

Chamber of Commerce and Tourism Strategic Planning Meeting  
September 5, 2018

The aspirations of the group were to have a skilled workforce in a diverse economy, which has affordable and accessible housing, a diversified and family friendly tourism experience (beyond the wine industry), improved traffic flow, "walkability," and new ways of moving people to alleviate traffic, as well as increased overnight weekday and non-seasonal stays.

Solutions included: securing/identifying land to create affordable and accessible housing (especially for the workforce), increase focus on other tourist related activities, worker centric traffic congestion solutions, as well as marketing and education.

Challenge / Problem: Skilled Workforce in Diverse Economy		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Aging Population	Hiring challenges	Employees leave for \$1 more per hour
Lack of affordable housing	75% of workforce placement	Now pay overtime
Entry level employee cannot afford it here	Retirement destination	Employees = burnout
Geography limits		
Lack of vocational opportunities		

Solution			
Actions to Solve	Who Needs to Be Involved	Pros   Cons	
Affordable housing traffic/ mobility for workforce	County	Employees spend \$ in the County	Impact quality of life
<b>Donate City/ Private Land ownership for subsidized housing</b>		more affordable	Risk - \$
Hosing suitable for entry-level price and product	Housing Authorities		low quality development
	County Supervisors take the lead		
	Developers		
	Wine Train		
	Vine Train		

Red indicates top vote getter(s).

Challenge / Problem: Affordable and Available Housing		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Not enough supply of affordable to workforce	commuting employees: Vallejo, Fairfield, Sonoma	Transient / student workforce has different needs than traditional single family housing
wrong "type" for workforce (do not need all SFU, MFU, single family isn't the only way)	transient employees do not know properties as well = different employee experience	Unemployment low - difficult recruiting transient employees
Not smaller scale (dorm style available)		transient employees do not know properties as well = different employee experience
Expensive to build housing		
Second homes = less housing stock; what is the impact?		
Nimbyism		

Solution			
Actions to Solve	Who Needs to Be Involved	Pros   Cons	
<b>Dorm housing and non traditional housing</b>	Jurisdictions		Different employee types have different needs
Shuttle transportation for employees	Hospitality Industry (different needs)		Flexible Housing
Housing Bonds	Development	Schedule Changes	Scheduling Hotels 24/7 Shift Changes
Robust education on who lives in affordable housing/ barriers to housing	Jurisdiction Voters	Voter Approval	Cannot change policy well if public doesn't know it's a problem
"face of workforce"	Schools		It is desired?
Zoning Code Adjustments	VNV		
	Community Banking		
	Transportation		

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Challenge / Problem: Diversity the tourism experience beyond the wine industry (family friendly)		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Focus on tourism is around wine industry and tourist may not be aware of the alternatives that exist	People who come into town are not aware of the alternative activities that exist	Other businesses don't get the same volume / higher turn over
Labor shortage	Turnover of employees	
Access to natural environment to expand options	Not being able to find employees	
Communication/ Marketing		

Solution			
Actions to Solve	Who Needs to Be Involved	Pros   Cons	
<b>Getting Visit Napa Valley and Chambers to increase focus on other tourist related activities</b>	Visit Napa Valley	More income to local economy	
Develop family friendly activities	Chambers	Extended stay	
	Multiple Media Outlets	Increase in employment	
	Business to business partnerships	Increase in affordable options	
	Concierge industry	Traffic reduction if it leads to more over night stays	
	Local municipalities		

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Challenge / Problem: Improved Circulation - Improved traffic flow "walkability" new ways of moving people to alleviate traffic		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Feeders (Jamison, 12, 24, etc.) are too small	Traffic delays, Gridlock,	Limits available labor pool
Not enough alternative public transportation within the Valley		

Solution			
Actions to Solve	Who Needs to Be Involved	Pros   Cons	
Light rail	CalTrans	Reduce congestion	Expense
<b>Better connect to Ferry</b>	Vine (NVTA)	Less pollution	Reduce congestion
<b>Vine Routes that serve workers (more routes more shifts)</b>	Private Businesses	Grows economy	Less pollution
Bus lanes on 29, Highways		Makes more taxes for infrastructure	
Educate local residents on benefits of increased			

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Challenge / Problem: Increase overnight stays during the week and non seasonal times of the year		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Amount of day trips is 2/3 greater than overnight	2/3 of guests are day trips	Congestion during peak times
Week night vs. Weekend is not equal	STR Report	Increased traffic
Seasonal room nights Cab vs. Harvest	Visitor Profile Report	Labor reductions
	Industry Report	Empty hotel rooms and business slow (restaurants, retail, and all business)
	Low TOT	financial implications
		Increase use/ware on our roads
		environmental impact
		Less TOT for County/City programs/services
		Skewed perception of business for visitors

Solution			
Actions to Solve	Who Needs to Be Involved	Pros   Cons	
<b>Conferences &amp; Weekday Visitors</b>	Visit Napa Valley	easier access	expensive
<b>Marketing and Education of Non Peak Seasons</b>	Vintners	improved experience	ROI is not the same
	Visit SF	TOT increase	qualified labor mid year not available
	Visit California	labor stability	
	Industry Hotels   Business	improved business levels	
	Local Tourism Improvement District	conversion of traffic patterns	
	Chamber of Commerce	increased revenues	
	Represented brands with regional approach		
	Different industries work together create experiences and packages		
	Lobbyists and Government   Electeds		

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