

Imagine Healdsburg 2040



Healdsburg, CA SDAT Report

AIA Communities by Design 

ENVISION. CREATE. SUSTAIN.

THE SDAT PROGRAM

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others. Today, communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- **Customized Design Assistance.** The SDAT is designed as a customized approach which incorporates local realities and the unique challenges and assets of each community.
- **Systems Based Approach to Sustainability.** The SDAT applies a systems-based approach to community sustainability, examining cross-cutting issues and relationships between issues. The SDAT forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.
- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholders and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT Team is assembled to include a range of technical experts from across the country. Team Members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Cost Effectiveness.** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance for each project. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top-notch professionals from varied fields.

The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 200 communities across the country. The SDAT program leverages the pivotal role of the architectural community in the creation and support of sustainable livable communities.

The following report includes a narrative account of the Healdsburg SDAT recommendations, with summary information concerning several principle areas of investigation. The recommendations are made within the broad framework of sustainability, and are designed to form an integrated approach to future sustainability efforts in the community.



Executive Summary

OVERVIEW

In December 2017, the Healdsburg SDAT Steering Committee submitted an application to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT). The committee was interested in a visioning and planning process to help Healdsburg find balance; balance between visitors and residents; balance between small town charm and a highly successful tourism industry; balance between affordable, middle class, and upper scale housing. The committee also knew there needed to be more sustainability and resiliency among all aspects of the community, not the least of which was environmental. And the committee felt 2018 would be a good time to engage the AIA in this process, as the city is and will be making major adjustments to planning documents that will guide the community planning for years to come.

The committee knew what could happen – Healdsburg had been through a similar process before, when a Regional/Urban Design Assistance Team (R/UDAT) visited the community in 1982. That visit significantly shaped the future course of Healdsburg, and contributed to the current desirability of the community. There are some things that still ring true from the 1982 R/UDAT:

- The population of Healdsburg was about 7,000, now it's about 12,000.
- The plaza served a social function then, and now.
- Relations between non-Hispanic and Hispanic communities are weighted with stereotypes and mutual misconceptions.
- The basic road to intercultural understanding is intercultural acceptance. This implies a policy of affirmation incorporating a gathering place for everyone; bandstand; gathering place for Hispanics; and mixed commercial businesses for all income levels.
- Increasing the affordability of housing, in part by allowing alternative housing forms or changing zoning regulations.



In the recommendations outlined in this report you'll see that the community is still struggling with some of these issues; hopefully, the strategies our team has outlined will help eliminate many of them.

The AIA put together a team of professionals from all over the country, from Boston to Atlanta to Seattle. It included architects, landscape architects, affordable housing specialists, planners, artists, and economists. The team worked to address several key issues, including housing, connectivity, arts and culture, and community engagement for the entire community. For three days, the team listened to several hundred community participants and what they told us was that the small town feel of Healdsburg is important, arts and culture are important, inclusiveness and appreciation of other cultures is important, and that you want to build housing for all, that you want to improve access to the river, that you want to create community programs and spaces and that you want to protect the environment.

On August 15th, the team presented their initial recommendations to a very large crowd gathered at the high school gym. Each member talked about a specific component of our assessment. We discussed making better connections in the community for residents, visitors and wildlife and how to use art and culture to make those connections. We discussed how to begin making critical decisions to increase housing affordability and housing density in certain areas of town, including the north and south gateways, and what that increased density can look like. We addressed the impending demographic bomb, addressing Healdsburg's aging population and the lack of affordable family housing. We also spoke of the numerous people who grew up here or currently work here, but can't afford to live here.

Healdsburg is at a critical juncture, yet it still retains the characteristics of a small town and a place where most feel comfortable. It's going to take a concerted community-wide effort to maintain this place you all love and where you choose to live or work. If it succeeds, Healdsburg will maintain its charm and small-town character while becoming more accessible, affordable and inclusive, producing a family-friendly community that is prosperous, healthy, and environmentally sound. It will stay true to its roots and build a community that is friendly, welcoming, diverse and happy. It will maintain its authentic sense of place.

Healdsburg is off to a great start; the hundreds of people who participated in our advisory sessions and the public meetings is indicative of the desire to make change. The SDAT steering committee, now reconstituted as Healdsburg 2040, has already

established working groups and they've already been meeting. We expect amazing things from the community in the coming years, and look forward to coming back to check your progress!



Landscape & Environment

LANDSCAPE DESIGN & ENVIRONMENT

Regional Context

At the Regional Level, the loss and isolation of natural habitats appears to be an occurring process and we see a need to slow and/or halt the process to avoid further reductions in biodiversity and in the ecological and scenic quality of the area.

The spatial processes that have contributed to this isolation and loss overtime seem to include: fragmentation and breaking up of habitat into smaller dispersed patches; dissection and splitting up of habitats; perforation or creating 'holes' within intact habitats and; shrinkage and attrition of several habitats.

Corridors in the landscape (i.e., Highway 101, roads and railroads) seem to also act as barriers to landscape continuity and species movement.

There is a need to provide increased landscape connectivity, to aid wildlife movement and to improve ecological health, along protected corridors and newly created protected habitats (i.e., along ridges, river and creeks, highways and rails) to reduce fragmentation incorporating higher quality linkages between habitats.

Regional Conservation Corridors

The Russian River, creeks and streams can provide significant corridors in the landscape. Maintaining their ecological integrity in the face of current development and fragmentation will be both a challenge and an opportunity for a sustainable Healdsburg. As a River Corridor, the Russian river has the potential to provide recreation and habitat conservation areas, flood protection, conservation corridors, and increased connectivity for humans and wildlife. A strategy for the river may include restoring the ecological structure and function of the river, the creation of a riparian mosaic and a structural system of associated wetlands and flood plain areas.

The planning framework for the river would address water quality, water levels and function, the value of natural resources for fish, habitat and recreation.

Highway 101 has the potential to be turned into a regional recreational, scenic and nature preserve with a planning framework for development and conservation coexisting within the area. The primary strategy would be to preserve and link the existing and remaining native habitat patches and ridgelines via a greenway incorporating both human recreational areas and wild areas across land use, natural, rural and urban areas that will help protect the biological diversity of the region.

Connectivity for humans and wildlife would be increased with links between protected areas and parks, providing alternate avenues for human recreation and wildlife movement. Recreational areas should serve as buffers between undisturbed natural habitats and human development.

City & Local Context

At the local level, mixed urban and suburban development are interspersed with natural open areas and areas of remnant natural vegetation. The existing fragmentation of open space results in few connections to areas of natural vegetation within the city limits, limited connections to community areas, shopping areas and to the river. Moreover, suburban park type expansion areas about natural park areas without buffers, fragmenting and bisecting and isolating natural areas, neighborhoods and community gathering areas.

To balance nature and community in one place, the City needs a planning and land-use framework that embraces both an environmental and a social solution. Current land-use requirements promote low-density development and sprawl that destroy natural habitat and necessitate automobile travel to fulfill basic needs.

Potential City & Local Actions

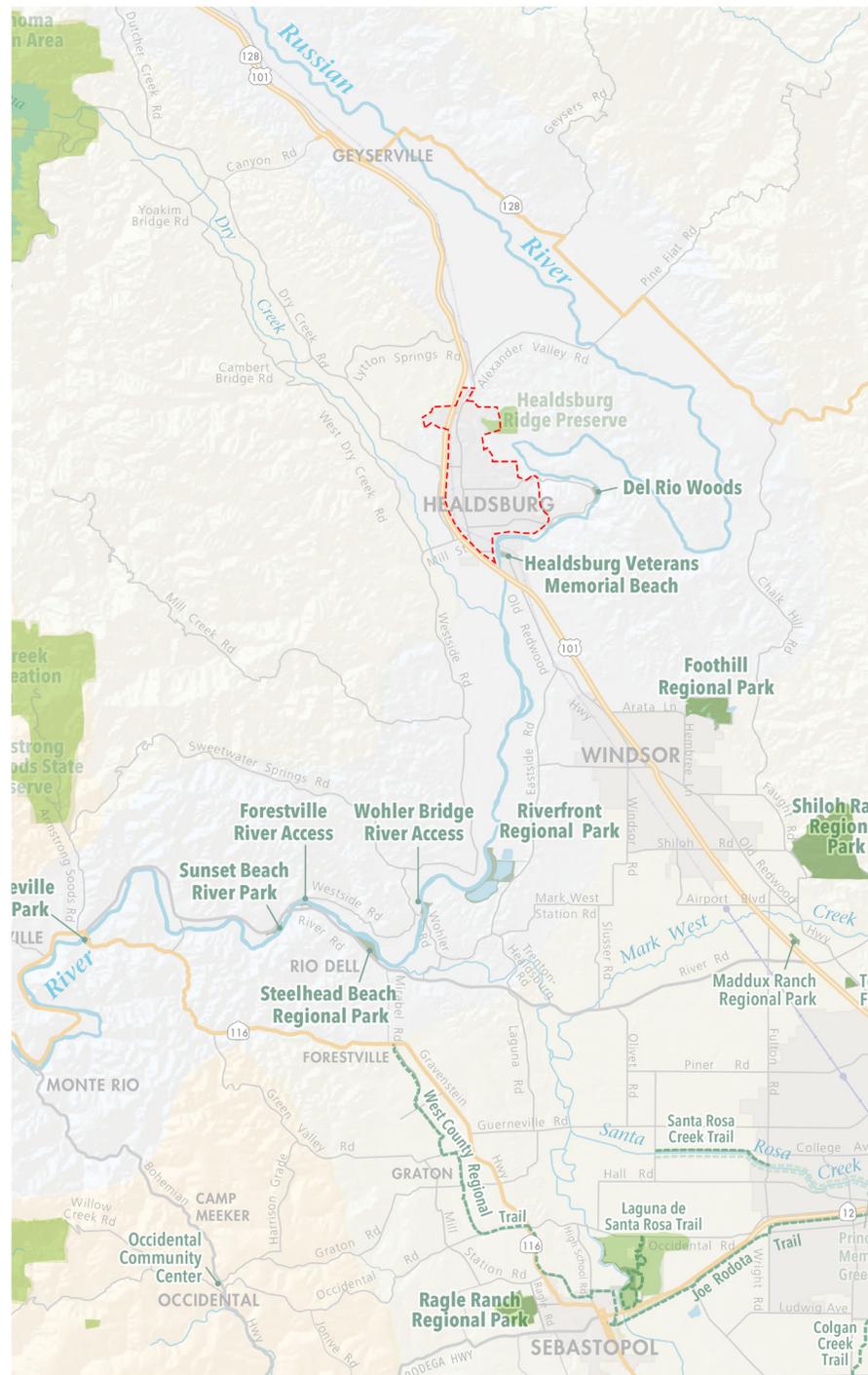
Increased connectivity and protection of open space would help alleviate fragmentation and isolation within the city limits. Protecting wildlife corridors (creeks, river), parks, wetlands, and street planting initiatives promoting native trees along with the regulation of public and private planting could be crucial to nurturing wildlife and the preservation of the environmental integrity of the city.

The Healdsburg public transportation system could be extended to assure environmental, economic, and social sustainability through a program aimed at reducing vehicle household trips.

Pedestrian-friendly street environments and complete streets along with a multi-use rail, pedestrian and bike corridor could be created along Vine and Grove Streets, which would help increase connectivity and recreational opportunities along a mixed-use pattern of land development to include and retrain existing industry, low and medium income higher multi-family housing and community gathering places.

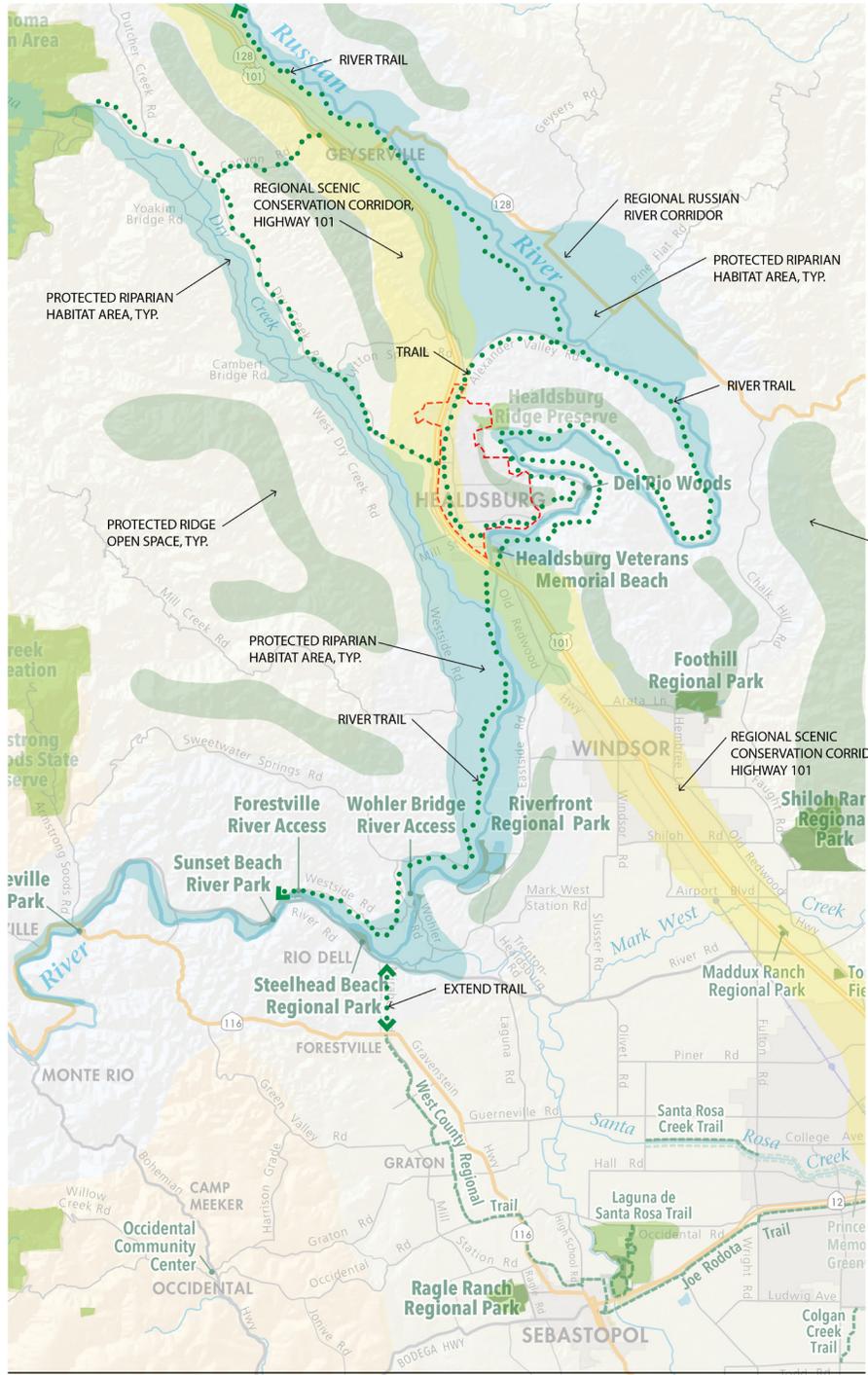
Conservation corridors along Foss Creek and the Russian River within the city of Healdsburg could help regain the ecological structure and function of a riparian mosaic along the creek and river. The three primary goals of a framework for planning and conservation would be to restore water quality and fish habitat, natural resources and wildlife habitats. By focusing on function, the structure pattern of the landscape could reform rapidly, enhancing opportunities for an extended network of recreation opportunities for the community.

These actions would help heal social and environmental fragmentation by providing connectivity, diversity and increased opportunities for outdoor recreation and interaction between community members, individuals and families across social and cultural groups, and would be critical to a sustainable future for Healdsburg.



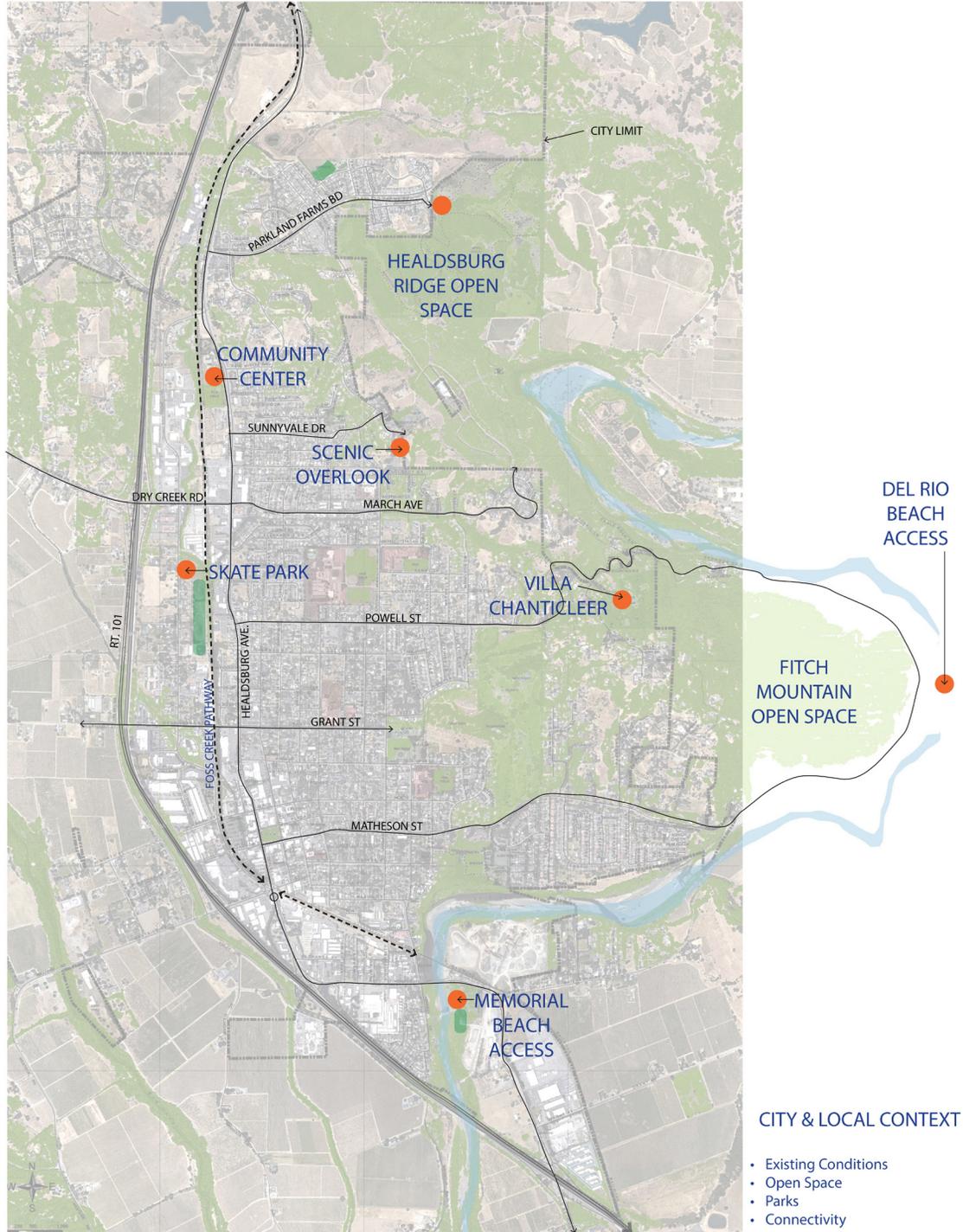
**REGIONAL CONTEXT
EXISTING CONDITIONS**

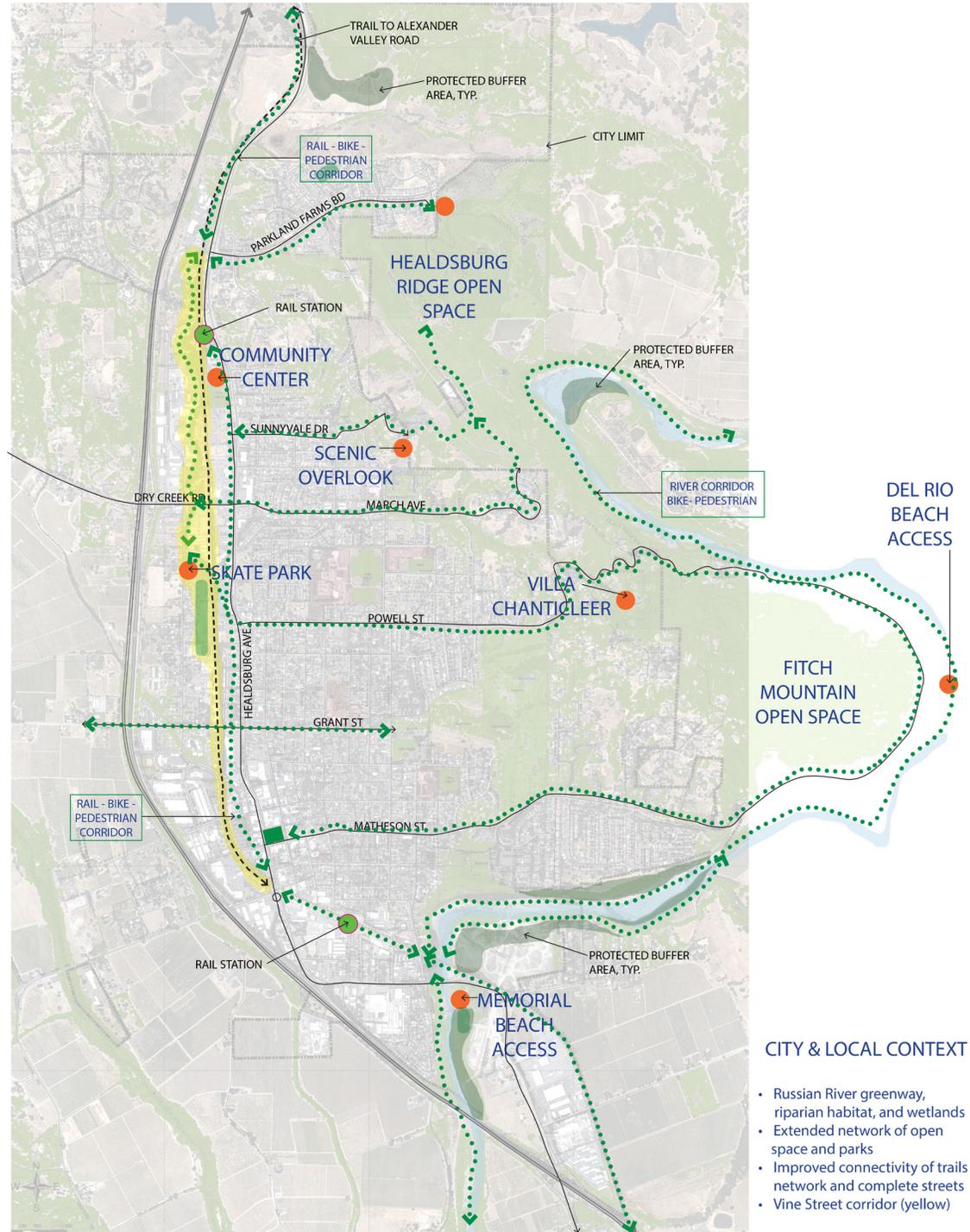
- Regional Parks
- Public space and open space
- Connectivity

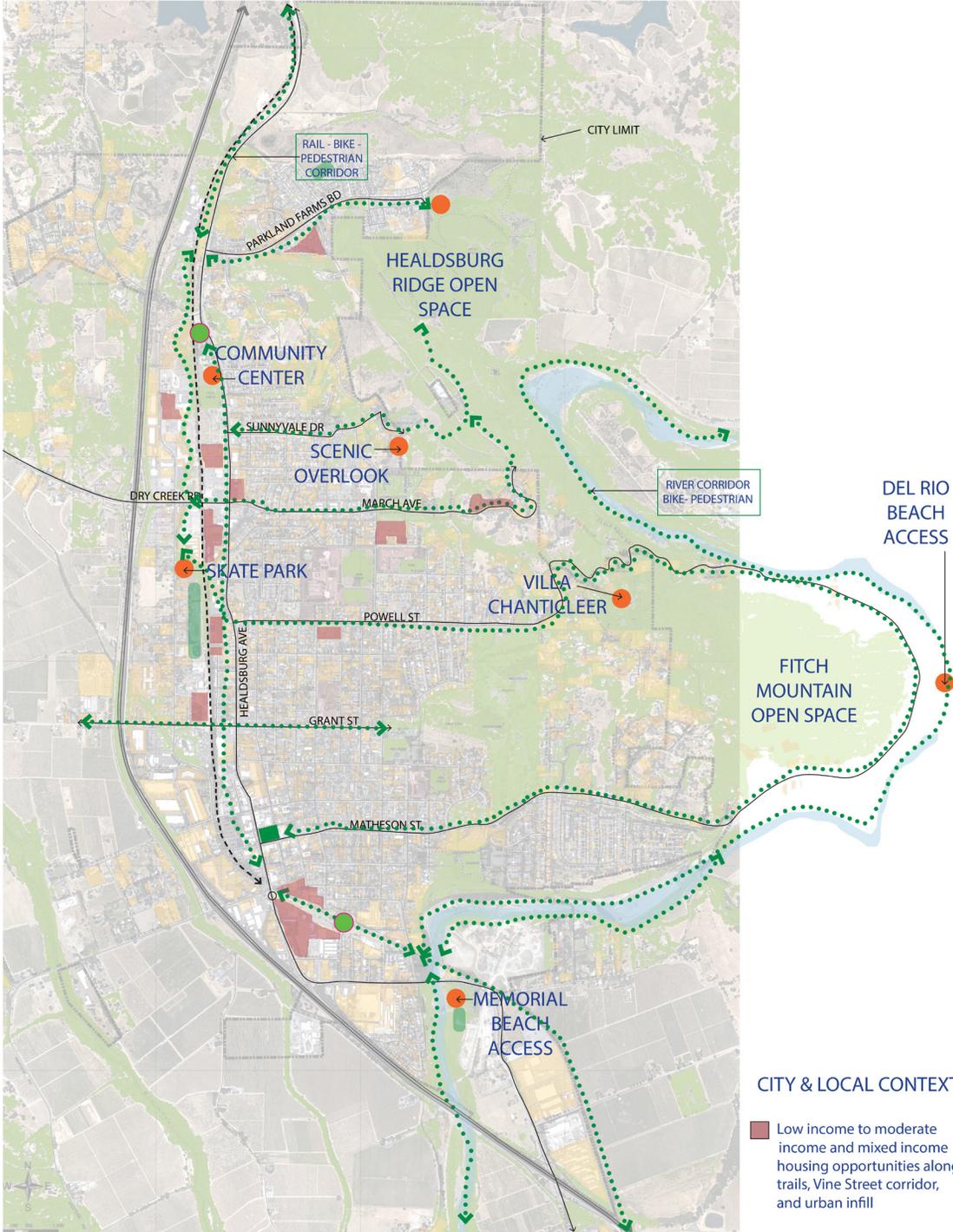


POTENTIAL REGIONAL ACTIONS

1. Regional conservation/preservation corridor - Highway 101
2. Regional Russian River corridor
3. Extended network of regional parks and public open space
4. Improved wildlife connectivity
5. Extended network of recreational trails







CITY & LOCAL CONTEXT

■ Low income to moderate income and mixed income housing opportunities along trails, Vine Street corridor, and urban infill

City & Site Context

Existing Conditions Analysis:

- Open Space & Parks:
 - Some neighborhoods lack connections to open space, parks, or walkable pedestrian ways, such as sidewalks, or trails.
 - There are only two access points to the river, one at the Memorial Beach Park and the second at Del Rio Beach. The majority of visitors drive to the “beach areas” at the river, making it less accessible to a population with limited access to a car. There are a lack of pedestrian connections to the Del Rio Beach, Memorial Beach Park and Villa Chanticleer, which further isolates the parks from those otherwise inclined to use it. There is no direct or signed connection from the city plaza or neighborhoods to Del Rio Beach, Memorial Beach Park and Villa Chanticleer, increasing its isolation from the community.
 - In addition, within the neighborhoods there are not enough public destinations to make it a more walkable city for the community to enjoy.
 - There is an existing trail, the Foss Creek Pathway, which is a multiuse trail for pedestrians and bikes.
 - Some of the streets lack ADA ramp accessibility which prevents and discourages people with wheelchairs or families with children in strollers or scooters to transit safely in the walkways.
 - The city of Healdsburg has insufficient connections to open spaces for recreation and outdoor enjoyment. There is also a lack of walkable and ADA compliant streetscapes.
- Landscape and Trees:
 - There is a noticeable absence of connections between the tree canopies and the larger reservation forest. Fragmented natural connections create a deficit for wildlife to circulate.
 - Street sidewalks are very narrow, making it challenging for street trees to be planted and to grow properly/to mature size.
 - On-street parking is abundant by the plaza surroundings. However some community members still voiced that more parking should be allocated. There is a need for designated parking areas that make sense in terms of walkability.

Open Space and Landscape Considerations & Recommendations

Principles for Great Neighborhoods

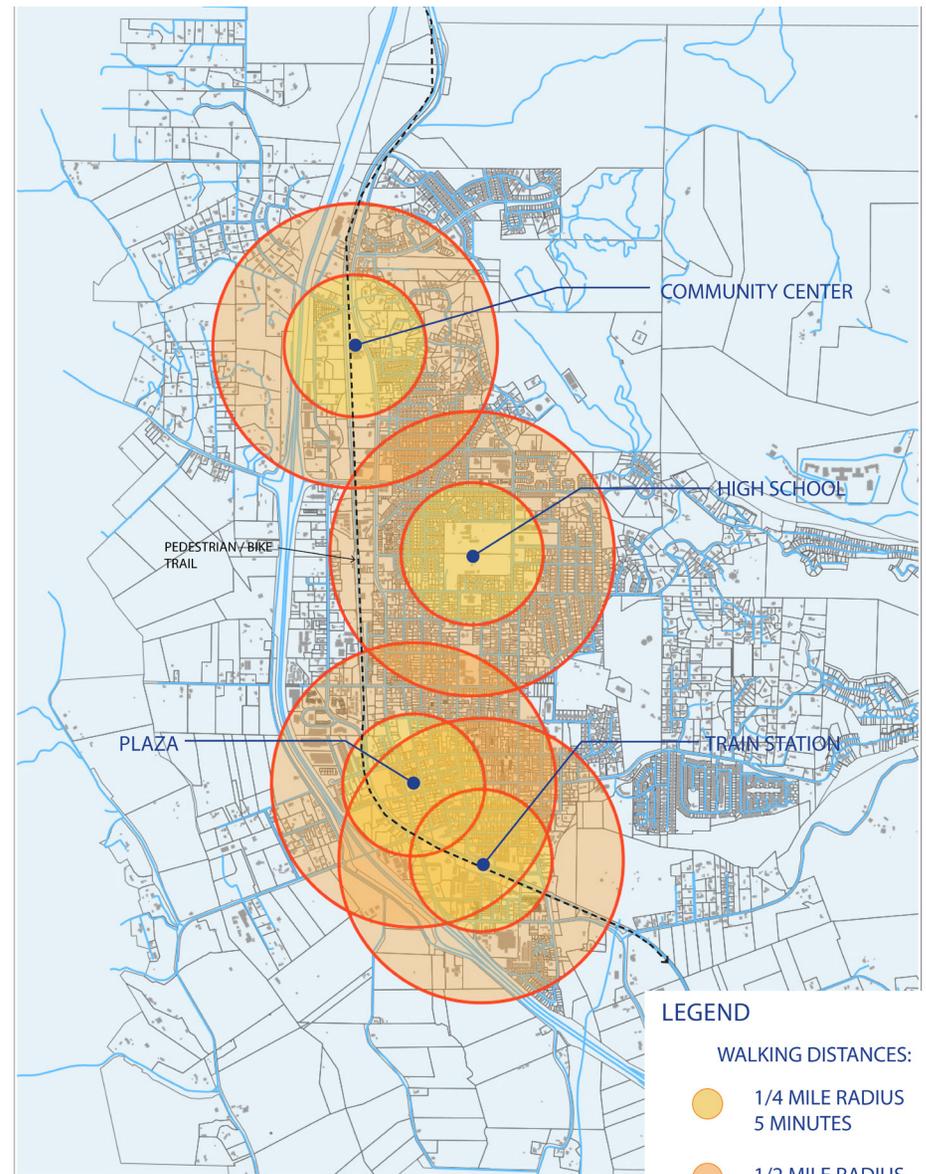
1. Allow meaningful public involvement and community consensus in developing each neighborhood plan;

2. Create walkable, pedestrian- and bicycle-friendly streets;
 3. Preserve the historic fabric and character of each neighborhood;
 4. Identify opportunities for new green space;
 5. Support community policing efforts; and
 6. Target blighted structures and lots for adaptive reuse.
- Green Streets around the plaza, community center, high school, and train station would be ideal. Green streets are also considered complete systems that allow for pedestrian-friendly environments, mature tree growth, bike lanes, bio-retention and bio-infiltration of street run-off, energy efficient light fixtures, and permeable pavement (as well as many other features).
 - Consider solar technology that is incorporated into solar shades, a possible feature for seating and parking areas. Power can be produced through a thin film; this technology generates power under many different light conditions. The shades can be custom designed for a multitude of applications and can be completely recycled.
 - Incorporating art into the technology is another option. An art statement can be made with the use of solar curtain walls or canopies. Solar curtains turn the solar energy that is collected in the daytime into an after-dark digital screen. It can be used to display movie entertainment for enjoyment by the public.
 - Reusing materials brings benefits not only to the community but also to the economy and the environment. Re-use is distinct from recycling. This unique industry diverts from the waste stream. Re-use provides an environmentally-preferred alternative to other waste management methods. It reduces air, water and land pollution and limits the need for new natural resources, such as timber and others.
 - In order to create a successful walkable environment that provides wellness and safety for the community, the following components must be included: visibility (perhaps of major iconic landmarks or high points, access and circulation, and good maintenance.
 - Visibility of landmarks is one of the most important factors for walking pedestrians
 - Visibility in and out of the park is crucial for maintaining the park as a crime free zone. Visibility provides a feeling of security and comfort.

- Lighting is extremely important in providing comfort and safety in the parks and streetscape environments. Pedestrians are more inclined to walk longer distances if they can observe at a further distance.
- Site furniture cohesiveness is important; during the analysis of the city there were 7 different types of light fixtures.
- Physical permeability is necessary for the success of place-making. Creating routes that are direct and enhanced will allow for efficient circulation and it does not discourage it. Not having a permeable environment may discourage people from walking through and, therefore, contribute to a less safe environment.
- Physical accessibility and connectivity make for a well-integrated community.
- Providing alternate routes is important so people can choose to travel where they feel most comfortable.
- For safety reasons it is important to maintain a mown edge or low planting along pedestrian routes, providing a feeling of openness and visibility along these routes.
- The physical and pleasant appearance of parks requires proper up-keep and maintenance. Users should be encouraged to maintain the park as a clean and trash free environment, reducing the need for municipal resources.

Standards for design of recreation trails:

- There are some standards for design of recreation trails. In easier urban/rural trail environments, there is a clear minimum width of 48" and the maximum grade allowed is 10% for a distance of 30ft. In the Class I trail type, the approximate length of trail is from 0 to ¼ mile; rest stop spacing and types (use natural materials whenever possible for benches, shelters, etc) of 100-150ft benches, shelter, interpretation. The width of trail is 1-way is 4ft and 2-way is 6ft. The shoulder of trail is 1 ½ ft of grass; slight slope toward trail. The slope of trail 1:50. The surface of trail should be either concrete or asphalt and the trail edge (rails, curbs, etc) makes use of natural materials whenever possible; use curbs where necessary for safety and add 3ft high rails for safety or for resting along lineal slope where necessary.
- It is important to provide accessible recreation along trails; these are some guidelines:
 - Hard surfaces with proper accessible networks which are next to facilities and structures.



- Provide accessible routes on all paths leading to destinations.
- Provide accessible seating in outdoor areas of the trail.
- Avoid hazardous elements such as steep slopes, dangerous plants, and heavy vehicular traffic crossing the paths of the trail.
- Provide amenities for wheelchair users along the trail or park.

General design guidelines for parks:

- Small and large loop paths are desired for all people to enjoy.
- If the path is narrow there should be enough passing space for two wheelchairs.
- Provide enough space where wheelchairs can park safely without obstructing the path.
- Provide signs in outdoor environments; they must be universally understood.
- Running slopes greater than 1:20 are difficult for people. Ramps should not exceed 8.33% (1:12) for a distance greater than 30ft.
- Pedestrian experiences along parks and trails are important. They are measured in terms of convenience. In addition, there are important factors that suggest how the pedestrian behaves and experiences the park or trail.
- Consider walkway width; a wider walkway implies greater importance. Formality is suggested differently; a curvilinear walkway suggests a more relaxing experience.
- The paving material is also an important factor of experience. For example, high quality/expensive materials suggest greater importance.
- Pathways should be accessible to all types of pedestrians and often include emergency vehicles.
- It is important to provide great circulation between natural or cultural amenities. Provide people with spaces where they can sit, congregate, and people watch. Providing different types of stimulus for people will attract more visitors to the park/trail.

Open Landscape Considerations:

- Create diverse activities that take advantage of the main tourist attractions to Healdsburg. The food market and farmers market can also be a place that incorporates programming into the surrounding the community. There can be a range of live performances during market hours, cooking demonstrations, health fairs and other engaging programs that will attract customers and help the market become a community and tourist destination. Also having a community garden where the community could learn and produce their own foods is a great opportunity to engage the community.
- Categorizing activities and physically clustering them and connecting them provides a more comfortable feeling for users, especially during the evening.

- Connections to the natural landscape and providing the community with a much “greener” streetscape can bring benefits to the health of adults and children by contributing to much cleaner air, creating economic benefits to homeowners because of the increased value in their homes, and producing psychological and social benefits, and environmental benefits as well.
- Creating successful connections are achieved by considering the fabric around and in the neighborhood and adding to it by creating efficient enhanced routes.
- Green routes that connect to parks with river access are extremely important. Creating routes along Healdsburg Ave, Matheson Street which then turns into South Fitch Mountain Road, and enhancements to the existing Foss Creek Pathway, will provide a link from the various neighborhoods to parks with river access. Enhancing those streets with green street elements and lighting, will make for a much more desirable place and environment to walk and visit.
- Successful places are inspired, created, and maintained by the people who live in that neighborhood/city.
- Create a place that has a strong sense of community and a setting for a variety of activities and uses that collectively meet immediate community needs.

Connections in the Community:

- Creating connections in the City of Healdsburg is a must in order to have a successful community. Identifying existing positive opportunities and connecting them is the first step to accomplish connections. The current existing amenities are Memorial Beach Access, Fitch Mountain Open Space, Del Rio Beach Access; the plaza, Foss Creek Pathway connections to the Skate Park and extending soon to the Community Center, and the main commercial area surrounding the Plaza.
- After connecting all existing amenities then it is time to look at future opportunities and developments. Create connections between, to, and from those future developments to produce an “inner loop of connections”. Then add the existing amenities connections and create an outer layer of social connections. The result is a series of successful connections in the community to existing and future amenities.
- Another set of elements that create successful connections is to create complete streets. The term “complete streets” is defined by the government Safe Street Act of 2013; as: “a roadway that safely accommodates all travelers, particularly public transit users, bicyclists, pedestrians (including individuals of all ages and individuals with mobility, sensory, neurological, or hidden disabilities), motorists and freight vehicles, to enable all travelers to use the roadway safely and efficiently.” (<http://www.govtrack.us/congress/bills/113/hr2468/text>)

- The elements that are part of the complete street system are: sidewalks, street trees, rain gardens or infiltration natural areas, bike lanes, transit amenities, pedestrian tables or platforms for safe crossings, and safe roads that are properly aligned.
- The community benefits of implementing Green/Complete streets are:
 - To make streets more pedestrian-friendly and reduce the vehicle-dominated use of the public realm, encourage multi-modal travel, such as biking, jogging, skating, walking. This approach encourages and prioritizes safety over convenience. It also encourages environmental sensitivity by suggesting ways to manage storm water, improve air quality, and improve visual quality.
 - To provide a multimodal transportation system that is part of a complete street system connection, which would not only provide accessible and efficient options for transportation in the community but also provide economic benefits and growth.
 - To improve pedestrian safety by raising platforms for crosswalks and improving and realigning streets and sidewalks.
 - To improve health by providing safe places for people to walk. Adding amenities nearby promotes health as well; destinations within a 10 minute walking distance meets the recommended activity levels according to public health experts.
 - To provide a safe place for children to exercise by playing and riding their bikes outside. Complete streets are great because more children will walk to school. Some schools will sometimes implement safe school routes along these complete streets, helping children and parents feel safe and secure when children walk to and from school.
 - Complete streets also improve the air quality in the community. People will begin to walk more and use their cars less. They also will take advantage of the multimodal transportation system in place, and complete streets allow space for street trees to grow, therefore helping the quality of air in the community.
- Consequently, adding complete streets and creating connections are interchangeable and complementary.

Arts & Culture

ARTS & CULTURE IN HEALDSBURG

Civic and volunteer leaders, residents, and workers in Healdsburg are seeking ways to make the community more sustainable, equitable, and distinctive. During public meetings and stakeholder sessions organized for Healdsburg's SDAT, our team heard the strong desire to emphasize positive characteristics such as the ability to experience nature, diversity, and walkability. Our team's recommendations focus on increasing social and physical connectivity through housing, open spaces, and the arts.

The majority of the people who participated in this process expressed the need to increase the amount and variety of affordable housing to maintain a family-focused community where the people who work in Healdsburg can afford to live there and raise families, including people who live and work in the arts. At the same time, people who are fortunate to already own or rent homes in Healdsburg want to see their children and grandchildren be able to afford to live in the community.

Our workshops occurred not far from the Mendocino County fires. In addition to affordable housing, ensuring that Healdsburg's landscape was appreciated and protected was at the forefront of people's minds. Access to open spaces including the river and streams and education about the ecosystem were cited as sustainability and livability needs. Strategies to include artists on the teams to design and program open spaces are outlined in this chapter.

Arts and culture already have a strong presence in Healdsburg and there is existing enthusiasm for creative experiences. A few significant actions would result in a more robust and diverse arts and culture sector. Building the cultural community, supporting arts programs, and increasing opportunities for public art would ensure equitable access and participation in the arts by residents as well as visitors.

Existing Conditions: Cultural Community

During a stakeholder session, participants spent time listing arts and cultural assets in the community. These included several visual, performing, and literary entities in the nonprofit, for profit, and public sectors. A range of festivals, venues, and places were noted from the Healdsburg Center for the Arts, Jazz Festival, and Day of the Dead community event to the public library, city-sponsored concert series, and the public art along the Foss Creek trail. The "people of Healdsburg" were also cited as a cultural asset.

The stakeholders responded to questions about how artists, community members, and visitors are informed of opportunities or events, and how the arts and culture entities collaborated or communicated. As a group they agreed there are opportunities to increase and improve communication to build awareness and access to existing entities, as well as to foster communication and collaboration between those who work within the sector.



Local stakeholders participating in a workshop focused on arts, culture, and placemaking.



Healdsburg is poised to expand opportunities to experience the arts and culture and help residents and visitors discover existing assets.

The stakeholder group expressed a strong desire to not only provide arts experiences for visitors, but for all residents. They also expressed concerns about affordable housing and workspaces for artists.

At the SDAT public meetings, community responses to the team's questions reflected strong support for arts and culture, recognized its value to residents and visitors, and expressed the desire to see greater access to the arts from diverse members of the community.

It was noted that the City of Healdsburg is embarking on a cultural plan in the next 12 months.

Opportunities:

- Bolster the arts and culture community through research and information exchange to better understand its impact in Healdsburg.
- Create and foster opportunities for collaboration.

Actions:

- Develop a comprehensive index of arts and culture entities and experiences in Healdsburg. Be expansive in developing the list. Include nonprofit organizations, for profit entities such as galleries, and detail any other location where you can experience the arts, from public art and live music to the library and ongoing festivals. Include locations where art, craft, and culture classes are offered. In order to develop an inclusive and comprehensive list, be sure to include representatives from the Mexican and Native American communities and expand participants to ensure representation from across Healdsburg.
- Develop strategies to share information with residents and visitors about the entities on the index and the programs and opportunities they offer. This will facilitate participation in arts and culture and help foster connections between neighbors. Be sure to offer the information in English, Spanish, and other languages. Since there will most likely not be a "one size fits all" outreach method, try a variety of strategies to see what combination works best in various communities.
- Create an ongoing forum to facilitate communication and collaboration within the arts and culture sector. Invite artists, arts organizations, and community leaders to participate. The format can be casual or formal, or a mix of styles. The goal is to have more communication within the sector, which could lead to collaboration, advocacy, shared services, and more.

- Participate in the creation and implementation of the City of Healdsburg's Cultural Plan. Identify artists, people who work in the arts, and community members who are passionate about access to the arts to encourage broad community participation in the plan.
- To support local and regional artists, develop strategies to communicate opportunities for employment, commissions, auditions, gigs, studio space, workshops, trainings, and other professional development opportunities for artists at a range of career levels.
- Engage a consultant or work with existing City of Healdsburg staff to develop a study to measure the social, economic, and other impacts of the arts and culture sector. Commit to studying the impact of the arts and culture sector every five to ten years.

Resources:

[Americans for the Arts Social Impact of the Arts Tool](#)

[Americans for the Arts Economic Prosperity 5 Report](#)

[Western State Artist Federation](#)

[Rural Arts Resources](#)

Existing Conditions: Support for Community Based Arts Projects, Spaces, and Programs

These conditions are intrinsically connected to the existing cultural assets in Healdsburg. There are some excellent entities already providing arts and culture experiences, but there is a desire for more diversity in the types of experiences available; more outreach to increase participation; and more support for visual, literary, and performing artists.

The City of Healdsburg launched a Temporary Art Policy in 2018 that allows artists, arts organizations, and others to propose temporary works of art on public property.

There is a strong desire to have a professional performing arts venue. Some stakeholders suggested a renovated Raven Theater, while others wanted to see an entirely new arts complex with a focus on the performing arts.

There is limited studio space in Healdsburg for local and regional artists. There is no dedicated maker space for professional artists or community members seeking to develop creative projects.

There is a desire for arts experiences to engage existing residents in community spaces as well as Downtown.

Stakeholders identified a lack of visual, literary, or performing art classes available for adults and children in languages other than English.

Opportunities:

Arts and culture can physically and socially connect the many communities living and working in Healdsburg.

Develop and implement strategies to increase the breadth of arts and culture opportunities and increase participation and access for people who live and work in Healdsburg.

Support artists and arts organizations who seek to develop and implement community-focused projects.



River of Words, 2014 by CAROLINA ARNAL, GISELA ROMERO, AND ISRAEL CENTENO. Commissioned by City of Asylum and the Office of Public Art, Pittsburgh, PA. The artist team worked with Northside community members to identify words meaningful to them for temporary display on their houses and apartments.

Actions:

- Identify funding streams to support artists and arts programs producing artworks and projects focused on increased community connectivity.
- Following the creation of Healdsburg's cultural index, identify communities who are underserved. Support the creation and implementation of arts and culture projects generated with the participation of those communities.
- Educate arts and culture leaders, including artists, on best practices in community focused projects. Benchmark and organize visits to learn more about inspiring artists and projects.

- Write an action plan to create an indoor performing arts venue in Healdsburg. This venue could be combined with housing, maker space, or other needed community assets. Implement the plan.
- Develop studio space / maker space that can be used for professional artists as well as community members interested in developing creative projects.
- Encourage artists and arts and culture entities to apply to the City of Healdsburg's event permit or temporary art policy to use the river and creek as sites as arts venues for visual, literary, and performing arts. In addition, encourage arts and culture activity in neighborhood places in addition to Downtown. These can be community spaces, housing developments, farmer's markets, public schools, and retail locations.
- Consider shared services for the arts and culture sector to support administrative areas such as human resources, bookkeeping, legal services, ticketing translation, interpretation, marketing, etc. and identify entities to participate.
- Foster sustainability of small, community-based arts and culture entities, events, and programs. Identify opportunities for training, education, collaboration, and mentoring.
- Bring a cohort of Healdsburg arts, government, and community leaders to visit public art and community based art projects in other places. Consider San Francisco, Portland, and Seattle to see the widest range of projects and learn from nationally respected colleagues.

Resources:

[Aesthetic Perspectives](#), a tool by Animating Democracy that offers any artist or entity working on community based projects a framework to examine and evaluate the work.

[Fractured Atlas](#)

[Most Interesting Maker Spaces in America](#)

[Launching a Successful Maker Space](#)

[The City of Asylum @ Alphabet City](#) is a nonprofit organization based a former Masonic Hall. The first floor and basement include a performance space, bookstore, restaurant, and office space. The floors above are apartments at market and below market rates.

[Forecast Public Art Project Development Grants](#)

[PA Arts Council's Project Stream Grants](#) are modest grants available to artists as well as arts organizations, and are often focused on community based projects.

Existing Conditions: Art in Public Places

In addition to galleries, performances, and events, Healdsburg's visitors and residents have an opportunity to experience art in public places. The City of Healdsburg and the Voigt Family Sculpture Foundation have collaborated to place a variety of sculpture along the Foss Creek Trail. There is also artwork at the community center and high school.

Importantly, the City of Healdsburg established a public art policy in 2007, which mostly focuses on gifts of works of art to the City, and a temporary art policy in 2018, which allows individual artists and others to propose works of art on public property for limited amounts of time.

Artwork has also been placed by private entities in areas accessed by the public, such as the sculpture by Ned Kahn at the h2hotel downtown.

Opportunities:

The most important step for the City of Healdsburg is to be proactive and to commission artists to create projects that are aligned with its CIP and other community goals. While the existing public art policies are very valuable because they are a framework for artist-initiated and private sector-initiated projects to occur on public property, they position the City to be reacting to project ideas that may not meet long-term vision or be located equally across the community. The City should be pro-actively seeking to implement projects that focus on community goals.

Through incentives, private sector developers should be encouraged to commission art as part of their projects or to contribute to the creation of art in other public places.

Develop a wider variety of art in public places. Balance the existing collection of freestanding sculpture with artworks integrated into architecture and landscape architecture, interactive artworks, artworks that encourage play, artworks that encourage exploration and understanding of the local ecology, and artworks located in the interiors of public places such as schools and the library. Consider a balance of commissioned permanent and temporary works.

Artists and designers can raise the creativity of everyone working on a team. Expand the role of artists and designers in the community by including them on teams and committees that are focused on issues such as affordable housing, open spaces, land use, planning, design review, and programs.

Actions:



Watermark, 2017 by Ann Tarantino. Commissioned by Neighborhood Allies and the Office of Public Art, Millvale, PA. The artist collaborated with several community organizations, business owners, and residents in Millvale, PA to make a physical connection between the Allegheny River and the downtown business district. Separated by a highway, this simple blue line created a visible reminder that Millvale has a great waterfront park. To generate interest in the business district, the line led people from the waterfront park to a light, sound, and drawing installation in a community plaza. The organizations developed programs related to the community and environmental content of the artwork to attract new audiences to the project.



Untitled, 2016 by Carolyn Braaksma. Commissioned by Charlotte Area Transit Station, Charlotte, NC. When the City of Charlotte decided to build a light rail system, they identified opportunities for artists to be involved from the very beginning. The stations feature artist designed benches, windscreens, and fences. They also commissioned Braaksma to design form liners to be used on the concrete walls along the entire Blue Line Extension. Read more [here](#) about how she was inspired by local plants and how she engaged community members during the residency to create the forms. Visit [here](#) for more about the collection.

- Benchmark successful public art programs at municipalities. California has more municipal public art programs than any other state in the country, as well as programs that require art in private developments. The size of the community should not be the focus of choosing benchmarks. Choose places that have the most inspiring artworks, ease of contracting and implementation, and project locations that are similar to future Healdsburg projects such as parks and trails. Learn about their funding, artist selection process, contracts, staffing, and project management.
- Expand the 2007 public art policy to include the ability for the City to commission permanent and temporary projects.
- Develop draft guidelines and procedures for commissioning artwork. Identify a pilot project and update them as needed once the project is complete.
- Identify CIP projects where artwork will be commissioned. Projects that increase social and physical connectivity should be prioritized, including: Fitch Mountain Open Space Preserve; Montage Healdsburg Park Development; Badger Park Redevelopment; Bike and Walking Trails; the future Train Bridge.
- Establish an ongoing funding stream for art in public places commissioned by the City of Healdsburg. For example, a 'percent for art allocation' where a percentage of construction costs are set aside for artwork.
- Establish incentives for public art in private development, especially within affordable housing projects.

- Develop a collections management system for artwork in Healdsburg. Consider including works on public and private property. Include temporary artwork as well as permanent projects.
- Design professionals, including architects, landscape architects, and artists, should be involved in the City of Healdsburg's committees and commissions, especially those focused on the design review, planning, and land use.
- Develop a maintenance plan for all works of art on public property.
- Ensure that art in public places is addressed in the upcoming City of Healdsburg cultural plan.
- Collaborate to produce and sponsor educational and engaging programs that feature existing works of art. Offer the programs in multiple languages, including English and Spanish.
- Produce a guide to art in public places that includes projects on public and private property. Offer the guide in multiple languages, including English and Spanish.
- Develop training programs for artists to build their capacity and knowledge to work in the public realm.

Resources:

[NorCal Public Art Network](#)

[Public Art Coalition of Southern California](#)

[Public Art Network of Americans for the Arts](#)

[Public Art Review](#)

[WESTAF's Public Art Archives](#)

[Public Art Management Resources Compiled by Office of Public Art, Pittsburgh, PA](#)

[Office of Public Art Residencies](#), Pittsburgh, PA, a two-year residency that matches artists with community based organizations to develop and implement a creative project. Libraries, the airport, and organizations who serve refugees and immigrants have participated.

Learning from Others: Santa Fe, NM and Jackson, WY

Healdsburg is a community that welcomes many visitors, and its many community assets draw people to purchase vacation and retirement homes. Studying the actions of other communities who have a vibrant arts and culture sector, a robust tourism sector, and also have many part time and retired residents could be instructive for Healdsburg.

Of particular interest are the successful ways the arts and culture community connects with local residents and a look at future priorities and initiatives. Below are edited responses from Debra Garcia with the City of Santa Fe and Carrie Gerarci from Jackson Hole Public Art.

Santa Fe Examples:

- Southside Summer—a pilot initiative launched in May to highlight and build free, low-cost programming on Santa Fe’s new south side. Via website, social media, bus wraps, radio, and print media, they have built awareness of family friendly programs available in the established geographic area. The City of Santa Fe sponsored a series of “signature events” and movie nights to complement programs that already existed in the community. They are studying the impact of the pilot now, but have seen anecdotal evidence of more diverse attendance and social media followers. <https://www.santafenm.gov/southsidesummer>
- The Georgia O’Keeffe Museums Art and Leadership program: <https://www.okeeffemuseum.org/education/art-leadership-program-for-boys-and-girls/> is a long standing example of how a cultural organization can build interaction with local youth in a meaningful way.
- Meow Wolf: This artistic collective has expanded into a multi-million dollar art corporation. While there are some detractors, overall the collective has engaged the local community in the arts in a way that is unprecedented in Santa Fe. <https://meowwolf.com/>
- Future Ideas: Create a strategy and funding source for building partnerships that reach local community both within and outside of the City structure.

Jackson Examples:

- Programs designed for local artists to present art in the public realm are greatly appreciated in Jackson. ArtSpot is the most visible rotating temporary project, which offers stipends and technical support. <http://jhpublicart.org/publicartin-stallations/>
- Jackson Hole Public Art’s Building STEAM program in the local high school’s fabrication lab offers students the opportunity to collaborate with a professional

artist to develop projects related to current issues. <http://jhpublicart.org/exhibitions/building-steam-design/>

- Every year, local creatives talk about big ideas for public art projects at a fun community event called 5x5. People show five images in five minutes. The organization has found it to be a great way to source new ideas from local community members.
- Future Ideas: Expanded opportunities for artist live-work spaces. Jackson’s extreme cost of housing makes it difficult for artists to live in the community and it is very challenging to find display / gallery space for local work. They are working on ways for private developers to fund art in public places, and ways for artists to be in residence at non-arts organizations focused on transportation and health.

Setting the Stage

SETTING THE STAGE FOR HOUSING AND LOCAL NEEDS

Healdsburg faces a stark choice today.

Under the current trends, Healdsburg will remain a small city that is a wonderful place to live, visit, work, and play. It is not likely to suffer the disinvestment that its downtown did many years ago and that plagues many small cities around the US and around the world. Unfortunately, this wonderful place will not be a place to live for many, if not the majority, of existing residents and their children. Housing prices will continue to climb and be out of reach to middle income residents and new families, businesses will suffer severe labor shortages, and the economy will suffer.

Under a new slower growth scenario, with new limits on hotels and other tourism-related enterprises, Healdsburg will be similar to the current trends scenario, with increasing housing problems and decreasing affordability. New growth limits will lead to more scarcity and higher prices and more community displacement.

Under a new fast growth scenario, gutting or repealing growth management, Healdsburg can create significantly more market-rate units, and create some downward pressure on market rate housing, but will not generate any increase in the rate of production of affordable and middle-income housing.

A smart and sustainable growth scenario can serve all of the residents and visitors, old and new, while rethinking some of the fundamentals. Re-visit growth management, provide more workforce housing, think systemically, focus on social equity, and think about local needs and the economy in every decision. The secret sauce is not to reject the growth engines of the past four decades, but to build on that success with subtle but critical tinkering. The choice between embracing new residents and visitors and building local opportunities is a false choice.

A Diverse and Interconnected Economy

Healdsburg has much to be proud of in its economy. It has low unemployment, a more recession resistant economy than many small communities, a quality of life that is attractive for "footloose" businesses that can locate wherever their owners want, and a surprisingly strong manufacturing sector. There is more economic diversity than many communities its size.

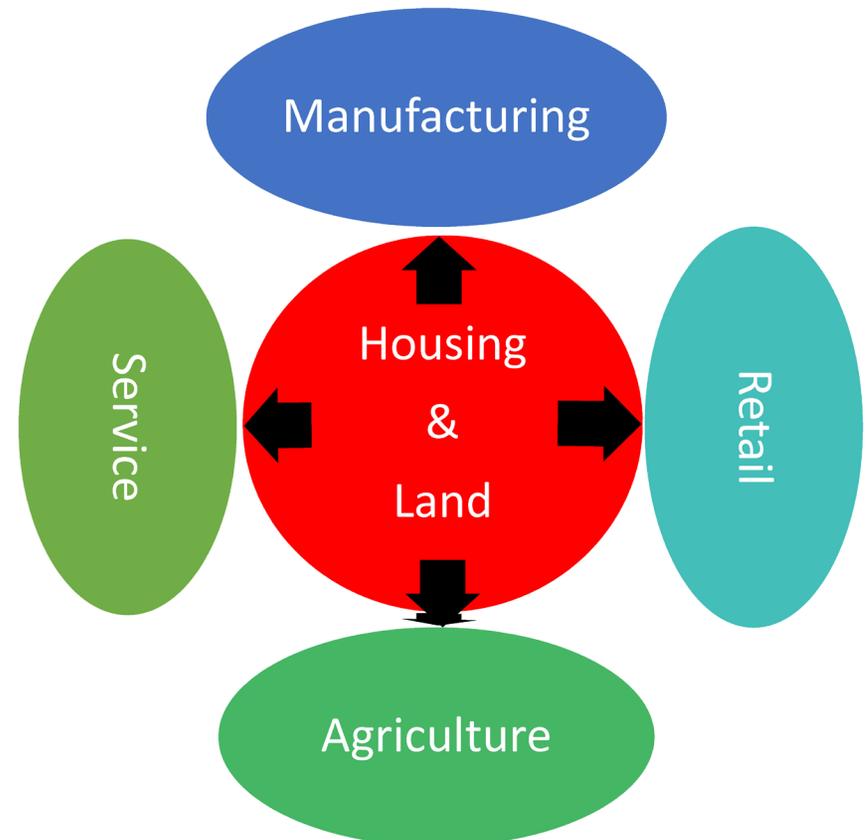
It has, however, far less economic diversity than ideal. Its economic diversity can be misleading since many of its economic engines are tied together so a decline in one could harm another sector (for example, the health of agriculture, especially wine, is related to the health of tourism-related service jobs, retail jobs, and wine related manufacturing).

What all the economic sectors need to remain vibrant, however, is to keep housing

affordable for the people who work in all of those economic sectors, from entry level kitchen staff, farm workers and laborers, to mid-salary range municipal employees, professionals, and micro-business owners. Without this, an already scarce workforce will become even scarcer, more expensive, and more reliant on vehicles for longer commutes.

All of these economic sectors also have a need for land, especially for more land intensive manufacturing businesses which are vulnerable to being forced out by rising land rents.

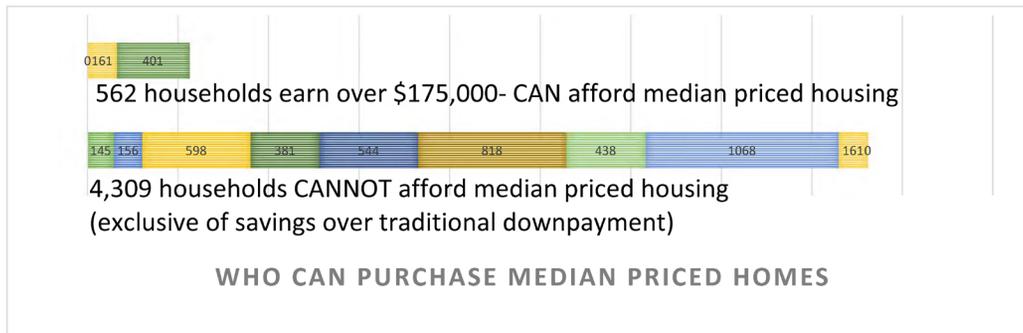
Interconnected Economy



Demographic Bomb

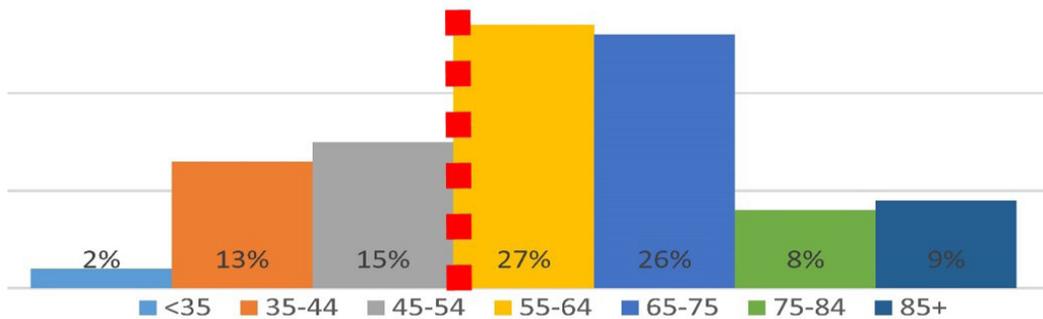
Keeping housing affordable for Healdsburg's workforce is part of any economic development strategy. Keeping housing affordable is also critical to provide for the needs of residents and their children, rather than only the needs of new affluent retirees and seasonal residents.

Today, only about 11.5% of Healdsburg residents have incomes that allow them to buy a median priced Healdsburg home. This leaves out the vast majority of the population, in a city that is dominated by owner-occupied single family homes. With the mean number of people living in each housing unit dropping, the City needs more housing simply to house the same size population. With Healdsburg having the highest median priced homes and median price home sales in Sonoma County, all of these trends will continue for the foreseeable future.



Age of Owners of Owner-Occupied Housing

70% of unit owners are 55 and above



Some residents, especially those who have been in the real estate market for a long time, may have more than the traditional 20% down payment so they can afford more expensive homes than their income allows, and by definition 50% of the housing stock sells for less than the median price. Nonetheless, market-rate homeownership is too expensive for the vast majority of residents. As home prices increase, there is a corresponding increase in the more limited market-rate rentals, further displacing most residents.

Unfortunately, the situation is only going to get worse, far worse, under current trends. Healdsburg and its partners have made great strides in providing more high quality subsidized and deed-restricted affordable housing. At the same time, however, the median age of homeowner is increasing significantly, in part because of in-migration and in part because of the affordability crisis. As a result, many people own homes that they could not afford on their own incomes and can stay only because they benefited from dramatic housing price appreciation. As those people move out of their homes, the new homeowners will need much higher incomes and assets to afford those homes. This benefits homeowners, in keeping the demand high, but it will change the demographic of who can afford to live in Healdsburg and displace ever larger percentages of the middle and lower income population. This, in turn, prevents ever larger percentages of Healdsburg's children and workers from getting established in homeownership and Healdsburg residency.

Growth Management and Rebuilding the "Missing Middle"

The **Growth Management Ordinance** was originally adopted to give Healdsburg a chance to slow down the explosive pace of residential construction and give the City a chance to plan and prepare for growth. It was fabulously successful at that task. Even as **growth management** has slowed the rate of residential growth, however, it has created artificial scarcity that has driven up the price of market rate housing. This has exacerbated the North Bay trend of new residents and seasonal visitors moving to high amenity communities and driving up housing prices. Even its promise to exempt affordable housing (defined in zoning as affordable to persons earning 120% of Area Median Income and Below) has partially failed to deliver because it does not exempt so called "missing middle" housing for many middle income families, it does not allow the city to generate as much in inclusionary housing requirements from new growth, and it minimizes the cross-subsidies that are possible in mixed-income projects when higher end housing units help fund housing units for affordable and middle income housing.

Any smart and sustainable development approach needs to reconsider **growth management**. Expanding or minor tinkering with **growth management** may not negate the artificial scarcity that growth management creates. Repealing or gutting **growth management** may lower the price of the higher end units that the market craves, but by itself it may not have an effect on affordable and middle income housing.

Building on market demands with a stronger linkage requirement for affordable and middle-income and mixed income housing can, however, expand the cross subsidies in Healdsburg's inclusionary housing

requirements. This would create a strong incentive for developers to make mixed income projects work. This linkage could be 20% affordable (<120% AMI) plus 20% middle income (<160% AMI) or some other target. Linkages may not negate the need for public and regulatory investments to make some projects work, but they will certainly lessen that need.

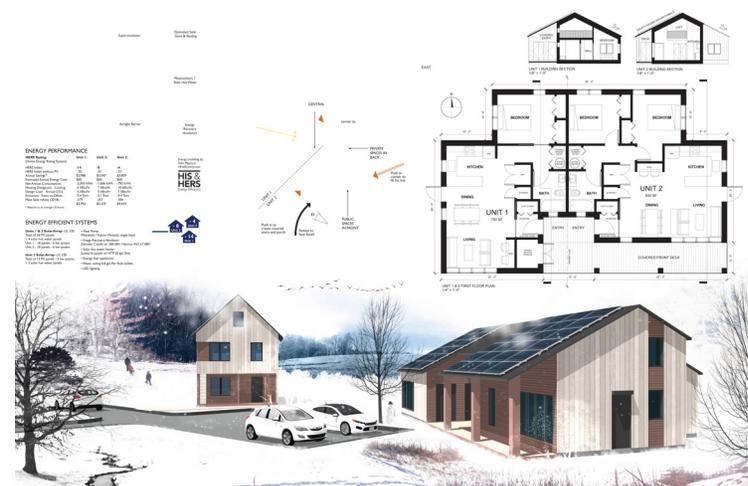
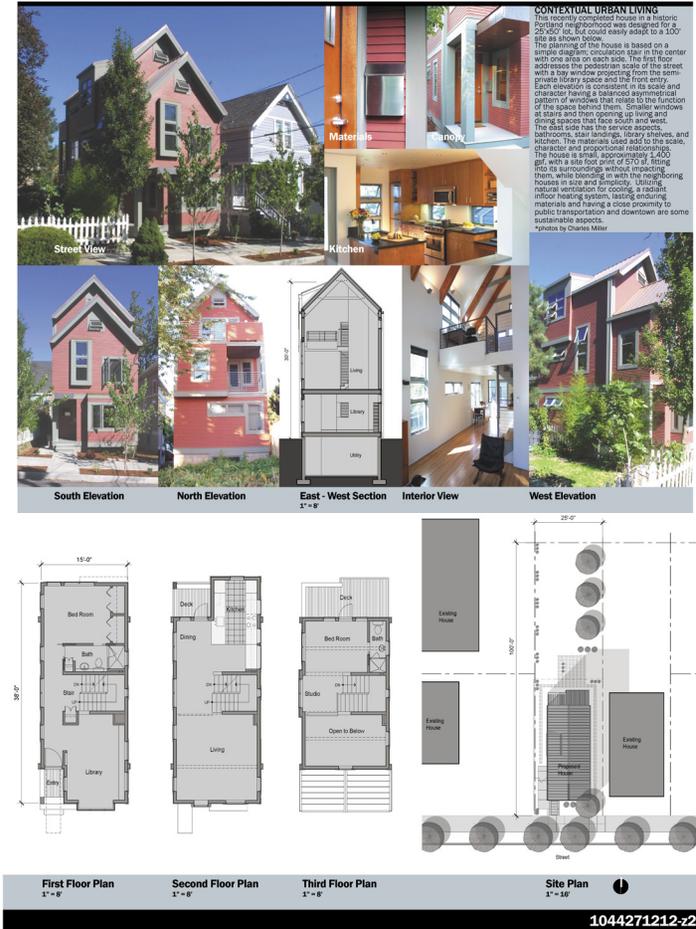
Scenario	Growth Management	Overall Effects	Affordable & Middle Income Housing	Equity Issues
Current trends	No change	Prevents runaway growth, increases housing costs, adds to labor shortages	Market rate housing continues to rise with no new incentives or cross subsidies for needed housing.	Displaces low and middle income residents
Slower growth	Limit other land uses (e.g., hotels)	Prevents runaway growth	Housing prices rise even more dramatically	More residential displacement
Faster growth	Repeal or gut growth management	Reduces market-rate housing inflation	May have some benefits on the upper end of middle income.	Does not benefit low income and reduces opportunity for cross-subsidies.
Smart & sustainable	Add exemption for projects creating 20% each of affordable housing and middle income housing	Allows market to respond to demand while creating stronger cross-subsidies	Creates more affordable and middle income units	Reduces displacement, but is not a panacea and does not replace needed

Tell Your Story

Creating the correct mix of housing types requires regulatory reform and public and private investment. It also, however, requires public conversations, advocacy, and social acceptance of needed housing types.

Communities have used public conversation, public soapboxes, design competitions, public exhibits, and design pattern books to improve the acceptance of housing types that are part of the answer to the affordable housing crisis. These include Portland's **Narrow Lots**, Los Angeles' **Yes to ADUs** and their **Small Lot Subdivisions**, Santa Cruz's **Accessory Dwelling Units**, Vancouver's **Accessory Dwelling Units**, Northampton's **small lots| BIG IDEAS** and **Just Big Enough** and various other ADU and micro-housing unit efforts.

The method doesn't matter, but public sector, private sector, and community conversations are critical to building acceptance. Community advocacy and formal or informal public ombudsman or staff advocacy roles in helping get desired projects approved is critical. That which is easiest to build gets built!



Predictability for Developers & Neighborhood

Uncertainty breeds fear, increases costs, and makes planning (which should be about making the pie bigger) a zero sum game where one party wins and one party loses. The more predictable the planning and regulatory systems, the more neighborhoods know what might happen nearby, and investors and developers have a better understanding of how to get to yes, the lower the costs will be. Most developers will happily fund some increases in public benefits (e.g., inclusionary housing fees and linkages) if their uncertainty and holding costs can be reduced.

DESIGN | HEALDSBURG

Citywide Design Guidelines



Adopted by City Council on February 20, 2018
Final



The new Healdsburg Design Guide is an excellent example. It provides stricter regulations, protecting Healdsburg character defining features, while at the same time making the expected standards clearer. This guideline will need to be refined as the mix of housing changes and other guidelines created, but the concepts are the same. All aspects of the planning process should reinforce the need for this predictability.

A four step comprehensive planning process, over the next decade and beyond, can help achieve the community's vision and maximize predictability in doing so.

General Plan to Master Plan

"The perfect is the enemy of the good"

Update General Plan

Update vision: Include SDAT



Specific/Area Plans

Detailed for opportunity area



Form Based Code (FBC)

Detail desired building location & form



Master Plan

Granular detail on uses

First, the **Healdsburg 2030: General Plan**, adopted in 2009 with some minor amendments since, is out of date and will not achieve the vision of attainable housing and a diverse economy that residents want. The City's top comprehensive planning priority should be to revise the **general plan** to create an updated vision and policy statement for the City.

Second, **specific or area plans** are needed for a few key areas in the city. This certainly includes the area south of the bridge, which includes one of the few remaining opportunities to expand industrial opportunities and to build parks, trails, and housing that takes advantage of the river resource. It probably also includes a corridor study along Healdsburg Avenue outside of downtown, which can't always decide what it wants to be when it grows up, and how it can knit the community together better.

Third, in a few key areas, if not the entire city, there is an opportunity for a **form based code** (FBC). Form based code is a type of zoning that provides more certainty on where buildings can be placed and how they will be designed, providing more comfort level on what might happen next door. Healdsburg's design standards provide design guidance, but FBC can be more comprehensive and help both residents, who worry about what gets built, and developers, who want to understand what can be built.

Finally, but only after the above is completed, Healdsburg should draft a **master plan** (discussed in more detail elsewhere in this report) to provide even more certainty on what can be built where.



A master plan can be incredibly useful, but it is a major undertaking and the caveat of not letting the perfect be the enemy of the good applies.

The general plan is critical to fully identify and achieve the community's vision and prepare for the next twenty years. Sometimes, however, the need to do a general plan can be used as an excuse not to move forward during that planning process. The three-way yin yang is designed to show the balance of three equally important city approaches:

1. Move forward on the general plan and comprehensive planning process. It may require an out-of-sequence funding to get started, but it is too easy to get lost in the day-to-day challenges and lose sight of where the community is going without an up-to-date plan.
2. Simultaneously with the general plan, never lose sight of strategic opportunities. Extend bicycle trails, develop parks to and along the river, expand affordable housing and middle income opportunities, revisit the growth management ordinance, and other opportunities. The strategic opportunities get things done and build community support and trust in the longer term visions.
3. Always use a lens of sustainability and community health in all public policies. Sometimes the day to day crush of work makes it hard to sit back and think about where individual policies take us. Don't let that happen. Things that get built are often with us for a century, or far longer. This report is dedicated to helping the community create this lens.

Zoning Should Encourage Needed Housing

Developers and property owners look to the zoning for projects that will have the easiest path forward, whether it is clear language, expedited permitting, lower fees, density bonuses, or other measures. None of the easiest strategic interventions will have big effects on residential neighborhoods, so presumably they are all less controversial. There are several easy strategic opportunities that fall into three artificial categories:

First, the Housing Action Plan includes some "low hanging fruit," along with much more complicated recommendations. That plan should be examined, quickly, to consider and act on opportunities consistent with this report.

Second, the SDAT identified specific strategic opportunities to better encourage affordable housing:

1. Accessory dwelling units (ADUs): make the process of permitting ADUs or backyard cottages easier and more flexible (this partially overlaps with the Housing Action Plan).
2. Improve opportunities and requirements for upper floor housing downtown.
3. Make it easier to develop at key development opportunities. This could include the City owned Dry Creek site for mixed use, unless there is a realistic opportunity for industrial and job generating development at the site.

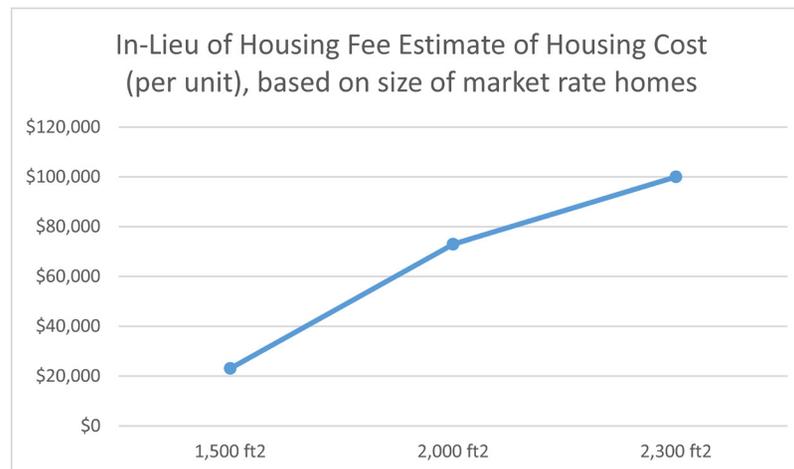
HOUSING OUR COMMUNITY

A Housing Action Plan
to increase the Affordability and
Diversity of housing in Healdsburg





- The inclusionary housing payment in-lieu-of fee schedule is designed to cover the cost of creating an affordable unit for six or fewer housing units and for larger projects when it does not make sense for the larger project to provide the housing. Plugging in the formula, with the goal of creating 15% affordable housing, however, generates only \$100,000 in payment in lieu of housing, dramatically less than the cost of actually producing one affordable unit. That means that when the City receives these funds, it will not have enough to create an affordable unit. It also means that the most logical approach is for developers to provide their funds to the City rather than providing the affordable units themselves. The only logical scenario for a developer to actually use the funds is when they receive an affordable housing tax credit, and their contribution is only for gap financing and not to cover the entire cost of the project. The contribution should be increased to cover the actual cost of creating an affordable unit.



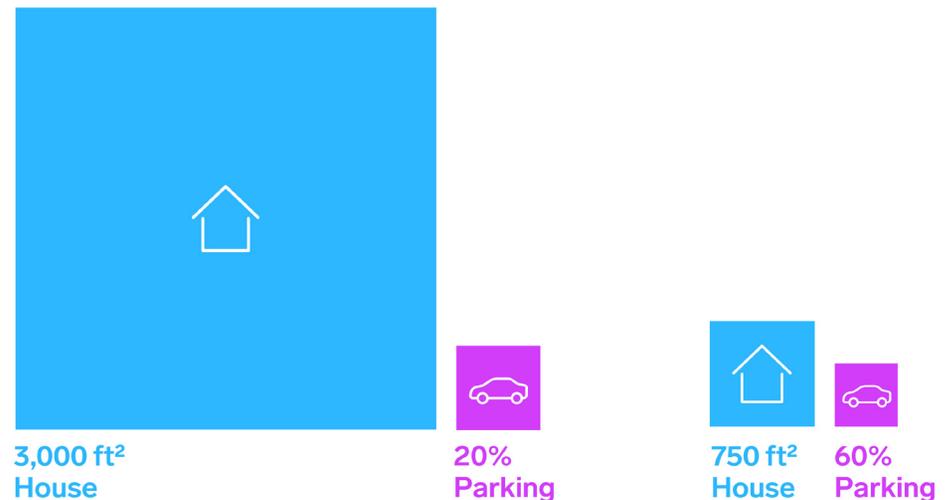
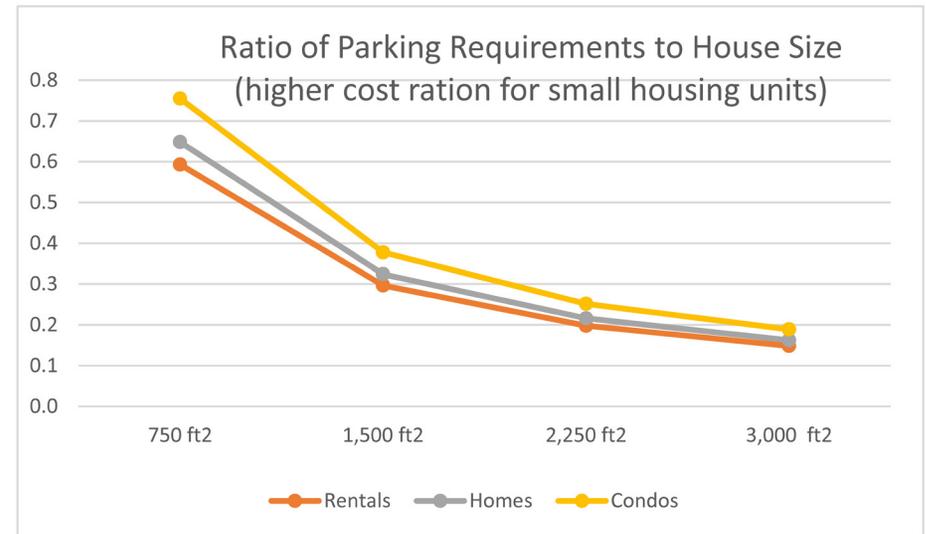
Finally, the SDAT identified strategic opportunities to remove zoning disincentives to affordable and middle-income housing:

1. Change the guest parking requirement that only applies to multifamily housing. Multifamily housing, on average, generates lower parking demand than single family homes (see the Institute of Transportation Engineers' Parking Generation, the most definitive studies of parking generation). Healdsburg, however, requires more parking for a condominium than for a single family home. In practice, guests will find parking spaces and can walk further and there is no benefit of creating extra spaces that sit empty, especially when condominiums have a smaller footprint than single family homes.
2. Require fewer parking spaces for small residential units than for larger residential units. Healdsburg's current parking standards require the same number of parking spaces per residential unit, regardless of its size. This means that a very small unit, which on average will generate less parking demand, will need as many parking spots as a larger unit. A rate of one parking space per 1,100 square feet of housing, or some other sliding scale, might make more sense than a flat two spaces per unit.
3. Allow residential space relative to lot size by amount of residential space instead of by the number of dwelling units. For example, currently if one housing unit is allowed, in the appropriate zoning district, for 3,500 square feet, there is an incentive to maximize the size of the home, and therefore the cost of the house, to get the greatest return. For illustrative purposes (and NOT a recommendation) if that same district instead allowed one square foot of home for each square foot of lot size (a 1 FAR), then an investor could potentially develop a 3,500 square foot home or three 1,166 homes. We are not recommending what the numbers should be, but are recommending the concept.
4. Development (Impact) Fees are priced based on covering municipal costs, but are not always used to incentivize desired housing types. Restructuring development fees, although more complicated than other recommendations, can be a powerful tool to incentivize what is required, so long as it is done without creating a major burden on the city.

Put Local Needs First for Long Term Sustainability

In addition to focusing on adding housing for all income levels of Healdsburg's population, **putting local needs first** can be a litmus test, a lens, used for evaluating policies.

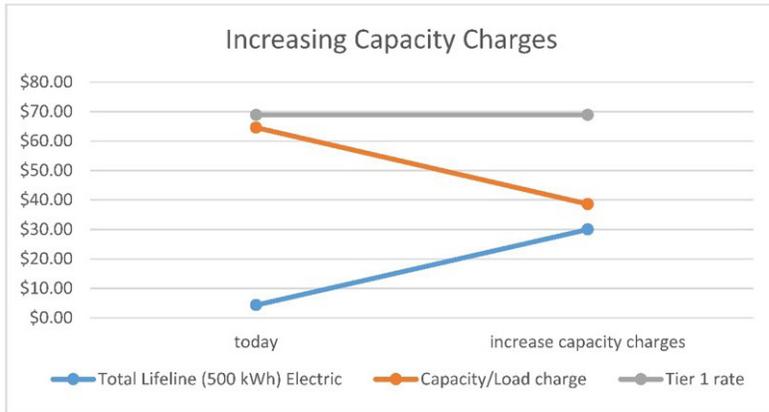
For example, Healdsburg utility rates (water, sanitary sewer, and electricity) are structured progressively. In some cases, especially for electricity, which is often the highest utility cost, this includes lower rates for lifeline use (the amount of usage that



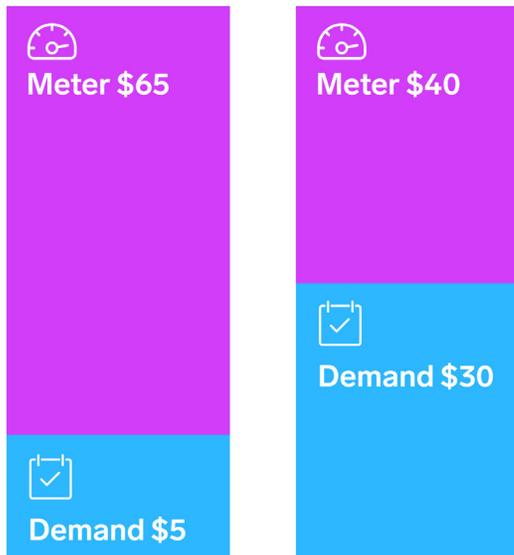
is critical even without any luxuries) and discounts for low income users.

Healdsburg utility rates are primarily based on consumption, the more one consumes the more one pays. While this is highly desirable to encourage conservation, the result is that the fixed costs necessary to provide utilities to seasonal dwellings (service, pipes, generating capacity) is not covered by those users when they are not present. In other words, permanent residents are subsidizing some seasonal residents, hardly

an equitable format. Higher fixed capacity rates, balanced by lower unit rates for permanent dwellers up to some lifeline level, would be more equitable and would transfer real costs to seasonal dwellers.

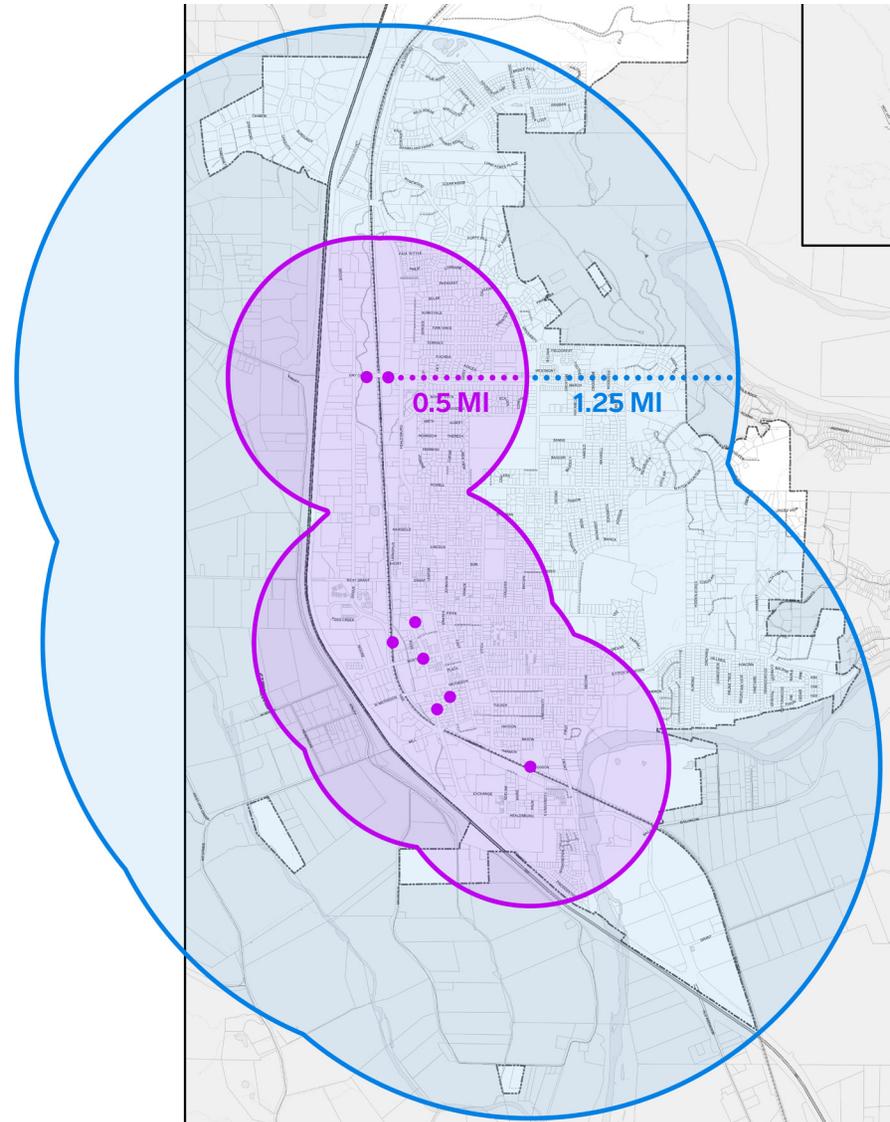


Lifeline Bill \$70



Putting local needs first applies to even the smallest public policies and actions. For example, Healdsburg’s growing bicycle infrastructure serves both locals and visitors, yet tweaks are possible to better serve local needs. These particular issues are not especially important, but they are examples of how to think differently to address the needs of the permanent population:

1. **Bollards** in the middle of multiuse trails/bike paths reduce an extremely small risk of vehicles driving on the path, but add a major crash hazard for nighttime bicycle use, the very use that is usually most heavily dominated by local residents. A lens based on thinking about permanent residents would probably not include bollards.
2. **Healdsburg Bike Share** does a wonderful job of serving the relatively flat section of town with average trips under one mile and a likely modal distribution of about 0.5 miles. If the lens was Healdsburg residents, an electric-pedal assist bike share would be better to bring in residents who live further out, live on steeper hills, and are from a more diverse demographic.



Re-Orienting for the Future

RE-ORIENTING FOR THE FUTURE

Healdsburg developed from its inception as a community serving resource industries, including over time redwood, hops, prunes, and now grapes. The historic district and the downtown square were on a walkable grid. Then in post-war America, as the shift to wine and grapes occurred, development patterns changed from traditional farm town to cul-de-sac subdivisions, developments that are distinct as mono-income and age-oriented when built, so that no single development included the diversity of housing seen in traditional development. The subdivisions were built at very low density as was common, but without the characteristics of community that define sustainable neighborhoods.

Then came tourism; the city pro-actively re-oriented the downtown as a tourism venue and was very successful. With the tourism, people began to move to Healdsburg for second homes. As this trend increased, housing prices increased and the local housing market is no longer anchored by local income, but sells on a regional and national market that seeks the best of such places and brings strong upward pressure on pricing. This pressure has now raised prices to the point that housing is unaffordable for all but the well-off, houses are being demolished for “dream” houses, and primary shopping is often located, despite a very strong downtown structure, to the south in other cities. Now, city residents want better neighborhood amenities and housing that allows people to live and work in the same city, and allows young people to start new households within the city instead of leaving. Sustainable neighborhoods need:

- **A mix and range of housing types and sizes.** This is critical to making places sustainable. Houses must be built at differing sizes so that young people have a place to start, and a place to move as a growing family, and places to move when the kids have left and places to retire comfortably without ruinous expense or relocation and the amenities to age in place.
- **Amenities within walking distance.** One of the unfortunate aspects of mid-century subdivisions is that they usually excluded any land use other than single family detached on the mistaken belief that other uses within walking distance would lower housing values. It turns out that neighborhoods with cafes and pizza and shops within walking distance are much more valuable than neighborhoods which don't have such amenities because they are now sought after by both the baby boomers who want to age in place and the millennials who want biking and walking rather than auto-centric experiences.
- **A real center and definable edges.** Neighborhoods need a gathering place, a center space (even if it isn't in the center physically) where neighbors can walk and meet and relax with others. Definable edges means that perceptually the neighborhood does not just disintegrate into the landscape, but has identifiable beginning and end boundaries.

Providing a lifecycle of housing to respond to community needs can be done with greenfield construction, or redevelopment of existing housing, or infill development such as courtyard housing and accessory dwelling units in neighborhoods. Infill and redevelopment over time can enable more efficient land use, alternate housing types and sizes and space for insertion of small businesses for locals. Retrofitting areas for more of these characteristics will take time and commitment. This will likely mean some re-thinking of space within existing subdivisions to identify and create infill locations for

small local-serving businesses, and perhaps gateways and way-finding to orient people to the area amenities and travel distances.

In order to effectively deal with community dissension over planning, this requires a Master Plan that locates everything, with public consent, rather than text descriptions of what you want. The General Plan is not intended to serve this purpose—it is not a Master Plan and does not identify where each plan element will be.

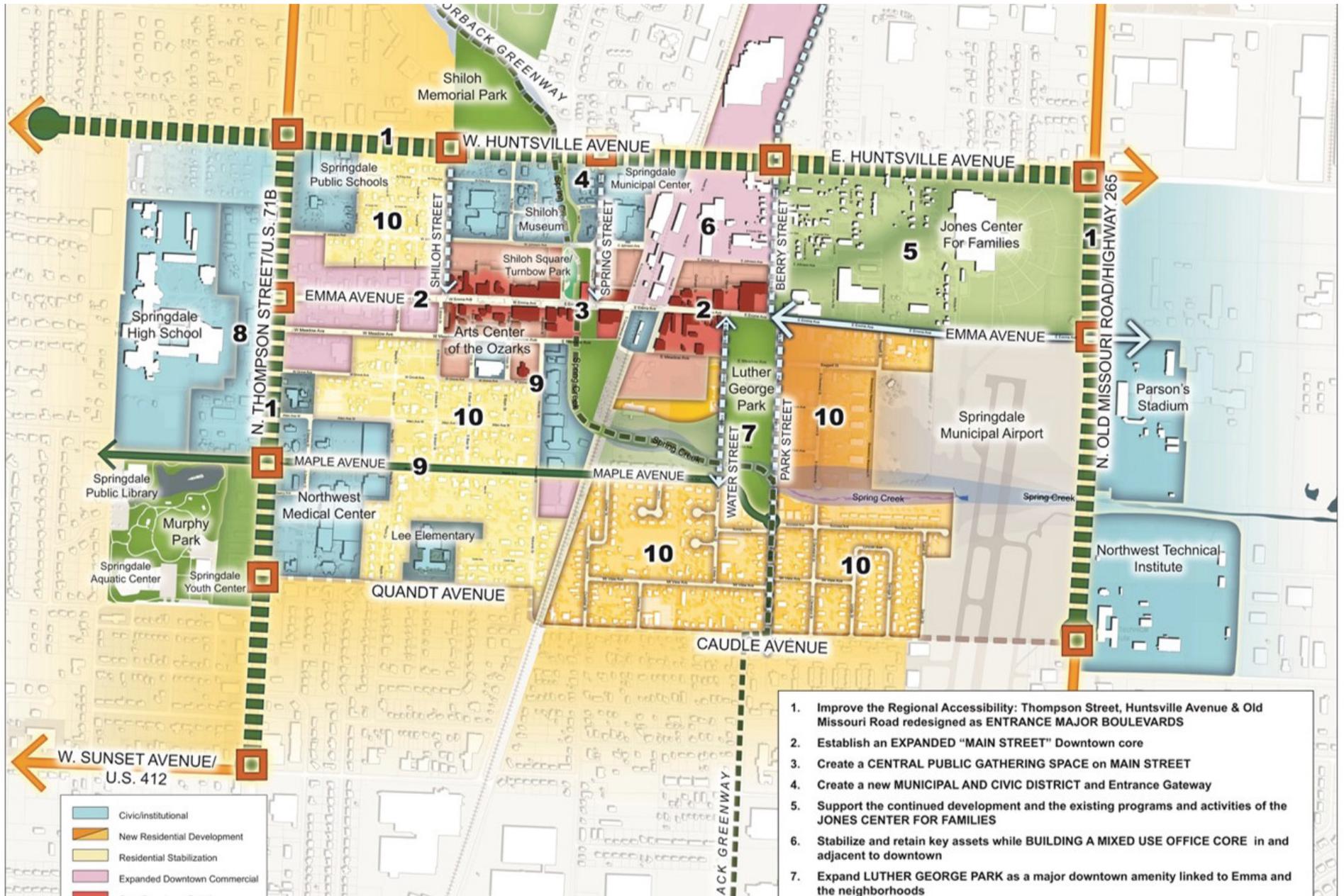
A Plan for the Future

Healdsburg needs an Urban Master Plan that:

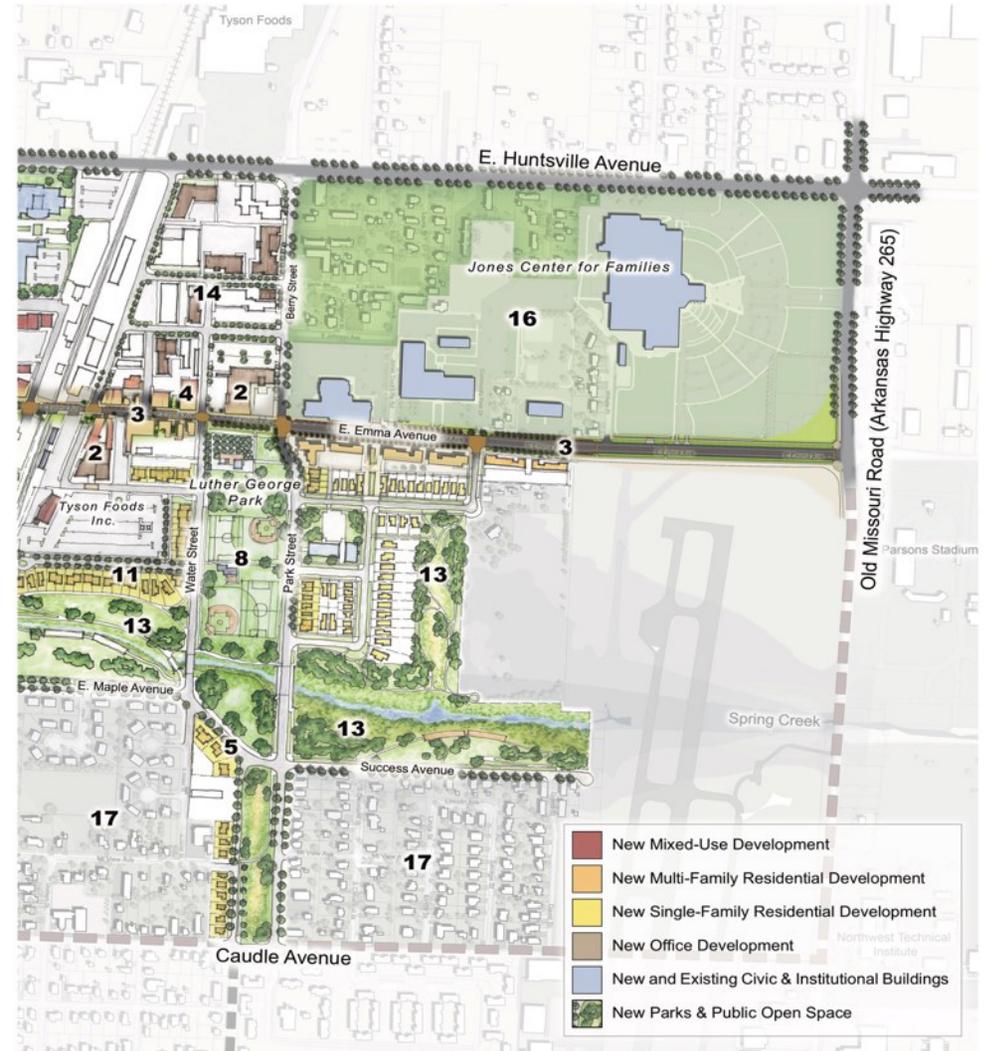
- Allows for corridor retrofits for walkability.
- Shows where each new building and park is located.
- Indicates the location of each new commercial opportunity.
- Delineates where infill should be located.
- Balances uses so that complementary markets and land uses reinforce each other.
- Allows global public approval before any projects

A plan with global approvals:

- Must be periodically updated;
- Allows for staff to review and approve;
- Streamlines permits with no hasty mistakes;
- Enables the public to be plan champions;
- Discourages outlier complaints-the public owns the plan;
- Relieves political pressure;
- Can lower project holding costs dramatically;
- Allows the city and public to turn on a dime when necessary as plan updates occur.



Components of an Urban Master Plan : Framework Plan



Downtown Springdale Urban Design Plan

Components of an Urban Master Plan : Master Plan with Detail



Parkside Housing Development
Option 1

Components of an Urban Master Plan: Affordable Housing.



Parkside Housing Development
Option 2



EXISTING CONDITIONS



NEW HOUSING DEVELOPMENT



PUBLIC SPACE AMENITIES & PARK PROGRAMMING

Downtown Center District Streetscape Improvements
Arts Center of the Ozarks & Artist Housing



EXISTING CONDITIONS



PUBLIC INFRASTRUCTURE IMPROVEMENTS & NEW HOUSING



COMMUNITY ARTS PROGRAMMING & PUBLIC REALM ENHANCEMENTS

Components of an Urban Master Plan: Downtown Arts and Housing



Expanded Public Space
Option 1

Features

Redevelopment of existing public parking lot; redevelopment of S. Commercial Street as new parking. Helpcard building and Bank of America building remain as is.

Impact

Widened Razorback Greenway crossing and public space extends south of Emma Avenue while keeping existing buildings intact.



Expanded Public Space
Option 2

Features

Same as *Option 1*; includes redevelopment of the Bank of America building.

Impact

Widened Razorback Greenway crossing and public space connects to an expanded multi-purpose green space for passive recreation, an outdoor event venue (concerts, movie nights, etc.) and other public gatherings and events.



Expanded Public Space
Option 3

Features

Full redevelopment of both the Helpcard and Bank of America sites.

Impact

Existing buildings are replaced by a large public plaza to support a water play feature, outdoor event venue, passive recreation spaces, and a park building with a restaurant and rentable special event space. The central public space is fully connected across Emma Avenue and creates a new "Town Square".

Components of an Urban Master Plan: Expanded Public Space

51 | Revitalization Framework & Urban Design Plan

69 | Revitalization Framework & Urban Design Plan

Capacity

People assume that there is little capacity for adding needed elements to the city. To understand the magnitude of land needed, a scenario for adding 2,000 dwelling units was calculated. It is shown in the following tables.

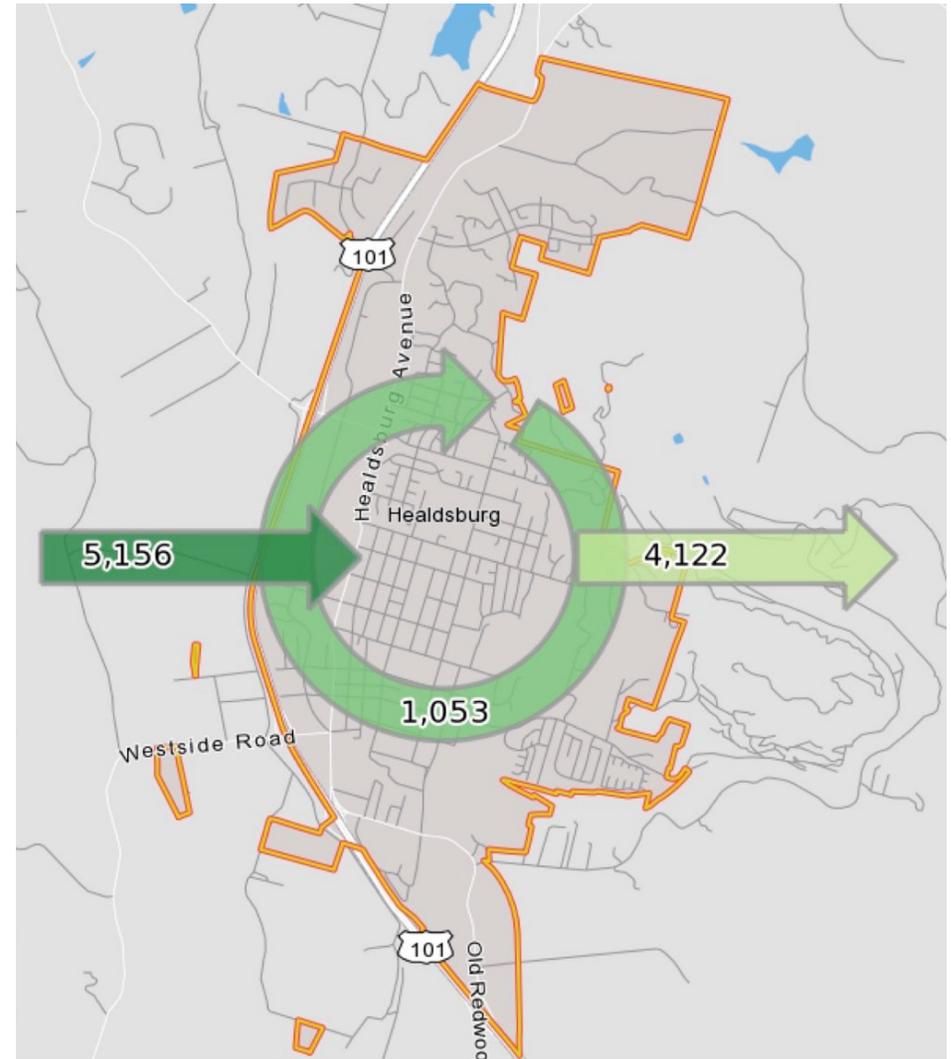
Adding 2,000 Units	Building SF	Floors	Area Needed	Acres
at 20 units/Acre	800,000	4.00	200,000	4.59
at 40 units/Acre	800,000	4.00	200,000	4.59
at 60 units/Acre	200,000	4.00	50,000	1.15
at 100 units/Acre	200,000	4.00	50,000	1.15
	2,000,000		500,000	11.48

Adding 2,000 Units	Parking SF	Spaces	Acres	Total Acres of Infill
at 20 dwelling units	240,000	800	5.51	10.10
at 40 dwelling units	240,000	800	5.51	10.10
at 60 dwelling units	48,000	160	1.10	2.25
at 100 dwelling units	24,000	80	0.55	1.70
	552,000		12.67	24.15

From the tables, including parking, at higher densities it would take approximately 24 acres of infill to add 2,000 units. If added as greenfield, streets and parks and circulation could bring the total up to as much as 40 acres. If the density were cut in half for infill, the total infill would come to ±48 acres.

The point is that capacity is never as static as people believe. Currently, people are buying houses and redeveloping them, so redevelopment is already happening, but in a way that increases the relative unaffordability for middle income families. If infill and redevelopment is undertaken at higher density where the community deems appropriate, the efficiency of use will increase affordability while also adding lifecycle housing options for young people and seniors.

If a master plan is undertaken so that infill and redevelopment can be achieved, the market for the created units and businesses is not necessarily just for strangers who discover the city, but particularly for your friends and acquaintances who work in the city but must commute because of affordability. That number, for 2015 is shown in the following graphic. What it tells us is that over 5,000 people commute to Healdsburg every day. Capturing part of this market should not be difficult. At the same time, there is the housing shortage produced by wild fire, so if there is an ability to increase efficiency of land use and offer units affordable to the middle class, there isn't much question of whether the demand exists.



Implementation

CREATING CONNECTIONS THROUGH A PLACE-BASED STRATEGY

The City of Healdsburg is reaping the benefits of thoughtful, proactive planning undertaken decades ago to create and maintain a robust economy based on the food, wine, and tourism industries. The city offers a charming, enjoyable experience for its tourists and a platform for a high quality of life for its residents. However, due to its enormous success, the city is facing an ever-growing shortage of rental housing options affordable for households earning low and moderate incomes. Without implementing similar proactive planning as in the past and coalescing a strong collective will for disrupting market forces, Healdsburg will become an exclusive community of high-income households, shutting out key components of a healthy sustainable community: equity and diversity.

Definition of Affordable Housing in Healdsburg

An important foundation for addressing Healdsburg's growing affordable housing crisis is to agree upon a common definition of who its affordable housing policies and programs are aimed to serve. While there are several approaches to defining the target population for "affordable rental housing," for the purposes of this SDAT's analysis, recommendations supporting affordable rental housing will be targeted for two distinct important sectors of a healthy community:

- 1. Low-Income Households:** defined in this analysis as households earning 60% or less of the Area Median Income (AMI). In the Sonoma County region, this roughly translates to a 3-person household (i.e., two parents and a child, a single parent and two children, or a grandparent, a parent, and a child) earning no more than approximately \$53,000 annually. With one wage-earner in the household, this would equate to a person working 1.5 full-time jobs at \$17 per hour. Based on this income, using HUD's definition of housing affordability as paying approximately 30% of a household's income towards housing costs, households earning 60% of the AMI could afford approximately \$1,325 per month in rent. Most current federal and state public subsidies are restricted to these types of households. Housing development for this resident population almost always requires deep public subsidies combined with private capital.
- 2. The "Missing Middle":** defined in this analysis as households earning between 60% and 120% of the AMI, a cohort that can afford to pay a reasonable rent, however cannot afford market-rate rents in Healdsburg. In the Sonoma County region, this roughly equates to a 3-person household earning no more than approximately \$107,000 annually. With one wage-earner in the household, this would equate to a person working 1.5 full-time jobs at approximately \$34 per hour. Based on this income, households earning 120% of the AMI could afford approximately \$2,675 per month in rent. Housing for this resident population will likely require an amount of "shallow subsidy" from public sources and/or less-than-market returns on private equity investments. Currently, across the country, this is the most difficult type of financing to secure, as few if any dedicated sources of publically-subsidized and/or private social-impact funds are available for housing targeted towards this cohort of residents.

Existing Strong Foundation of Thoughtful Planning: Building Momentum & Connecting the Dots

Healdsburg has many strong assets already in place that can serve as a foundation for strategically creating a successful approach to offering a diversity of housing choices for current residents as well as potential new residents at a range of income levels. These include:

1. Housing Element in Healdsburg's General Plan – adopted in 2014
2. Housing Action Plan – adopted in 2016 and a revision adopted in 2018
3. Citywide Design Guidelines – adopted in 2018
4. Community Housing Committee recommendations – completed in 2018 and are currently in process of being prepared for presentation to City Council for adoption

Even if no other new programs or policies were created in Healdsburg, the implementation of policies and actions depicted in these four planning documents, when linked together collaboratively, create a sound road map to achieving a significant increase in affordable housing units in the city. There is no need in Healdsburg to "recreate the wheel" and start from scratch in planning and implementing an inclusive housing strategy. In particular, the community is well-served by the countless hours invested in the creation of the Housing Action Plan (HAP). It puts forth nine Policy Recommendations, all of which are sound and are realistically achievable. Of these nine, Healdsburg residents, public staff, and elected officials should take pride in having worked together to achieve two of the recommendations thus far:

1. PR-3: Create a long term funding source for affordable housing
2. PR-9: Update the Residential Design Guidelines

The adoption this year of a portion of the Transient Occupancy Tax (hotel tax) dedicated to the development of affordable housing and of the Citywide Design Guidelines demonstrate that Healdsburg has the community and political will to advance its affordable housing goals. The community would do well to continue its efforts to implement the other seven policy recommendations from the HAP.

The HAP also depicts five Objectives that provide an excellent guide to increasing more affordable housing units in the city, with specific quantitative goals to be achieved by 2022:

a. **Objective 1:** Increase the quantity and quality of deed-restricted Affordable Housing, at all levels, from Extremely Low to Moderate income categories.

2022 Target = 200 New Affordable Units

b. **Objective 2:** Encourage and facilitate private development of secondary dwelling units (SDUs) in order to create additional housing stock that more efficiently uses existing infrastructure, creates opportunities for seniors to 'age in place' and provides housing that is affordable by design.

2022 Target = 125 Secondary Units

c. **Objective 3:** Develop Middle Income Housing across a range of product types, including multi-family and single family homes, and designed for a range of households including families, individuals and seniors.

2022 Target = 135 New Middle Income Units

d. **Objective 4:** Encourage appropriately scaled multi-family, rental units averaging less than 850 SF.

2022 Target = 100 New Rental Units, In 4 Developments

e. **Objective 5:** Encourage development of mixed product types that represent creative density housing types including but not limited to small lot, cottage court, and co-housing.

2022 Target = 50% of All New Units

These Objectives should remain top-of-mind with all new policies and programs implemented by the community; they can serve as a "North Star" guiding all affordable housing efforts in the near future. In addition, to effectively use the HAP over time, Healdsburg should be assessing and reporting progress on implementing policy recommendations and objectives as depicted in the HAP. The HAP spells out two primary ways to monitor progress, which should be followed with discipline:

1. Updates to City Council should be provided every six months, and
2. A HAP Report Card should be completed every two years. The specific form and template of this Report Card are depicted in the HAP.

The final existing asset to be recognized and leveraged in Healdsburg is its residents' high awareness and passion to preserve and create affordable housing in their community. Given the common reality of NIMBYism ("Not In My Backyard" mind-set) in many similar communities around the country with rapidly appreciating real estate values, it was remarkable to have over 400 people attend the SDAT's initial public meeting who were interested in exploring ways in which to support more affordable housing in their community. In addition, the community has a sophisticated level of awareness and understanding of key components that comprise a thoughtful approach to housing diversity, including residents' understanding of terms such as "AMI," "ADUs," and "deed-restricted property." This level of positive civic engagement in Healdsburg for this issue is a rare triumph that should be celebrated. The community is poised to leverage this positive energy, good will, and knowledge base towards implementing policies and programs to create more affordable housing. Implementation of a comprehensive affordable housing strategy for the future should include and nurture this community will.

Public-Private Partnership

The key to achieving long-term success in developing a sustainable future for Healdsburg, including creating diverse housing options, is to foster a strong public-private partnership. Neither the public sector nor the private sector alone can solve the growing affordable housing challenges in Healdsburg. In contrast, any effective approach must include strong collaboration among both sectors. Given the previous community planning efforts undertaken over the past few years and the current enthusiasm witnessed by the SDAT, the time is ripe to structure this collaboration and harness the best of both sectors to synergistically achieve outcomes that each party could not otherwise achieve on its own. Given the strong support of affordable housing by the Healdsburg city government, who has adopted the Housing Element in the General Plan and the HAP, it would make most sense to have the City serve as the point agency to oversee and manage the planning and implementation of this partnership. Specifically, it is recommended that the City create a new full-time staff position whose sole objective is to create and nurture a strong public-private partnership to implement the recommendations provided in this SDAT report. The specific responsibilities of this position are depicted in the recommended actions below.

Recommendations for Success

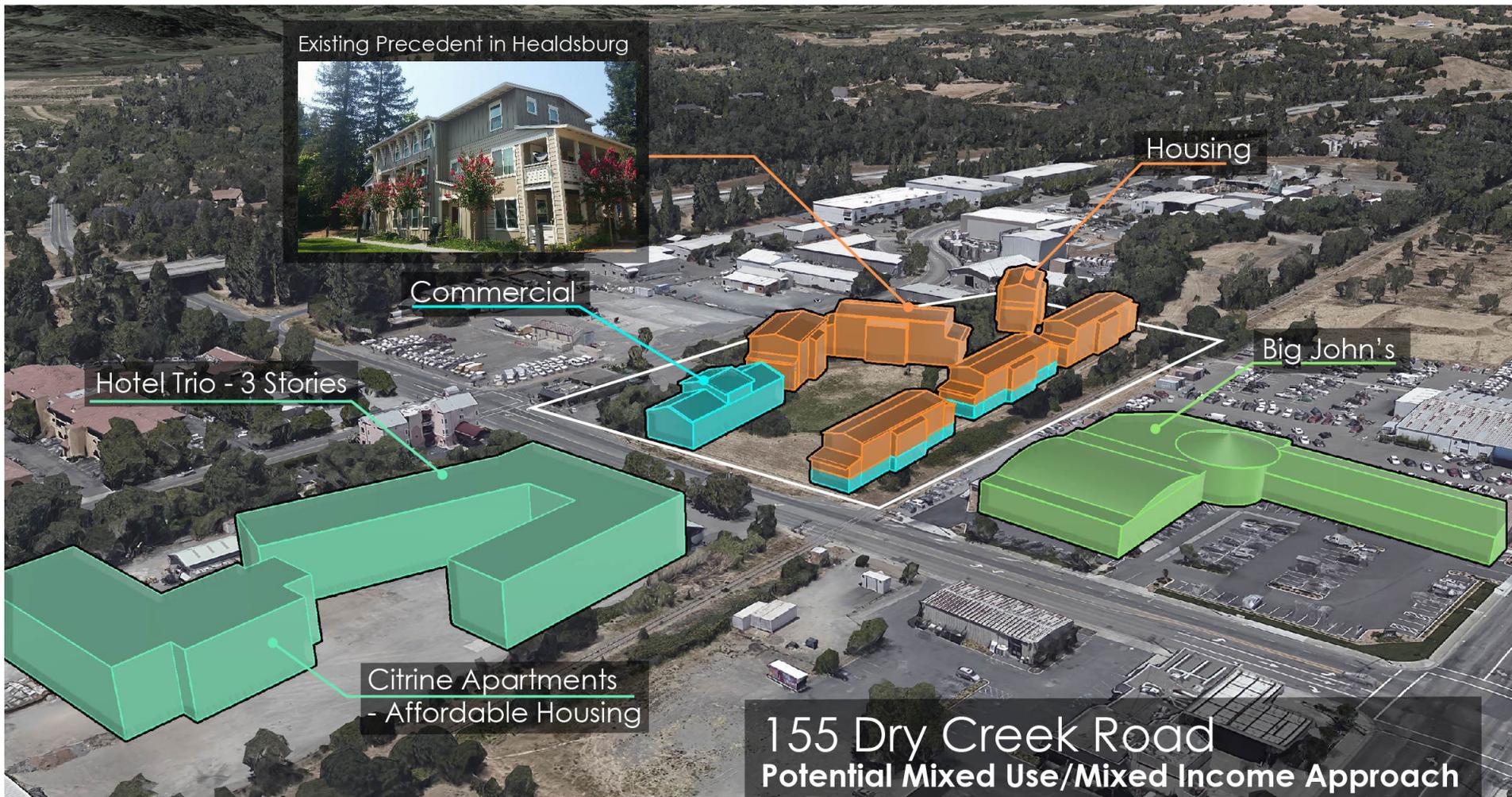
Based on the SDAT's analysis of Healdsburg's housing affordability problem and its existing and future resources to address them, the following are recommendations that should be strongly considered to be implemented:

1. Build upon the momentum already established in Healdsburg by implementing the policy recommendations and objectives depicted in the HAP and the forthcoming recommendations of the Community Housing Committee, and engage in the ongoing assessment of outcomes.
2. Create a new full-time staff position at the City of Healdsburg whose sole objective is to create and nurture a strong public-private partnership to implement the recommendations provided in this SDAT report. The benefits of this position include:
 - Driving the initiative so all components are successful and sustainable.
 - Ensuring all people are engaged, included, and served.
 - Creating opportunities to coherently weave sustainable funding streams of public and private resources to achieve the initiative.
 - Serving as single point of accountability for residents, partners, and funders.
3. Create policies and procedures to establish a new Housing Trust Fund from the proceeds of the portion of funds in the Transient Occupancy Tax (TOT) dedicated for affordable housing. The majority of the dollars in the Trust Fund should be used as flexible gap financing to support the development projects with affordable housing units. The funds could be structured as long-term subordinate loans (i.e. 30 -40 years), secured by the property, with a below-market interest rate (i.e., 1%) with debt service payable from a percentage of net cash flow each year. In addition, a portion of the Trust Fund dollars could be used by the City and non-profit developers to acquire existing rental housing properties to preserve existing units that currently are not deed restricted, but offer affordable rents. It is important that the funds should be used for both the creation of new affordable units as well as preservation of existing units in the city. To utilize these funds, a developer would need to enter into an Affordability Agreement with the City, which would depict the affordability restrictions that the developer will agree to comply with. It is recommended that a portion (such as 75%) of the annual amount of funds be targeted for units for Low-Income Households and a portion of funds targeted for units for the Missing Middle (such as 25%). This Housing Trust Fund must develop criteria-based requirements for the City to evaluate developer proposals and prioritize how the funds should be used. Now is the time to create a systemized process for the City to evaluate and award these funds, to prevent an inefficient “one-off” evaluation of developers’ proposals each time a new development project is planned.

The responsibilities of this position should include:

- Supporting City-led efforts to engage all sectors of the community to participate in the planning processes to update the General Plan and create a Master Plan.
 - Communicating a vision and building a collaboration between stakeholders in the public and private sectors.
 - Proactively engaging the public and private sector to pursue implementation of policies and programs adopted by the City Council as well as the goals created in the Master Plan to create more affordable housing and other goals towards sustainability.
 - Oversee the allocation and administration of City funds targeted for affordable housing development (i.e., a Housing Trust Fund to possibly be created in the near future).
 - Continually pursuing the most efficient and successful ways to implement objectives by staying abreast of best practices locally in California and nationally.
 - Creating a transparent process for evaluation of progress towards achieving the goals and objectives of this initiative, including evaluation of the recommendations already established to promote more affordable housing. This likely would include providing a monthly report to City Council of progress.
4. Create a new source of public funding to support more affordable housing creation and preservation in the city. Many local jurisdictions have created a Housing Bond program, which uses a portion of their general obligation bond proceeds towards affordable housing development. To administer these funds most efficiently, the funds from this Housing Bond program could contribute to the Housing Trust Fund mentioned above and be administered in conjunction with the proceeds of the TOT. The majority of the Housing Bond funds could be structured as long-term subordinate loans and would also serve as flexible gap financing to support more affordable housing development. In addition, a smaller portion of these funds could be used by the City and non-profit developers to acquire existing rental housing properties to preserve affordability. In these ways, the Housing Bond funds could significantly “kick-start” Healdsburg’s vision to create more affordable housing, in a relatively short period of time. Structured and administered correctly, these funds could substantially increase the number of affordable units in the city as soon as 3 to 5 years from now. While much larger than Healdsburg, the City of Charlotte created a Housing Bond program in 2014 of \$15 million and funded an additional \$15 million in 2016. Voters will decide in November whether to approve an additional \$50 million for their Housing Bond program. The description of the use of Charlotte’s Housing Bond funds is listed here: <http://charlottenc.gov/charlottefuture/CIP/Pages/Housing-Diversity.aspx>

5. Use a portion of Housing Trust Fund funds and/or other City funds to create a systematic program for the City to purchase existing apartment properties that may be serving as Naturally-Occurring Affordable Housing (“NOAHs”) in which the current market rents are at or below rent levels affordable for Low-Income and the Missing Middle households. Without local government intervention, these properties will likely soon be unaffordable and the community will have lost its chance to preserve existing units for low-income and missing-middle households. Once purchased, the City would undertake a rehabilitation of the units and subsidize rents to preserve the property offering a mix of affordable levels for households earning less than 60% of AMI as well as rents for households earning less than 100% of AMI. The City should consider placing these properties in the Sonoma County Land Trust, so that they will remain restricted for affordability for many years. While developing new affordable units is a critical component to solving Healdsburg’s affordable housing crisis, efforts should also be made to preserve existing housing units which could be structured to maintain affordability over the long-term.
6. Pursue the creation of a social-impact investment fund to use as a gap financing source in affordable housing developments. The San Francisco Bay Area has become a leader in creating these funds, which gather private investors and/or philanthropic entities to make “Program-Related Investments” (PRIs) in a social enterprise which offers investors a below-market financial return (typically a 3-4% return on investment for a period of time, for example 7 to 15 years) in conjunction with creating positive social outcomes in a community. This type of investment is still relatively new to the field of affordable housing, but it is quickly becoming an innovative financing source which offers a win-win-win for all parties involved. In Healdsburg, these PRIs could be structured as subordinate gap funding in housing developments for both Low-Income and Missing Middle households. However, given the higher rents that are affordable to Missing Middle households as well as the lack of other equity sources for housing this target population, consideration should be given to deploying a larger portion of PRIs to this housing type. For an introduction to social impact investing, see: <https://thegiin.org/impact-investing/need-to-know/>
7. Amend the Inclusionary Housing Ordinance to allow higher density to developers who agree to restrict a portion of their projects’ units for Low-Income Households and for the Missing Middle. It is recommended that developers should achieve density bonuses of 15% to 20% of additional units if they restrict at least 20% of their units for Low-Income Households and should achieve additional density bonuses of 5 to 10% of additional units if they restrict at least 10% of their units to the Missing Middle. The ability to build a larger number of units in a project will likely serve as a critical incentive to developers to build more affordable units. The recommendations by the CHC for revising this Ordinance should be strongly considered.
8. Create a Hotel Inclusionary Ordinance to require that hotel developers must build a certain number of affordable housing units based on the number of hotel rooms they create, or pay in-lieu fees towards the Housing Trust Fund. The exact ratio of units and rooms will need to be decided by residents and City Council. However the ratio is structured, this approach could create additional funds to support affordable housing.
9. Boost the structure for the City to oversee compliance by developers to create and maintain their agreed-upon number of affordable units. A key component to successful implementation of City resources (either funding or density bonuses) to incent developers to build and preserve affordable housing is that the City must create a strong system of accountability and compliance. Given the potential increase in number of affordable housing units over the next decade, the City should create a Housing Asset Manager position. This staff person would oversee compliance of affordability restrictions that developers agreed to. The Asset Manager should perform annual audits of all completed properties and projects under development to ensure that developers are complying with their Affordability Agreements.
10. Undertake thoughtful, inclusive community master planning of each of the three sites that the City currently has under site control that could be developed to include affordable housing units. These are “low-hanging fruit” in Healdsburg’s pursuit of additional affordable housing, since these are City-owned properties in which the City has the authority to shape the developments on the sites. With effective planning and implementation, new development could be created on these sites as soon as 3 years from now. Of the three, the SDAT undertook a preliminary massing study to propose a possible development approach for the site at 155 Dry Creek Road. The site plan was based on broad assumptions about zoning and wetland setbacks and includes approximately 75 affordable housing units as well commercial/retail space. The buildings consist of stand-alone residential units as well mixed-use, with residential on top of ground floor commercial/retail use. Greater analysis will need to be undertaken to determine the capacity of the site due to wetlands, zoning, any other site constraints, and available financing resources. However, this site plan can serve as a preliminary example of how to approach the City-owned sites.
11. Engage in a thoughtful, inclusive community master planning process of the Southeastern part of the city. It currently serves mainly industrial uses and does not have water/sewer services. Yet, the area has many assets including proximity to the river and a fair amount of undeveloped land. With strategic planning that involves all aspects of community input, this area could be developed at higher densities with inclusion of quality design standards, a mix of land uses, and a proactive approach to creating more affordable housing.



12. Create a comprehensive aging-in-place strategy for the growing senior population in Healdsburg. Given the demographics and expected trends, the need for a diverse set of housing options for seniors will continue to increase in a relatively short time period. Healdsburg would do well to pro-actively plan for how to accommodate existing residents so that they can remain in the city as they age. A comprehensive approach should include the development of more independent-living apartment properties for households with a range of incomes, assisted-living communities, as well as continuing care retirement communities that offer both independent living and assisted living, with the option of nursing home services. In addition, a comprehensive strategy should also include housing resources for those who want to remain and age in their single-family homes – such as a small home-repair program to help seniors adapt their homes to be accessible for mobility disabilities and a property tax freeze or exemption for lower-income seniors as housing values continue to appreciate. Any planning focused on housing for seniors must also create linkages to community health and other social services in the Healdsburg area.

Although not an exhaustive list of all possible strategies to support the development of more affordable housing in a community, these recommendations would substantially move Healdsburg in an efficient and impactful forward direction to achieving its goal of creating more diverse rental housing options. Healdsburg already possesses a strong foundation in reaching this goal from the significant planning that has already been invested in the HAP and the CHC's efforts. The city is at a critical juncture where it can still shape market forces so that residents of all incomes can call Healdsburg their home.

Keys to Success

CAPACITY OR CONFLICT? THE CHOICE AHEAD

As one Healdsburg civic leader told the team early in the process, “We are a high capacity community.” After working with the community through the SDAT process, the team could not agree more with this assessment. In Healdsburg, the team found a community rich in human talent, potential civic leaders and resources. Healdsburg’s citizens exhibited robust civic engagement and local attachment to place throughout this process and that is a testament to your civic capacity and a sign of the community’s potential to accomplish great things.

Conflict – Healdsburg’s (Potential) Achilles Heel

In the history of the design assistance program, there is a clear pattern and distinction between communities that experience significant success and those that struggle. The struggling communities are often slowed by inertia, institutional sclerosis, nostalgia, or pervasive conflict and division. Unfortunately, the team observed during the SDAT process that Healdsburg is experiencing a dangerous level of conflict and division in its civic life currently. Healing existing wounds and repairing the civic fabric are important first steps the community must take to have success.

In recent years, Healdsburg’s community dialogue has sometimes been marked by heated debate, controversial policy decisions, and frustrated citizens. This is no secret to Healdsburg’s citizenry. In fact, it was acknowledged during this process by local leaders that there was division, and that this has caused some pain and frustration as well as the development of some trust issues. During the SDAT, the team heard concerns from citizens about these conflicts and divisions as well. As one citizen observed, the community is exhibiting “a divisive pattern that keeps Healdsburg from becoming a more empowered community and from becoming a community that can actually move the needle towards a common good.”

The time to heal existing wounds and repair relationships is now. Healdsburg’s divisions and conflict are holding you back. Left unaddressed, these divisions can tear at the civic fabric and become entrenched, poisoning dialogue. It can lead to high stakes decisions that create winners and losers and fuel the overt politicization of topics that otherwise would invite discussion and build understanding and support for a long-term decision that is sustainable.

A Neutral Convener

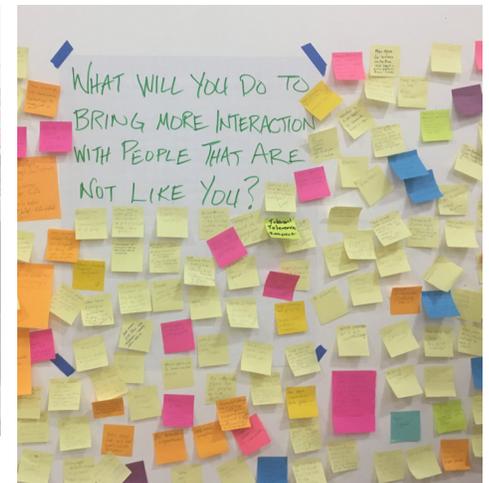
The need for facilitative leadership that can bring everyone together

under the banner of partnership is a prerequisite to success. Unless current divisions can be repaired, you will struggle to implement any sustainable solutions for the long-term future. Countless time will be wasted fighting the same battles again and again. Make no mistake – Healdsburg’s long-term success is conditioned by and dependent on its ability to have civic leaders and citizens of different opinions come together and form agreement on at least the broad path forward. The team saw and heard remarkable consistency in the expressed values of citizens – you all want the same outcomes – and now is the time to work through your differences and find common ground.

The team cannot put too fine a point on the need to bring the community together in partnership and collaboration. Continued internal divisions, conflicts, and the politicization of high stakes issues present potential danger to Healdsburg’s long-term health. The good news is that this potential threat is solvable with the right approach – it simply requires a process that allows citizens and civic leaders to come together, but past divisions aside, and subvert narrow interests in favor of working toward the common interest. In small towns, this can be tough work. Sometimes, heated debates can become personal and divisive decisions can lead to distrust and hurt that lasts.

In many cases, it helps to have a neutral convening organization that can play a facilitative role in hosting important dialogues without driving any agenda. The team would note that we found many individuals, organizations and civic leaders in Healdsburg that we assessed could potentially play effective facilitative roles in bringing down the temperature around some of the most controversial discussions, but there was also a lot of concern voiced about existing leadership structures, personalities, and related issues that the community might be served by outside help early on. The surrounding Bay Area is rich with non-profit organizations and individuals that may be able to assist should Healdsburg have difficulties building broad trust and participation initially.

We are confident Healdsburg’s civic leaders and residents can find common ground, even in an environment where political battles may have left some scars on civic health. The fact that hundreds of people participated in the SDAT process, and dozens have come forward since the process to volunteer in moving the common agenda forward bodes well.



Develop a Collaborative Governance Model

Healdsburg's community engagement can become a real hallmark of its public business and the foundation of an exceptional community model moving forward. The level of participation and available resources present a potent advantage in building public-private partnerships that are based in a community-supported vision. In the history of the design assistance program, many successful communities have forged novel governance structures that are based on collaborative partnerships across sectors and we think Healdsburg is well-positioned to build civic collaborations to fit its implementation needs.

Avoid Unnecessary Politicization

The preceding recommendations in this report were the product of team observation, listening to the community, and dispassionate technical analysis. The community's decisions about which recommendations to pursue should strive to remain the product of thoughtful deliberation and avoid unnecessary politicization. Some topics by their nature are seemingly intractable and involve high stakes that encourage debate, but that discussion should be managed in way that is respectful to diverse opinions and that builds understanding for the final decision above all.

Start Small, Build Trust and Partnership

By starting with the small steps and building momentum for larger accomplishments over time, your collective aspirations for the future will become more feasible. In the near term, it's important to avoid paralyzing debates over the big ideas in this vision, or spend unnecessary energy considering the biggest investments that will be required in the long-term. Start with the small things and build momentum. As one community reported 20 years after their process, it can build a "snowball effect" for positive change.

Comparative Case Studies

The history of the design assistance program's success stories is replete with community experiences that underscore the importance of finding common ground and building novel partnerships to accomplish community aspirations. In fact, every community that has had significant transformative success has created new ways to work together and has succeeded in bringing disparate views to the table to find compromise and agreement on implementation in ways never achieved previously. That is the secret to implementation success. It's not rocket science, but it does require the hard work of rebuilding relationships and creating new platforms to involve the community, building broad civic leadership, and managing governance in a collaborative way. Sometimes, these collaborative approaches can seem inferior and time-consuming, but they yield much bigger results than decisive management-control options in the long-term. They also lead to sustainable decisions and consistent, focused community investments that produce dramatic results in the long-term.

The following case studies offer an illustrative view demonstrating how community success is predicated on residents coming together to take control of their future. While they each utilized different implementing mechanisms, available resources, public-private partnerships, and a range of related tools, none of those mechanisms could be activated before the community had found common cause and built practical compromises and agreements to pursue implementation. Several of the examples are the subject of short films on the Communities by Design Youtube channel as well, where further description of their work can be gained.

It is instructive to reflect on where these communities began their journeys. The Pearl District in Portland began its journey in the 1980s as a derelict warehouse district and rail yard. East Nashville was referred to as "the wrong side of the river" by locals, most of whom never crossed the bridge to visit. Santa Fe's acclaimed railyard redevelopment was an abandoned freight rail line. In downtown Boise, city leaders demolished large blocks of historic buildings in the 1970s in a failed attempt to attract a shopping center development. The impact was compared to a bomb being dropped on the downtown, leaving large vacant tracts of land in the city's core.

Today, their transformations are notable. The Pearl District and East Nashville are both counted as among "the hippest neighborhoods in America." In 2016, Boise was profiled by Smart Growth America in *Amazing Place: Six Cities Using the New Recipe for Economic Development*, which noted its successful renaissance. Santa Fe has created an internationally recognized district that reflects authentic community. These are remarkable stories of transformation at work, and they are instructive to communities seeking a platform for reinvention and publicly-driven change. The key to their success has been the fundamental re-orientation of democratic process and governance that occurred via partnerships and civic engagement.

Portland, Oregon

In Portland, Oregon, a derelict warehouse district with rampant vacancy and no identity was transformed during the last two decades of the 20th century into the "Pearl District," a neighborhood known worldwide for its vibrant life and unique character. One local reflection captures the area's transformation:

"Ever squinted your eyes and tried to imagine something that's only in your head? That's how it was for those of us who looked over the rail yards and abandoned warehouses of inner northwest Portland some 20 years ago. Rundown and dilapidated, it was a sight that even the best of us squinters had trouble overcoming. And yet, slowly, a largely forgotten part of Portland's past became an urban icon of living unlike anything the country had ever seen: A unique blend of verve and vibrancy, with more than a passing nod to Portland's uncommon brand of originality. Today, the Pearl District has earned a worldwide reputation for urban renaissance. Diverse, architecturally significant, residential communities thrive here. Galleries rub shoulders with restaurants, shops open to parks, and no one has to squint anymore to see the magic that's taken hold. The Pearl is the story of a vision come to life."

It is important to note how they accomplished such a bold achievement. In Portland, one account noted that early on, "visions abounded." However, as they describe, "what actually came to pass, was more a nuts-and-bolts collaboration between innovative, but hardened, realists." They describe the development of a "three-part pact to steer the creation of a new urban neighborhood that would become the densest in the region and the envy of developers, mayors, and urban planning wonks worldwide." The first move: the city would tear down the Lovejoy Ramp, regarded as a barrier dividing the future neighborhood. For that, the developers agreed to build a minimum of 87 housing units per acre through the district. If the city built a streetcar, the developers would raise the ante to 133 units per acre. Three new city parks would net at least 150 units per acre. Thirty percent of the housing, the developers and city pledged, would be affordable."

Santa Fe, New Mexico

In Santa Fe, a 1990s conventional development slated for a former rail yard was rejected by the community in favor of a bold experiment that achieved an authentic community place celebrated by locals and recognized as a national model for placemaking. As one local leader noted, "It was an experiment in deep democracy which resulted in the Community Plan, approved by the City Council in 1997 as a conceptual Master Plan." As a local account notes, "The Santa Fe Railyard Redevelopment is a testament to the power of community involvement in the realization of great civic spaces. When the 40-acre rail yard was threatened by private development in the early 1990s, the city mobilized to purchase and protect the historic site for a local vision. With involvement from over 6,000 community members, a master plan was developed and implemented over the next decade through a unique partnership between a non-profit community corporation and the Trust for Public Land. Today, Santa Fe enjoys a vibrant, multi-use civic space that preserves the industrial heritage of the rail line while strengthening the city's future. The historic rail depot now serves as the northern terminus of New Mexico's commuter rail, and the Railyard's cultural and commercial amenities draw



new visitors every year.” In 2008, the Santa Fe Railyard had a grand re-opening with 20,000 citizens celebrating their new civic space. Locals in Santa Fe now refer to the area as the community’s “family room,” as opposed to the central square downtown (the “living room”), a place where local residents gather to experience community. It is a remarkable achievement.

Again, it is important to note how locals describe their path to success. As one account relates, “So many people stood up and participated –each with their own interests and intentions that this story can be told from many different points of view. And collectively, that is the beauty of it –a true community effort, we were all in it together. It was not created through a hierarchy of controlling leadership.” As local architect Gayla Bechtol reflects, “People see it as a real community space. I’m most proud of the democracy that happened. Helping someone have a voice that otherwise wouldn’t have a voice in the process, was to me the most gratifying part. The greatest lesson is that we can work together.”

Boise, Idaho

The transformation in downtown Boise is equally dramatic. In the 1970s, city leaders demolished large blocks of historic buildings downtown in a failed attempt to attract a shopping center development. The impact was compared to a bomb being dropped on the downtown, leaving large vacant tracts of land in the city’s core. What happened during the 1980s is now celebrated by locals as “The Boise Revolution.”

As Anthony Lyons observes, the revolution “completely changed the direction downtown Boise was headed. The revolution began with a change in political leadership that first allowed the retail shopping center to go to the suburbs where it always wanted to be. The new mayor and members of the city council brought a neotraditional approach to urban design in downtown that emphasized pedestrian-friendly streets and mixed-use buildings. This approach was advanced by the visit from the American Institute of Architects’ Regional/Urban Design Assistance Team. The R/UDAT made 16 specific recommendations related to redevelopment and city design, most of which have been accomplished or are currently underway. The real revolution was the community coming together to overcome downtown’s stagnation, to heed the advice of the R/UDAT team that Boiseans should “submerge their individual agendas and work together in the broader interest of the entire community.” Now, when so many people throughout the greater metropolitan area look at Boise’s downtown with a shared sense of pride, it is instructive to remember that was precisely the thing that was missing following the “bombing raid” days of not so long ago.” In 2016 alone, 24 new businesses opened in the downtown and the city was included on U.S. News & World Report’s Best Places to Live list, Forbes’ list of America’s Top 20 Fastest Growing Cities, and Livability’s list of the Best Downtowns.

Nashville, Tennessee

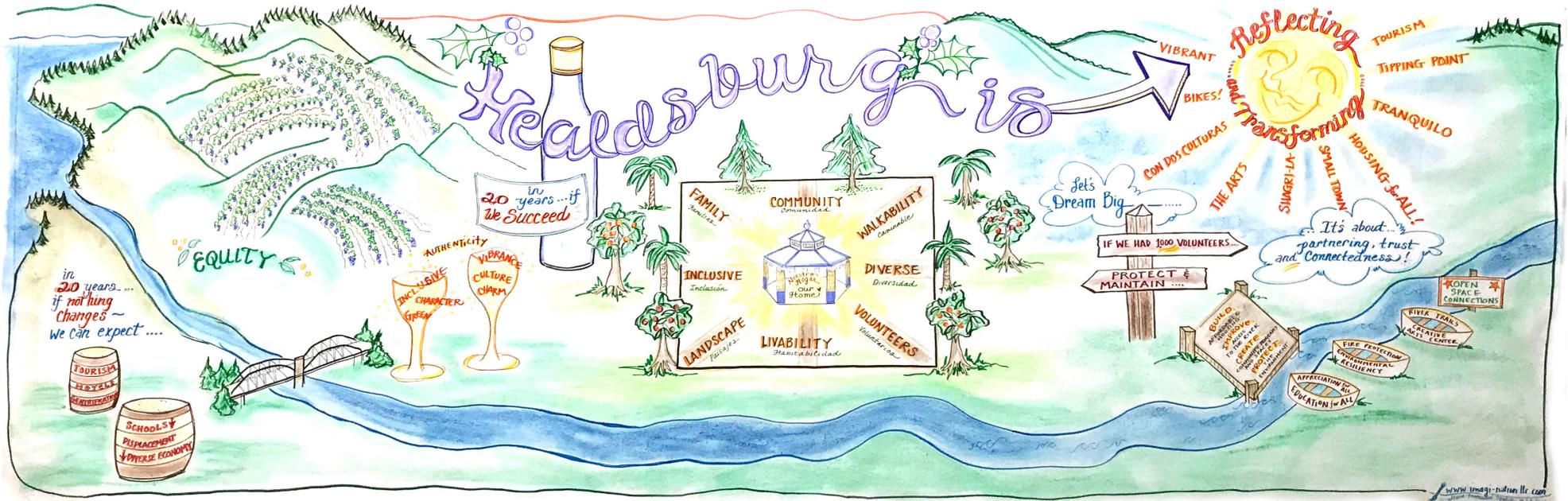
East Nashville provides an important case study in transformative change. As a local account relates, “For years, East Nashville was considered a rough part of town, cut off from the urban core by the river and an interstate highway.” Many locals never ventured across the river to East Nashville. On April 16, 1998, a tornado tore through Nashville, leaving a path of destruction that was deepest in East Nashville. In response, then-mayor Philip Bredesen challenged a local tornado recovery board with the following task: “What if they looked beyond the blue tarps and splintered trees and made East Nashville even better than it was? Not just rebuild, but reinvigorate?” The city invited a national R/UDAT process to help build a corresponding recovery plan. The first public workshop, held in a public housing complex, brought over 350 people from East Nashville to participate in building a collective vision. By the final presentation of the process, over 1,000 people from across the city had joined in, many crossing the river to discover East Nashville for the first time. The result was the creation of a civic organization, ReDiscover East, the served as hub for implementation efforts for years. As the Mayor noted in reflecting on the area’s progress years later, “For all its fury in tearing things apart, the tornado — for the first time in many decades — built a bridge across the Cumberland and brought our entire city together.” Today, East Nashville has transformed itself from the “wrong side of the river” to being acclaimed nationally as one of the hippest neighborhoods in America. It has become a place that is attracting people from all over the country.



Healdsburg, CA

In the 1980s, the Healdsburg community came together and hosted a R/UDAT about its future, and then worked to transform itself from a lumber and prune town into a central hub of the regional tourist economy. This took hard work and vision, and commitment to partner over time to achieve success. The team sees even greater

capacity present in Healdsburg today. Your success and regional economic changes over time have presented new challenges, and now the community must once again summon its civic capacity to work together and mold the 21st century place you aspire to be a part of – the capacity is within you, and the future is yours to make.



Moving Forward

NEXT STEPS

Healdsburg 2040 is poised to begin work immediately, in fact they've already developed several working groups to begin tackling the list of items generated from the SDAT experience. These groups are highlighted below, along with some important next steps in the process. More detailed information is provided in the body of the report.

Master Plan/General Plan

The first priority is to revise the City's General Plan, adopted in 2009, in order to create an updated vision and policy statement for Healdsburg. That can be done right away. This can be immediately followed by developing area plans for a few locations in the city, as they are currently ripe for development, particularly the industrial land east of the river and for sections of Healdsburg Avenue outside of the downtown core.

In the near future, the community should consider developing a form based code for some key areas of the city to help provide a more consistent understanding of what can be built and where.

Over the longer term, the community should draft a master plan for the city. This will be a considerable effort and will take time. But it will provide a detailed road map of all future development, and will make clear what is expected of the city, private developers, and individual property owners. The entire community must be engaged in this effort and must buy in to the final plan.

Housing

The Housing Action Plan is a good guide for the city and the community's first priority should be to continue its efforts to implement the plan's policies. It is also realistic to focus initially on those opportunities that are easiest to complete. Some modifications to existing zoning can help make it easier to provide additional housing, and these can be implemented right away. These include streamlining and making more flexible the process of permitting accessory dwelling units, backyard cottages, and upper floor housing, along with lowering the parking requirements for multifamily housing and small residential units. It is also a good idea to modify existing ordinances to allow for higher density developments when a significant portion is reserved for low and middle income households.

In the longer term, creating a new source of public funding to support affordable housing, such as a housing bond program, using general obligation bond proceeds should be explored. Other funding mechanisms can include establishing a housing trust fund from proceeds of the transient occupancy tax dedicated to affordable housing, and using these funds as flexible gap financing for affordable and middle income housing projects. Finally, it is important to dedicate a full time staff position who can create and nurture a strong public-private partnership for diverse housing.

Connection – River/Plaza/Parks

The first priority, and easiest is to look for strategic opportunities where existing public space can be incorporated into other development plans, either private or public, like extending bike paths into new development or providing additional connections to adjacent parks. Even when there is no adjacent new development, providing alternative routes and entries into existing parks and trail systems, rather than having single point entries, encourages more use of these amenities.

Mapping existing assets in parks, trails, and public spaces is also important, particularly when assessing a sense of security and comfort. Visibility or permeability in these public spaces, along with lighting, signage, and furniture is critical to making them accessible to everyone, and to providing the best possible facilities.

Finally, connecting existing parks and open spaces, particularly those that are somewhat isolated or can only be reached by car, is critical for not only residents and visitors, but also for wildlife. In particular, reconnecting to the river is a high priority, even though it may take some time. Restoring the ecological structure and function of that tremendous resource and incorporating all kinds of passive and active recreational opportunities into it can only meet with success.

Social Fabric – Community as Developer

The easiest thing to do immediately is to continue to inform and educate the community (who already has a high degree of awareness) about the key issues related to good housing diversity. Leverage that level of understanding to get the best possible housing strategies.

Another easy opportunity is for this group to understand the full range of "Complete Streets" and "Green Streets" and commit to incorporating them into new development and capital improvement projects.

Finally, the city should purchase existing apartment properties to preserve these properties as "Naturally Occurring Affordable Housing (NOAH)." It's easier and less expensive to preserve existing affordable housing than it is to build new. The city, or another public agency can manage these at a subsidized rate. This step should happen sooner rather than later – otherwise, they'll soon become unaffordable.

Arts and Culture

The first priority for this group is to identify specific ways the arts and culture community interacts with local residents and to learn what residents feel are opportunities for better integrated arts and culture. This can be followed closely by developing a comprehensive index of arts and culture entities and experiences, and strategies to share this information to the entire community.

Nearly as quickly is the opportunity to include a wider variety of art in public places, particularly those that are aligned with the city's current capital improvement plan, and with community goals. Developing incentives to encourage private sector art creation, even minimal incentives, can provide a greater variety for all to experience.

Finally, although this should happen at every stage in the process, implement strategies to increase arts and culture opportunities, increase participation, and create access for the entire community.

Team Roster & Thanks



J. Todd Scott, AIA

Todd is a licensed architect who specializes in historic preservation and downtown revitalization. His preservation experience includes stints with Oklahoma City, as historic preservation officer, and with King County, Washington, where he currently provides assistance to historic property owners and local officials in that county and 23 suburban and rural communities. He has been involved in the rehabilitation of many

buildings in small downtowns as the state architect for Oklahoma Main Street and for DesignWorks, an arts-based design charrette program. He has participated in a dozen design assessment teams with the AIA's Center for Communities by Design; several as team leader. Todd also served as community development director and assistant city manager for the city of Astoria, Oregon. He has presented at numerous state, regional, and national conferences on topics ranging from sustainability in design to mounting grass roots campaigns for endangered buildings. Todd has served on the boards of various non-profit agencies including heritage organizations, community development corporations, urban renewal authorities, and architectural foundations. He also currently edits *The Alliance Review*, the quarterly publication of the National Alliance of Preservation Commissions.



Mario Campos, FAIA, ASLA

Mario Campos, a senior partner of Jones & Jones, has directed the design of large multi-disciplinary projects focusing on the integration of landscape architecture, architecture, urban design and planning to promote community development and environmental conservation. His approach to planning and architecture emerges from strong regional, cultural, and traditional sources, closely rooted to the land, the environment, and

the community. Based in his own multi-cultural heritage, education and professional practice, Campos' projects visibly reflect their roots and inspiration in indigenous community and cultural values, as well as a profound respect for the environment. His design and planning work is continually evolving in manifesting a "landscape culture" and "a culture of place."

Campos' practice is rooted in a deep commitment to nature, culture and community. Through broadly inclusive design processes, combined with pragmatism, he has successfully interwoven cultural and environmental values to achieve an authentic sense of place, and to empower communities to express their identity and heritage through design. In so doing, he has helped to establish and lead today's practice of culturally and environmentally sensitive design. Campos has also shared his

knowledge and commitments through active engagement and professional leadership as a speaker at professional organizations and universities, and as advisor to educational and civic groups. His professional experience includes planning and design of cultural and public facilities including zoological and botanical gardens, museums, public places, parks, and cultural centers. Campos' design leadership, expressed in his exemplary projects worldwide and knowledge-sharing, continues to advance interdisciplinary, culturally sensitive, and environmentally responsible practice.



Carolina Carvajal

Carolina Carvajal is a landscape architect with CRJA-IBI Group. Since joining CRJA-IBI Group in 2011, Mrs. Carvajal has been a key team member on projects in the U.S. and abroad, and has developed particular expertise in community outreach and engagement. She has worked on dozens of projects in the Northeast United States, Mexico, and other regions. Her work has focused on sustainability, connectivity, revitalization of

brownfields, open space and streetscape design, housing and mobility hubs. Carolina is an Honors graduate of the landscape architecture program at the University of Connecticut. She is a native of Colombia. She is fluent in Spanish and conversant in Portuguese.



Wayne Feiden, FAICP

Wayne Feiden is Director of Planning and Sustainability for Northampton, MA and a part-time Lecturer of Practice at the University of Massachusetts. He led Northampton to earn the nation's first 5-STAR Community rating for sustainability and the highest "Commonwealth Capital" score, the former Massachusetts scoring of municipal sustainability efforts, as well as "Bicycle-Friendly," "Pedestrian-Friendly," "APA Great

Streets," and "National Historic Trust Distinctive Communities" designations. In this role, he has helped address transportation, amenities, land use and other aspects of downtown revitalization. Wayne's areas of interest include downtown and urban revitalization, multi-modal transportation, open space preservation, sustainability and resiliency, and assessing sustainability.

Wayne has also led or served on 25 design assessment teams as well as other assessment efforts from Vermont to Haiti. He has authored American Planning Association PAS Reports on Local Agency Planning Management (in press), Assessing Sustainability, Planning Issues of Onsite and Decentralized Wastewater, and Performance Guarantees.

Wayne's German Marshall Fund fellowship (Northern Ireland, England and Denmark), Fulbright Specialist fellowships (South Africa and New Zealand), and Eisenhower Fellowship (Hungary) all focused on urban revitalization and sustainability.

Wayne is a fellow of the American Institute of Certified Planners. His other awards include honorary member of Western Mass AIA, professional planner and advocacy planner awards from APA-MA, and American Trails Advocacy Award.



Richelle Patton

Richelle has been in the affordable housing development field since 1994 and has been involved in the development or preservation of over 9,000 housing units. In her current position at Tapestry Development Group, she provides development consulting to owners and housing authorities, with a specialty in HUD's Rental Assistance Demonstration (RAD) program. Prior to co-founding Tapestry, she worked in affordable

housing and community development in Atlanta, overseeing the development of 20 rental housing developments. Her expertise includes multi-layered financing and fostering collaboration between public and private sectors to develop mixed-income housing. She serves as Subject Matter Expert in efforts with state and federal agencies to create new and creative financing programs and policies for affordable housing development. She has served as a speaker and trainer to a variety of stakeholder groups in the affordable housing field. She is active with several trade associations to advocate for sound public policies that support affordable housing. She is currently a member of the Board of Directors of the National Housing & Rehabilitation Association and serves as Vice Chair of the RAD Committee of the Georgia Association of Housing and Redevelopment Authorities. She founded and is on the Advisory Board of the Women's Affordable Housing Network, an Atlanta-based effort to support women in the industry. She was named as one of the top 12 Young Leaders in Affordable Housing in the nation by Affordable Housing Finance magazine. She has received a POW! Award from the online publication Womenetics for serving as a model of a purposeful business woman. She is a graduate of the Leadership Atlanta Class of 2010. She earned a B.A. degree from the University of California, Los Angeles and a Master of City Planning degree from Georgia Tech. She completed an Executive Education program at Harvard Business School. She serves on various committees at her church. She lives in Decatur with her husband David and sons Benjamin and Samuel and enjoys staying involved in the life of her former foster son Eric.



Renee Piechocki

Renee Piechocki is passionate about developing projects and initiatives to engage artists and communities in the public realm.

She founded Pittsburgh's Office of Public Art in 2005 and served as director until 2017. She grew OPA to a team of five people to provide technical assistance and educational programs about public art in a thirteen-county region. Under her

leadership, OPA produced more than 50 works of permanent and temporary public art and developed ongoing commissioning programs with entities in the public and private sector including the Allegheny County Airport Authority, Pittsburgh Downtown Partnership, Neighborhood Allies, and Community Builders, Inc. She developed the framework and implemented Office of Public Art Residencies, which pairs artists and community based organizations to develop a creative project. Previously she was facilitator the Public Art Network, the national service program in the field of public art, (2000-2004); studio manager for Vito Acconci (1998-2000); and project manager for the City of New York's Percent for Art Program (1994-1998).

She has collaborated with Jennifer McGregor and to develop public art strategies and plans for the University of Wyoming (2018); San Antonio River Authority (2016); City of Lancaster, Pennsylvania (2016); Cross Charlotte Trail in Charlotte, North Carolina (2016); City of Laramie, Wyoming (2015); and Boston's Rose F. Kennedy Greenway (2012). Independently, Renee has provided technical assistance and public art planning services to nonprofit organizations, municipalities, community development corporations, artists, and others across the United States.

Select public art related publications include "Contextualizing the Public in Social Practice Projects" in A Companion for Public Art co-authored with Jennifer McGregor; "Beyond the Ribbon Cutting: Education and Programming Strategies for Public Art Projects and Programs" in Public Art by the Book, edited by Barbara Goldstein; Pittsburgh Art in Public Places: Downtown Walking Tour and Pittsburgh Art in Public Places: Oakland Walking Tour; Add Value Add Art, a resource guide about public art for private developers that was created for the Urban Redevelopment Authority of Pittsburgh, and Artist Residencies in the Public Realm, a resource guide for community collaborations. Her work as an artist ranges from Two Girls Working, a decade-long collaboration with Tiffany Ludwig; the Driveway of Doom produced every Halloween in collaboration with a cast of characters at her home in Pittsburgh; short films, photography, short stories, and other creative projects.

Renee was born in Queens, New York and grew up on Long Island. She received her BA in Studio Art and Honors Program from Hunter College of the City University of New York.



Ed Starkie - Portland, Oregon

Mr. Starkie has experience in real estate that includes moving complex projects from conception and feasibility analysis to financing and development strategies. A particular career focus has been the economic structure of vital urban places, of downtowns and neighborhoods that are pedestrian and transit oriented environments. Mr. Starkie is a financial advisor for private and public development who brings a

unique, pragmatic approach that results in projects that are feasible, profitable, and contribute to community livability. Mr. Starkie also has also served on the faculty of the University of Oregon Urban Architecture Program and team-teaches urban design at the Portland State University Nohad Toulan School of Urban Planning.

Joel Mills

Joel Mills is Senior Director of the American Institute of Architects' Center for Communities by Design. The Center is a leading provider of pro bono technical assistance and democratic design for community success. Its programs have catalyzed billions of dollars in sustainable development across the country, helping to create some of the most vibrant places in America today. The Center's design assistance process has been recognized with numerous awards and has been replicated and adapted across the world. Joel's 24-year career has been focused on strengthening civic capacity and civic institutions around the world. This work has helped millions of people participate in democratic processes, visioning efforts, and community planning initiatives across four continents. In the United States, Joel has worked with over 100 communities, leading participatory processes that facilitated community-generated strategies for success. His past work has been featured in over 1,000 media stories, including ABC World News Tonight, Nightline, CNN, The Next American City, The National Civic Review, The Washington Post, and dozens of other sources. He has served on numerous expert working groups, boards, juries, and panels focused on civic discourse and participation, sustainability, and design. He has also spoken at dozens of national and international conferences and events, including the Remaking Cities Congress, the World Eco-City Summit, the Global Democracy Conference, the National Conference on Citizenship, and many others.

Erin Simmons

Erin Simmons is the Senior Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. The Center is a leading provider of pro bono technical assistance and participatory planning for community revitalization. Through its design assistance programs, the AIA has worked in over 250 communities across 47 states, and has been the recipient of numerous awards including "Organization of the Year" by the International

Association for Public Participation (IAP2) and the "Outstanding Program Award" from the Community Development Society. Erin is a leading practitioner of the design assistance process, providing expertise, facilitation, and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community leaders to provide technical design assistance to communities across the country. Her portfolio includes work in over 100 communities across the United States. A frequent lecturer on the subject of creating livable communities and sustainability, Erin contributed to the publication "Assessing Sustainability: A guide for Local Governments". Prior to joining the AIA, Erin worked as historic preservationist and architectural historian for an environmental and engineering firm, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, and conducted historic resource surveys. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

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Imagine Healdsburg 2040

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