

**City of Sebastopol, CA**  
**Economic Development Strategy**

**Adopted by the City Council**

**March, 16, 2004**



**Economic Mission Statement**

The adopted Mission Statement from the 1997 Strategy states:

The City of Sebastopol is committed to maintaining its high quality of life by promoting an economic climate that is supportive of existing businesses, attracts new businesses that satisfy unmet area resident and visitor needs in a manner that supports Sebastopol's unique identity, appreciation and respect for the environment and sense of place, while creating new jobs for residents of all income levels, promoting an improved jobs/housing balance.

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# **Economic Development Strategy**

March 2004

## **Introduction**

The purpose of this Economic Development Strategy is to set forth broad economic development goals, and to identify specific actions to enhance Sebastopol's economy. The intent is to have an action-oriented plan for economic development that is consistent with community goals. The Sebastopol market area is generally defined as the Western Sonoma County Region encompassing approximately 50,000 residents. Additionally, Sebastopol receives tourism visitations from the San Francisco Bay area and other national and international regions. The taxing authority area or the area in which the city receives tax and fee revenues is defined as the Sebastopol city limits comprising approximately 1.7 square miles.

The programs set forth in this Strategy are intended to build on and/or maintain Sebastopol's unique attributes, to encourage economic development that provide needed goods and services and supports and improves the quality of life of it's residence and is supportive of existing businesses. Additionally, programs are encouraged that have low cumulative city resource/maintenance impacts, are environmentally friendly and maintains the community character.

Discussion of economic development goals is particularly timely. The nation is emerging from recession. Businesses are struggling. And as discussed in more detail in other sections of this report, the City itself faces major financial challenges. While by no means the only initiative that should be undertaken, a multi-faceted Economic Development Strategy can help the community create a more diverse and sustainable local economy.

While Sebastopol could take no action and leave its fate to market forces and other levels of government, local leadership can maximize the control of the Sebastopol community over its future, focusing efforts in ways consistent with the General Plan and the values of the community. Any economic development actions by the City also need to include an appraisal of market forces and the need for collaboration to create a more vibrant local economy.

Prior to adoption by the City Council, the Strategy will undergo review by the Business Outreach Committee, the Planning Commission and the City Council with input from the Chamber of Commerce and the general community. Revisions, additions, and deletions of programs are anticipated in this review process, however it is clear that the current situation requires action, and consideration of the draft Strategy will be a priority for the City.

## **Sonoma County Economic Outlook**

By 2001, the economic expansion of the late 1990's had ended and the national economy slipped into recession. Combined with uncertainty from the shocks of the attacks of September 11 and the wars in Afghanistan and Iraq, the recession deepened in late 2002 and early 2003. The national recession appears to have receded, however the Sonoma County economy continues to

struggle. The County experienced three years of declining employment. Several key sectors of the economy were hard-hit, including telecom, wine, and tourism. The long-term outlook for Sonoma County remains good as its mix of technology products and high quality wine and food products should remain market leaders. Additionally, its attractive environment so close to the Bay Area markets should continue to support the hospitality industry.

Furthermore, a county industry identified as the Creative Cluster, helps diversify the economy and bring innovation and new ideas, creating technological advances and higher wages. This Creative Cluster is identified by the Sonoma County Economic Development Board as a group of industries that employ persons in the fields of Engineering, Architecture and Design, Education, Arts, Music and Entertainment who create new ideas, new technology or new creative content. The arts, design and entertainment occupations are key components of the County tourism industry.

According to information from the Sonoma County Economic Development Board, moderate strengthening of the local economy is anticipated, but closely related to national trends. Nationally, there appears to be a moderate recovery, however several factors could adversely affect this trend.

Detailed information on the Sonoma County economy, is available at [www.sonoma-county.org/edb](http://www.sonoma-county.org/edb).

### **Sustainable Economic Development**

As used in this document, the concept of “sustainable economic development” is meant to convey a goal of creating a local economy that serves a variety of needs, that creates long-term strength and stability while minimizing adverse impacts, and that reflects the unique environment and character of Sebastopol. In order to maintain and improve on the special qualities of life that are unique to this community, consideration should be given to strategies and actions that have positive long-term community impacts, not only in terms of the local economy, but also on the local environment and in the cultural and social realms. Such considerations should include impacts to the environment, community character, socio-economic diversity, public revenues, traffic, historic preservation, effects to other local businesses, and meeting the needs and goals of the community. Also, support of community-based businesses should be emphasized whenever possible.

Ecological systems sustain life and provide the context for human activity. In considering economic development actions, careful consideration should be given to the effect of such actions on natural resources, including but not limited to land, animal and plant communities, water, and air. Actions should be taken with awareness of the principles of resource conservation and protection, minimizing the ‘footprint’ of impacts, and enhancement of resources.

Actions must also be “sustainable” by providing for community participation and collaboration in policy formulation and decision-making so that economic development occurs with broad community comprehension and support.

Social and cultural systems also contribute to the special nature of Sebastopol. Economic development actions are just one of many forces that create a community. Such actions must also consider social and cultural impacts. How will specific economic development actions relate to goals of socio-economic diversity, or affect local schools, or social justice issues? As the Economic Development Strategy is implemented these issues should be considered.

## **Local Business**

It is recognized that locally owned businesses generally provide more benefits to the community, such as keeping more profits circulating in the local economy, supporting other local businesses and generally tending to contribute more time and money to local causes than do absentee-owner firms. Thus, support and nurturing of locally owned and community based businesses and development of a positive interdependence of community based enterprises should be supported when ever possible.

Small businesses in Sebastopol were adversely impacted by both the national and regional economies. Local businesses face a number of challenges for their continued success. Over the years preceding this update, businesses have faced dramatically rising costs for liability, health and workers compensation insurance. In addition, other areas of the County have created new visitor and retail competition to Sebastopol. As an indicator of the state of small business in Sebastopol, new business inquires to the Chamber of Commerce slowed significantly in recent years.

Sebastopol is the primary marketplace of West Sonoma County. The population of the Sebastopol market area is much greater than the 7,800 residents of the City of Sebastopol. Approximately 50,000 persons reside in the Sebastopol market area, and use (to varying degrees) Sebastopol to buy groceries, medicines, to go to the movies and for professional services. Sebastopol at one time was a relatively full-service community where most of the daily needs of residents and businesses could be met. Today, however, a substantial amount of economic activity related to residents and businesses of greater Sebastopol is lost to other areas. Sebastopol either completely lacks or has a minor element of various types of businesses, such as office supplies, major home improvement goods, sporting goods, bed and breakfast inns, department stores, home retailers and value apparel. Although Sebastopol is in a major wine producing area, it has only one wine store and no winery outlet.

Not having such businesses locally causes dollars to leave the community (“leakage”), and lose potential tax revenues, and means that the range of local employment opportunities is reduced. In addition, the lack of such businesses forces residents and business owners in the Sebastopol market area to consistently drive miles to Santa Rosa, Rohnert Park or other areas to meet their needs, adding to air pollution and roadway congestion. This makes the community imbalanced, and less economically sustainable. Re-capturing some of this business for Sebastopol and providing a greater diversity of retailers would create a healthier local economy.

## **Tourism and Events**

The tourism outlook remains strong as an anticipated better California image and better Sonoma County name recognition creates a stronger desire for visitors. In addition, a significant increase in local vacation/holiday travel creates an opportunity for Sebastopol to increase it's share of Sonoma County tourism benefits with little expense output. Historically, over 40% of overnight visits to Sonoma County have originated in the Bay Area. According to the Sonoma County 2003 Tourism report, Sonoma County draws more visitors than Napa or Marin County, and the average visitor spends \$108 per day. State and County promotional Co-op, web linking, etc. could be utilized to help promote tourism. [www.sonoma-county.org/edb](http://www.sonoma-county.org/edb)

As illustrated by the substantial revenues generated by the two Sebastopol hotels, events and tourism can provide an opportunity for city promotion and additional city revenues with little expense impact. Absent significant retail development, visitor-related development appears to have the most potential for generating additional economic activity in the community, and thus revenues to

the City. One of the major priorities for future strategies should be considered to further position Sebastopol as a destination as well as a stop for people traveling through to other areas.

Sebastopol's many unique events provide easy economic opportunities to encourage economic activity from the many attendees already here. This includes spending on lodging, meals, retail sales and entertainment. Co-op activities with the State and County Tourism boards to promote Sebastopol events should also be considered. To further add to the uniqueness of these events, coordinated efforts should be made to have these events be as self-sustaining as possible both economically and environmentally.

Other opportunities remain that would add greater range to Sebastopol's visitor accommodation options, such as in town bed & breakfast lodging, hostel accommodations, short term camping and RV support. At this time, there are no bed and breakfast establishments in the City and incentives should be considered for this use.

### **Municipal Fiscal Background**

In 2004 as the economy stabilizes, municipalities are challenged to balance budgets from increased operating expenses and lost revenues. The Sebastopol City budget faces greater risk and less stability from Federal, State, County as well as local economic and political factors.

Sebastopol continues to have less and less control of local revenues and less of an ability to count on these revenues due to the State having influence and/or control of the majority of city general purpose revenues. Long term planning becomes crucial during these unstable times, as it becomes even more important to take action toward sustainable economic strategies.

This worsening situation causes:

- Imbalance between local service needs and revenues.

- A tendency to push cities and counties to have short-term views and generally deter long term planning.

- Deters the ability and/or desire to invest in public facilities and infrastructure, as it is difficult to predict or even expect additional funding for future maintenance.

- Makes it very difficult to raise local revenues through local initiatives.

- Difficulty for new housing projects to provide enough revenues to address city service and maintenance issues, harming housing availability and affecting local job opportunities.

- Discourages prudent fiscal management, as certain unallocated city funds controlled by the state may be taken by the state to address its budget problems.

- Impairs good planning and cooperation among municipalities, as each must tend to their own priorities.

Reduction or elimination of services causes harm in the relationship between the City and City residents and businesses, as well as lower City employee/staff morale.

### **Fiscal Issues**

The City of Sebastopol is facing a very serious financial situation in 2004 and beyond. In September 2003, subsequent to the adoption of the City's budget in June, the State adopted its budget, and as a result of State actions, in September 2003 the City Council was forced to make approximately \$90,000 in budget reductions. Some of these reductions will be permanent; others simply deferred expenditures. These adjustments will have long-term impacts, but pale in comparison to factors that the City is now facing.

Major cost increases in City operations will be occurring including, personnel cost increase due to PERS ( Retirement Plan), Medical insurance and Workers Compensation. Other cost increases include higher utility expenses.

Total currently known increases are approximately

2004-2005     \$391,000

2005-2006     \$151,000

While most City revenues are expected to be flat or experience a modest increase, there is one significant potential exception: the Vehicle License Fee (VLF). The new Governor of California approved cutting this historically local tax by more than two-thirds. The estimated loss of revenue to Sebastopol associated with this cut is approximately \$290,000 per year. The Governor has proposed that the State 'backfill' local government for this loss in revenue, however the legislature and Governor must agree on a form and source of the backfill, which has yet to occur. There appears to be potential that the backfill may not occur, or occur at a less than dollar-for-dollar level.

Thus, beginning in 2004, costs are anticipated to increase by approximately \$390,000, and revenue may decrease by as much as \$110,000, for a combined potential impact of approximately \$500,000. General fund reserves are only approximately \$200,000. Based upon The Governor's January 04 budget for 04/05, cost reductions and revenue increases will be under consideration by the City Council in early 2004.

The fiscal environment faced by the City is not sustainable. Budget adjustments and revenue enhancements will be necessary. While the Economic Development Strategy cannot provide an immediate positive fiscal impact, it is an opportunity to address longer-term municipal needs for a stable and sustainable revenue stream to maintain important City services. Economic development is an important long-term strategy not only to the viability of the City itself, but also to creating a stronger and more diverse local economy benefiting residents and businesses alike.

## **Accomplishments**

There have been several significant accomplishments since the original Economic Development Strategy was adopted.

At the time the 1994 General Plan was adopted, the City had no overnight lodging facilities. By 1997 when the Economic Development Strategy was adopted, one hotel had been approved, and the Strategy called for development of at least one other facility, as well as an increase in the six percent Transient Occupancy Tax. Since then, an additional hotel was developed, and the voters approved an increase in the Transient Occupancy tax to ten percent on the 2000 ballot.

City revenue this year from Transient Occupancy Tax is estimated at \$245,000—plus additional Sales tax revenue as a result of lodgers supporting restaurants, retail and other local businesses. This revenue has been critical in maintaining City services and the visitor spending has strengthened the local economy with relatively low other impacts.

In 2002, city voters approved a 1/8 % sales tax increase, raising the sales tax rate from 7 1/2 to 7 5/8. This additional increase has translated to an additional, \$140,000 of city revenue.

Other accomplishments have included: Expansion of the Sebastopol Center for the Arts; Creation of a local health care district to purchase and operate Palm Drive Hospital; Creation of the Laguna Wetlands Preserve; The opening of a downtown wine store, creating a link of Sebastopol retail with the wine industry; Adoption of a filming ordinance; Development of Sebastopol marketing and informational materials; Streamlining of various permit processes and modification of development standards; The creation of the Economic Development Specialist position; and, various other business outreach efforts.

Relative to development activity furthering the goals of the General Plan and adopted Economic Development Strategy, there have been several noteworthy projects accomplished. Several of these projects occurred as infill developments on long-vacant or underutilized land. These include the Gravenstein Station project on Sebastopol Avenue; renovation and expansion of the Burbank Senior Center on North High Street; renovation and expansion of the old 'bowling alley' property on Gravenstein Highway South; the O'Reilly office development on Gravenstein Highway North; development of two mixed-use projects on Gravenstein Highway South; a small office building on Wilton; an apartment project at Pleasant Hill and Bodega and an office building on the opposite corner; creation of a new mixed-use Charter School building on South Main; and expansion of the Basso furniture store on North Main.

## **Major Needs and Opportunities**

Key needs and opportunities that should be considered include:

- Support of collaborative efforts with the business community to enhance the local economy
- Infrastructure improvements to improve the safety, livability, and aesthetics of the community
- Continued support of expansion of existing businesses, as well as infill development
- Expansion of visitor-oriented businesses
- Long-term planning for underutilized areas to realize City objectives for retail and other development and for affordable housing
- Consideration of a voter approved tax measure to help fund basic city services.

## **Conclusion**

Since every economic decision made has a “lost opportunity cost” associated with it, that is when an economic decision or action is taken, one gives up the opportunity of using those resources elsewhere and since economic development strategies take time to implement and have an effect, it is crucial that economic activities be identified and prioritized as a general guide for future decisions.

The proposed Economic Development Strategy identifies a broad range of actions and on-going programs that will enhance the economic sustainability of Sebastopol. Some actions will require substantial investment of time or money, while others are more readily implemented.

## **Direction from the General Plan Economic Element**

The City's adopted General Plan contains an Economic Vitality element. The element contains seven goals as follows:

*Goal 1: Broaden the city's employment base.*

*Goal 2: Increase the city's retail tax base.*

*Goal 3: Produce an economic development strategy that sustains the goals and policies of the General Plan and supports Sebastopol's unique identity and sense of place.*

*Goal 4: Protect and increase the economic vitality of the city.*

*Goal 5: Protect and increase the economic vitality of the Downtown.*

*Goal 6: Emphasize Sebastopol's role as a market and service center for the West County.*

*Goal 7: Improve the appearance and functioning of the South Main Area.*

These broad goals set the framework for this Economic Development Strategy.

## **Strategic Programs Description**

The strategic action programs are divided into 3 categories and each item is identified as a High, Medium or Low priority. The purpose of categorizing and prioritizing each item is to identify not only the most important tasks but those strategies that have the best chance of being implemented. The categories and priorities are not meant to rate the significance or merits of the activity.

The activity programs are divided into 3 categories

A (Action) – Items in which specific action can be taken for tangible results in a shorter to medium time frame.

O (Ongoing) – Items that should be continued to be supported for continual, longer-term benefits.

C (Completed Items) – Items that have been accomplished are listed for reference.

Within each program each activity is identified as a **High**, **Medium** or **Low** priority.

The numbering associated with each activity is for reference only and does not necessarily indicate a ranking.

**A = (Action) – Items in which specific action can be taken for tangible results in a shorter to medium time frame.**

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>HIGH</b>
1 <b>A</b>	Continue to investigate opportunities to locate wine, visitor tasting rooms, wine outlet in the City Limits	Chamber of Commerce, BOC, Economic Dev. Specialist	Ongoing, FY 2004-05	Staff time for consultations and permit processing		High
2 <b>A</b>	Explore opportunities to locate additional overnight accommodations in the City limits such as Bed and Breakfast and a Hostel.	Business Outreach Committee, Chamber of Commerce, Econ. Dev. Specialist	FY 2003-2006	Staff time and processing of applications, Identify locations. Consider fee deferrals or reductions.	Outreach program. Brochure developed. Identify possible locations.	High
3 <b>A</b>	Create an economic summit to provide an educational overview of Sebastopol's Financial and Economic Status.	Econ. Dev. Specialist, Chamber of Commerce	Feb. 24, 2004	City Staff to present and/or provide financial data.	Planning in progress.	High
4 <b>A</b>	Visitation of city's top sales/use tax contributing businesses. Identify business's status, needs and future plans.	Economic Development Specialist, Chamber of Commerce, City Staff, Council	FY's 2003-05	City staff and Council members to participate in visitations.	Business visitations in progress.	High
5 <b>A</b>	Improve directional and identification signs to the public parking lots in downtown.	Public Works	FY's 2004-2006	Identify Funding	Partially completed. Review current signage, survey visitors.	High
6 <b>A</b>	Develop a City marketing and promotional plan that reflects the qualities of the Sebastopol community for use as a marketing tool to attract and promote the City to visitors and Sebastopol area population.	Economic Development Specialist, City Council, City Manager, Chamber of Commerce,	FY's 2004-2005	Staff time, counter space and internet presence.	Effort dependent upon grant or other funding	High
7 <b>A</b>	Consider new enhancements for revenue generation to help fund city services and community facilities, such as changes to, or new sales, utility, or other taxes.	City Council, City Manager	Any such measure should be approved by city council by July 2004 for ballot on Nov 2004.	Staff time		High

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>HIGH</b>
8 <b>A</b>	Implementation of Street Smart Sebastopol pedestrian safety and priority intersection improvements.	Engineering Department	FY 2003-2006	Staff time and budget for implementation.	Construction of 4 projects FY 2004-05	High
9 <b>A</b>	Use City Newsletter to educate & inform community on local economy, city fiscal issues. Also, consider resident survey.	City Staff	Ongoing	City Support	Place in Bi-monthly resident utility bills	High
10 <b>A</b>	Identify opportunities for economic development, housing and other community needs and facilities in the area north of Sebastopol Avenue and east of the Downtown plaza. Engage the community in a Specific Plan process for development of this area.	Planning Department	FY 2003-2005	Staff time and budget for studies, scoping sessions, public meetings and hearings.	\$25,000 budgeted for preliminary planning in 2003-04	High
11 <b>A</b>	Prepare a capital improvement plan for S. Main/Petaluma Avenue/S. Gravenstein Hwy. To identify the potential scope, cost and financing for projects to improve appearance, pedestrian access and other improvements to area infrastructure	Engineering	Consider a proposal for design and funding in FY 2004-05 Budget package	Budget allocation and provision of staff resources	Engineering Department conceptual plan for improvements completed. Further studies and financing needed for implementation.	High
12 <b>A</b>	Outreach marketing program to underserved target markets for tourism, events and local consumer patronage.	Event committees, Chamber of Commerce.	FY 2004-05	Staff time for outreach, consultation, promotion and event planning.	Create Market Plan, media database and promotional material.	High
13 <b>A</b>	Identify opportunities for economic development and facility needs in the Gravenstein Highway North corridor. Engage the community in a Specific Plan process for the development of this area.	City Council, City Manager, Planning Commission	FY 2008-10	Staff time and budget for studies, scoping meetings, public meetings and hearings		High

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>HIGH</b>
14 <b>A</b>	Explore possibilities of cooperative promotions of the Laguna de Santa Rosa Reserve, Sebastopol businesses and overnight accommodations in the City.	Chamber of Commerce, Laguna Foundation	Ongoing	Staff time for outreach, consultation, promotion and event planning		High
15 <b>A</b>	Develop a city promotional packet for distribution by community event organizations and or a city information kiosk to place at all events.	Chamber, lodging, food, retail and entertainment operations.	FY 2004-05	Staff time for outreach, consultation, promotion and event planning.	Create a promotional packet.	High
						<b>MEDIUM</b>
16 <b>A</b>	Identify opportunities for economic development, and facility needs in the Gravenstein Highway South corridor. Engage the community in a Specific Plan process for development of area.	City Council, City Manager, Planning Commission	FY 2005-07	Staff time and budget for studies, scoping meetings, public meetings and hearings	Sewer, water, storm drain study completed.	Medium
17 <b>A</b>	Prepare an implementation and financing plan for installation of street trees, entry signs and other improvements as appropriate at key entry streets to the City such as Sebastopol Avenue, Bodega Ave, High School Road and Gravenstein Highway South and North.	Engineering, Department, Economic Development Specialist, Chamber, Property Owners	Consider presenting proposal for funding implementing plan preparation in FY2005-06 budget.	Budget allocation and provision of staff resources.	Grant funding may be required	Medium
18 <b>A</b>	Develop Zoning Ordinance amendment to allow small restaurants through lower level permit process.	Planning Department	Develop amendments and present to Planning Commission, City Council FY 2004-05	Planning Commission and City Council, review and approval	Pending	Medium

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>MEDIUM</b>
19 <b>A</b>	While maintaining desired development policies, look for ways to simplify development review and to eliminate unneeded regulations to reduce procession time and the cost of development review.	Planning Department	Formulate Code amendments and forward to Planning Commission FY 2003-04	Planning Commission, & City Council, review and approve	Pending	Medium
20 <b>A</b>	Recommendations by city staff on streamlining city permit requirements & procedures.	City Manager	FY 2004-05	Provision of staff time.		Medium
21 <b>A</b>	Investigate the feasibility of commercial multi-use street-front developments of the South Main Public parking lot while seeking to preserve and enhance parking resources.	Planning Department	FY 2005-2006	Staff time for study and report	Outreach to consider partnership with private developer for commercial construction of buildings and parking structure.	Medium
22 <b>A</b>	Review commercial and industrial parking standards including proportion of compact parking spaces permitted and shared parking allowances.	Planning Dept.	FY 2004-05	Planning Commission, & City Council, review and approve	Pending.	Medium
23 <b>A</b>	Create a new weekend of events during the winter season that draws attention to the efforts to preserve the flyway habitat and nesting areas of the Laguna de Santa Rosa with a Flyway Weekend in late January or early February in cooperation with the Audubon Society, the Laguna Foundation and local lodging operators.	Laguna Foundation, Chamber of Commerce	FY 2005, Annually thereafter	Staff time for permit processing.	Identify Lead entity	Medium
24 <b>A</b>	Support medical clinics or centers that compliment and support Palm Drive Hospital and the existing medical community.	Business Outreach Committee, Local Medical coalition.	FY 2004-05	City Council, City staff for support of clinics.	Create or work through an existing local medical group or coalition.	Medium

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>MEDIUM</b>
25 <b>A</b>	Explore opportunities to provide temporary or weekend R/V parking for special events or holidays.	Planning Department, Business Outreach Comm., Chamber of Commerce	FY -2004	Staff time for processing of permits and consultations.		Medium
26 <b>A</b>	Encourage ground floor retail and restaurant businesses in the downtown shopping district to complement established service/office businesses and diversify available products.	Economic Development Program, Planning Departments, Chamber of Commerce	FY 2004-05	Promote available space, outreach to desired retail and restaurant businesses		Medium
						<b>LOW</b>
27 <b>A</b>	Identify and promote the creative cluster industry in the area, (see pg. 2 for definition). Use information for economic and tourism gains.	Economic Development Specialist, Chamber of Commerce	Survey and Identify industry	City Staff for help identifying		Low
28 <b>A</b>	Create an antique fair and/or promotional event, consider in winter time when no other events planned.	Antique businesses, Chamber of Commerce	FY 2004-05	City Staff for planning issues	Identify lead group(s) and businesses.	Low
29 <b>A</b>	Create a Sebastopol film festival in collaboration with the local cinema.	Chamber of Commerce	FY 2003-04	City Staff for planning issues	Identify lead group(s)	Low

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>LOW</b>
30 <b>A</b>	Investigate and promote the development of parking facilities in the downtown area.	Planning Department, Chamber of Commerce	FY 2004-2005	Staff time for consultations and permit processing		Low
31 <b>A</b>	Conduct Retail Base Study to identify trends in consumer spending on retail goods in West County and Sebastopol Area, identify leakage, surplus areas, target product and company specific efforts at attraction and retention within City limits of Sebastopol and reduce regional travel for goods.	Chamber of Commerce, Economic Development Specialist	FY 2004-2005	Staff time and possible consultant, grant funding	Grant funding needed	Low
32 <b>A</b>	Investigate and identify opportunities to finance through budget actions, grants and locate, develop and expand the following public facilities; City Hall and Civic Center, Chamber of Commerce, Library, Community Center, Center for the Arts, and a park in south Sebastopol.	City Council, City Manager, Planning Commission, Chamber of Commerce, Community Center, Sonoma County Libraries, Center for the Arts.	Ongoing	Staff time and budget for meetings, studies, grant applications, design and permit processing.	City priority to consolidate location of land use services. Community center, currently working on facility expansion on site.	Low
33 <b>A</b>	Perform outreach to West county farm organizations to explore opportunity for West County retail outlet.	Economic Development Specialist	FY 2004-2006	Staff time to respond to inquires and process applications	Farmer interests group formed.	Low
34 <b>A</b>	Support the concept of the creation of a State or Federal park designation for major areas of the Laguna de Santa Rosa	Laguna Foundation, City Council, City Manager	Ongoing	Staff time		Low
35 <b>A</b>	Consider the location and development of an environmental/sustainability education facility in cooperation with local education programs	Chamber of Commerce, Economic Development Specialist	Ongoing	Staff time for meetings and permit processing		Low

	and environmental groups and agencies.					
	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>LOW</b>
36 <b>A</b>	Disseminate handout providing a guide to Sebastopol area cultural, historic, and architectural resources	Western Sonoma County Historical Society	FY 2004-05	Provision of staff time to develop a brochure; budget resources for printing costs		Low
37 <b>A</b>	Consider locating and developing in Sebastopol a small college or university extension. Expand educational and cultural opportunities for area residents.	City Manager, Chamber of Commerce	Ongoing	Staff time for meetings and permit processing		Low

**O (Ongoing) – Items that should be continued to be supported for continual, longer-term benefits**

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>HIGH</b>
38 O	Continue to work with the Business Outreach Committee, Chamber of Commerce, and Downtown Business Association to maintain lines of communications and to collaboratively address problems and include business concerns in the preparation of the development guidelines and regulations.	City Manager	Ongoing	Council Representation and staff time to participate in working groups and ongoing committees.	Ongoing	High
39 O	Continue the public-private partnership to fund and staff the Economic and Business Development program office at the Sebastopol Area Chamber of Commerce to provide a “one-stop” business planning, start-up, location, marketing and finance consultations, entrepreneur and business trainings, classes and events to promote business and economic sustainability.	EDS, City Council, Chamber of Commerce, Business Outreach Committee, City Manager	Ongoing	Budget funding and staff time for meetings, permit processing and technical assistance.		High
40 O	Continue pursuit of grant funding for City projects and services. Evaluate use of grant writing services.	City Manager	Ongoing	Allocation of staff resources to identify and apply for grants.	Ongoing	High
41 O	Provide coordination for existing businesses seeking to expand and to companies seeking to locate in the City	Chamber of Commerce, Economic Development Specialist, BOC, Planning Dept.	Ongoing	Committee and staff time responding to inquires	Economic Development Specialist position created as public-private collaboration. Economic and business development office opened at the Chamber of Commerce 2002.	High

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>HIGH</b>
42 O	Continue Supporting annual Sebastopol Business Fair.	Chamber of Commerce	Annual event	Participation in New Business Outreach, provision of staff time for coordination.	Ongoing. Grant funding for future event expansion and implementation sought as part of USDA grant. Consider combine with SHINE.	High
43 O	Continue supporting existing Sebastopol businesses and consider business concerns in policy and regulatory actions.	City Council, Chamber of Commerce	Ongoing	Support and consideration of the needs of local business. Review Administration processes.	Ongoing. Business Outreach Committee and Economic Development program established as a public-private partnership 2001-2.	High
44 O	Support public, private and non-profit efforts to locate sites in the City of Sebastopol to build affordable workforce housing	City Council, City Manager, Planning Department, Chamber of Commerce	Ongoing	Staff time for consultations and permit processing		High
45 O	Continue to hold annual SHINE awards and business fair events to showcase Sebastopol area businesses and encourage networking.	City Council, City Manager, Chamber of Commerce	Annually	Staff time for consultations and permit processing	Consider combining with Business Fair	High
46 O	Continue and expand Shop and Buy Local programs that encourage spending local dollars at local businesses.	City Council, Chamber of Commerce	Ongoing	Counter space in public buildings and web links. Promote to local employees.		High
47 O	Continue to monitor traffic congestion and implement means to reduce traffic.	Dept. of Engineering	Ongoing	Budget resources including Traffic Mitigation Fee fund.	Street Smart Sebastopol Plan 2000. TETAP study of intersection traffic controls completed through grant. Pedestrian improvements at four locations in 2003-04. Submitted to Caltrans.	High
48 O	Cooperate with the Sonoma County Tourism Program in efforts to promote the Sebastopol area and attract visitors to Sebastopol attractions and businesses.	City Council, City Manager, Chamber of Commerce	Ongoing	Staff time		High

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>HIGH</b>
49 O	Continue coordination with other agencies for bike path network expansion	Engineering Dept.	Ongoing	Staff time to liaison activities and prepare grants	Plan to link Rodota Trail east of Petaluma Road with path past Bradley Video, up Morris Street to trail next to Analy High School completed. Construction 2004.	High
50 O	Promote and expand upon the success of cultural and arts programs in Sebastopol, like the Sebastopol Center for the Arts, Main Street Theater, Theater in the Park, Sculpture Jam, and Art Walk by identifying opportunities to expand the visual and performance arts in Sebastopol.	City Council, Sebastopol Center for the Arts	Ongoing	Staff time for meetings and permit processing		High
51 O	Ensure that City development fees and service charges adequately address the costs of providing of services.	City Manager	Ongoing	Approval by Council of periodic fee adjustments.	Major update of processing fee schedules completed in 2003-2004.	High
						<b>MEDIUM</b>
52 O	Identify and perform outreach to selected retailers, including office supply, men's clothing/shoes.	Economic Development Specialist	Ongoing	Staff time and processing of applications	Outreach to targeted businesses. Identify possible locations or building sites.	Medium
53 O	Outreach to local commercial real estate brokers to promote the City of Sebastopol and identify opportunities to promote occupancy of commercial buildings in Sebastopol by cooperative promotions and use of the internet.	Economic Development Specialist	Ongoing	Staff time for meetings and code enforcement activities.		Medium
54 O	Encourage new development to incorporate the Downtown Plan Portfolio while designing structures and improvements.	Planning Department	Ongoing	Staff time to inform applicants about the design guidelines.	Ongoing	Medium

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>MEDIUM</b>
55 O	Research and apply for selected local, state and federal grants, and identify other possible funding sources for economic development action programs. For example Community Foundation, USDA Rural Business Enterprise and Community Facilities Grants, CBDG funds.	Economic Development Specialist	Annually	Staff time for consultations		Medium
56 O	Continue to survey Sebastopol area businesses and residents annually to identify issues, needs, identify opportunities for diversifying locally available goods and services.	City Manager, Chamber of Commerce	Ongoing, annually, set target date for update.	Staff time		Medium
57 O	Increase efforts to promote eco-tourism and the Laguna de Santa Rosa restoration and preservation efforts by continuing to work to support the efforts of the Sonoma Land Trust, The Sonoma County Agricultural and Open Space District, the City of Santa Rosa, the State Department of Fish and Game, Audubon.	City Council, City Manager, Business Outreach Committee, Chamber of Commerce, Laguna Foundation	Ongoing	Staff time		Medium
58 O	Continue to encourage volunteer participation in provision of City services and facilities	City Council	Ongoing	Recognition and reward of volunteer individuals and community based organizations	Chamber of Commerce volunteer program. Laguna Keeper program. Adopt-a-Landscape program.	Medium
59 O	Monitor development in telecommunications and energy to ensure reliable, state-of-the art and cost-effective systems	City Manager	Ongoing	Staff resources to review developments and opportunities	Several new cellular phone antenna towers in town. SSU Solar study, feasibility of municipal solar power completed in 02. Zero interest loan program, funds for energy efficient commercial fixture retrofits, through SBEA. WiFi systems.	Medium

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>MEDIUM</b>
60 ○	Support collaboration among area non-profit entities to enhance and expand programs.	City Council, City Manager, Chamber of Commerce	Ongoing	Staff time for consultations		Medium
61 ○	Support efforts to restore and promote Burbank Farm	West County Historical Soc. Chamber of Commerce, City Council	Ongoing	Staff time to process permits, Signage assistance provided.	City continues to work cooperatively with the Farm. The Farm provides visitors with interpretive information and activities.	Medium
62 ○	Continue investigation of cost/equipment/personnel sharing measures with private and Sonoma County jurisdictions to maximize cost-effective and comprehensive service provision.	City Manager/Department Directors	Ongoing	Management participation in interagency discussions.	Building Inspector services shared with City of Cotati. Investigating sharing of public works and engineering with other jurisdictions. City has contracted out street sweeping services.	Medium
						<b>LOW</b>
63 ○	Review opportunities in streetscape improvements including sidewalks, bicycle lanes, street trees, furniture, lighting and safety.	Planning, Engineering and Public Works Departments	Ongoing	Staff time		Low
64 ○	Support efforts to restore the Laguna de Santa Rosa waterways and native habitat areas and protect the Atascadero waterway and habitat areas.	City Council, City Manager, Chamber of Commerce, Laguna Foundation, Planning Dept.	Ongoing	Staff time		Low
65 ○	Participate with others in County including other Chambers in the area to support economic development and marketing the cultural and economic benefits of Sonoma County and West Sonoma	Chamber of Commerce, City Manager, BOC	Ongoing	Council Representation and staff time to participate in working groups and ongoing committees	Ongoing	Low

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
						<b>LOW</b>
66 O	Continue to outreach to local agricultural interest groups to help promote Sebastopol area agricultural products and their marketability.	Farmers Market, Chamber of Commerce	Ongoing	Staff time		Low
67 O	Support efforts of the school system to educate community. Secondary and post secondary.	City Council, City Manager, Planning Dept.	Ongoing	Communication and dialog with schools, for internships	Dialog and cooperation with community schools ongoing. Participate in career enhancement programs.	Low
68 O	Continue Work on Laguna Park Plan Implementation	City Council, Planning Dept.	Ongoing	Staff time and assistance with grants	Laguna Park created and expanded.	Low
69 O	Promote the expansion of arts/theater in Sebastopol.	Center for the arts, Chamber of Commerce	Ongoing	Fee waivers, staff time and support grant applications	Art Center relocation and expansion completed in 2001-02.	Low
70 O	Coordinate visitor promotion programs with Russian River Chamber of Commerce	Chamber of Commerce	Ongoing	Staff participation in coordination efforts as needed.	Joint Venture Marketing, Sebastopol Forum	Low
71 O	Market Sebastopol's Plaza	Chamber of Commerce, Economic Development Specialist, City Manager	Ongoing	Staff Time to coordinate events	Plaza use increasing with community events.	Low

**C =(Completed Items) – Items that have been accomplished.**

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
72 <b>C</b>	Consider increasing Transient Occupancy Tax	City Council	FY 1997-98	Approved by Council to place on ballot for consideration by voters.	TOT increased by voter approval from 6% to 10% in 2000.	Completed
73 <b>C</b>	Consider zoning ordinance allowances to facilitate expansion of existing businesses	Planning	FY 97-98	Staff Time to develop and process possible code revisions	New use and parking requirements adopted 1998.	Completed
74 <b>C</b>	Develop Zoning Ordinance amendment to allow small restaurants through lower level permit process.	Planning Department	Develop amendments, present to Planning Commission & City Council FY 97-98	Staff time to develop amendment and process through Planning Commission and City Council	Adopted 1998	Completed
75 <b>C</b>	Review development standards for the South Main/Gravenstein Highway South area to determine if use allowances, floor area, or other amendments should be considered to promote B&Bs, mixed use, home based businesses, and adaptive reuse of buildings: consider extending the down town parking requirement of 1 space for every 300 square feet to the South Main/South Gravenstein Highway area while ensuring adequate parking is provided.	Planning Department		Staff resources.	Adopted 1998.	Completed
76 <b>C</b>	Review commercial and industrial parking standard including proportion of compact parking spaces permitted and shared parking allowances	Planning Dept.	FY 98-99	Provision of staff resources to review parking standards, develop amendments & process through Planning Commission and City Council	Changes adopted 1998.	Completed

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
77 <b>C</b>	Develop focused marketing information about Sebastopol to promote high-tech, software, research, professional service firms, and entertainment production companies to locate in the City. Identify firms and/or publications for outreach and provide information.	BOC, Chamber of Commerce	Develop marketing material and initiate contacts beginning FY 97-98	Council representation and staff time to participate in development of marketing information.	Outreach performed.	Completed
78 <b>C</b>	Develop permit processing, marketing materials and outreach program to attract film location companies to the Sebastopol area	BOC, Chamber of Commerce, City Manager	Develop permit policy and application materials and initiate outreach beginning FY 97-98	Council representation and staff time to participate in development of permitting and marketing information; staff time to respond to inquires and process applications.	Collaborated with the Sonoma County Film Office to develop countywide film ordinance and permit application process. Outreach to location companies.	Completed
79 <b>C</b>	Perform outreach to existing Sonoma County B &Bs regarding Sebastopol opportunities and development standards	BOC	Issue letter 1997	Staff time and processing of applications, Identify locations	Letters sent. Brochure developed for opening a B and B.	Completed
80 <b>C</b>	Facilitate development of an additional hotel project	BOC	On going	Staff time and processing of applications	Sebastopol Inn opened in 1998.	Completed
81 <b>C</b>	While maintaining desired development policies, look for ways to simplify development review and to eliminate unneeded regulations to reduce procession time and the cost of development review	Planning Department	Formulate Code amendments and forward to Planning Commission FY 97-98	Provision of staff time to review development policies and develop and process potential amendments to the Zoning Ordinance	Zoning ordinance amendments adopted in 1998.	Completed

	<b>Programs</b>	<b>Lead</b>	<b>Schedule</b>	<b>City Support</b>	<b>Status/Notes</b>	<b>Priority</b>
82 <b>C</b>	Amend Zoning Ordinance to allow up to a greater number of rooms for Bed and Breakfast businesses in non-residential areas, and to allow B & Bs with 5 or fewer rooms through a lower-level permit process in non-residential zoning districts.	Planning Department	Formulate Code amendments and forward to Planning Commission FY 97-98	Provision of staff time to develop possible amendment and process through Planning Commission and City Council	Adopted 1998	Completed
83 <b>C</b>	Prepare a capital improvement plan for S. Main/Petaluma Avenue/S. Gravenstein Hwy. To identify the potential scope, cost and financing for projects to improve appearance, pedestrian access and other improvements to area infrastructure	Engineering	Present a proposal for design and funding in FY 97-98 Budget package	Budget allocation and provision of staff resources	Engineering Department conceptual plan for improvements completed. Further studies and financing needed for implementation.	Completed
84 <b>C</b>	Review/expand available handouts on Sebastopol and West County market area providing demographic, economic, environmental information. Make handouts available at City Hall, Planning/Public Works counter and Chamber of Commerce	Chamber of Commerce, BOC,	FY 98-99	Assist in reviews of draft handouts, provision of counter space for handouts	City and Chamber have developed and maintain handouts and web pages that provide information.	Completed
85 <b>C</b>	Perform outreach to West County wineries regarding opportunities for wine outlet.	BOC, Chamber of Commerce	FY 2004-2005	Staff time to respond to inquires and process applications	Wine Shop opened on Sebastopol Plaza.	Completed
86 <b>C</b>	Provide clear, concise brochures and handouts for use by applicants and members of the public summarizing major development permit procedures and standards	Planning Department	FY 97-98	Staff time to develop brochures; budget resources, to print distribute.	Permit guides created. Permit applications and guidelines available online.	Completed
87 <b>C</b>	Provide a guide to Sebastopol Restaurants for use as a marketing tool	Chamber of Commerce,	FY 98-99	Provide Counter Space	Handout and on-line lists of area restaurants maintained by Chamber of Commerce.	Completed