

September 10, 2018

The aspirations of the group were to being better stewards of the Ag Preserve by prioritizing Agricultural Preservation when balancing Sales, Entertainment, and Events; Create/promote viable family farming and wine businesses that are well supported by the Community and County allowing current and future generations to flourish; Access to workforce housing, that is spread among the regions for employees of all skill levels; Simplification of economically sound rules to increase awareness and compliance with requirements; Qualified workforce; Holistic approach to problem solving; and, All Government & industry alignment.

Solutions included: More strategic approach to use permits and their impacts; streamlined and simplified codes and processes; improved metrics and accountability; accomodations for small, local wineries; requirements for housing (strategic, balanced, and smart); public education; collaboration; and, scientific approach (study, thresholds, methodologies).

Aspiration: Balance of Sales, Entertainment, and Events with Preservation of Agriculture Preserve as a priority/ better stewards of the Ag Preserve		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Adhering to current WDO limits (which are antiquated, modifiable and need updating)	Auditing process	Lack of understanding
Limited auditing of WDO Auditing is complicated Lack of awareness of Permit Process	Broken system	Lack of adherence
Enforcement: Compliance is complicated, confusing, expensive and ineffective	Lack of holistic (aggregate view)	Overuse/Misuse of Hospitality Facilities
Understanding allowable activities	Lack of understanding of audit process	Discord with ideas of land use
Business model requires full direct business	User experience	overall approval of hospitality industries
Different standards for pre/post WDO	Auditing: didn't know it was a problem	Over control in some areas
Protect integrity of Ag Preserve by ensuring proper land use	Visible abuse	
	Overuse//Improper (*define) of hospitality facilities	
	# of Wineries/Use Permits impossible to police	

Red indicates top vote getter(s).

Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
Protect integrity of Ag Preserve by ensuring proper land use	County	Better relationship with Community because of shared belief that doing what is best for community	Downtown tasting rooms
Look at all Use Permits and allowable activities (cumulatively) - what has been allowed?	Key organizations in Valley: Vintners, Farm Bureau, Grape Growers, Wine Growers	Protect the institution of the Ag Preserve by developing a strategic approach to hospitality	Losing connection to charm
More strategic approach to use permits/impacts - with Ag Preserve Integrity as a goal	2050	Higher business value over the long term	
Better metrics to define best use with impact to preserving agriculture: Max capacity? Enforcement?	Cities	impact on Housing & Traffic	
Addressing grandfathered wineries			

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Aspiration: Viable Family farming and wine businesses that are well supported by the Community and County, allowing generations to flourish.		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Barriers to entry for small farmers/vintners	Consolidations - small(s) are selling to large	
Little guys don't have the resources to do everything that is expected of the BIG guys	Small(s) forced to operate out of compliance because it is too hard to change	Blank sheet
When you are successful, getting approval to grow is very challenging (use permit process)	Fewer multi-generational operations	
Barriers to selling out products in the local market	Vineyard growth < General Plan	

Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
Create a category of small farms/ wineries with easier path to approval	Small family farmers	Success of family farmers	
Smaller wineries need higher percentage of employees and on site visitation in order to sell local	Small family vintners	Local tied to the land	still need a way to make sure neighbors voices are heard
Growth ladders in Use Permits Pre Approved	BOS	Success of family farmers	
Small operations that are operating without problem get an easier path to growth/expand	PBES	Security of future business plans	
"Farm Trails Concept" - selling without big infrastructure	Ag Com		

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Aspiration: Access to workforce housing; housing spread among the regions for employees of all skill levels		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Not enough housing for the employment affordability of housing stock	Jameson Canyon traffic Vacancy rate	Traffic from out of the area difficulty hiring
land use, feeds, and regulation make it difficult for a new affordable project	Rent \$2,300 average Housing \$600,000 average	commute from out of the area
business development outpaces housing	How many projects have been approved?	hard to hire and retain good employees
lack of political will power		long commutes

Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
Cities have to build affordable housing as a mandate by law	Local cities	increased value in existing businesses	pressure on RUL
all infill on <u>all</u> properties	Elected officials	happier employees	higher cost of doing
tie business growth with housing opportunities	Industries	more community	deed restrictions
What is the capacity for housing and business?	Electeds	thriving connected communities	Nimbyism
Seek new sources of revenues to develop workforce housing	Non Profits in the housing sector	less impact on infrastructure	Possible conflict with cities
	Developers		

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Aspiration: Simplification of rules and compliance; know what is required, economically sound		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
What activities trigger a use permit modification	No clarity Attorney's don't know either	Too much \$\$ to complete a project
Regulations are unduly burdensome; draconian	4 years to get use permit approval	
Projects are taken over by Nimbyism (should be more administrative)	# of consulting studies	
Projects are approval process is barrier to entry		
# of people/day measurement is antiquated (should be capacity & parking)		

Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
County to provide more clarity	PBES	Clarity, projects approved and cost less	Not all projects are the same
Change code to reflect simplicity	Vintners	goal posts DON'T MOVE	Big fight to get this done
If you meet the code, project approved	Landowners	Nimbyism not a driver	Hard to balance interests and achieve simplicity
	Napa Supervisors	County reputation improves	Reduces flexibility
	Community as a whole		

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Aspiration: Qualified workforce		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Immigration law has not been changed in 50 years	Hard to hire employees crew moving from one project to another (pay) proliferation on success of FLC's Use Permit restricts # of worker	Higher cost of hiring timing of accomplishing an important task take lower qualified staff retention of staff change in industry
Cost of local housing increase in traffic problems (both challenge & a problem)	Traffic, commute, cost of housing, crowded living conditions	Costs quality change work hours (flexible schedule)
Not building enough to meet the demand of people who want to work here.	Businesses closing because not enough employees	Want to make world class wine, want/need qualified workforce
		quality of local government staff declining (leave, fire, education)
		cannot afford to live in the community

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Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
Cities working to carry share of problem	Cities/ County integrate - talk to each other		
County/City joint zoning & planning approval process	Voters	Better guest experience (Hospitality Industry)	Cities will loose some autonomy
Relaxed prohibition on housing in selected areas of County where it does not remove agricultural land	Unified Industry	businesses would run more efficiently	
Less expensive contracting process (e.g. manufactured houses)	Academic / Education System	Opportunities for those that grew up in County to stay in County	
Mechanization to mitigate growth of labor	Contractors		
More jobs that don't need to be Up Valley into City		Better quality of life for al	
Flexible shifts			
Efficient/alternative public transportation system			
Limit the number of second homes			
Enforce short term rentals so local workers to live locally			
Immigration law approval (increase the number of workers)			
Sponsorship programs			
Innovative ways to increase the number of work permits			

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Aspiration: Holistic approach - identify the real problems and deal with problems that actually exist/ look at projects by whole, not project by project.		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Do not know what is going on, not enough data	Past studies not updated	Challenge to get permit
Need a cumulative look at the industry	Difficulty finding information	Lack of community trust
Conflicting regulations	Paving roads cuts dust but increases runoff	Cost and vulnerability

Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
Analyze watershed as a whole	Scientists	Action informed decisions	Expensive
Educate public about what is already being done	State Agencies	Prioritize actions	May be inclusive, could be challenged
Commonly accepted scientific thresholds and methodologies	Wine Industry Groups	Help industry to be seen as a good neighbor	May not have facts to educate
Guild more roads	Hospitality Groups	Better, mutual understanding	People may still disagree
Do more light rail	County, third (independent) party	Fair decisions	
	Stakeholders		
	Caltrans		

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Aspiration: Community - All Government & Industry Alignment		
Specific Challenge or Problem	Evidence this Challenge or Problem Exists	Impact of the Challenge or Problem on You?
Community / Government/ Industry isn't aligned to recognize international wine destination	Conflict between regulatory requirements and hotel development and housing development	Employees difficult to recruit and retain
The understanding of the need for alignment is needed to bring us together	Calistoga voted down affordable housing, St. Helena and Angwin historically resistant to housing	Modification of use permit reviewed post Measure C, yet Measure C language included
There are conflicting priorities for visitors vs. hotels rooms vs housing	Lack of housing to staff hotels/ wineries / vineyards	Traffic
Difference between perception of what challenges are and what has been done	Closeness of Measure C	Duplication of regulations and resources
Small County - siloed perspectives - unification		

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Solution			
Actions to Solve	Who Needs to Be Involved	Pros Cons	
County take the lead role in unification / consolidation of services / entities (like SF) Cities must buy into idea	City / Industry / County / Community / Tourism/ residents	Transparency	Inaction - analysis paralysis
One entity such as a TRPA (Coastal Commission) to oversee land use regulations countywide		Alignment of goals - housing, hotel, industry	Turf Wars
		Streamline - money / time / efficiencies	Property Rights

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