of the City by even 10,000 people will not alter this picture appreciably.

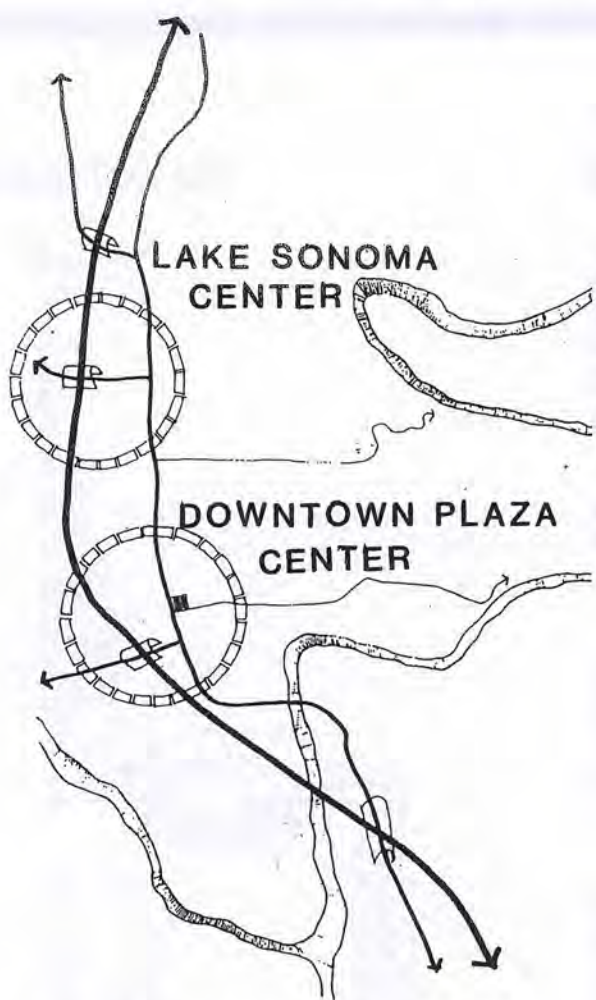
Our recommendations for local retail development in Healdsburg originate within this context. They treat the proposed shopping center on Mill Street primarily as a local-retail center, with a grocery store and a major drug store as major tenants; the center will draw its clientele mainly from the City and the surrounding area.

In addition, our recommendations anticipate that the new center will become a major new focus of local-service retailing in the City. Currently, the downtown focus is not the Plaza, as many people perceive, but the two small shopping centers two to three blocks north of the Plaza, with J.C. Penney and Sprouse-Reitz/Safeway respectively as major tenants. The Mill Street Center though, with the area's largest grocery and drug stores, likely will become the new focus for local shopping.

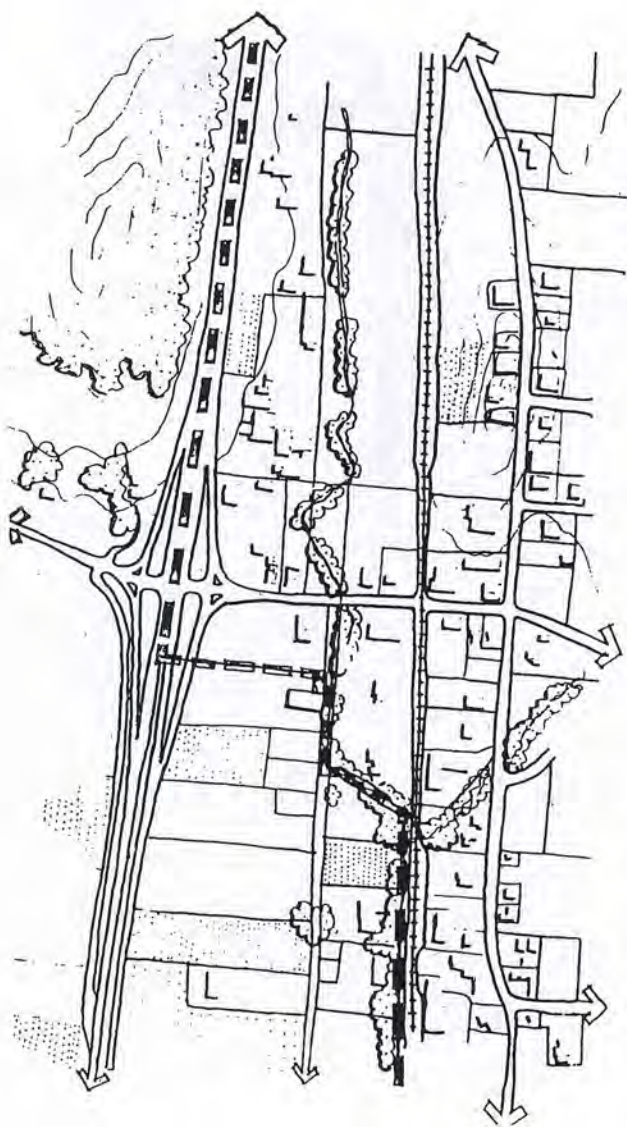
In the process, this new area will draw some trade away from the existing centers. The Mitchell center seems most susceptible because of its constricted parking. The existing Safeway/Sprouse Rietz center enjoys better access and, assuming that a replacement for Safeway is found, this area should remain quite viable.

To reinforce all the centers, our recommendations emphasize the development of a new road connecting Mill Street and the new center with the intersection of Piper Street and Healdsburg Avenue. The new road will give all centers good access and will avoid increasing traffic conflicts around the Plaza.

The new center will have little impact on commercial enterprises elsewhere in the City. This includes the Plaza. Firms in the Plaza constitute very little of the City's local-service retailing capacity. Hence, the new center should draw little trade from these stores. The concentration of professional service firms around Healdsburg, Center and East Avenues are likely to remain relatively unaffected.



TOURIST SERVICE CENTERS



Tourist Service Centers

Our recommendations for commercial development elsewhere in the City focuses on tourism. Here again, the guiding principle is that the nature of the development must match the nature of the market. Since Healdsburg will continue to see growth among two distinct groups of tourists, we commend two distinct responses.

One addresses tourists oriented to the wine industry. This group generally is quite affluent, is sensitive to aesthetics, and will increase their trade with Healdsburg's commercial sector only if the sector constructs an identity built around relationships with the wine industry. This group also is likely to trade more with a commercial center oriented toward pedestrian rather than automobile traffic.

We recommend the City encourage commercial development in and near the Plaza to respond to this tourist market. The City and local merchants should develop a common theme here and orient the area toward the wine country tourist. The area should emphasize retail firms, accommodations, and restaurants, rather than local professional or convenience stores. Development of the westside of the Plaza should occur only if it enhances the ability of the entire area near the Plaza to serve this market. The City should give preference to a first-class hotel/restaurant complex on the westside. Finally, the City should alter the character of Healdsburg Avenue between Mill and Piper Streets to ensure that it serves as a corridor leading people into the Plaza.

For other tourists, the City's commercial development must have an entirely different flavor, and a separate location. Highway-oriented travelers, especially those headed to and from Lake Sonoma, increasingly will demand highway-oriented goods and services at the Dry Creek Road interchange with U.S. 101. This is the main entry point to Lake Sonoma from the south. The City should thus respond accordingly.

The City should encourage commercial development east of U.S. 101 that includes motel(s), gasoline stations, automotive/marine services, boat storage, fast-food restaurants, and the like. In essence, the City should encourage a commercial node on the east side of the interchange to serve and capitalize on the anticipated growth of traffic headed toward Lake Sonoma.

GROWING PAINS

Various planning reports have placed the population of Healdsburg at about 7,000 people. The City's Sphere of Influence Report to the County estimates that approximately 10,000 additional people would be added to the community at full build-out. This includes the population within the city limits as well as the population between the city limits and the urban service area boundaries. What would 10,000 more people mean to Healdsburg? A few examples illustrate what effect these numbers have upon a city:

- | | |
|--|-----------------------|
| 1. In the elementary schools (K-6), about 19 more acres of land, land, additional facilities of about 93,000 square feet, and 114 more employees | 93,000 sq. ft. |
| 2. In the secondary schools (7-12), another 29 acres of land, about 110,000 square feet of building area, and 176 more employees. | 110,000 sq. ft. |
| 3. 3,500 acre-feet of additional water per year and about 7 water employees. | 3,500 acre ft. |
| 4. 12 more acres of sewer treatment lagoons. Due to the city's sewer plant design, only \$60,000 would be required to increase the treatment plant capacity for another 4-5,000 people; however, after that point, then new ponds and more investment would be necessary to increase its capacity to handle the next 5,000 capacity. | 12 acres
\$60,000 |
| 5. In housing, about 650 more acres of single family residential area, about 3,600 single family housing units; about 80 acres of multiple family or 1,200 multiple family units and about 25 more acres of mobile home area and 200 mobile home units. | 650 acres
25 acres |
| 6. For public safety, about 4,000 additional square feet of police facilities and about 24 more police officers, a new fire station, about 13 more firefighters. | 4,000 sq. ft. |
| 7. 18 more doctors, and 33 more hospital beds. | 8,000 sq. ft. |
| 8. 8,000 square feet of municipal office space and about 19 more municipal employees. | 100 acres |
| 9. 100 new acres of park land, 12,000 square feet of recreation center and about 17 new recreation employees. | 12,000 sq. ft. |

PARTIAL TOTALS

220,000 sq. ft.

775 acres

These figures are listed simply to show the impact of 10,000 more people on the average community. It is a way of stating what growth means in terms that the City Council deals with in its budget annually.

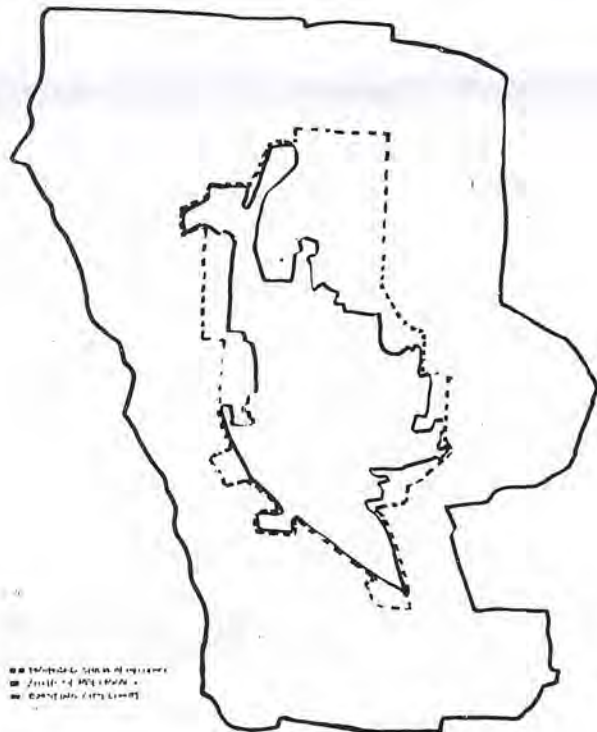
Not all of these items might be necessary in Healdsburg, as there is excess capacity in some of Healdsburg's systems. However, there also are deficient services for serving the current population. The services would be required over the period of years it took to increase by the 10,000 people.

Another way of analyzing the above is to look at where new development could occur. Again, referring to the Sphere of Influence Report, with total buildout of residential level, about 2,000 more people can be accommodated within the existing city limits as vacant residential land is filled in and vacant subdivisions lots are built up. The city's systems - water, sewer, parks, schools and even the street system - can basically handle an additional 2,000 people with little difficulty or added expense. So the big question appears to be what about an additional 7,000 to 8,000 people that are projected to add to Healdsburg if additional lands are annexed to the city. Looking at the physical constraints of the city, namely, Fitch Mountain to the east, the highway and vineyards to the west and the vineyards to the south appear to constrict the ability of the city to expand, at least on three sides.

In addition to the vineyards on the south, there is also the problem of extending water and sewer which, according to current estimates, would cost at least \$2,000,000 should the area south of the river be opened for development. At the present time, that area is proposed to be used for industrial purposes.

This leaves only the north for residential expansion. There are major problems which act as barriers to expansion to the north. The city would have to expand around the steep slopes immediately north of the existing city limits to the open valley east of the Boise Cascade Lumber Company. It is conceivable that quite a bit of residential land could be opened up for development in this area. However, underlying this area there is a major earthquake fault line.

GROWTH OF 10,000 PEOPLE



A new fire station costing about \$250,000 to construct and about \$200,000 a year to operate, would be required were this area to develop residentially. In addition, the area probably would require a new elementary school. Sewer service can be provided by natural flow and can be served by the existing water storage tank of the city. An alternative has been raised whereby the golf course would be moved to the valley north of town and the existing course used for housing. This is, however, a major land-use question for the city. Is it basically of value to the city to open up this area for residential development and to attempt to service it? Are the trade offs in public costs sufficient to warrant it? Does it provide a temporary answer to a question that will have to be faced eventually, namely, is it in the interest of Healdsburg to continue to expand its local population or must the community face up to the fact that given the physical constraints and the environmental constraints and the economic constraints that the community is probably going to mature sometime in the next 20-30 years at a given population that can comfortably be handled within the area, should it be 12,000 or 17,000? This is a major land-use, financial, and social decision that the Council, the Planning Commission, and the citizens of the area will have to address head on. It is because of the housing and financial constraints that we suggested the community seek to encourage the development of tourism as the driving economic force for expanded business, expanded public revenues in the community, and fewer new residents. It should not seek large manufacturing plants which not only would strain the community's ability to provide high quality services, but would stimulate population growth. The city's efforts in comprehensive planning in the past, its goal setting and its Sphere of Influence Report are generally consistent with the opportunities and constraints of the area.

MISCELLANEOUS LAND USE ISSUES

There are several topics that have been specifically raised that we felt we should speak to: one is the development west of U.S. 101. There is one existing city area west of 101 in the north at Chiquita Road. It is an area that has been annexed, subdivided and provided with city services. By itself, it does not necessitate or warrant any additional public facilities to be built in the area (i.e., fire station, schools). We would question the Amity Hill development and the commercial development on the south side of Dry Creek road west of the interstate. There is considerable rural residential development on the north side of Dry Creek Road at the present time. This area will have considerable traffic in the future going out to Lake Sonoma. The question of encouraging additional development west of U.S. 101 of a more intensive nature than what exists is not necessarily in keeping with the character of the community nor with the full growth potential for the community. The intensely Highway developed tourist area can be accommodated in the existing city limits east of Highway 101. The vineyard oriented tourist is proposed to be accommodated in the southern part of the city—the Plaza area.

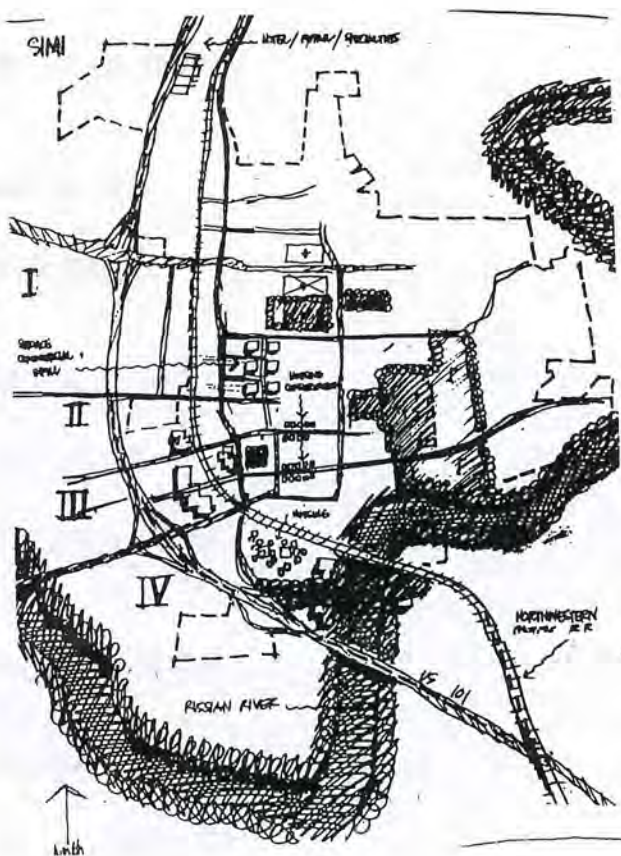
MASTER PLAN

The major additions we suggest to the master plan are a detailing of the city, neighborhood-by-neighborhood, identifying what it is that is more desirable to be preserved in each, identifying with the neighbors those things that are problems in the neighborhoods and then seeking solutions. We also suggest utilizing the Open Space program information and the Historical program information that has been generated as ways to further detail the master plan. The information that can be mapped should be added to the master plan itself, as well as to the text that is in support of the master plan.

Dry Creek Road Area

There are four areas that particularly stand out and deserve special attention. One of these is the Sonoma Lake/Warm Springs Dam area. The projections of visitors to the lake are 2.5 million visitors per year by the year 2,000. The dam will create a lake that is 3,500 acres of water. It will be a major recreation generator and destination recreation facility for people from San Francisco north. At the present, the recreation facilities that are proposed have virtually no overnight accommodations. Camping is permitted in one area. The intensity of use is concentrated in the southern portion of the reservoir. The first entrance from the south to the lake will be from Dry Creek Road, off of U.S. 101. As has been expressed, this will create tremendous pressure on Dry Creek Road from the Highway 101 to the lake. There are two other entryways to the lake but both of these are further north and have the same travel distances as the Dry Creek Road route. Therefore, we believe that the assumption that the most activity and the most movement will occur at that interchange is correct. The implications to the city of this development will be one of needing highway commercial uses at this interchange. These would include such things as boat storage, restaurants, possible motels, gas stations, liquor stores, fast food restaurants, sporting good stores and similar recreation service type uses.

There would appear to be enough zoned area along Dry Creek Road east of Highway 101 and along Healdsburg Avenue north of Dry Creek Road to accommodate the demands. Major concerns are the design criteria that are applied to the uses that develop there. These include such things as landscaping, sign control, setbacks, adequate egress and access points to the off-street parking areas, screening of open storage areas such as boat storage and clustering of development, as opposed to strip development.



MASTER PLAN

SPECIAL PLANNING AREAS

DRY CREEK ROAD AREA

Our initial reaction is not to let the commercial development extend to the west side of the freeway but keep it concentrated on the east side. Once a break is made to the west how does the city justify turning down the next, or the next? Pressure from the traffic on the homes along Dry Creek Road, west of Highway 101 will occur. Annexation to the city or providing city services to that area would do little, if anything, to reduce the impact. Therefore, holding the line at Highway 101 to protect agricultural land does appear to be consistent with city growth policies and with good planning.

Local Commercial Business Areas

The second special issue area is the commercial business services for the community as a whole. At present (with the exception of the Dry Creek Center) these are concentrated north of the Plaza area at Center Street and along Healdsburg Avenue, as far north as Grant. Grant is a firm line on the north for the retail commercial area. The new shopping center on Mill Street will open up another community business commercial area. This will create dual community business areas, the southern portion on Mill Street, and the northern business being at the two existing centers. There is considerable retail community business type use around the two shopping centers. Basic questions arise over relationship to the Plaza and Plaza west area which is between these two local oriented business uses. It is vitally important that the Plaza and the two retail areas be tied together from a land use standpoint, a pedestrian standpoint, a circulation standpoint, and from a design standpoint, a circulation standpoint, and from a design standpoint. This does not imply that all of the buildings must be designed the same, such as all stucco or all redwood or all whatever. It does mean, however, that the pedestrian linkages, the circulation, signs and lighting should tie the whole downtown together.

Plaza Area

The concept of reinforcing The Plaza as the tourist center for visits throughout the wine country is one which we support. The basic concept is to bring the wine tourists in at the south end of the city, direct them to this area, utilize the Plaza's attractiveness as the anchor but, obviously, create the tourist service-type uses primarily on the west side of Healdsburg Avenue. The small commercial shop development around the Plaza will probably become more successful when the facilities develop on the west side of the street.

To repeat the basic concept, the community should continue to develop commercial use where it is presently located, recognize that the Mill Street Shopping Center is most likely to occur, and accept it, but control the site design, the pedestrian linkages, the vehicular circulation and the effect on the rest of downtown. Recognize that the Plaza area will be oriented more towards tourist business than community business. This will not necessarily exclude any or all of the community from the Plaza area while the tourists are here. In fact, it is imperative that the area west of the Plaza be developed from a tourist standpoint to preserve the Plaza area itself for the traditional use of Healdsburg residents. Lacking such action, the Plaza is likely to be overrun with tourists, ala Sausalito and become a place that local residents will avoid during the tourist periods and on weekends. This would be unfortunate because it does serve a social function which need not be eliminated. Efforts should be made to make sure everyone feels comfortable in the Plaza area.

Russian River Area

The third special use area is the Russian River. The Russian River is a tremendous asset in Sonoma County, not just in Healdsburg. It is fully appropriate that the county should be asked to take the lead in developing a comprehensive plan for the Russian River throughout its traverse of the county. The county is aware and concerned about development along the Russian River. However, it is something that, at this point, they have not chosen to lead the way on. A request to the county commissioners for a comprehensive planning effort should be made for use of and along the river. It is a natural area for scenic trails as well as the heavy usage it presently receives from canoes and swimmers. This is an effort that the citizens of Healdsburg could contribute to but should not be basically responsible for.

ZONING

Essentially the zoning ordinance has all of the major aspects that are necessary to create the detail and maintain the character of the community as new development or redevelopment takes place. However, it is the application of the detail that is important and in some cases such as landscaping and screening, it is the expansion of the application of a given section of the code to other areas. For example, the screening and landscaping of off-street parking requirements at the present time is only required in the residential areas or when a parking lot is facing or abutting a residential area. We would suggest that an analysis of this would broaden the application to all parking lots but with screening, not of the six foot high variety, but something that is only high enough to block the headlamps and provide a buffer between the parking lot and the sidewalk. This is extremely important in the highway commercial area along Dry Creek Road, along Healdsburg Avenue and the town entrances, to provide an image of Healdsburg for visitors. This concept should be carried throughout all of the commercial areas in the city. It would impart an immediate character as far as vegetation and maintain a thread throughout the community.

LOCAL COMMERCIAL BUSINESS AREAS

PLAZA AREA



RUSSIAN RIVER AREA

ZONING

NEW ELEMENTS DOWNTOWN

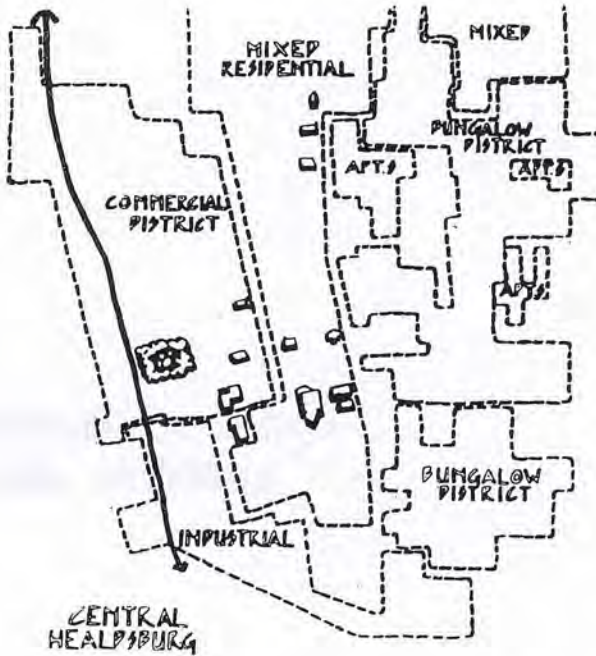
In the future, "downtown" is the area immediately surrounding the Plaza, west of East Street, south of Grant Street, and north and east of the Northwestern Pacific Railroad tracks. It is envisioned as an area of mixed use: mixed commercial, mixed recreational, mixed residential land, tourist activities. The Plaza is reinforced by arcades, outdoor cafes, and commercial activities catering to a variety of income levels. Across Vine Street (formerly Healdsburg Avenue) is a hotel connected by a public passage to the Plaza, as well as other features to the west, including the bus, rail, and auto transportation interchange and a new Hispanic Cultural Center. The "new" (reorganized) downtown will bring a winery-oriented tourist population together with a varied group of residents in a mutually rewarding social and commercial atmosphere.

THE PLAZA: OTHER BUILT ENVIRONMENT CONSIDERATIONS

The Plaza area design encourages the addition of a new hotel and several bed-and-breakfast establishments. The recently burned building, with rehabilitation, becomes an outdoor cafe providing a public passage from a parking lot to the plaza, oriented along an axis to the passage through the new hotel restaurant complex to the west. The vacant corner opposite City Hall becomes a shop with a rooftop restaurant. A new sidewalk design, fronting all buildings, incorporates a line of centennial palm trees adding another concentric ring of green to the plaza complex. A pedestrian connector runs from the plaza to the current Mill Street Shopping Center. This occupies an existing open corridor.

A major change in the traffic pattern is routing of heavy trucks to the west of the Northwestern Pacific Railroad tracks, returning to its old path on Piper Street, thus bordering a broader special downtown precinct, including new shops with a tourist orientation. This street ties into the proposed new street in the Mill Street shopping center. Reducing traffic on what was formerly Healdsburg Avenue permits increased parking for tourists through a perpendicular parking pattern. At each end of the street is a ceremonial gateway.

As part of its efforts to implement these recommendations, the City must define and implement various design guideline for the plaza land surrounding area. Then it must exercise its power for design review to enforce the guidelines. The guidelines must cover the criteria of the design proposal that are necessary to ensure that the overall concept becomes manifest.



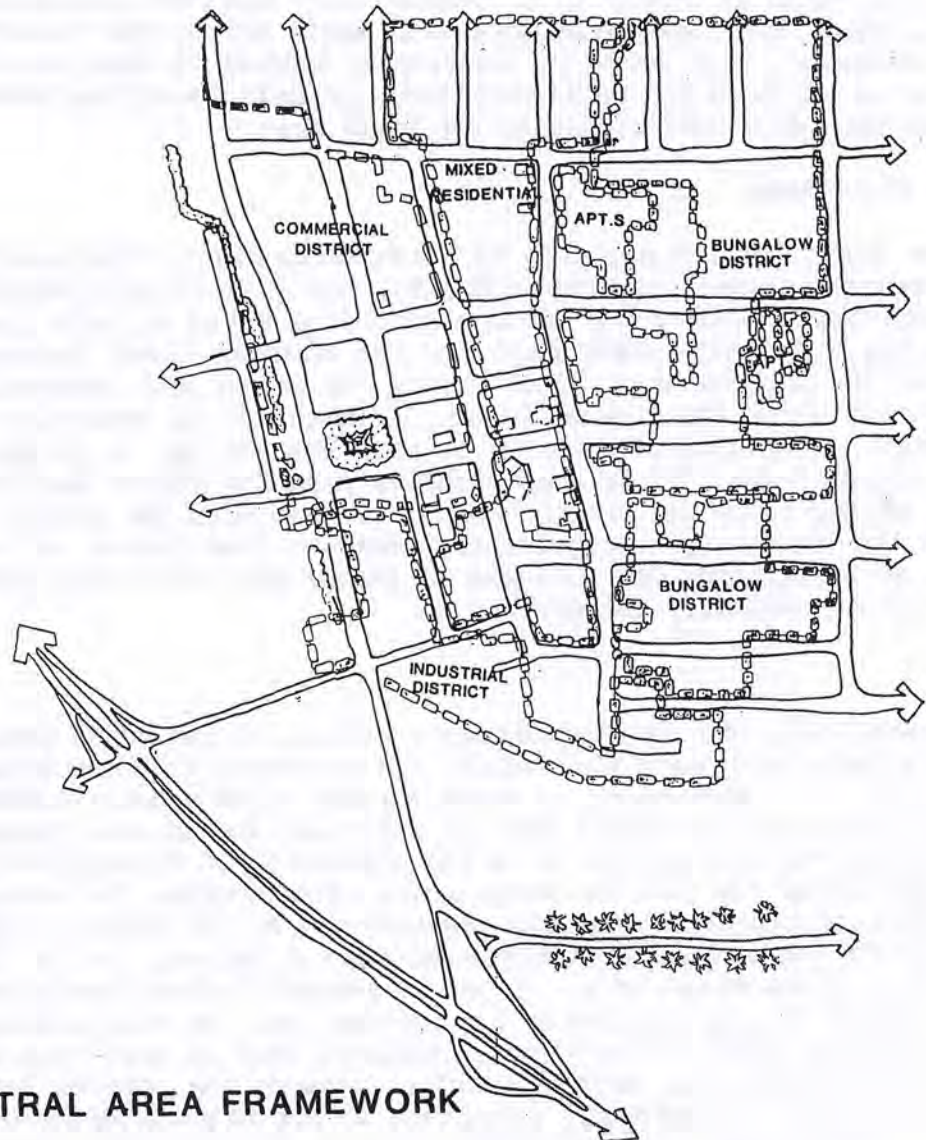
CENTRAL AREA DISTRICTS



CENTRAL AREA LAND USE



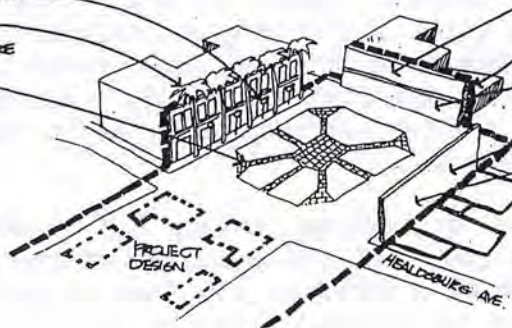
BUILDING STUDY



CENTRAL AREA FRAMEWORK

LANDSCAPE DESIGN ELEMENTS

- NEW STREET LIGHTS
- NEW PALMS
- IMPROVED SQUARE PAVING



ARCHITECTURAL DESIGN ELEMENTS

- COORDINATE PAINTING & UNIFY SIGNAGE
- FALSE FACADE FOR 1 STORY UNITS
- UNIFY CORNICE LINES & WINDOW TREATMENTS
- ENCOURAGE CAFES & SIDEWALK DISPLAYS
- ADD PEDESTRIAN LEVEL DISPLAY WINDOWS

PLAZA DISTRICT GUIDELINES

These characteristics include, but are not limited to:

1. Connection between the Plaza and other areas;
2. Continuity of pedestrian street level activities;
3. Controlled height of buildings;
4. Orientation of buildings to the Plaza;
5. Distinguishing the difference between new buildings on the westside and the existing Plaza; and
6. The overall character of the Plaza.

OTHER PHYSICAL CONSIDERATIONS

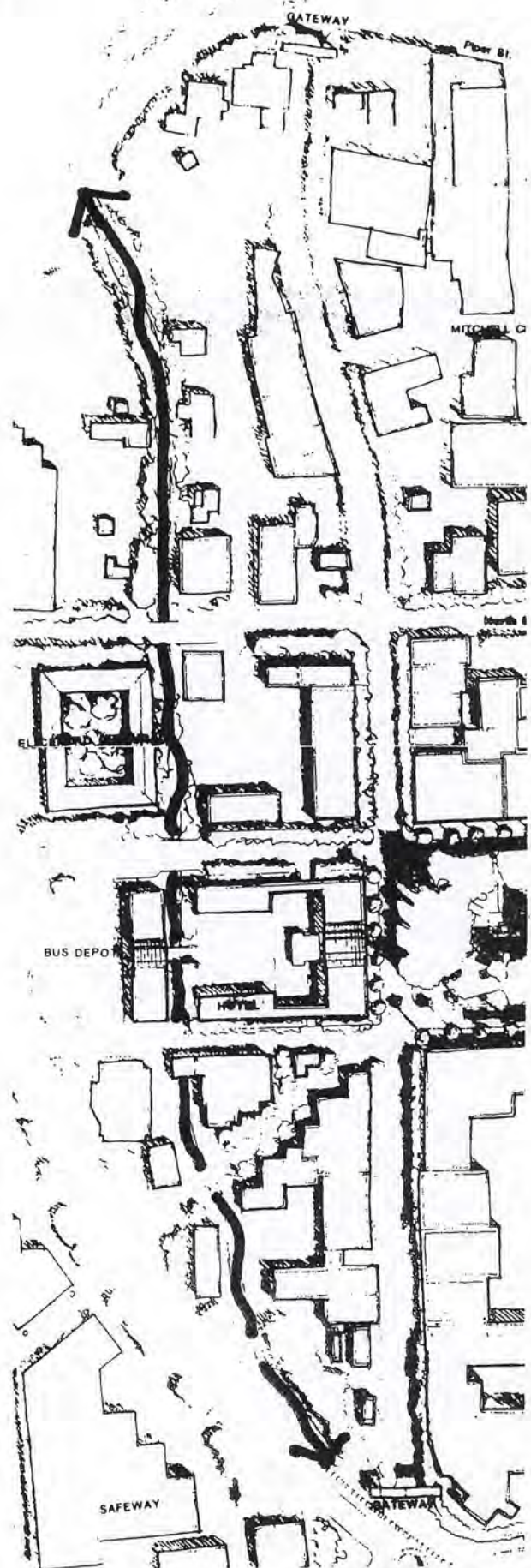
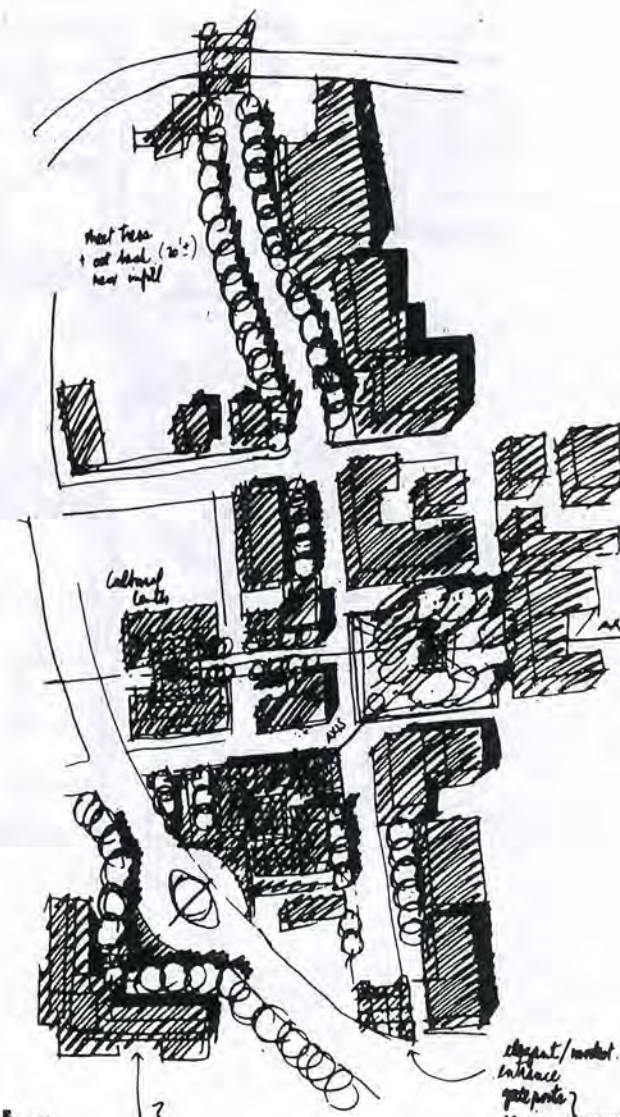
Foss Creek poses a special problem to the central C.B.D. area. Without major storm water control, the lands will continue to be subject to flooding. Alternatives which channel the creek into the C.B.D. area should be avoided for their negative environmental effects. The better approach would be to install upstream watershed management systems and retention basins. These should be designed to allow periodic inundation and open space. A steady flow can be maintained in Foss Creek with such a system.

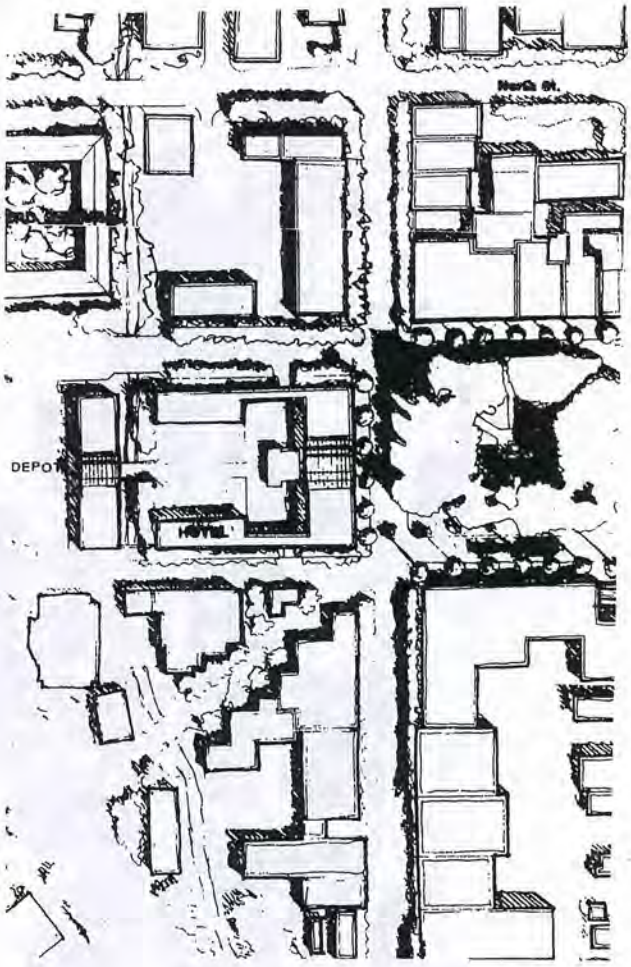
If the Mill Street center does not go, the City will not realize financial support from the developer for expanding the water, electrical and sewer services to this part of the community. Other improvements, such as streets, street lights, and the Foss Creek drainage system also are tied to the development of the Mill Street Center. Failure of the center to materialize could jeopardize development on other adjacent properties including the Westside Project. The ties should not justify forsaking a quality development, but they must be considered.

The existing retail service areas in the core are in need of parking, landscaping (particularly to screen parking lots), and a concept of how to give the area cohesiveness. The area zoned for downtown business use is only partially utilized. No additional areas for downtown business use should be approved unless clear justification can be demonstrated for it. Lowering land costs by buying non-commercial land and having it rezoned is not adequate justification.

If the business area is allowed to continue to expand to the east or north, housing, which is a far more critical need in the community, will be lost, the distances in the area will become too great for pedestrians, the small town "feel" of the downtown/retail area will be lost and more marginal land use lots and buildings will be created. Additional land south of the Plaza is under-utilized that also could be expanded into for commercial purposes. Grant Street should be the northern boundary of the downtown/community retail area; the east side of East Street should be the eastern boundary. The business area can expand all the way to 101 on the west and the railroad tracks on the south.

At present, there is adequate parking for most of the downtown area to handle the demand with the exception of the Plaza area. If the development of the west side of the Plaza is to be undertaken, serious consideration to parking must be taken. A parking district with combined lots will become a priority concern.



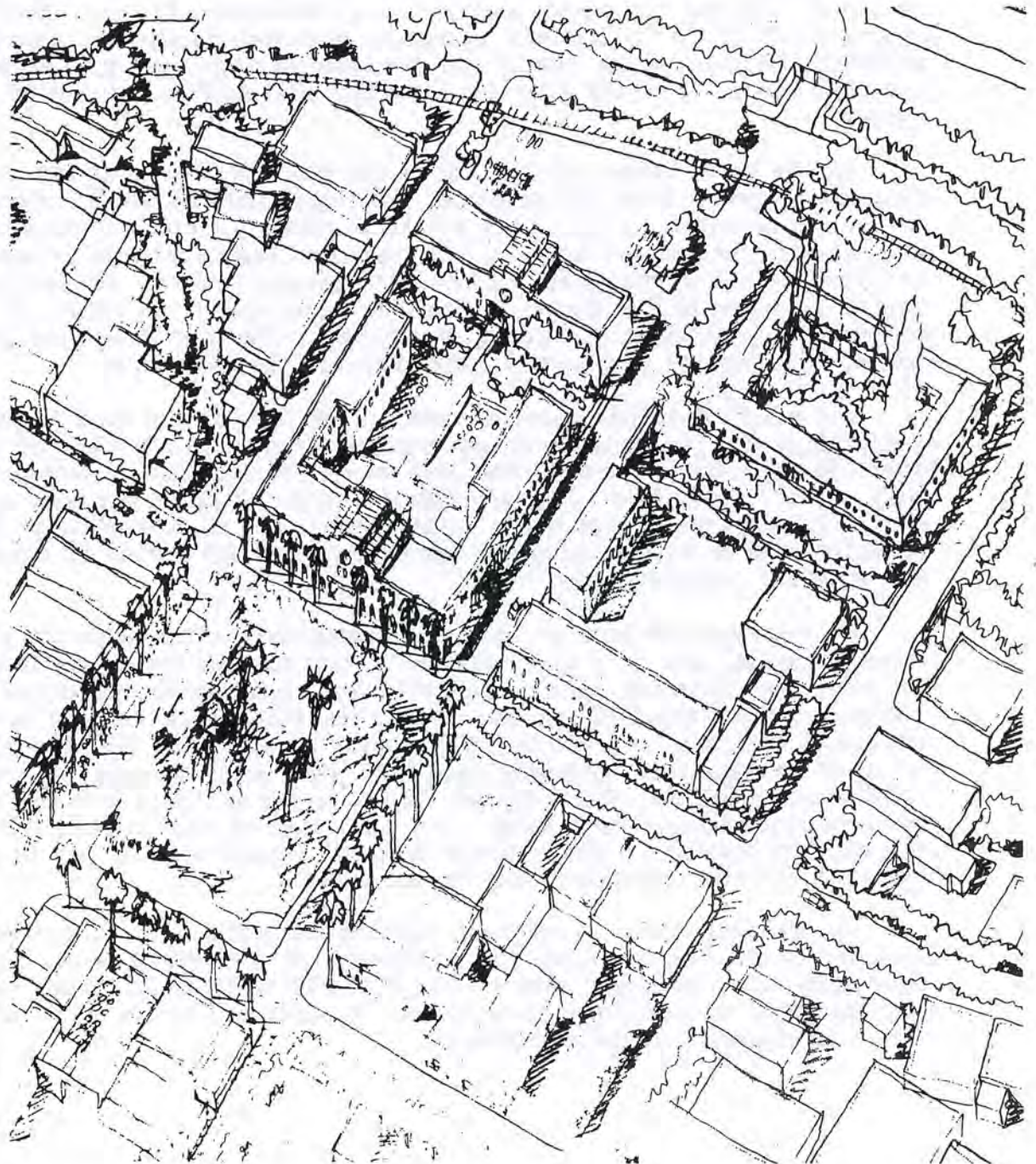


THE HOTEL/RESTAURANT

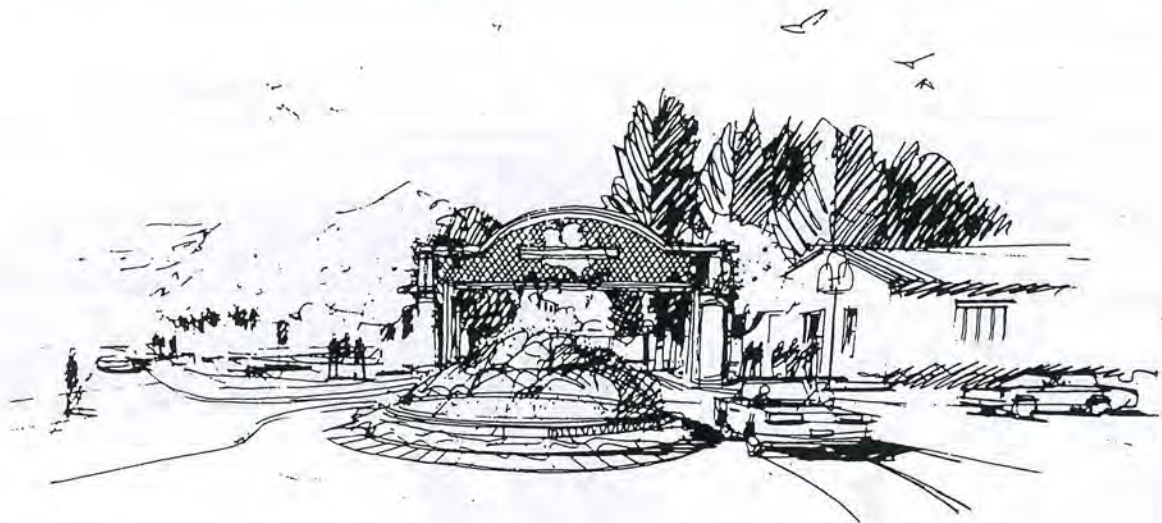
It seems reasonable for the City to anticipate and build plans around the development of a hotel/restaurant on the westside of the Plaza. Recent analysis for the site, for nearby sites both north and south on U.S. 101, and for elsewhere in the region, generally indicate that sufficient demand exists in the area to support a first-class hotel with about 100 rooms. Hence, as high interest rates abate, the City should see renewed activity by developers.

Rapid development is not certain though, and if other hotels develop nearby prior to the development of the westside of the Plaza, they could siphon-off demand and render a hotel on the Plaza temporarily unfeasible. Hence, the City should act to forestall such an occurrence. It should not allow the development of a first-rate hotel elsewhere within its sphere of influence. Also, it should seek support from the County to disallow any proposals for nearby hotels in unincorporated areas.

The City also should not accept any proposal for less than a first-class hotel on the westside of the Plaza. Appropriate development of the westside is the key to accomplishing the entire plan for the downtown. Approving a less than adequate facility there probably would render the plan meaningless.



NEW ENTRANCE
TO VINE STREET



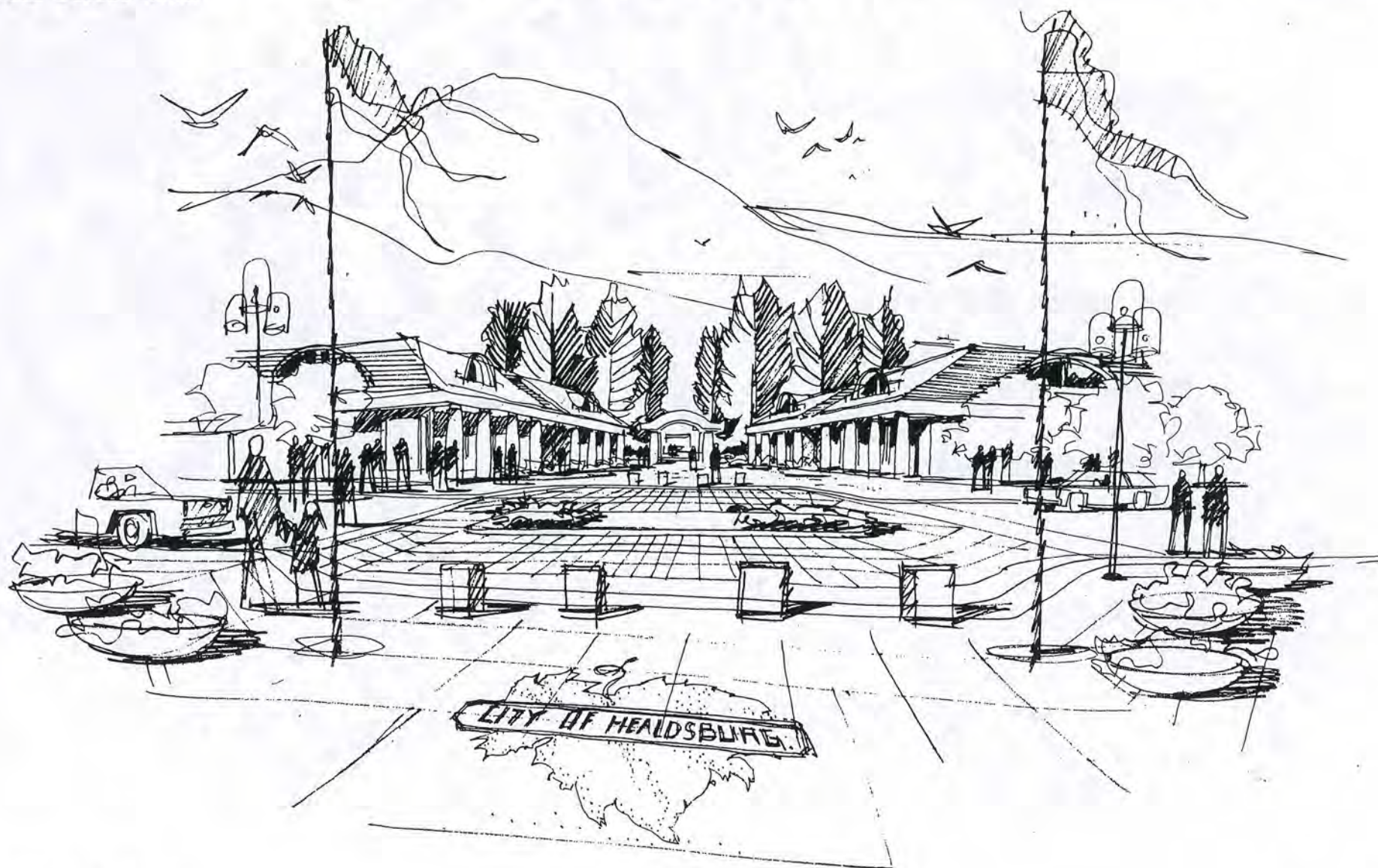
THE MILL STREET SHOPPING CENTER

The imminent development of the Mill Street Shopping Center, and its potential effect on existing retail space, its proximity to the Plaza, and its importance to the public revenues of the city warrant special attention. The City has a substantial financial stake in the project. It has obtained \$1.7 million dollars from a federal program, UDAG; it has committed to issue Industrial Development Bonds (IDB's) (guaranteed by Safeway); and it has made dollar committed \$250,000 to purchase refunding utility agreements and to help bring about the new center. By putting in a larger store, Safeway is committing its resources to Healdsburg, not someplace outside the city. The market area apparently demands a larger store somewhere in the trade area. Given the sales tax importance, the City must make certain it is the place.

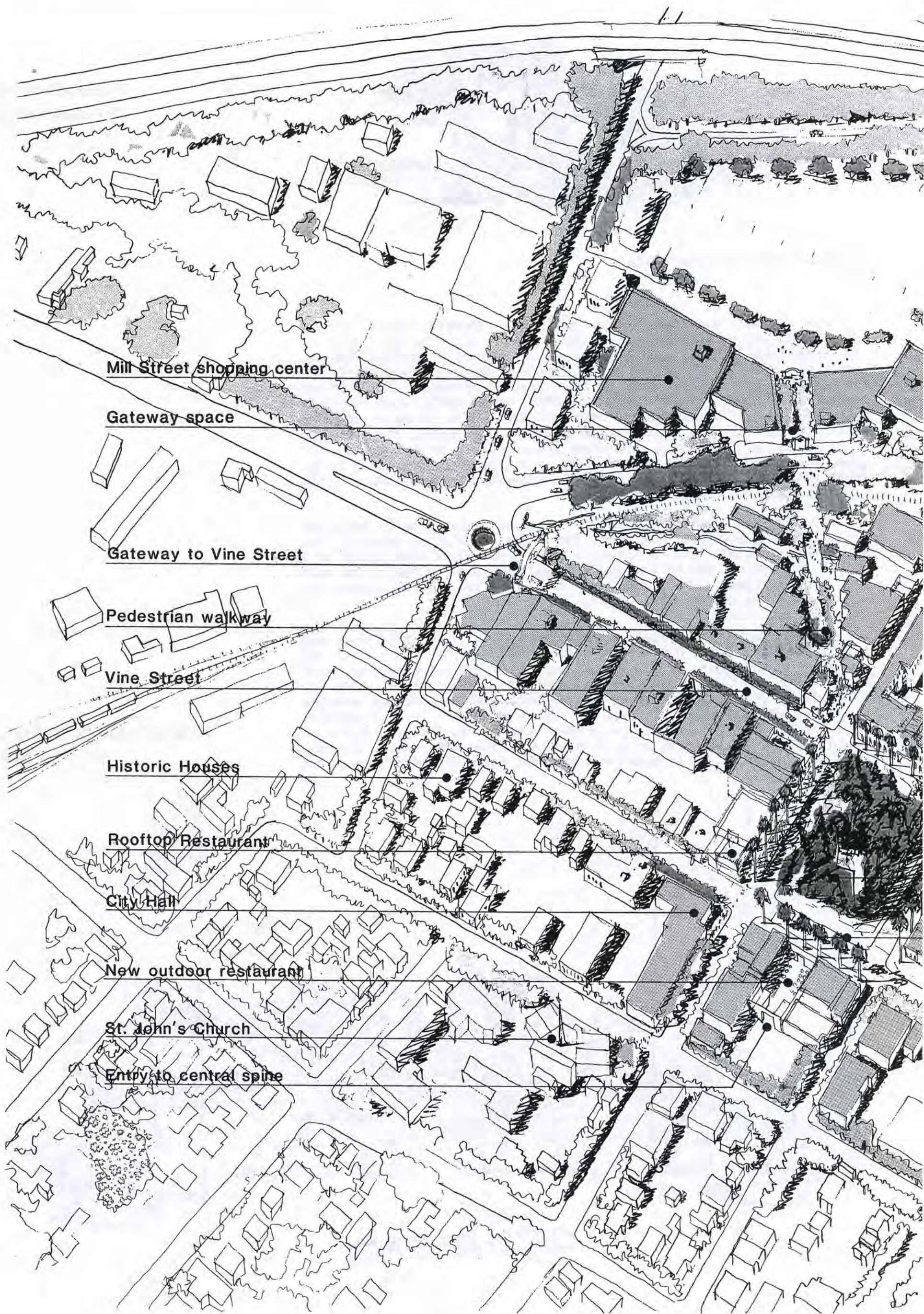
Assuming the center will go, the question becomes how to integrate the new development with the Plaza, the city's circulation patterns, the other retail areas; how to optimize the potential of Foss Creek as a design feature; and how to increase the quality and amenities of the site plan to compliment the Plaza West tourist area. These issues are addressed in the design plan.

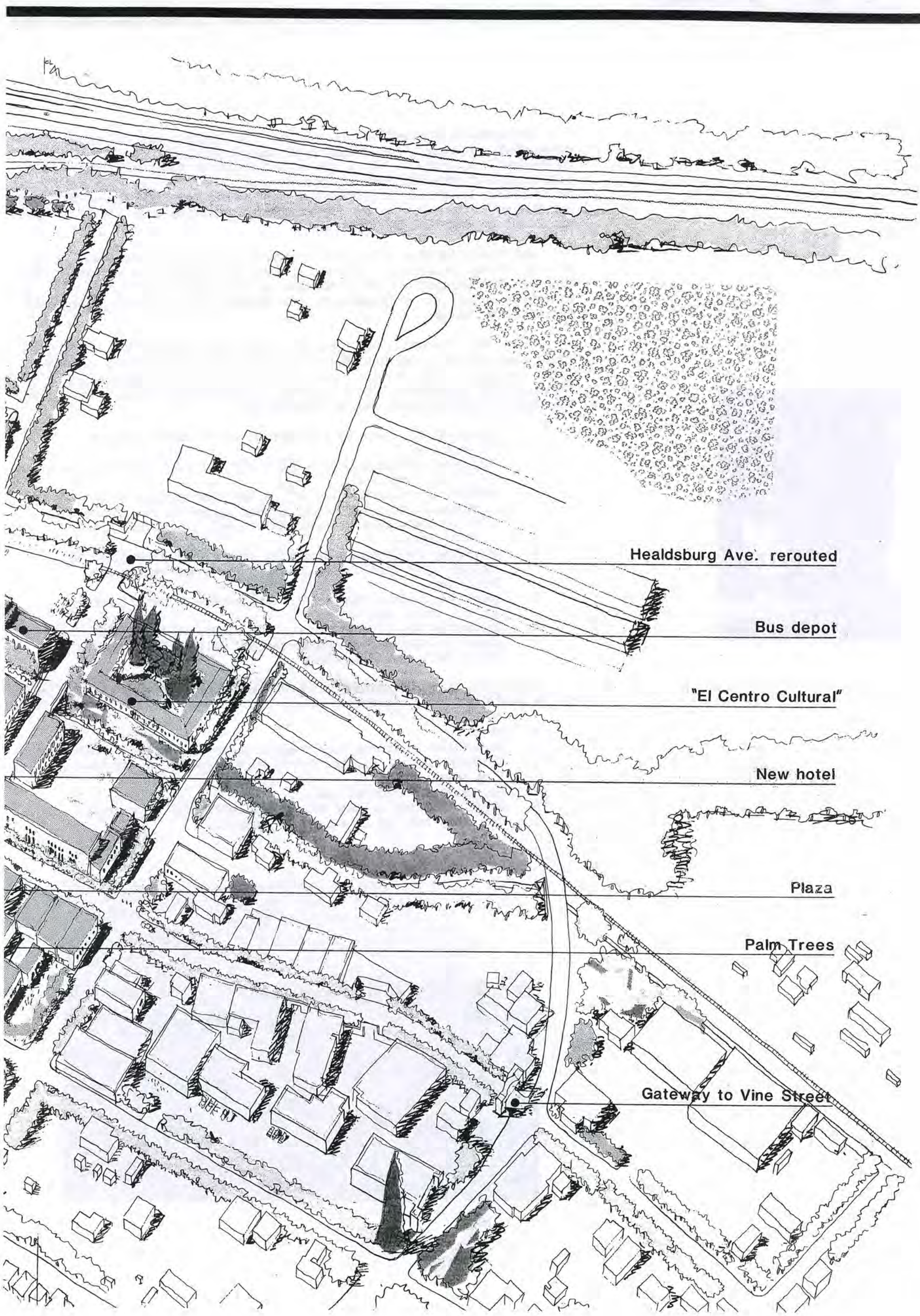
The design plan basically concentrates the Safeway complex to the north and east side of the site to create a closer tie to the Plaza and the existing community retail facilities. The initial effect on other shopping centers is the immediate potential for some vacancies. This too is a opportunity. Adaptive re-use for community purposes becomes possible (e.g., for teenagers' activities, for senior citizens, for commercial recreation). What happens if the project does not go forward because of failure by the developer to bring it together? Then other sites may have to be considered and other opportunities might exist for other uses on the Mill Street site.

PEDESTRIAN CONNECTION
TO THE PLAZA



THE NEW HEALDSBURG IMAGE





Healdsburg Ave. rerouted

Bus depot

"El Centro Cultural"

New hotel

Plaza

Palm Trees

Gateway to Vine Street

THE PLAZA

Healdsburg started growing with its Plaza, but as growth has proceeded northward, the Plaza area has progressed from "central" to "downtown". At present, it is the very attractive focus of a three-sided retail area of somewhat questionable success. How the Plaza functions may be different from what it symbolizes. The majority of its users at times are Hispanics, yet it, is the non-Hispanic population that seems to view the Plaza as Healdsburg's "front lawn".

The Plaza is thus a focus of controversy concerning Healdsburg's ethnic group relations. The relations between the non-Hispanic and Hispanic communities are no worse than in most California towns, but, as elsewhere, they are weighted with stereotypes and mutual misperceptions, and baseless fears.

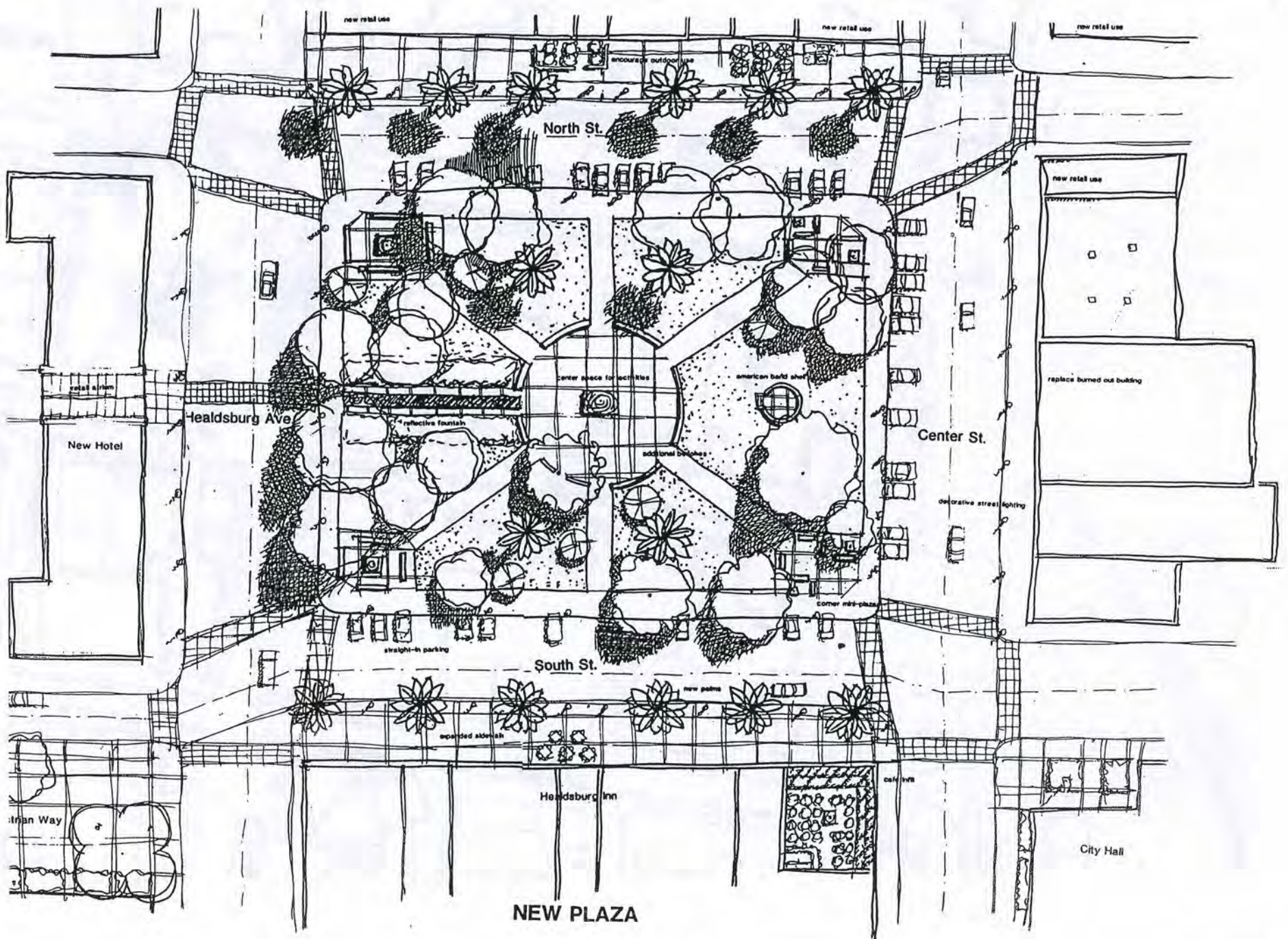
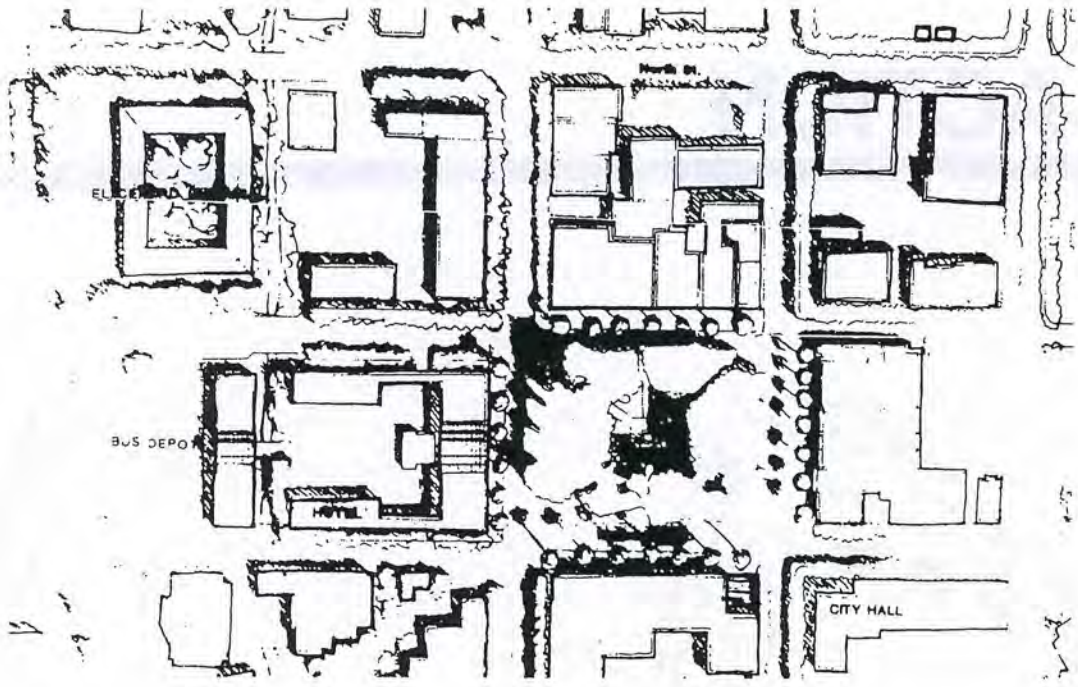
There are, however, major income differences between the two groups. There also are major cultural differences as well which affect the use of urban space. The basic road to intercultural understanding is intercultural acceptance. This implies, in the first place, a policy of affirmation incorporating several components:

1. Affirming the Plaza as a gathering and relaxation place for everyone.
2. Providing a central design focus for the Plaza which can be used: a kiosk or bandstand.
3. Passing legislation which will allow such outdoor eating places as sidewalk cafes (or other outdoor spaces in conjunction with existing restaurants). This is entirely compatible with tourist appeal.
4. Providing the Hispanic community with a gathering place to replace those lost due to closure of bar and restaurant facilities.
5. Providing a mixed commercial atmosphere with retail services for all income levels.
6. Connecting the Church, through the Plaza, to a new gathering place, an Hispanic community center, called, perhaps, "El Centro Cultural de la Plaza".

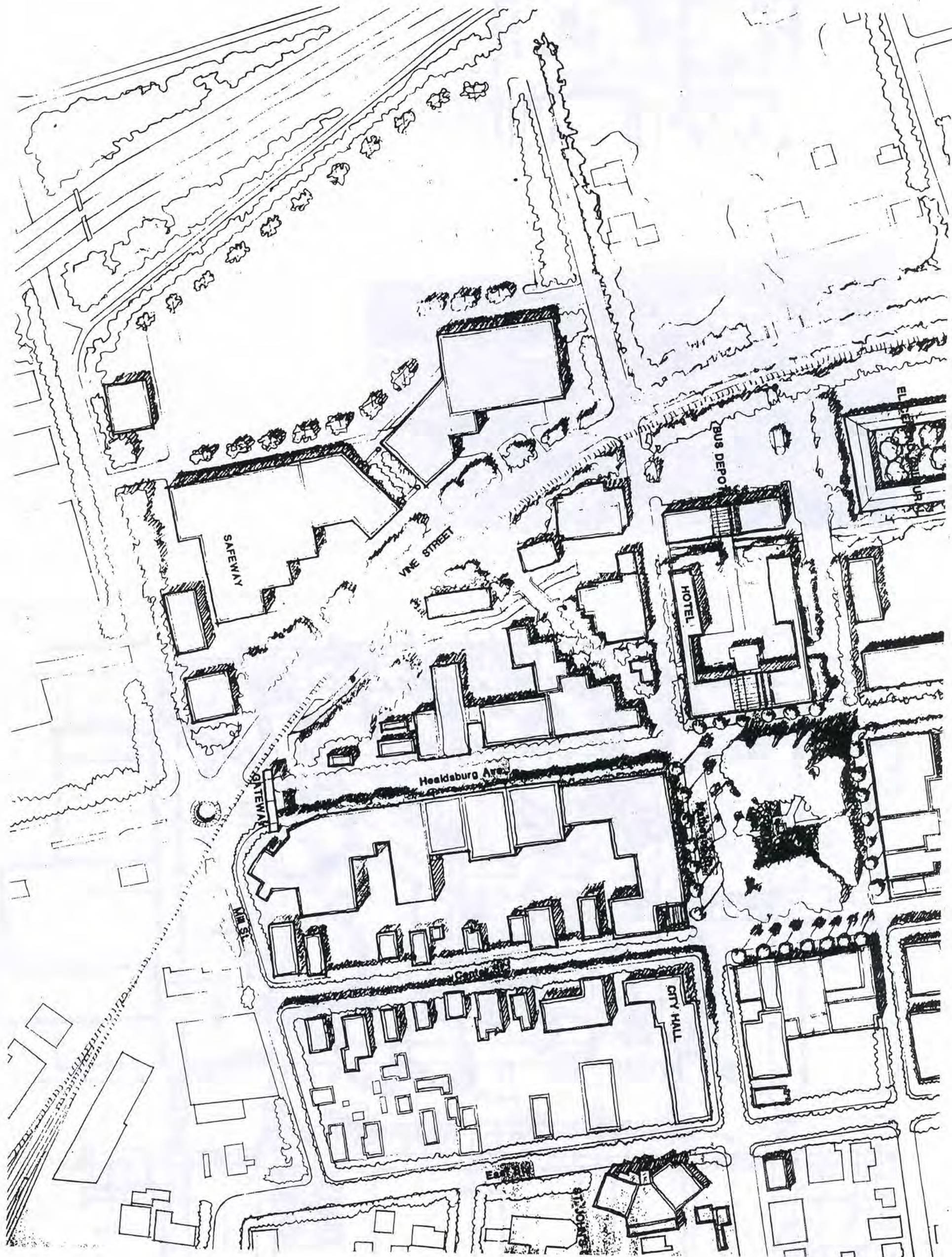
"El Centro Cultural" will provide a community gathering place in one of the westside's most attractive areas, for

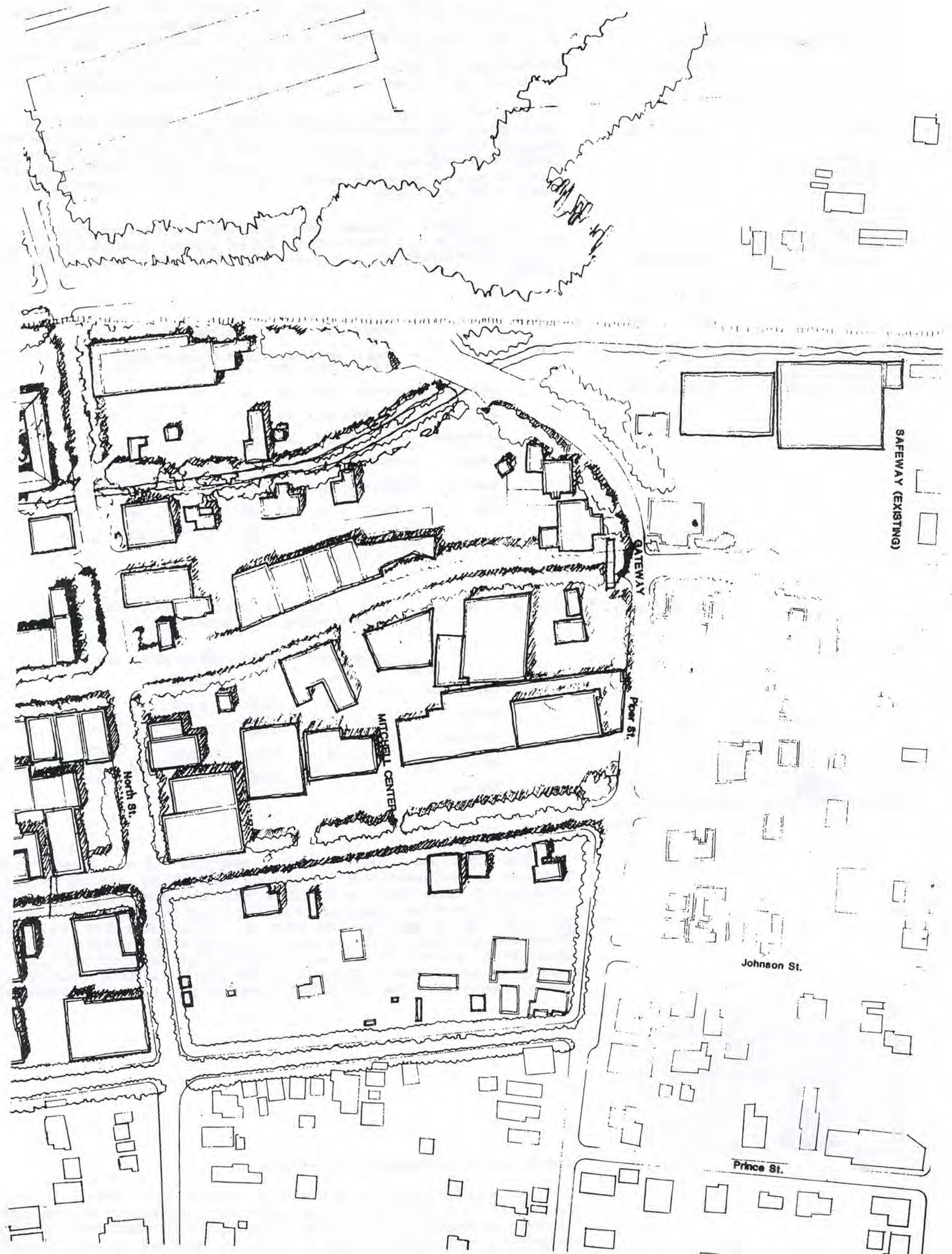
1. Meetings;
2. Receptions following such special events as baptisms, weddings;
3. Celebrations and fiestas (16 de septiembre, 12 de diciembre, 5 de mayo, etc.);
4. Banquets and informal meals ;
5. Social drinking (a beer and wine license will be issued);
6. Temporary housing in a dormitory facility.





THE PLAN FOR ACTION





AFFORDABLE HOUSING

HOUSING STOCK SURVEY

A survey of existing housing stock and sites in Healdsburg indicates the following "unexploited opportunities" for alternative housing:

1. Shop houses (residences above commercial establishments):	15-20	DU
2. Infill (areas of less than three acres in extent, zoned high or medium density)	70-72	DU
3. Remodelling and dividing older buildings near the center of town ("granny flats", per state law: 600 lots, 20%-33% assumed available for remodelling)	120-200	DU
4. Adaptive re-use of industrial structures	10-15	DU
5. Renovation	0-3	DU
Total number of dwelling units potentially constructable/available without new land development	215-310	DU

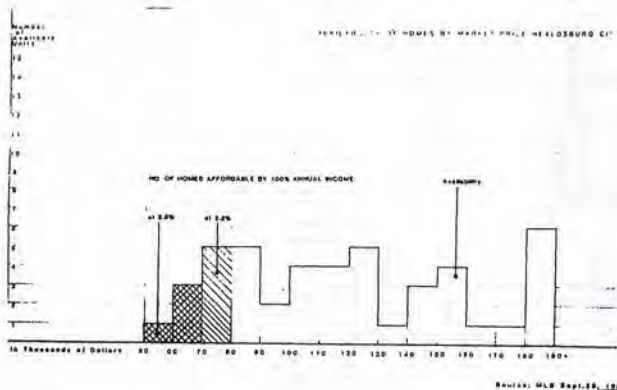
The problem of "affordable housing" no longer recognizes either geographic or social class lines. While those who acquired homes prior to the mid 1970's have "affordable housing" by definition, in areas such as Sonoma County the American Dream is now available to very few "first-time" home buyers. Affordable housing is not just a problem of Healdsburg, nor is it confined to a particular ethnic group or income level, nor can its absence be blamed upon the Planning Commission.

The few that can afford to buy a house in Healdsburg statistics below indicate the tiny proportion of housing currently on the Healdsburg market which is "affordable" by even the top 40% of Healdsburg's population under "traditional" ceilings established by lending institutions for qualifying loans to buyers (maximum house price = 2.5 X annual income or maximum rental = 25% of income).

Under recently "relaxed" lender ceilings (maximum house price = 3.2 X annual income or maximum rental = 30% of income) somewhat more housing becomes "affordable" but most buyers are still left completely out of the market:

HOUSING INCOME AND HOUSING AVAILABILITY

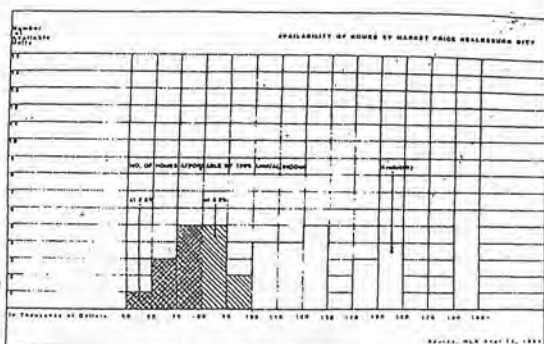
	FAMILY INCOME	HOUSE HOLDS	PER-CENT	HOUSES AVAILABLE		HOUSES
				@ 2.5	@ 3.2	@ 2.5
Very Low	\$0-11801	1086	40.4	0	0	0
Low	11802-18882	614	23.0	0	3	0
Low/Middle	18883-23599	227	8.4	1	7	0
Middle	24600-28324	219	8.1	4	13	78
Upper/Mid	28325-49999	514	19.2	17	26	135
High	50000 +	25	0.9	42	27	300
				64	76	513
						1036



AFFORDABLE HOUSING COSTS (3.2% / 30%)

	% of MEDIAN INCOME	PURCHASE PRICE	RENT
Upper Middle		113,280	
Middle	120	28,325	90,640
Low Middle	100	23,600	75,520
Low	80	18,883	60,425
Very Low	50	11,802	37,765

The chart above gives income thresholds and the corresponding purchase price/rental cost to secure housing in accordance with affordability guidelines. It should be noted that even the highest income levels shown have few housing units available and even these few units are below the current median selling price of a single family California home. These data are based on the current distribution of household income in Healdsburg, and treats everyone as a potential "first-home" (lacking equity) buyer. In fact, people with the highest incomes usually have homes already; thus, the situation is probably even worse than depicted.



Increasing The Affordability of Housing

"Affordability" can be increased in various ways: making it easier to qualify for a loan, lowering interest rates, subsidizing housing costs, allowing alternative housing forms, changing siting restrictions (zoning), or relaxing construction standards. Some of these are beyond the control of the Healdsburg city government. "Prime rates" are set nationally, for example, while land mortgage qualification levels are determined by the lending institutions (but may be negotiable). Also, increasing density reduces housing costs but may raise the value of the underlying land.

6-URBAN

URBAN RECREATION FACILITIES



Tourist oriented recreation such as water sports and winery tours bring income to the community, and must receive considerable emphasis. But equally important from a social standpoint are recreational facilities for residents. Among these residents, recreational needs of teen-agers are often least understood and, from an adult view, seemingly most difficult to satisfy.

The R/UDAT team commissioned a group of Healdsburg's teen-agers to survey the adolescent community. The request for a prioritized list of teen needs, resulted in the following list: (Building standards, in square feet*, are indicated in parentheses where available):

- #1 Teen Center - Multi-purpose, and used for
 - Games
 - Counseling Programs
 - Organizational Activities: Musical/dramatic/concert performance
 - Dances
 - Summer Repertory Theatre
 - Public Art
 - Student Loan Program - Career exploration with local business



- #2 Concerts - featuring local and outside entertainers, country and rock music.

- #3 Movie Theatre - frequent showing of popular English-language movies.

- #4 "Hangout" - preferably near high school, commercial/downtown area; without undue parental or police surveillance.

-Deli/Cafe/Ice Cream Parlor, with music, where kids can sit down and talk (1,000 square feet).

-Times of use - School afternoons and nights; weekends and Friday evenings.

- #5 "Scandia" - Miniature Golf/Entertainment Center

- #6 Sports/Recreational Programs - Intramural and Intercity teams
 - coed soccer, softball, volleyball
 - open gym, recreational nights

- #7 Ticket Outlet (Local Businesses)

Lesser Priorities: Items desired, but classified as "lesser" priorities include:

- Bowling Alley (8,000 square feet for 8 lanes)
- Skating Rink for Ice/Roller Skating with organized teams (17,000 to 20,000 square feet).
- Boat Rentals

Several areas of the city currently are used by teens. Some serve reasonably well, others less so; all are regarded by teen-agers as serviceable only until a new teen center (priority #1) is established. These are:

- Tayman Park
- Federated Church
- Community Center
- Villa Annex
- Armory
- St. Paul's Hall
- St. John's Hall
- High School Multi-purpose Room

Minimal square footage requirements for other sports facilities include:

- Baseball field: 40,000+ sq.ft./field
- Football field: 60,000 sq.ft./field
- Soccer field: 80,000 sq.ft./field
- Tennis court: 7,200 sq.ft./court
- Basketball court: 5,000 sq.ft./court
- Volleyball court: 3,000 sq.ft./court



HISTORIC SITES AND DISTRICTS

One aspect of Healdsburg's charm is the large number of Victorian and Queen Anne-style buildings - primarily residences in and around downtown. Many of the buildings have been kept in excellent repair, but there are some which could benefit from rehabilitation. Fortunately, the Economic Recovery Act of 1981 has enhanced the use of Investment Tax Credit (ITC) and depreciation for stimulating historic restoration and rehabilitation of existing buildings.

ADVANTAGES

The new ITC and straight line depreciation rates makes restoration - rehabilitation economically competitive with new construction. Investment Tax Credits range from 15% for structures 30-39 years old to 25% for certified historic structures. Moreover, California, through the Marks Historic Rehabilitation Act of 1976, helps to lower interest rates on loans to owners and developers of structures that are found by a city to be of historical significance. The City may sponsor a conventional bond issue, or a tax-exempt bank loan may be made directly to the property owner. More than ten California communities already have implemented this program.

An additional economic advantage is the preservation of civic appeal to relatively affluent town sites, expanding the city's income and sales tax revenue. Equally clear are two less tangible - or less material - advantages to residents in retaining the visual appeal and historic significance of the city's heritage.

DISADVANTAGES:

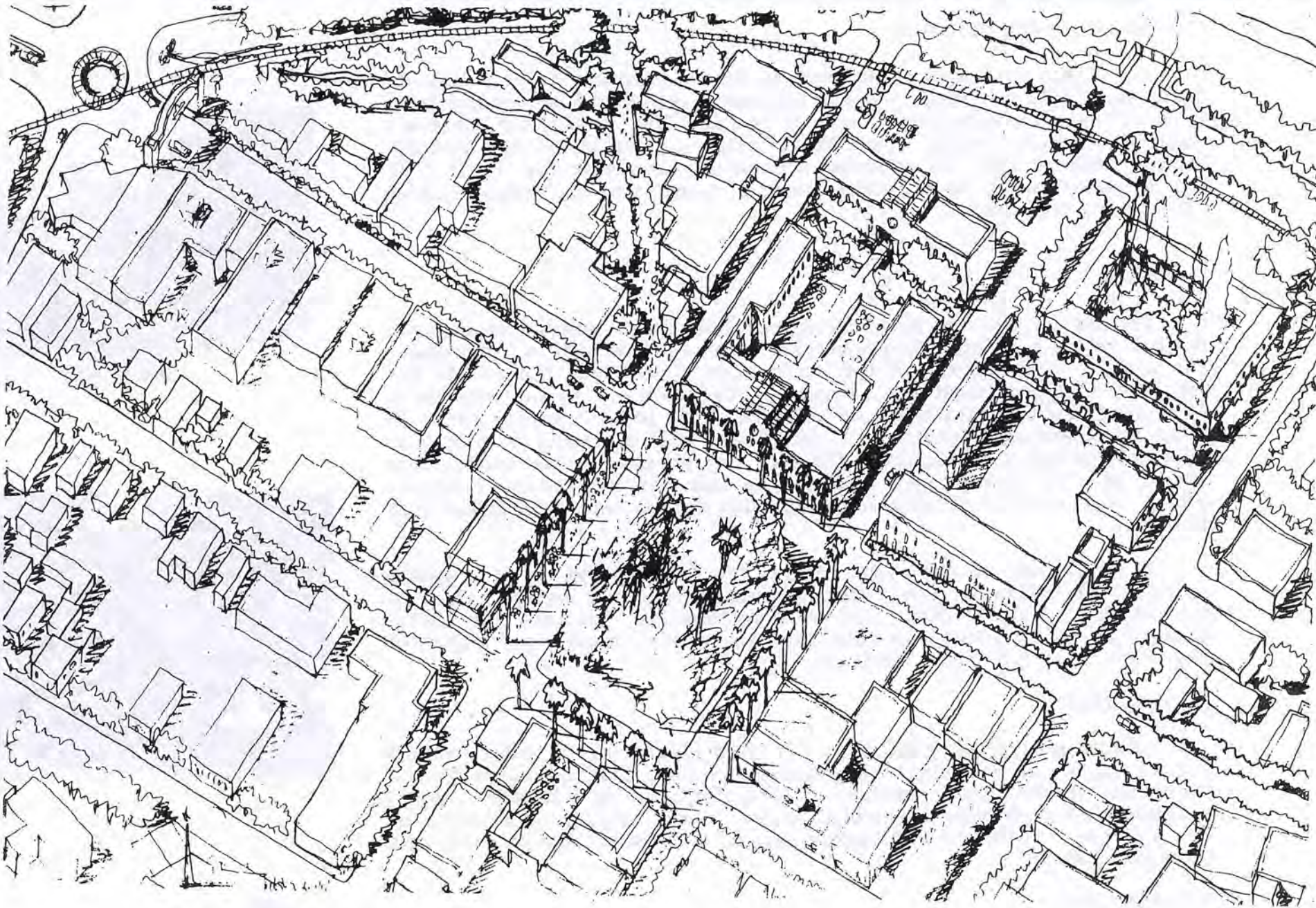
Historic district designation can be expected to raise speculative land values making it difficult to combine historic districting with the provision of affordable housing. "Gentrification" is a frequent result. Buildings are preserved, but social action in the housing realm falls by the wayside. Instead, fashionable homes, expensive restaurants, and boutiques emerge.

IMPLEMENTATION:

Notwithstanding the above, the team feels that substantial efforts in the historic preservation area are justified in Healdsburg. Additional information can be obtained by contacting the State Office of Historic Preservation in Sacramento (telephone 916-322-8598).



HOW TO GET FROM HERE TO THERE



Healdsburg is a delightful city in a delightful area. It has natural and man-made attractions. It has a good location - one hour to the ocean and two hours to a major city. It has an interested, active population, strong political leadership, a strong staff who is very capable of dealing with its problems and opportunities. The information, reports and feed back from elected officials, staff, and citizens during the RUDAT process demonstrated that the ideas and the capacity to accomplish things are here. What can be done to strengthen this?

1. Keep the Faith

Don't become too anxious. Growth is coming to this area. Set the standards and guidelines for development high. Don't let marginal or unattractive past development set the standard for the future. Don't compound financial burdens.

For example, sewer and water hook up charges are not paying for the plant capacity people use. That means the whole population will have to pay for further expansion. Have growth pay its own way. Set plant hook-up charges equal to the costs new users impose on the system, probably \$1,000 to \$1,200, for sewer instead of the \$200 fee presently charged. If you don't, everyone will pay higher future user rates charges and subsidize growth. Put the lid on items you consider problems and have all new development meet your new standards. Don't get anxious and give away the store to get growth.

2. Timing

The economy, as everyone knows, is bad. Money rates are high, construction is down. This too shall pass (we hope). Development of an area such as the Plaza West project takes time. Downtown malls, in most cities, have taken 12-15 years to implement from the time the idea gains credibility. There are laws to be passed, parking to be created, design to be finalized, financing to be obtained, utilities to be moved. It will not happen in a year or two.

It helps to have a flow chart of what needs to be done, and not forget little things, for they frequently take the most time. Post the flow chart where it will be a constant reminder and keep it up-to-date. Set benchmarks so you know you are making progress. Be flexible and be prepared to adjust, but keep the central concept in mind and do not get frustrated by required adjustments. Maybe the "fountain" does not get built or some pet element gets dropped. Changes are inevitable. The plan is only the beginning. It's the implementation that takes the work and the time. Be prepared for the long haul and you will be less easily discouraged.

FAITH

TIMING

3. Task Forces

Use task forces of citizens to deal with the many aspects of the community's needs. The Council, formal advisory groups and staff cannot do it all and their normal work load at the same time. Besides, for the project to involve more people builds a broader base of support for the project. Keep the task small, the effort short in duration, and work the group hard. Use their work or you'll lose their support. Get people who have a particular interest in the group. Do not be afraid of including contrary views in the task force, for it is better to fight in committee meetings than in public hearings. Charge the group not only with identifying the issues, but also with realistic solutions. Many tasks from the RUDAT process come to mind for such groups:

- a. Sign code revision;
 - b. Promotion of the tourism facilities of the town and nearby facilities;
 - c. Downtown parking district;
 - d. Russian River improvement;
 - e. Youth activities/facilities;
 - f. Plaza development;
 - g. Promotion of greater understanding between the migrant workers and the community at large;
 - h. Historical district; and
 - i. Neighborhood planning groups - no more than 1 or 2 at a time
4. Capital Improvement Program (CIP)

Develop a comprehensive capital improvements program with five year projections of needs, revenues, and expenditures. Include enterprise funds, as well as items from the general fund. Make sure cash flow is projected as well as operating and maintenance costs. Do not omit items because there are no funds in sight.

The Planning Commission is normally the body to assume initial responsibility for the CIP. They should assemble requests from all departments and agencies which receive city funds. The City's goals and policies and the priorities should be confirmed by the Council each year before the CIP process starts. The requests are weighed against the goals and policies. The staff's efforts should reflect the priorities. Without a CIP, the Council, staff and citizens cannot be sure they are moving towards their goals. This is an excellent process to assure that planning and expenditures are consistent and are moving the City toward achieving its goals.

5. Improve the Planning Process

Healdsburg must improve its process for making decisions on the full spectrum of planning issues. Otherwise, the City cannot respond effectively to the recommendations described above. Nor can it act effectively in other areas. Specifically, the City should develop a better framework for identifying, considering, and resolving issues by making changes in four areas:

1. Express its policies and guidelines more clearly;
2. Establish a plan and a process based on community consensus;
3. Rationalize its structure of advisory committees; and
4. Establish special policies and mechanisms for directing the development of the plaza.

Presently, the City's decision-making process for planning issues rests on only two documents: its zoning ordinance and its land-use plan. By themselves, these are far too general to provide adequate and consistent direction on individual development proposals and do not define unified concepts of the desired character for different areas. More detailed planning documents and informal expressions of policies exist, but have not been adopted formally by the Council.

The result is inevitable. The unadopted plans and policies produce some vague general boundaries on the Council's decisions, but when issues arise that are near or, perhaps, beyond the boundaries, the decisions can become arbitrary and capricious. Furthermore, this approach leads to passive behavior by the Council because it has no mechanism for anticipating problems before they become acute. While this approach sufficed in the past, it cannot serve in the future as growth pushes the community against constraints and raises increasingly nettlesome problems.

As the first step in resolving the situation, the City should adopt a more rational, structured framework for planning. To clarify the City's zoning and land-use plan, the City should specify performance criteria for determining whether a future development proposal conforms to the Council's intent. The Council should adopt the criteria formally; then developers can apply them in advance to proposed projects and have better expectations of the City's probable response.

TASK FORCES



As a second step, the City should initiate a series of refinement plans that focus on individual neighborhoods or zones which, because of their special character, require further elaboration of the Council's intent. In essence, the refinement plans should refine and clarify the performance criteria for these areas. For example, in the older residential areas, the City ought to specify its intent regarding adjustments to the building code to allow economically feasible renovations. Also, the City ought to develop a refinement plan for the Plaza to define the specific criteria for ensuring that storefronts reinforce the area's character. Working closely with the residents in defining neighborhood issues, alternatives and solutions is essential.

In a third step, the City should reorganize its advisory committees. Currently, these bodies act with vaguely defined charters from the Council and attempt to apply vaguely defined policies and guidelines. Not surprisingly, the results often are confusing. Gaps, overlaps, and wasted effort occur as the committees wrestle with one another and attempt to second-guess the Council.

Consistent with its effort to express its policies, as a fourth and very special step, the Council should develop architectural guidelines for the area surrounding the Plaza.

The Plaza is the keystone to defining Healdsburg's identity. Repeated expressions voiced extreme concern about how the Plaza's current condition lacks coherence and, hence, leaves a void in the community's physical and social character. To remedy the uncertainty, the City should establish guidelines covering those aspects of the area's configuration that will define a basic character. These aspects include: the configuration of on-and-off street parking around the Plaza; the location and design of pedestrian ways; the location of curb cuts; the general nature of building facades; and so forth. They do not include specifying fully the architectural design of individual buildings. It should be the concern of owners to encourage diversity and richness of designs. But the city should seek professional assistance in establishing the guidelines and in reviewing developer's submittals.

To establish the architectural guidelines for the area, we recommend a specific process be followed. Because the three presently developed sides of the Plaza lack the necessary cohesion and definition, the guidelines must come from elsewhere, namely the westside. Clearly, whatever develops on the westside will exert a strong influence on the rest of the Plaza.

A fifth step is to use information that has been collected (historical data, geological data, the open space study, R/UDAT study, etc.) to improve the master plan. Evaluate the information, decide how it can be most helpful, then incorporate it in the City's master plan.

6. Create Regular Events

Programming events that will bring people together periodically throughout the year keeps the community together, and can bring in visitors who like to be where the action is. This is vital in communities that cater to tourists. Make certain that the local population is the central participant, the one for whom the celebration is made. Others can join in. One way to create greater understanding between the Mexican/American vineyard worker and the community is through special events that focus on the importance of Mexican-Americans to the economy of the area and foster understanding and communication.

7. Develop Use It or Lose It Codes

Land speculation can be discouraged in commercial and industrial zones by adopting regulations that require periodic evaluation of such permission to develop. By stressing planned unit developments (PUD) for any commercial or industrial developments of any size (e.g., motel, shopping center, multiple family development, manufacturing plant or industrial park) a timing clause can be written in. If development does not occur within the specified time, hold a hearing. If no valid reasons come forth, rezone the property, negate the PUD. Only herpes is forever!

8. Use Financial Tools for Leverage

In today's money market, the city's ability to use its access to municipal interest rates to assist private development benefiting the community is a major plus. Before using it make sure a project satisfies the city's concerns for quality, design considerations, or whatever else the community considers important. Each party must gain to make the marriage work.

9. Identify The Community's Role

Do not frustrate yourselves by wanting facilities or services that require more than your population can support. Accept a role consistent with the community size. People will continue to have to go somewhere else to obtain certain goods or services. Optimize what you have and can support.

EVENTS

CODES

FINANCE

ROLE

10. Set Your Goals and Standards

Annually review what you want your community to be. Get citizen input but inform the citizens. Blind responses when the knowledge is scarce can be dangerous. Work sessions where dialogue can occur is better than surveys. Surveys are better than not asking people. They help involve people. But do not make it a popularity vote.

GOALS

11. Accept the Very Real Limitations to Growth

Physically and financially, it may be very questionable that Healdsburg can add 10,000 additional people to its population. And if it can, what about the next 5,000 or 10,000? Face this issue. Know what the costs are and decide if you want to accept the trade offs. The goals we've heard would indicate that this community may not be able to grow too much larger without losing or infringing on its surrounding agricultural and tourist economic base.

GROWTH

The more attractive the community becomes, the tougher it will be to hold the line. Pressures on lower income and moderate income families to afford housing will steadily increase and become even worse than it is now. Growth will do this regardless of whether the vineyards are involved.

12. Organize to deal with Growth

Advisory groups such as the Planning Commission and Design Review Commission should devote at least one meeting a month to long range and comprehensive planning on code revision concerns and not just spend time reacting to current proposals.

REVIEW

Lucky 13 What do you do with this This R/UDAT Report?

You implement it. Such a citizen wide volunteer effort should not go un-accomplished. The majority of the work confirms the comments of so many citizens in the Task Force meetings, in the committees and in the public hearing and who came and volunteered time to be part of the process that these findings are eminently acceptable.

R/UDAT

Continue the Task Force to work on the items of the plan, continue the dialogue necessary to carry it out. Most of all-celebrate and build the new Healdsburg.



ACKNOWLEDGEMENTS

THE HEALDSBURG TEAM

R. TERRY SCHNADELBACH: ASLA, TEAM CHAIRMAN



Partner of the Schadelbach Partnership, a nationally known New York City interdisciplinary Landscape Architecture and Environmental Planning firm which is nationally known. Terry is a Landscape Architect, Ecologist, Author and Teacher, who received his education at Louisiana State University and MIT. He has created award-winning designs and is involved in open space and environmental and agricultural problems. He also has experience in ecological energy related impact, landscape design and development potential of the land as well as public street-scapes, urban plazas, city parks, and historic preservation and conservation. He is a veteran of many R/UDAT teams.

WILLIAM LAMONT, JR.: AIP



Partner in the firm of Briscoe, Maphis, Murray, and Lamont of Boulder, Colorado, Bill has experience in both the public and private sector as former Director of Community Development and interim City Manager for Boulder and as a private planning consultant involved in comprehensive planning, community development, and social and economic concerns of tourist and energy-impacted communities. He has served on a number of national and regional advisory boards and task forces, and has lectured and taught at various universities.

ERNIE NIEMI: ECONOMIST



Principal project manager with ECO Northwest, an economic consulting firm in Eugene, Oregon, Ernie has a Masters degree from Harvard in Planning and Policy Analysis. His principal interests are in natural resources and economic development at the local and state and federal levels. He also specializes in the application of cost-benefit analysis to the problems of decision making. He has worked on developing a methodology for evaluating the impacts of statewide land use programs in developing policies to diversify manufacturing and in other economic and development issues.

DAVID STEA: ENVIRONMENTAL SOCIAL SCIENTIST



David's major concerns are community design and participatory planning in urban and rural areas. His work centers on the housing and settlement needs of small Native American communities, and tribal groups elsewhere in the world, the relationship of desired environments to cultural frameworks, and the application of social and behavioral research to environmental design and planning. Distinguished Professor of Architecture at the University of Wisconsin/Milwaukee, he has lived and taught in more than a dozen countries, lectured throughout the world, and held visiting positions at various universities.

MILO THOMPSON: ARCHITECT/URBAN DESIGNER



Partner in the Minneapolis-based architectural firm of Bentz, Thompson, Rietow, Inc. Milo has been involved in many small town and urban development and redevelopment projects in the midwest as an architect/urban designer working with various development teams. He received degrees from the University of Minnesota and Harvard University, and is a Fellow of the American Academy of Rome, as well as a professor of Architecture and Urban Design at the University of Minnesota. He has been an active participant in the AIA's local and national R/UDAT program.

RAYMOND TRUJILLO: AIA ARCHITECT



Principal of Ray Trujillo and Associates an Albuquerque, New Mexico, Architectural and Planning firm, Ray is an Hispanic Architect who has been actively involved in many community groups at various local and state levels. He has designed a variety of small-town development and redevelopment projects, which include commercial, residential and public buildings.

RONALD A. STRAKA: FAIA R/UDAT LIASON



Architect/Urban Designer from Boulder, Colorado. Member of the national AIA R/UDAT Task Force and former national chairman of the AIA Urban Planning and Design Committee, and currently chairman of its R/UDAT follow-up program. He has served on several teams and has assisted on many evaluations and reconnaissance visits. As an urban design consultant he has worked on many interdisciplinary design teams which have addressed the issues of small town community development and redevelopment projects. He received the 1977 Kemper Award for his work on the R/UDAT program and in recognition of his interdisciplinary approach to urban design.

RESOURCE ASSISTANCE TEAM

The Healdsburg R/UDAT Team was generously assisted by graduate architectural students from the University of California at Berkeley, under the direction of Professor James E. Vann, AIA, and additional help was volunteered by architects, landscape architects and planners from local public and private professional offices, as well as local City staff and citizens.

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Pic-a-Deli
Souverain Winery

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KFTY Channel 50
Healdsburg Family Day Contributors and Volunteers
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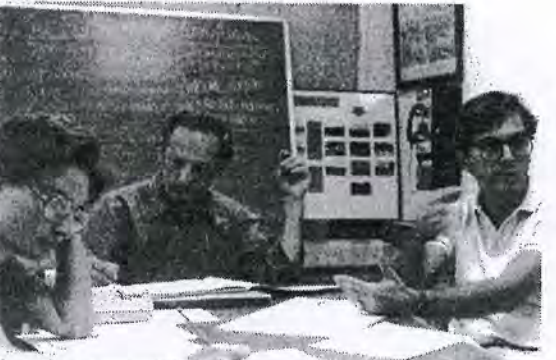
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As a community service, the Urban Planning and Design Committee of the American Institute of Architects has sent interdisciplinary Regional/Urban Design Assistance Teams (R/UDAT) to assist some 72 American cities, towns and regions since 1967.

The teams respond to the problems described by the community leadership and AIA chapters. These range in scale from regional, metropolitan and city issues to the problems of small towns or specific areas within larger community contexts.

Each team is specially selected to include professionals experienced in dealing with the particular area under study. Members of the team receive no compensation for their service, and agree not to accept any commissions or consulting work which might result from their recommendations.

In an intense four day visit, the team acquaints itself with the community and its people through field trips and meetings with community leaders and citizens. The team develops its analysis from an objective perspective and offers its recommendations in a public meeting.

The aim is not to offer a complete or final plan, but to offer a fresh look by experienced outsiders. R/UDAT teams attempt to bring together various elements in the community, give impetus and perhaps new direction for community action, and make clean and comprehensive recommendations which are professionally responsible, as well as politically and economically feasible and publicly understandable.

THE VISIT

The request for a Healdsburg R/UDAT team was made by the City of Healdsburg to the National AIA R/UDAT Task Force in March of 1982. In May, Ronald A. Straka, FAIA, of the national R/UDAT Task Force, made an "evaluation visit" to Healdsburg to meet with community leaders and observe the situation first hand. Upon his recommendations the application was approved later that month. Terry Schnadelbach, ASIA, was selected team chairman. In July, with Ronald Straka, he made a reconnaissance visit to Healdsburg to observe the community and discuss details of the team's visit. A multidisciplinary team was selected and sent extensive background material in advance of the October 8-11, 1982 visit. The team met with various city and county officials, planners, civic leaders and organizations, special interest groups and the general citizenry individually and in an open public meeting. They surveyed the town by bus, air and on foot.

With this information the Team engaged in intensive work sessions, culminating in a public presentation to the community on October 11, when this report was presented. The team was joined by faculty and students of the Community Design Center program of the University of California, Berkeley, who provided field reconnaissance and analysis assistance. Numerous local professionals volunteered their time as well, and nearly a hundred citizens lent a hand to the effort.

The purpose of the visit was to assist the community in its effort to understand and respond to the several significant changes and critical planning issues which have and are occurring in ways that take advantage of the opportunities offered, but do not sacrifice the City's small town character and quality of life.

